Organizational Development Project Evaluation Report

Singida Town Centre Church (STCC)
P.O.BOX 166,
SINGIDA

December 2022

Adelick Wilbroad

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ACKNOWLEDGEMENTS

AFFIRMATION

Except as acknowledged by the references in this report to other authors and publications, the evaluation report described herein consists of our work, undertaken to assess the performance of the project against key parameters, and advance learning, as part of the requirements of Singida Town Centre Church and International Aid Services Denmark.

Primary quantitative and qualitative data collected throughout the evaluation process remain the property of the communities and families described in this report. Information and data must be used only with their consent.

Adelick Wilbroad

Dec, 2022

ABBREVIATIONS/ACRONYMS

BKC	Betania Church Centre
CISU	Civil Society in Development
CKU	Centre for Church Based-Development
COVID	Corona Virus Disease
CSO	Civil Society Organization
DK	Denmark
DMCDD	Danish Mission Council Development Department
DPC	Danish Pentecostal Church
DPO	Disabled Peoples Organization
FPCT	The Free Pentecostal Church of Tanzania
FPFK	The Free Pentecostal Fellowship of Kenya
IAS	International Aid Services
IE	Inclusive Education
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Assessment and Learning
MVC	Most Vulnerable Children
OAIC	Organization of African Instituted Churches
PA	Partnership Agreement
PMP	Performance Measurement Plan
PO	Project Objectives
PSC	Project Steering Committee
RBA	Right-Based Approach
RBM	Result-Based Management
SDG	Sustainable Development Goal
SHIVYAWATA	Shirikisho la Vyama Vya Watu Wenye Ulemavu Tanzania
SMC	Swedish Mission Council
STCC	Singida Town Centre Church
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCF	Tanzania Cheshire Foundation
TOT	Trainer of Trainee
UN	United Nation
VSLA	Village and Saving Loans Association
YDCP	Youth with Disability Community Program
YSN	Youth Social Network

EXECUTIVE SUMMARY

Singida Town Centre Church in partnership with International Aid Services Denmark implement a project to Enhance the Organizational Capacity of STCC to Provide Strategic Diakonia services. This is an organizational development project focusing on empowering STCC to be able to provide strategic quality Diakonia services in Singida and be able to build up strong local and international networks with a shared vision for collaboration in the future.

STCC in partnership and consultation with IAS DK has taken part in the planning and designing of this intervention to be a resource center in the provision of quality Diakonia services in the area. IAS DK is committed to providing professional sparring to enable STCC to become a giant organization in Diakonia amenities. This is the new intervention that aims to empower the capacity of the STCC organization and its department to meet the diverse needs of the target groups mainly department leaders, youth, and women.

The main objective of the evaluation was to examine and assess the efficiency, effectiveness, relevance, and impact of the project design and implementation and advice on the sustainability of the activities implemented and services provided. The evaluation was also to identify lessons learned/challenges encountered and provide recommendations for future design in related projects.

Methods used to collect data included documentary reviews, survey questionnaires, in-depth interviews, focus group discussions, and observations. The descriptive analyses were done for quantitative data using the SPSS package while content analysis was used for qualitative data. In total, the evaluation covered 45 (male 27, female 18) respondents. Generally, there was an increase in the average monthly income of youths when compared to the situation during the baseline survey in March 2022. Some of the youths are still maintaining the same income generated during baseline at the time of evaluation. This shows how serious entrepreneurship skills that youths got from the training and formation of VSLAs have contributed to this raise. This was a substantial increase compared to only 50,000 TZS per month during the baseline to an average of 100.000 TZS per month. Compared to the baseline, the youths engaged in VSLA are now 65% an increase of 15% whereas the situation in the baseline was 50% of youths engaged in VSLA. The engagement of VSLA goes hand in hand with the knowledge of proper financial recording and documentation. The current evaluation found that 94% of the youths were knowledgeable in financial recording and documentation an increase of 33% compared to the baseline where it was 61% and they use it to plan their monthly expenditure.

Youths' knowledge of human rights has increased from 38.4% from the baseline to 77.7% during the evaluation. The increase in knowledge should be the result of various training, sensitizations, and awareness creation seminars conducted by the project through, church leaders, youth gatherings, project staff, and the IE project. Indeed, 38% of the youths supported the notion of

digital marketing knowledge being useful for income generation has increased to 55.5% during the present evaluation, showing positive attitudes. To a greater extent, the evaluation showed the majority of youths 72% are engaged in the YSN platform that connects them with international youths from Kenya which has been enabling them to share experiences, and useful skills and obtain income opportunities. Moreover, for the case of the exchange visit, all youths have been grateful that there were representatives from the youth ministry who participated in the exchange visit to Nakuru Kenya which has brought a lot of benefits for the youth ministry including setting areas for future collaboration on Mental health, reproductive health, and youths friendly facilities.

In the case of engagement in providing humanitarian assistance during global disasters like COVID-19, it was only 27.7% of the youths claimed that the church STCC engages in providing this type of assistance but the rest 72.3% said that the church does not engage in this. To understand this, the in-depth interview conducted with church leaders shows that the training that capacitated the church with knowledge on disaster and providing humanitarian assistance was given to them in November and that they have agreed to first prepare a guideline that will stipulate how they will do this and the process is still on going.

66% of the youths claim that the knowledge of reproductive health is highly relevant to them in dealing with daily life challenges as youths) The church has started to involve itself in creating awareness of reproductive health because they see it as an issue that when not addressed, would lead to a lot of challenges for youths including early pregnancies. The findings showed that only (89%) of the youth claimed to know about entrepreneurship and this was due to the training which was given by STCC under the inclusive education project and Organizational Development Project. The rest (11%) claimed not to know entrepreneurship skills. Despite not knowing they also admit that it is very important for them to know entrepreneurship skills for them to have a standing income generating activities and hence enable them to participate in Diakonia services. Only 22% of the youths are highly satisfied with their performance of youth while the majority 61% are normal satisfied. This means there are still some needs from the youths that need to be addressed by the church.

All church leaders (100%) claimed to have been involved in providing Diakonia services and also All of the 12 (100%) church leaders compared to baseline findings which were only 2 out of 8 leaders who claimed that the church had a policy for provision of Diakonia services. This implies that the policy had been made known by all the leaders and the church at large. The evaluation study survey revealed that all the 12 (100%) leaders interviewed agreed to have been trained in transformational leadership compared to baseline which was only 3 out of 8 (37%). Despite this, a great number of leaders (67%) claimed that the church has been involved in awareness creation on entrepreneurship compared to the baseline study which only (25%) of the leaders claimed so.

Through the project, the church has been at the forefront in emphasizing its members, especially the youth to engage in entrepreneurship and investment. The evaluation findings revealed an increase in the percentage of church leaders with knowledge of financial record keeping from 2 leaders out of 8 equals (25%) in the baseline study to 11 leaders out of 12 equals (92%) in the evaluation finding. During baseline, the leaders revealed that most of the time they used counter books and files in documenting financial reports but ever since they got the training, they are now able to use other suitable ways such as cash books and some quick books as well as bank receipts. Of the church leaders trained on humanitarian assistance during global disasters, 92% claimed the church to have been involved in providing humanitarian assistance during global disasters, although the church leaders claim to be providing humanitarian assistance, still, the guideline has not yet been finished that would guide actions of the church in conducting this.

The evaluation has also responded to the evaluation questions in terms of relevance, effectiveness, efficiency, impact, and sustainability. In conclusion, the project is having a positive impact on the target beneficiaries. The church has been able to develop tools, policies, and strategies that have capacitated church departments to able to increase performance, implementation of church objectives, and measure the results. The majority of youths, church leaders, and women interviewed demonstrated a positive attitude toward the organizational development project for STCC. They agreed that the project has empowered STCC to be able to provide strategic quality Diakonia services in Singida and be able to build up strong local and international networks with a shared vision for collaboration in the future.

It is recommended that in future, the project should ensure continuous Monitoring of the executed activities to bring significant changes, Continuation of VSLA programs on entrepreneurship for youths within and outside STCC and the importance of VSLA to be emphasized to other project stakeholders, The project to focus on income generating opportunities and provide seed capital to VSLAs for business start-ups or boost the existing small initiatives, Supervising Application of the established organizational Tools and guidelines, STCC to focus on completion of Humanitarian assistance guidelines for the church, There should be another phase of the project expansion to more target beneficiaries among other FPCT Churches in Singida which will focus on Follow up and with new capacity building training Project, Inspirational study tours for the church leaders, Preparation of Capacity building training regarding effective use of Diakonia guideline, and Making use of the findings from the youth survey report for the next Organisational Development Project. It is recommended that those possible solutions are taken into consideration in the preparation of the next organizational development project or another phase of the project so that the project will specifically meet those needs.

1.0 INTRODUCTION

1.1 Background Information

Singida Town Centre Church (STCC) is a Christian organization working under the umbrella of the Free Pentecostal Church of Tanzania (FPCT). Its main goal is to provide spiritual and social services to society. Also, the church intends to reach out to society through preaching the gospel of Jesus and providing diaconal services to marginalized groups. On the bases of this great mission, the church has decided to implement an organizational Development project to strengthen the youth and the church leaders with Diakonia knowledge that will make STCC become a resource Centre for other churches and the community at large. The project is titled "Enhanced quality of Diakonia services in STCC through strengthening its thematic competences and networking as a resource Centre in Singida, Tanzania" and is funded by the Centre for Church-Based Development (CKU).

The project was focusing on empowering the thematic competence and networking of STCC to be able to provide strategic quality Diakonia services in Singida and be able to build up strong local and international networks with a shared vision for collaboration in the future.

STCC in partnership and consultation with IAS DK took part in the planning and designing of this intervention to be a resource center in the provision of quality Diakonia services in the area. IAS DK provided professional sparring to enable STCC to become a giant organization in Diakonia amenities. The intervention aimed at empowering the capacity of STCC organization and its departments to meet the diverse needs of the target groups mainly department leaders, youth, and other groups as per stakeholders' analysis.

1.2 Project Goal

The overall goal of the intervention is *"STCC is capable to provide strategic quality Diakonia services in Singida and can build up strong local and international networks with a shared vision for collaboration in the future".*

1.3 Project Outcomes

The organizational development project implemented three main outcomes contributing to the project goal, that is:

This Organizational development project implements two main project outcomes which together contribute to the project goal, that are:

Outcome 1: To build up organizational development of STCC departments and establish result-based management to promote women's rights and gender equality on Diakonia services in Singida

Outcome 2: To create and empower Youth Social Networks (YSN) between STCC and other local and international partners capable to deliver strategic Diakonia services.

1.4 Purpose of the Evaluation

The evaluation was intended principally for learning and accountability purposes. It would assess the performance of the project against key parameters including the project's implementation strategies and approaches, as well as its achievements, strengths, and weaknesses.

1.5 Evaluation Objectives

The main objective of this evaluation was to examine and assess the efficiency, effectiveness, relevance, and impact of the project design and implementation and advice on the sustainability of the activities implemented and services provided. It would also contribute to the final report of the project and further steps to be undertaken.

Specifically, the evaluation aimed to:

➢ Provide information on the relevance of the project in enhancing the provision of quality Diakonia services by STCC church

➢ Assess the effectiveness of the project output and determine how the outputs led to the achievement of the outcomes, and identify the benefits and spill-over effect accruing to the target group i.e. Youths

➢ Provide information about the long-term changes contributed by the project interventions to the community (impact of the project as compared to the baseline values portrayed by the baseline survey report)

➢ To assess the ability and readiness of the target communities to maintain the acquired positive impacts or changes of the project through project interventions including describing and assessing the role of the church (STCC) in the management and implementation of the project, and in relation to the stakeholders in the project

➢ Identify lessons learned/challenges encountered and provide recommendations for future design in related projects

> ➢ To assess the evaluation findings and future development actions concerning the Youth-focused group interview report.
>
> ➢ To interview STCC Department heads, youth representatives and church leaders in STCC, and others, who have not participated directly in the training

1.6   Evaluation Questions

The evaluation covered the following criteria: Relevance, Efficiency, Effectiveness, Impact, and Sustainability. These criteria were assessed as follows:

1.6.1   Relevance

To assess the relevance of the project to the needs of the target beneficiaries; this focused on the appropriateness of the project vis-à-vis the context within which it was implemented:

> ➢ To what extent has the project responded to priority issues in the target area, particularly to meet the needs of youths?
>
> ➢ To what extent activities and outputs were/are in line with STCC, its program priorities,
>
> ➢ To what extent are the objectives of the project still valid?
>
> ➢ What lessons were learned on project relevance? What worked? What did not work? What were the challenges (perceived or actual)?
>
> ➢ To what extent the youth survey report findings are given priority and solutions to their challenges is made
>
> ➢ To follow up the comments from leaders who were not involved directly in the project training are put into practice.

Effectiveness

To assess how the project delivered its intended objectives, results, and outputs:

> ➢ To what extent has the project contributed to enhancing the quality Diakonia services?
>
> ➢ Quantitative and qualitative evidence (e.g. opinions on the planned activities effectiveness based on impressions and interviews with target groups, partners, etc.) to measure progress to date;
>
> ➢ What were the major factors influencing the achievement or non-achievement of the objectives?
>
> ➢ Degree of consistency, coordination, and collaboration with other stakeholders
>
> ➢ Management and administration's ability of STCC to adequately support the project;
>
> ➢ What lessons were learned on project effectiveness? What worked? What did not work? What were the challenges (perceived or actual)?

Efficiency of Implementation

To assess whether the project was implemented in an efficient manner:

➢ To what extent allocated financial and non-financial resources were sufficient to deliver planned activities?

➢ Were activities cost-efficient and within planned budgets?

➢ Were objectives achieved on time as per the project work plans?

➢ Was the project implemented in the most efficient way compared to alternatives? (Value for money and time-resources)

➢ What lessons were learned on efficiency? What worked? What did not work? What were the challenges (perceived or actual)?

Assess other project management factors important for delivery, such as:

➢ Working relationships within the team

➢ Working relationships with partners, stakeholders, and donors

➢ Learning processes such as self-evaluation

➢ Internal and external communication.

Project Impact

To determine the project impact and factors which led to change, and what (if any) factors inhibited it.

➢ What is the impact or effect of the intervention in comparison to the overall situation of the target group or those effected?

➢ What has happened to Youths as a result of the project? What real difference has the project made to the sustained well-being of the youths?

➢ To what extent has the church changed its attitude in the provision of quality Diakonia services?

➢ What are the external factors that influenced the project implementation? (Political stability in the country, inaccessible environment, etc.)

➢ What were the major factors (positive, negative, and unforeseen) which influenced the achievement or non-achievement of the project impact?

Potential for Sustainability

To assess the extent to which the project model and achievements are sustainable, thereby contributing to future impact beyond the lifetime of the project.

➢ What is the degree of acceptance of the project?

➢ Will the project contribute to lasting benefits for the youths?

➢ Are sustainable management structures (partners and stakeholders) in place and well endorsed?

- ➢ Will the duty bearer i.e. the church departments ensure the continuity of planned project activities?
- ➢ What are the social, environmental, and project-related implications for scaling up the scope of the project?
- ➢ What were the major factors which influenced the achievement or non-achievement of sustainability of the project and what lessons were drawn on sustainability?

2.0   METHODOLOGY

2.1   The Study Area

The evaluation was conducted in STCC church within Singida Region in Tanzania. STCC Church is comprised of 400 active members of the congregation and three quarter of the church members is comprised of the youth groups who are the main target group of the project. The church has 5 Departments which include the Women's Department, Youth Department, Worship Department, Finance Department, and Evangelism and Mission Department. There is also a Media sector that doesn't exist as a department but as a separate entity. The Sunday School sector is within the Youth Department.

2.2   The Target Groups

In order to achieve the objectives of the study, several groups of people were engaged in order to get information. The study covered different target groups or respondents as indicated in table 1.

Table 1: Target Groups Involved in the Study

SN	GROUPS INVOLVED IN THE STUDY	NUMBER OF RESPONDENTS
1	STCC Youths	18
2	STCC Department Leaders	12
3	STCC Women	4
4	Project Team	4
5	STCC Senior Pastor	1

These groups were involved in order to get information that could be triangulated for confirmation.

2.3 Study Design

This evaluation was conducted in one round study using a descriptive cross-sectional research design. The cross-sectional design allows data collection at a single point of the study in one time. This design was used because it is moderately less expensive and data collection was more

manageable than in other research designs. The evaluation was based on a participatory approach that covered both quantitative and qualitative techniques.

2.3.1 Documentary reviews

The documentary review was done using project documents and other information from the church department offices. A checklist was developed as an information collection tool.

2.3.2 Survey questionnaire

This method was used to collect primary quantitative data from STCC youth and provincial church department leaders. A semi-structured questionnaire was developed as a data collection tool for each group. The questionnaire for youth sought background information, social demographic characteristics, occupation, involvement of STCC in entrepreneurship awareness creation, the duration for church membership, information, and technology awareness, whether they have a network platform between international and STCC youth and inspirational exchange visit, awareness on global disasters, awareness on reproductive health. Engagement on VSLA/VICOBA, and engagement of STCC on Diakonia services delivery.

For the youth department leaders, the questionnaire gathered information on background information including socio-demographic characteristics, the duration for church membership, engagement of STCC in Diakonia services delivery, presence of the policy for Diakonia services delivery, awareness on transformational leadership skills with improved programming, coordination, scheduling, and good governance, involvement of STCC in entrepreneurship awareness creation, awareness on planning, economic contribution, resources, finance and contributions to the development of Diakonia services, occupations, knowledge on financial recording and documentation, engagement on VSLA, just to mention a few.

2.3.3 In-depth interviews

The evaluation survey used this method to gather information from church elders. This method has been chosen because technical information and some justification were required and these might not be easier to get from the youth and department leaders. Moreover, in-depth interviews are very helpful in clarifying findings obtained from quantitative surveys and in generating recommendations. The information collected included policy for providing Diakonia services, awareness of good resource management and leadership skills, involvement in Diakonia services delivery, social network platform between STCC and international youth, record keeping and database for Diakonia services delivery, and result-based management tools.

2.3.4 Focus group discussions

Focus group discussions were conducted with youth and department leaders. For the youth, the information was sought on the vision and mission of their church, church involvement in Diakonia service delivery, knowledge on information and communication technology, social media usage for income generation, social media platform between STCC and international youth, exchange visits for

inspirational learning, awareness on providing humanitarian support during times of global disasters like COVID 19, awareness on entrepreneurship, involvement on VSLA groups and awareness on reproductive health. For the department leaders, the discussions centered on awareness of the vision and mission of their church, improved performance measurement plan of STCC strategic Diakonia goals, policy for providing Diakonia services, awareness on economic contribution, resource management and planning for Diakonia services, involvement in awareness creation on reproductive health, the significance of VSLA groups, involvement on Diakonia service delivery.

2.3.5 *Field Observations*

The evaluation team deployed this observation method in order to have results that are realistic. Under this method, the team undertook systematic observation, recording, description, analysis, and interpretation of people's behavior. The team as well observed physical conditions, use of facilities, and functioning of facilities while learning other behaviors portrayed.

2.3.6 *Data Processing and Analysis*

For the questionnaires, data were edited for consistency and proper recording. The information was then punched into the computer using Statistical Package for Social Sciences (SPSS). The descriptive analyses were done using SPSS computer programs employing frequencies, percentages, mean, and measures of variations. For qualitative data, content analysis was used involving thematic exploration (based on words, concepts, literary devises, and nonverbal cues). Generally, the following steps were involved: understanding the data through reading and re-reading the text (script) while writing any impressions noted; categorizing the information by identifying themes; capturing similarities and differences in groups' responses within a category; and finally interpretation of the information (bringing it all together) based on patterns and trends of information gathered.

2.4 Data Quality Assurance

Measures to ensure the validity and reliability of data depend on the approach used in collecting data. The study not only made use of enumerators with high-level skills but the consultant ensured that all surveys are conducted appropriately. Any gaps identified were immediately addressed before the team leaves for another ward. As part of this quality assurance support, the consultant sampled 10% of all questionnaires and checked their entries to ensure consistency between raw data and electronic/computer records. Moreover, qualitative data were collected by enumerators who have extensive experience in interviews and FGDs. Additionally; triangulation was used to ensure the validity and reliability of the collected data.

2.5   Ethical Considerations

Ethical issues were taken into account during data collection. When the evaluation team arrived at every ward of the study, they sought permission from the respective authorities to talk with the intended information providers. Then the authorities were briefed on the value of the evaluation and the procedures to be used. Participants were not forced to participate in this evaluation but the enumerators had to receive their consent. As a way of maintaining privacy and confidentiality, participants were informed that the information that they give will be confidential. The information was to be used to prepare reports, but will not include any specific names. In general, there was no way to identify that one gave the information. Besides the participants providing consent, further permission to talk with children in schools was granted by the heads of the respective schools.

3.0   LIMITATIONS

It was not possible to reach the required number of respondents because the time allocated for data collection was not enough as only a day was spent in each ward. It was decided to interview only five teachers in each school together with the respective school head. Further, it was decided to interview all marginalized children in each school, but on average each school had only 10 of them. Parents were invited to the primary school that had been selected for the project in each ward, but their attendance at the interviews and discussions was very low.

Throughout the week of data collection, it was heavily raining all over the project area. This not only made enumerators collect data in a challenging environment but also difficult to meet some of the intended respondents, especially parents.

4. FINDINGS

4.1 NUMBER OF RESPONDENTS

Evaluation data were collected using various methods as described in the methodological section. Each of these methods was applied to a particular number of respondents. In total there were (male 32, and female 19) respondents. Table 2 shows the distribution of the respondents per category and sex.

Table 2: Respondents by sex and category

Category	Male	Female	Total
Questionnaire with Youths	11	7	18
A questionnaire with Church Leaders	8	4	12
Interview with Church Leaders	8	4	12
FGD with Youths	4	4	8
Checklist with Senior Pastor	1	0	1
Total	**32**	**19**	**51**

Source: Field findings, 2022

4.2 FINDINGS FROM YOUTHS

A semi-structured questionnaire was administered to 18 youths from STCC Church and some other youths who have been direct beneficiaries of the project. The Interviews were conducted around the church buildings where the church is located.

4.2.1   Socio-demographic characteristics of respondents

The socio-demographic characteristics which were considered important to the study included: sex, age, and occupation. These characteristics were relevant to the study because they determine the functional roles of the youths especially their growth and use of the training knowledge to change their lives and influence wellbeing.

4.2.1.1 Sex

Of the 18 youths interviewed 38.8% constituted females and 61.2% were male. Not that there were more male respondents with the desired selection characteristics but this emanated from un-proportional gender selection from randomly sampled youths. The church records also show that male youths in STCC church are more than females in number.

4.2.1.2 Age

Table 1 shows that the majority of the respondents (72.2%) were in the age groups of 26 to 35 years. The minimum and maximum age of youths was 19 years and 45 years respectively. Age is an

important factor when looking at the engagement of youths in different economic activities and their perception of the use and practice in current cross-cutting issues.

Table 1: Age structure

Age category	Number	Percentage
19– 25years	3	16.6%
26 – 35 years	13	72.2%
36 – 45 years	2	11.2%
Total = 18		**100.0%**

Source: Field findings, 2022

4.2.1.3 Occupation

The main occupation of most reached youths (61%) was Business. However, few (17%) were employed while (17%) were involved in other occupations, (and 5%) are engaged in pastoralism (figure 1). The occupation of youths is also a determinant of their engagement in social media activities. 61% are currently actively engaged in the use of social media activities to promote their business. This has been influenced by the training on the use of social media and digital marketing offered by the project.
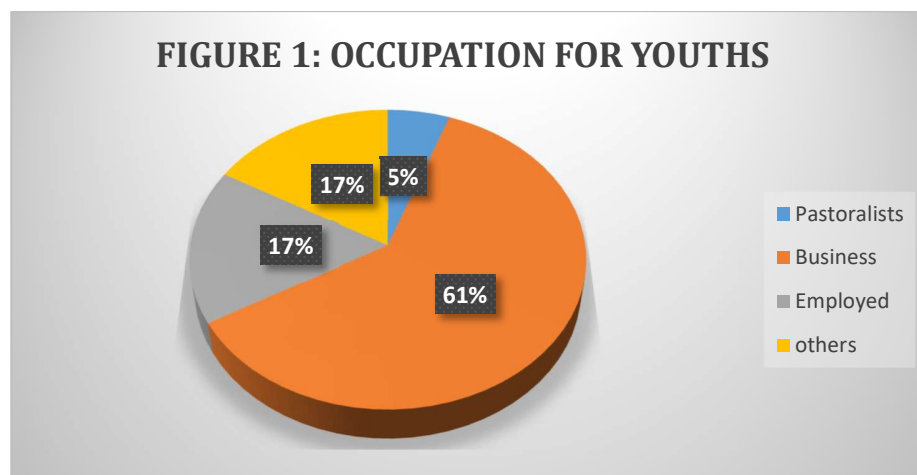
4.2.2   Duration of Church Membership

The majority of the youth (61.1%) had many years of membership in STCC Church which ranged from 11 to 20 years, followed by (27.7%) of the youth who had 1 to 5 years of membership and (11.2%) of the youth who had 6 to 10 years of membership. The duration of church membership is used to determine the knowledge of the respondents on the relevant information. Furthermore, the duration of the church membership is one of the determinants of the youth's participation in providing Diakonia services.

4.2.3 *Youths income*

In the efforts to raise the income of Youths, the project intended to train the youths on entrepreneurship and mobilize them in VSLAs. Therefore, the evaluation wanted to understand the current situation in terms of income accrued from income-generating activities as well as overall income from all the activities performed by the youths. As such two questions were asked, one seeking for average monthly income from income-generating activities and another on average income from all the activities (main occupation and other income-generating activities) in the past 12 months. As such, the average monthly income of youths during the baseline survey in March 2022 was compared to the current situation during the evaluation (Dec. 2022). Generally, as figure 2 indicates, there was some significant increase in income for youths from March to December 2022. As shown from the figure, the income of youths starts from 100,000 TZS as compared to the baseline where the income of some youths was still at 50,000 TZS per month. Some of the youths are still maintaining the same income they generated which is shown in the areas from the figure where lines converge. Also, it is shown that some youths have started earning 400,000tzs per month which was not found during the baseline survey. This shows how seriously the entrepreneurship skills that youths got from the training and formation of VSLAs have contributed to the youths raising income. The skills also from digital marketing training may have contributed to this slight increase. It is still recommended that the youths get more training on entrepreneurship so that they increase more income earned in a month as 100,000tzs is still not enough to sustain basic needs for one month.

FIGURE 2: AVERAGE INCOME OF YOUTHS FROM INCOME GENERATING ACTIVITIES
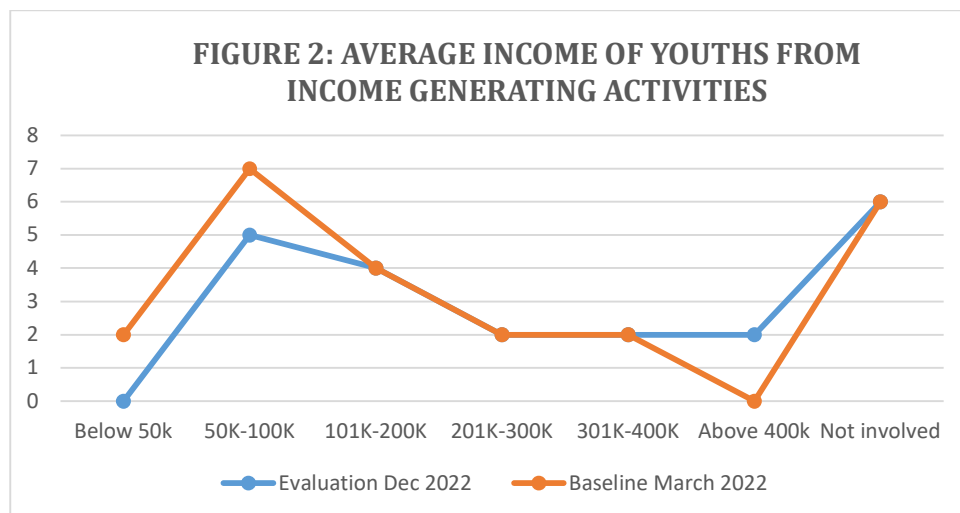
4.2.4 *Engagement in VSLA*

For more elaboration of section 4.2.3, the present evaluation sought the number of youths engaged in VSLA. It was established that 65% of parents were already engaged in VSLA. This was a substantial increase compared to the situation during the baseline survey (2020) where out of the parents covered only 50% were engaged in VSLA. As the percentage of those engaged in VSLA is still low,

implied in this, is that the knowledge and hence the importance of VSLA has increased but not yet been inculcated in the community.

A Village Savings and Loan Association (VSLA) is a group of people who meet regularly to save together and take small loans from those savings. The activities of the group run in cycles of one year, after which the accumulated savings and the loan profits are distributed back to the members. Saving a little amount of *money* weekly can improve one's financial status to serve the needy through the provision of strategic diaconal services. The VSLA regulates one's reckless expenditure and acts as a platform for sharing ideas on other issues like income generation techniques, challenges facing youths in church, etc.

FIGURE 3: ENGAGEMENT ON VSLA/VICOBA IN BASELINE

FIGURE 3: ENGAGEMENT OF YOUTHS IN VSLA DURING EVALUATION
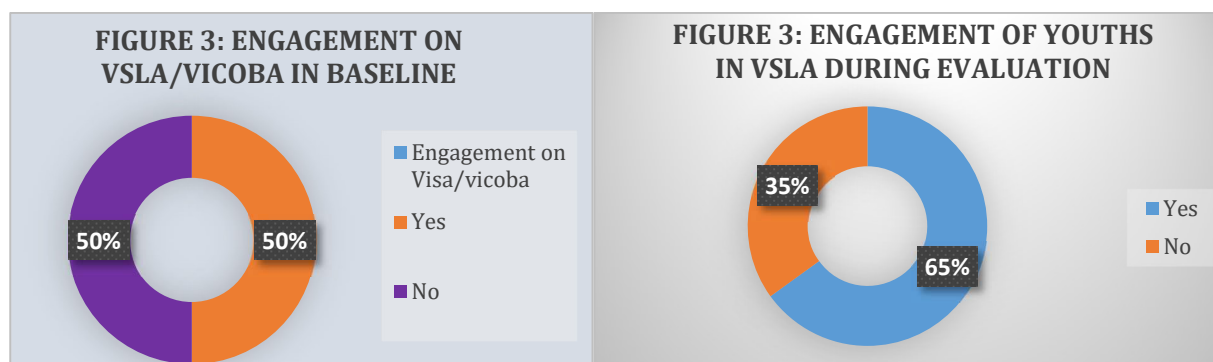
4.2.5   *Financial recording and documentation*

Engagement on VSLA goes hand in hand with engagement in entrepreneurship which in turn requires proper financial recording and documentation. The current evaluation found that 94%% of the youths were knowledgeable in financial recording and documentation, which is an increase of 33% compared to the situation during the baseline survey (March 2022) where 61% of the youths were knowledgeable in financial recording and documentation. The increase has been attributed to the training conducted for youths by the project. It is also found that even the youths that are still not engaged in VSLAs have knowledge of financial recording and they use it to plan their monthly expenditures.

Without adequate records, it would be impossible to measure where you are and to keep track of your progress. Financial information such as costs, revenues, and profits should be available for any entrepreneur. Keeping good records is vital for any business, whether that's to help manage your costs, whether it's for legal, regulatory, or tax reasons, or simply to help manage and improve your business.

FIGURE 4: AWARENESS ON FINANCIAL RECORDING AND DOCUMENTATION
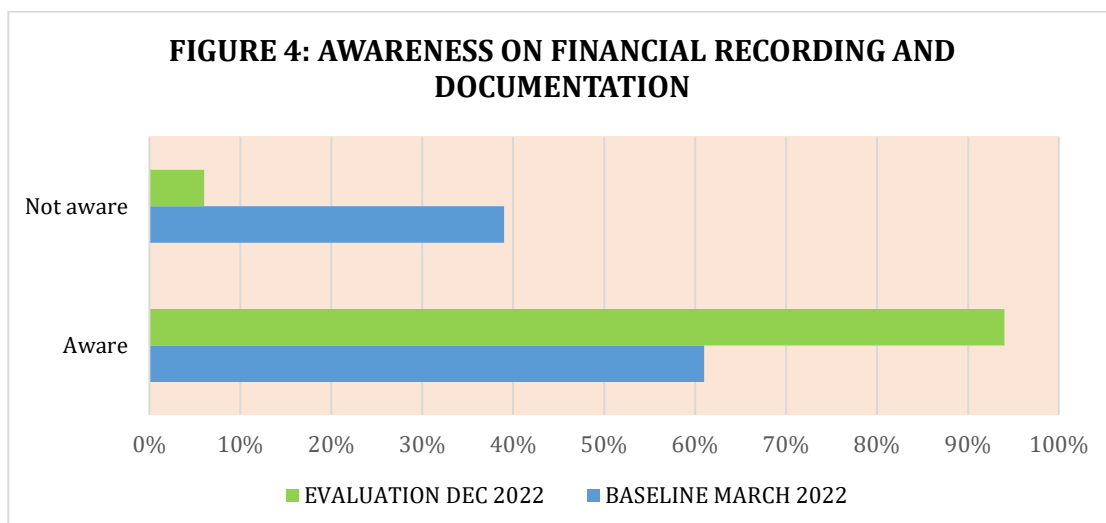
4.2.6 Knowledge of human rights

Data collected during the baseline survey showed that only 38.4% of the youths properly understood the concept of human rights. Generally, most youths did not understand the importance for them to know and understand these rights. However, with project life, my knowledge has greatly increased. Indeed, the evaluation found that 77.7% of the youths were knowledgeable in human rights, an increase of 39.3%. The increase in knowledge among others should be the result of various training, sensitizations, and awareness creation seminars conducted by the project especially through, church leaders, Youth gatherings, and project staff just to mention a few.

Figure 3 compares the knowledge of human rights among youths during the baseline and evaluation.

FIGURE 5: AWARENESS ON HUMAN RIGHTS
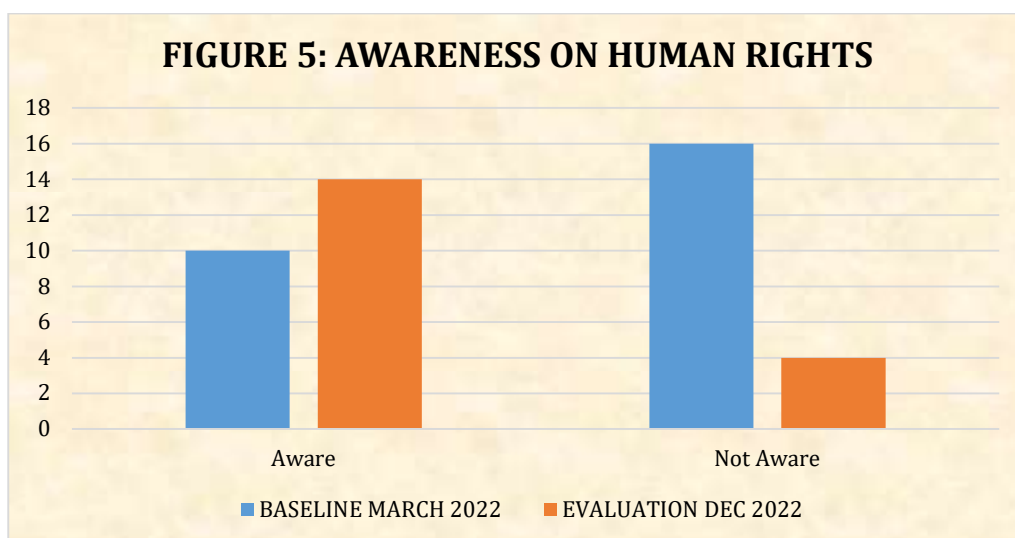
4.2.7 Social Media usage for income generation

Youths were asked to respond to a question that could be used to assess the extent to which the digital marketing knowledge accrued from the training has been helpful and useful for income generation. Very few 38% supported that notion during the baseline survey (2020) while the support

increased to 55.5% during the present evaluation where youth consider that social media usage for income generation is very high.

Youths were also asked their opinion regarding this increase and from the focus group discussion, one youth for instance says that she has been able to raise customers on her work from 1 customer in a month to 3 customers a week. One youth also says she has been able to start her online business of transporting commodities from china and has created a WhatsApp group where people are able to buy goods from her. These are just a few examples.

Finally, they were asked for their opinion on the assertion why some youths still do not see this importance but from the findings, it is shown that the perception of most youths has changed where only 5.5% of the youths don't find social media useful for income generation in evaluation where the situation was 30.7% during baseline. Generally, the youths suggested during the focus group discussion that more training and awareness are needed to reach a larger audience of youths and to change this mindset. Yet, there is an indication that the majority of the youths are now using social media to advertise their business and generate income. Figure 6 summarizes this.

FIGURE 6: SOCIAL MEDIA USAGE FOR INCOME GENERATING ACTIVITIES
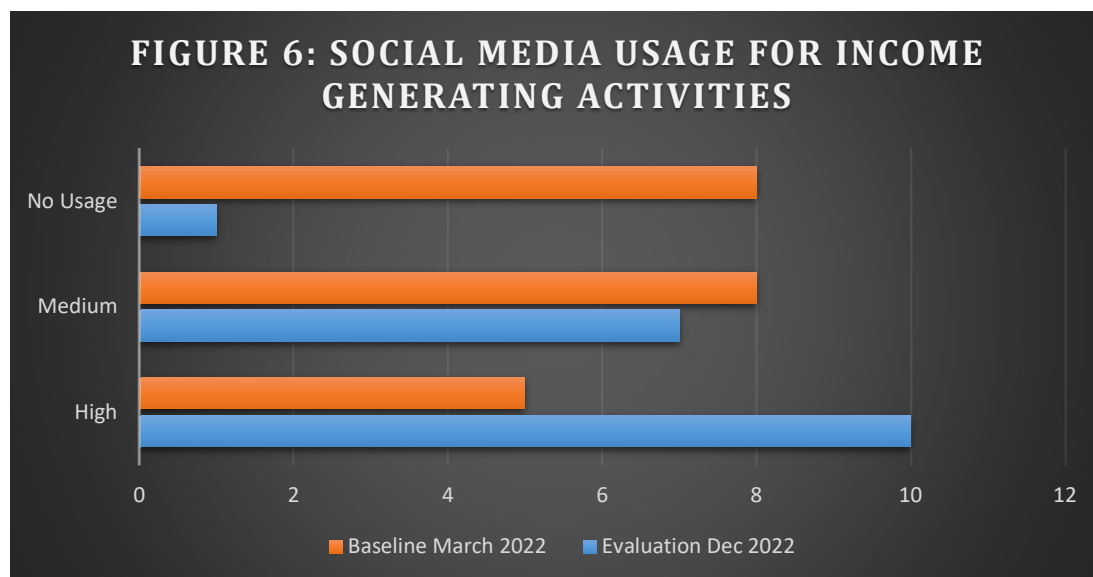
4.2.8 *Exchange visits and Network platform between STCC and local and international youth*
The majority of the youth (95%) during baseline claimed not to have any network platform that connects them with international youth. On top of that the majority of the youth 19 out of (21) as seen in figure 8 during baseline, confirmed not to have done any exchange visits for inspirational learning and the reason behind all this was that the church leadership had no idea about the significance of having the network platform and exchange visits between international and STCC youth to maintain internal and international sustainable fruitful contact for the benefit of the church as the means of doing Diakonia services.

During an evaluation, this has changed where 72% of the youths claim to have a social network platform that connects them with international youths from Kenya. The remaining 18% might be due to not having smart phones and also because the group was created in Nov 2022 just one month before the evaluation was conducted.

Apart from that, the youth claim that the YSN platform has been enabling them to share experiences, and useful skills such as music and to obtain income opportunities like buying goods at an affordable price from another country.

FIGURE 7: PARTICIPATION OF YOUTH SOCIAL NETWORK PLATFORM
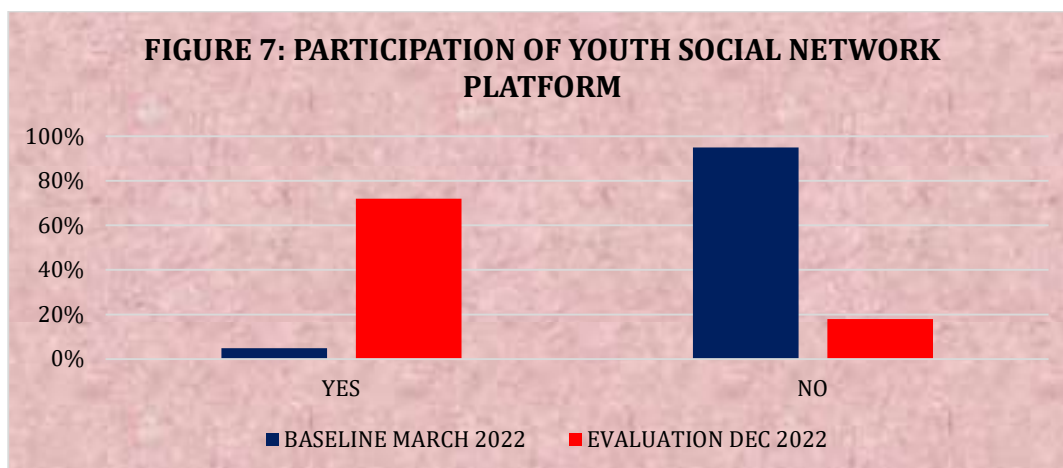
In general, in the case of participating in the exchange visit, all youths have been grateful that there were representatives from the youth ministry who participated in the exchange visit to Nakuru Kenya which has brought a lot of benefits for the youth ministry including setting areas for future collaboration on Mental Health, Reproductive Health, and Youth Friendly Facilities.

FIGURE 8: COMPARISON ON PARTICIPATION OF STCC YOUTHS ON EXCHANGE VISIT
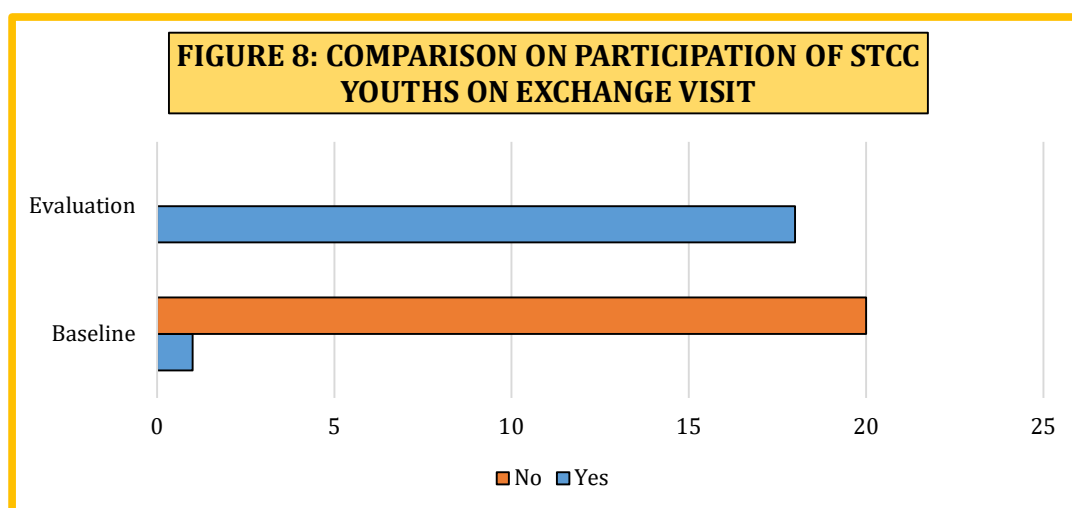
4.2.9   *Engagement in providing humanitarian assistance during global disasters like COVID 19*
As a starting point to gauge their understanding, the youth were asked if they know the meaning of global disasters. Out of them (18) it was only 5 claimed to have knowledge of global disasters and that they got the knowledge from schools. The rest of the youth 13 claimed not to know about global

disasters. The evaluation intended to know if the church involves itself in providing humanitarian assistance whenever global disasters happen, whereby it was only 5 (27.7%) of the youth claimed that the church STCC also involve in providing humanitarian assistance when these global disasters occur but it is just for small assistances like proving food to the victims, The rest of the youth 13 (72.3%) said that the church does not involve itself in providing humanitarian assistance during global disasters such as COVID 19. In order to understand this, the in-depth interview conducted with church leaders shows that the training that capacitated the church with knowledge on disaster and providing humanitarian assistance was given to them in November and that they have agreed to first prepare a guideline which will stipulate how they will do this and the process is still on going.

FIGURE 9: COMPARISON ON ENGAGEMENT OF THE YOUTHS IN PROVISION OF HUMANTARIAN ASSISTANCE

■ Baseline ■ Evaluation

	YES	NO
Baseline	5	16
Evaluation	5	13
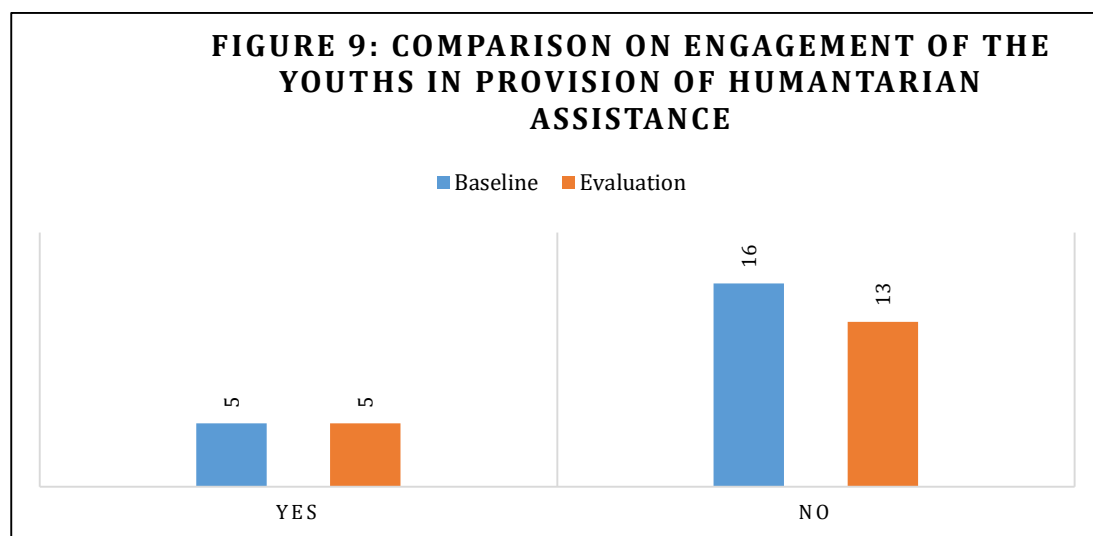
4.2.10 Awareness of Reproductive Health

Data collected during the baseline survey showed that most youth (62%) claimed that they have been trained on reproductive health, most of them being at age 30 and above. From the discussion, it was revealed that most of them had no perfect idea of reproductive health since they just relayed one meaning of reproductive health which is to plan for the interval age of children. The rest of the youth (38%) confirmed to not have knowledge of reproductive health and most of them were under the age of 29 years.

This has changed so much during the evaluation for just a few months where as 66% of the youths have expanded this knowledge on reproductive health and essential life skills. Out of these 66% (22% claim that this knowledge is very highly relevant while 44% claim also that the knowledge is highly relevant to them in dealing with the daily life challenges as youths). The church has started to involve itself in creating awareness of reproductive health because they see it as an issue that when not addressed, would lead to a lot of challenges for youths including early pregnancies. The youths from the focus group discussion still find that this training should be done again because it is one among

the cross-cutting issues that need to be addressed for youths not only in STCC church but also it should be channeled to all youths in different churches within Singida and Tanzania.

FIGURE 10: RELEVANCE OF REPRODUCTIVE HEALTH KNOWLEDGE TO YOUTHS
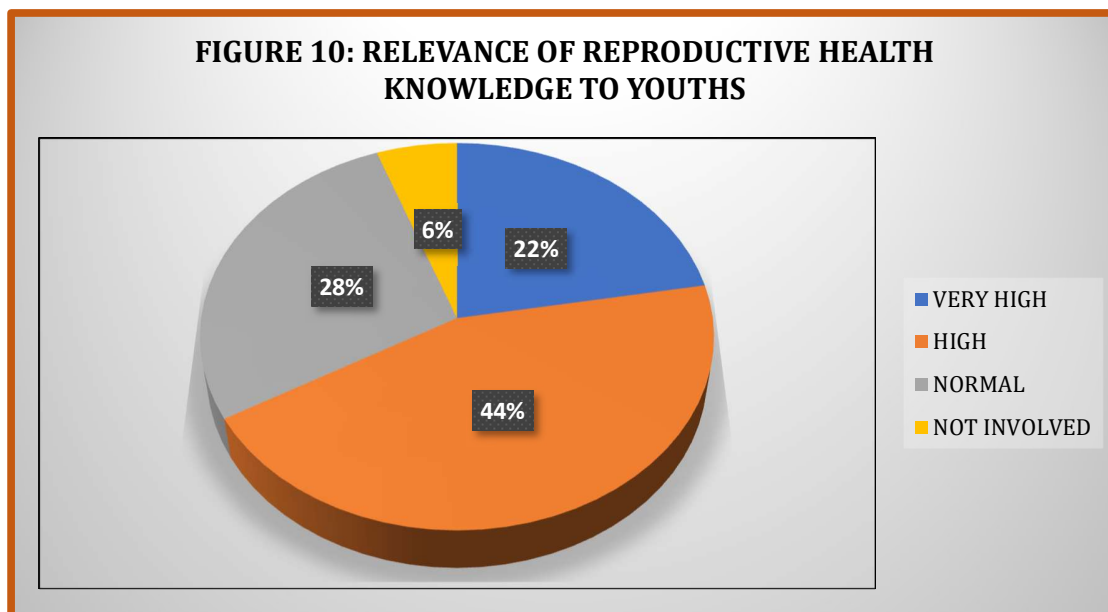
4.2.11 Knowledge of Entrepreneurship Skills

One of the biggest advantages of getting started with entrepreneurship skills at a young age is the opportunity to learn important skills such as teamwork, networking, problem-solving, critical thinking, innovation, and self-discipline. As a starting point to gauge their understanding, the youth were simply asked if they know the concept of entrepreneurship. The findings showed that only (89%) of the youth claimed to have knowledge of entrepreneurship and this was due to the training which was given by STCC under the inclusive education project and Organizational Development Project. The rest (11%) claimed not to have knowledge of entrepreneurship skills. Despite not having the knowledge they also admit that it is very important for them to have the knowledge on entrepreneurship skills in order for them to have a standing income generating activities and hence enabling them to participate in Diakonia services. Also, they admit that through having this knowledge they will be able to use social media for generating their income.

FIGURE 11: KNOWLEDGE ON ENTERPRENUERSHIP SKILLS

■ Baseline ■ Evaluation
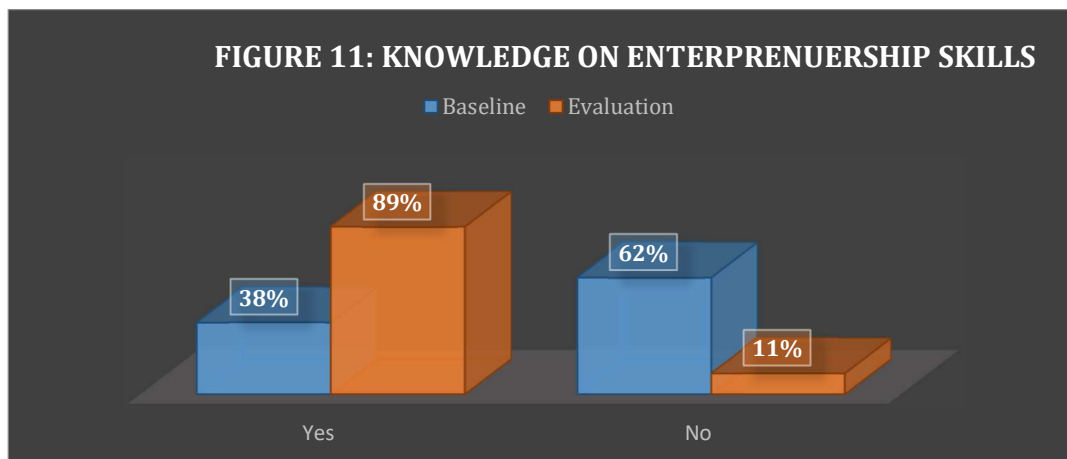
The responses were compared to those given during the baseline survey (March 2022). Learning from figure 11, there has been a remarkable increase in knowledge. For instance, those not knowledgeable in entrepreneurship increased from 62% during the baseline to 89% during the evaluation. These changes are attributed to the training conducted by the project for the youths. When asked about the use of this knowledge to generate income 56% of the youths claim to have been increasing their income generation techniques through this knowledge (34%very highly and 22% high) as shown in figure 12.

FIGURE 12: THE USE OF ENTERPRENUERSHIP KNOWLEDGE TO RAISE INCOME

■ Very High ■ High ■ Normal ■ Not Involved
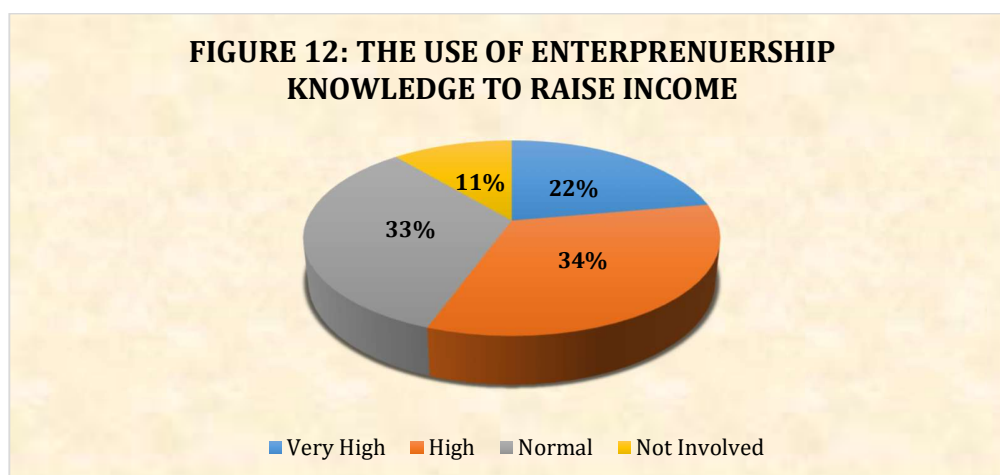
4.2.12 Youth Satisfaction with the Performance of Church Department Leaders

The evaluation found that it was important to measure the satisfaction of youth with the performance of church department leaders and to know the opinions on the needs of the youths from church department leaders so as to make recommendations on what could be improved. Only 22% of the youths are highly satisfied with their performance of youth while the majority 61% are normal satisfied. This means there are still some needs from the youths that need to be addressed by the church.

FIGURE 13: YOUTH SATISFACTION WITH THE PERFOMANCE OF CHURCH DEPARTMENT LEADERS
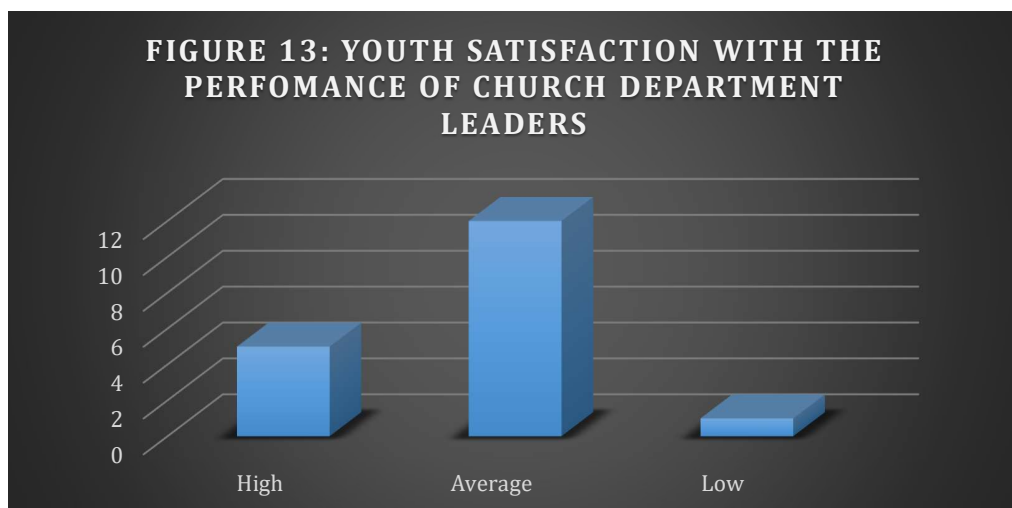
4.3 FINDINGS FROM CHURCH DEPARTMENT LEADERS

The evaluation study included twelve church leaders from STCC church, the respondent included 2 women department leaders, a church evangelist, 2 deacons, 2 church accountants, and 7 other church leaders

4.3.1 *Engagement of STCC church in Diakonia services provision*

As the major object of the project is to enhance the quality of Diakonia services in STCC, the evaluation study intended to measure the extent to which the church has been involved in the provision of Diakonia services whereby all the leaders (100%) claimed to have been involved in providing Diakonia services and also they claimed to have created the Diakonia policy which guides them in the provision of these services. Also, the policy through the Catherine Foundation program has been able to reach the community elders who have been left without help by supplying them with their needs. They also claimed that through the training on Diakonia service, they have improved their ways of providing the services where by now it's not about the department but the whole church engaging in the provision of the services such as giving psychological help to the hopeless ones, providing material help such as soap, clothes, sugar, and sanitary pads to the hospitalized and jailed people. These changes are attributed to the training conducted by the project to the church leaders.

4.3.2 *Policy for the provision of Diakonia services*

As the major tool for ensuring consistency, accountability, efficiency, and clarity on how an organization operates, the findings intended to know if the church has been able to create the policy for implementing the Diakonia services and the findings revealed that all of the 12 (100%) church leaders compared to baseline finding which was only 2 out of 8 leaders who claimed that the church had a policy for provision of Diakonia services. This implies that the policy had been made known by all the leaders and the church at large.

The policy was structured by all the church leaders as a result of the training being provided by the project and it covered all the areas as mentioned above in 4.3.1 See figure 1 below:

FIGURE 1: PRESENCE OF DIAKONIA POLICY

	Evaluation	Baseline
Yes	12	2
No	0	6
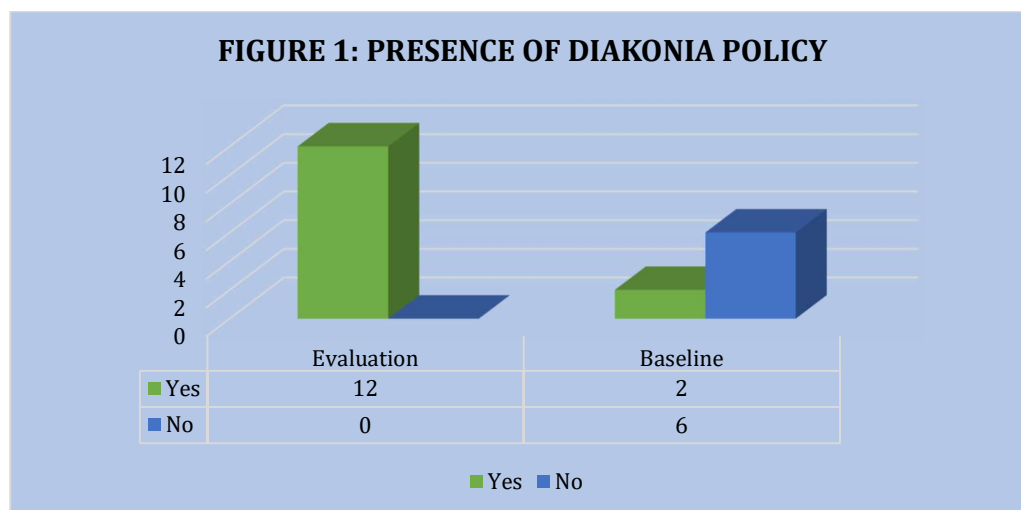
4.3.3 Training on transformational leadership skills with improved programming, coordination, scheduling, and good governance

As an essential leadership skill, transformational leadership inspires and motivates church members to feel connected to the church to ensure quality management in the provision of Diakonia services. The evaluation study survey revealed that all the 12 (100%) leaders interviewed agreed to have been trained in transformational leadership compared to baseline which was only 3 out of 8 (37%). The leaders acknowledged that the training provided covered areas such as financial management and good resource mobilization, financial recording and documentation, the need for publication on the financial report to the church members for accountability purposes, means of making research studies to obtain the challenges and needs from the church members to facilitate coordination and good governance.

FIGURE 2: TRAINING ON TRANSFORMATION LEADERSHIP SKILLS WITH IMPROVED, COORDINATION, SCHEDULING AND GOOD GOVERNANCE
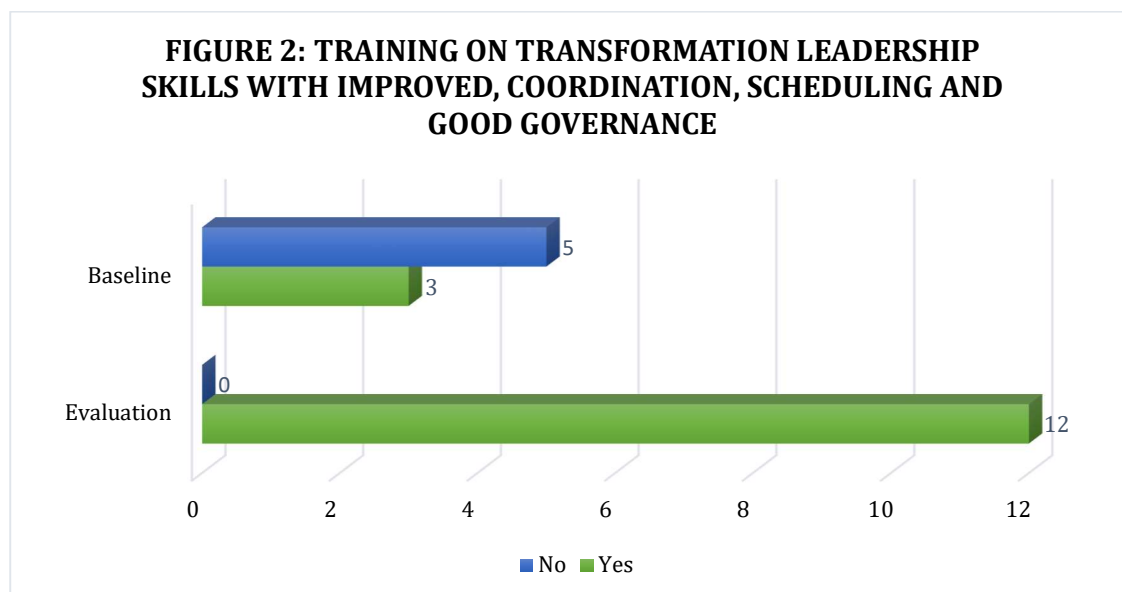
4.3.4   *Engagement in awareness creation on entrepreneurship and investment skills.*

The evaluation study survey intended to access the involvement of the church in emphasizing entrepreneurship and investment skills whereby a great number of leaders (67%) claimed that the church has been involved in awareness creation on entrepreneurship compared to the baseline study which only (25%) of the leaders claimed so. Through the project, the church has been at the forefront in emphasizing its members, especially the youth to engage in entrepreneurship and investment. For instance, they were able to conduct several training and dialogues on entrepreneurship for the youths during their services. Also, the church women's department was much emphasized improving their honeybee products to compete with the outside market and obtain much profit. This is the result of the sensitization of the project on entrepreneurship and investment through its various training. See figure 3 below:

Figure 3: Engagement on entrapreneurship awareness creation (evaluation)

Figure 3: Engagement on entrapreneurship awareness creation (baseline)
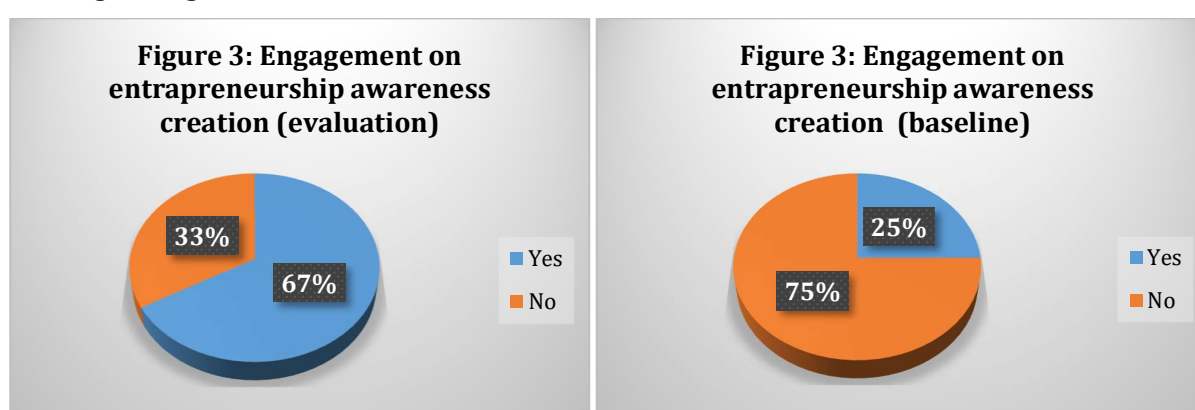
4.3.4   *Knowledge of Financial record keeping and documentation*

As the basic skill for church leaders financial recording and documentation enables the leaders to track, analyze and report the resource usage, and cash flow, and to reinforce financial management control. So far financial records and reporting can also serve as a compass, helping keep the church

on course. The evaluation findings revealed an increase in the percentage of church leaders with knowledge of financial record keeping from 2 leaders out of 8 equals (25%) in the baseline study to 11 leaders out of 12 equals (92%) in the evaluation finding. During baseline, the leaders revealed that most of the time they used counter books and files in documenting financial reports but ever since they got the training, they are now able to use other suitable ways such as cash books and some quick books as well as bank receipts. They complimented that they are now able to formulate the financial budget easily. This great change is the result of the efforts made by the project on training the church leaders on how to keep financial records in a database for proper implementation.

AWARENESS ON FINANCIAL RECORDING AND DOCUMENTATION

■ Yes ■ No

|	Evaluation	Baseline
■ Yes	11	2
■ No	1	6
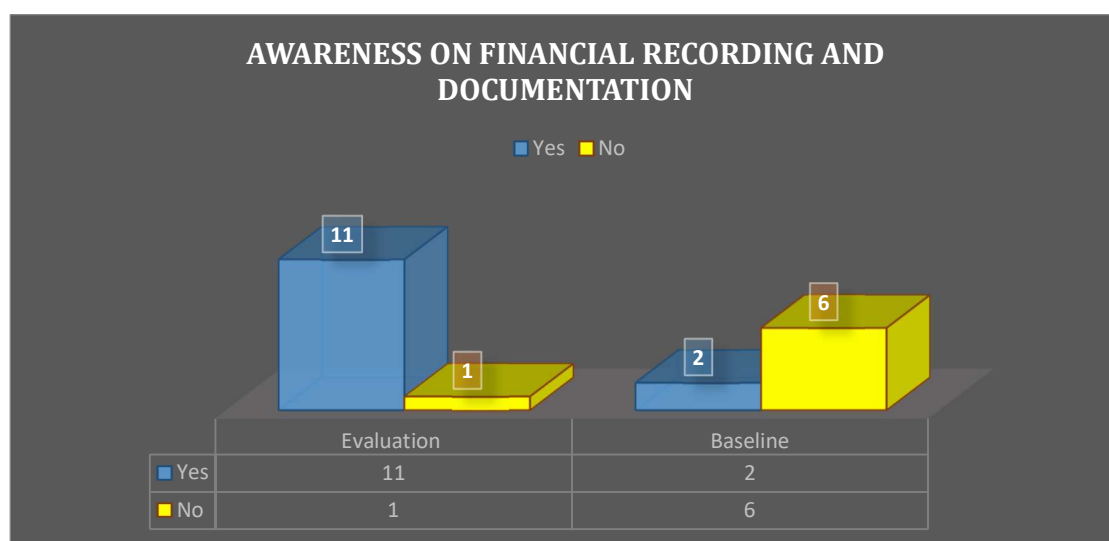
4.3.5   Engagement in providing humanitarian assistance during global disasters like COVID 19
Of the church leaders trained on humanitarian assistance during global disasters, 92% claimed the church to have been involved in providing humanitarian assistance during global disasters, and discussion they mention some of the assistance they have been giving including giving education to the church members on taking precautions on global disasters such as flood and hunger, giving courage to people being affected and praying for them, also the church has been able to take some precautions against the disasters buy buying some materials necessary for preventing the effects such as the fire extinguishers and sanitizers. Nevertheless, during baseline, they claimed not to know how to give humanitarian assistance during global disasters. This proves the efficiency of the project in improving the Diakonia services to the church for it to become the resource center. Although the church leaders claim to be providing humanitarian assistance, still the guideline has not yet been finished that would guide the actions of the church in conducting this. So, this can be summed up that humanitarian assistance is done but not in an official and recognized manner by all church members especially youths and so the guideline has to be completed to pave a way for effective operations on this.

FIGURE 4: ENGAGEMENT IN PROVIDING HUMANITARIAN ASSISTANCE DURING GLOBAL DISASTERS
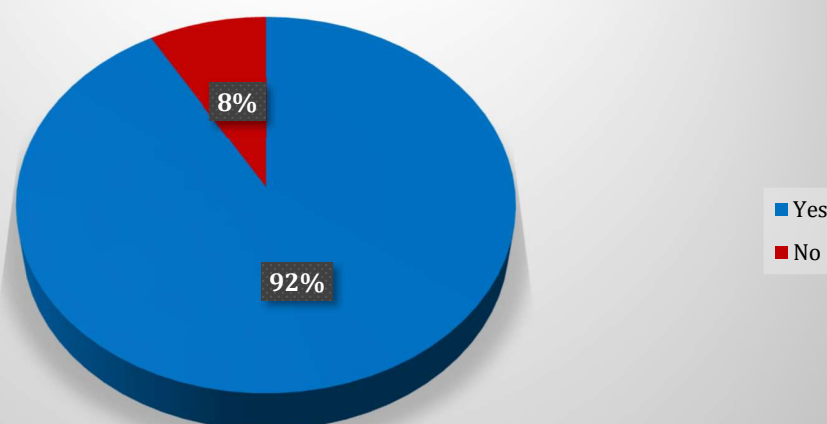
5.0 ANSWERS TO KEY EVALUATION QUESTIONS

5.1 RELEVANCE

5.1.1 Project response to priority issues in the target area

Among others, findings from the baseline survey on March 2022, proved that most of the respondents had a low understanding of ICT. Also, church department leaders had no monitoring system for the management of church activities within each department. For instance, there was no Youth Social Network platform connecting youths from STCC and other international partners. With the church department leaders, there was no system established to measure the impacts of goals set and yearly achievements. Therefore, as the present, the project through training has been able to facilitate the formation of a YSN Platform for STCC youth and FPFK Nakuru Youth which is active. The project has managed to establish an RBM system that has been able to help church departments in the formulation of goals and tracking the achievement of the goals which has been effective, bring about positive transformation within the church. Certainly, the project responded to priority issues in the target area.

5.1.2 Value of the intervention

STCC's program priority areas include spiritual and social services. The later encompasses vocational training (computer, tailoring, music, and equipment operations), diaconal work (Heart to heart ministry and support to elders), organizational development (OD), and safe and clean water services. As such the present project falls under both spiritual and social services and it is obvious that the activities and outputs of the project under evaluation are in line with STCC and its program priorities.

5.1.3   Current validity of project objectives

The purpose of the project is that *STCC is capable to provide strategic quality Diakonia services in Singida and can build up strong local and international networks with a shared vision for collaboration in the future"*.Evaluation findings indicate that there is now a renewed partnership between STCC, IAS DK, and BKC church which has specified areas for future collaboration. There is also a collaboration between youths in STCC and FPFK Nakuru, Kenya which has also specified potential areas of collaboration. Moreover, As the Diakonia strategy is now in place it is expected that the remaining time will enable the church to start conducting and providing diaconal services in line with the strategy that has been set.

5.1.4   Lessons learned on project relevance

The demand for the project has clearly shown to be greater than the original project expectations. Youths outside STCC church have also been requesting training from the project, making it difficult and perhaps unethical for the project to refuse to do so.

Certainly, various youths believe that it is very relevant as it has been life-changing for them. This is exemplified by the fact that some youths have been motivated to start their income-generating activities through entrepreneurship training; while others have been able to expand their businesses something which was not present before.

Although the training was effective and transformational, still there have been requests shown from a focus group discussion with youths to expand the time where training is offered and increase days for training such as ICT. From the interview, the youths show that the training is good but the days should be expanded so that facilitators can meet their target which would benefit them more.

5.2 PROJECT EFFECTIVENESS

5.2.1   Contribution of the project to enhance the quality of Diakonia services

In general, there has been a change in STCC Departments where an RBM system has been created to measure the performance of department goals and to monitor objectives while there has been an increase in promoting women's rights while providing Diakonia services and reducing gender inequalities. Here the evaluation findings portray that, the church women's ministry has been visiting female prisoners from time to time to provide them with some essentials by considering that these women have more needs as compared to the male prisoners. And findings continue to show that the ministry has been visiting women who give birth in hospitals but have no caretakers and thus end up lacking some basic needs. The project has made effective the increased use of digital marketing for youth for income-generating activities and expanded the range for the youth department to connect to international partners capable to deliver strategic Diakonia services.

5.2.2 *Major factors influencing the achievement or non-achievement of the objectives*

Among others, the achievement of the objectives was influenced by the intensive involvement of the target group during implementation. This increased project ownership by the target group and hence more commitment to the project. Because the project is operating under the umbrella of the church and the church was the main target group thus the project ownership by the target group was maximum. The project received funds on time and hence activities were implemented as planned. Moreover, the time-to-time virtual training of the beneficiaries from IAS Denmark added value to project implementation. As regards non-achievement, there was no budget for follow-up of project training so this could be considered in implementing another project.

5.2.3 *Management and administration's ability of STCC to adequately support the project*

Generally, the management and administration of the project were very effective. The management ensured that the project is delivered on time; the budget was utilized within agreed specifications; ensuring that the project is effectively resourced; managed the relationships with the project beneficiaries including monitoring objectives to ensure that the project still implements activities in line with the work plan; managed the work of consultants; allocated and efficiently utilized resources and maintained cooperative, motivated and successful team. The management also plaid a good role in monitoring project progress and performance while providing status reports to the project donor. On the other hand, the administration was responsible for the maintenance of the project plan and provided administrative support to the Project Manager.

5.2.4 *Lessons learned regarding the effectiveness*

All activities already were implemented in time when the project evaluation was conducted. This included the establishment of the RBM Tool and the YSN platform which were created from the assumption of the theory of change. This has contributed much to the project results yielding the effectiveness of the project.

5.3 EFFICIENCY OF IMPLEMENTATION

5.3.1 *The extent allocated resources were sufficient to deliver planned activities*

There was a low budget allocated for monitoring the project. This made it difficult for STCC staff to make follow-ups with the project beneficiaries for training. Similarly, there was a high expectation from the project beneficiaries than what the project could offer. For instance, the church department some church department leaders still have high expectations for the project in terms of what the project can do for the church.

5.3.2 *Cost efficiency of the activities*

Certainly, there was high-cost efficiency in the implementation of all project activities. For instance, in training youths on gender issues, there was another facilitator from Germany who was able to train youths for free regarding investment issues but the facilitator usually trains and couches people with

fees. Moreover, as for transport, project staff used their vehicles instead of hiring. They were just fueled using project funds. As such the project activities were very cost-efficient.

5.3.3   Promptness in the achievement of objectives

The first and second objectives were achieved on time. This is because by the time this evaluation was conducted almost all the outcomes were already attained. Enhanced communication and collaboration between the project and the partners increased the pace of implementation and hence enabled the project to implement all the planned activities.

Other factors which influenced efficiency in project implementation included among others a well-designed project document with clear and realistic targets and activities; a well-recruited and committed team of project implementers, and good support from IAS Denmark. Most foreseen activities were implemented as planned and funds were spent according to the work plans. On the other hand.

5.3.4   The efficiency of project implementation compared to other alternatives

The way the project was implemented shows that it was very efficient, unlike other alternatives. The most efficient way of implementing the project has been the combining of efforts of all the stakeholders/partners, each with its expertise into one large effort. This increased the quality of project implementation, brought mutual understanding in working together, and brought more learning among the stakeholders. All the stakeholders feel like working as a team. They included STCC staff themselves; church department leaders (including those from the departments of youths and children, women and worship department); the church youths; and leaders.

5.3.5   Other project management factors important for delivery
5.3.5.1 Working relationship

The working relation within the team was very good. The most cost-effective way of implementing the project has been the combining of efforts between church departments each with its expertise into one large effort. This increased the quality of project implementation, especially in the formation of the Diakonia strategic policy and delivering Diakonia services. All church leaders feel working as a team. Enhanced communication and collaboration between STCC departments with the project team increased the efficiency of the project implementation as well as the effectiveness and sustainability.

5.3.5.2 Learning processes

The project convenes reflection meetings or self-evaluations involving all stakeholders and structures concerning project implementation. However, STCC youths participated in one learning visit in Nakuru Kenya where they visited FPFK church for organizational development and networking purposes while identifying areas of future collaboration.

5.3.5.3 Internal and external communication

There was smooth communication both internally and externally. However, as regards internal communication, which was established during the execution of the project with the help of the IAS DK team.

5.4 IMPACT

5.4.1 Impact of project interventions

Following the enhancement of the provision of quality diaconal services, the project has strengthened the church department's capacity for the formation of the Diakonia policy and a tool for the management of results (result-based management). These are undoubtedly the greatest successes of the implemented project. The project has excelled by raising awareness of different issues among youths including reproductive health, gender issues on human traffic, smart investment, entrepreneurship, human rights, formation of strategy for relief and humanitarian assistance, and digital marketing. The project went far by facilitating an exchange visit for STCC youths where there have been able to create an international network and keep youth in sustainable contact.

To the church, the training has led to attitudinal changes, stereotypes, and theoretical issues surrounding the church. The youths especially female youths reported feeling empowered by the project, as they felt more informed and capable of raising awareness and addressing issues relating to their reproductive health.

5.4.2 External factors that influenced project implementation

Some of the external factors that influenced project implementation include political stability within the country and the country allowing people to still gather in large crowds. This made smooth implementation of the project.

5.4.3 Major factors influenced the achievements or non-achievement of the project impact

As explained in section 5.3.5.1, the same factors influenced the achievements or non-achievement of the project impact*, and the working relation within the team was very good. The most cost-effective way of implementing the project has been combining efforts between church departments each with its expertise into one large effort. This increased the quality of project implementation, especially in the formation of the Diakonia strategic policy and delivering Diakonia services. All church leaders feel working as a team. Enhanced communication and collaboration between STCC departments with the project team increased the efficiency of the project implementation as well as the effectiveness and sustainability.*

5.5 POTENTIAL FOR SUSTAINABILITY

The evaluation appraised if there are chances in place that the positive results and effects of the project will continue to be produced after the ending of the support by STCC and if not to provide appropriate recommendations.

5.5.1   *Social, political, and environmental acceptance of the project*

STCC implement the project by providing facilities and allowing church groups such as youth and church leaders especially through attending meetings and other sensitizations. They are totally in support of organizational development projects and ready to change and adjust church goals and plans to meet the new knowledge they have obtained. The youths are very positive about the project as they now have gained more knowledge, increased income and networked with other international partners. Moreover, all the activities undertaken by the project fit completely within the policies of the church. That is why collaboration and coordination with the church are very high. In general, the degree of social and environmental acceptance of the project is very high. This implies that project ownership by all stakeholders is high and this can have positive results to guarantee sustainability. Once the project is concluded, all the activities could then be integrated into the church programs.

5.5.2   *Project contribution to lasting benefits for the beneficiaries*

Extensive work was done to train key persons and especially youths, women, and church leaders on practices to ensure the enhancement of quality Diakonia service provision not just for the project duration. The staff of STCC is also very committed to monitoring the project and coordinating activities together with following up on results in a very effective manner. Youths have already demonstrated their entrepreneurship knowledge to other youths who did not get trained directly by the project. Engagement activities and ongoing relationship building will also ensure that this knowledge is considered in their daily practice. Tools like RBM will have long-lasting benefits for the church even after the project ends and also new policies formed like the Diakonia policy and humanitarian assistance provision guideline will be used to guide church actions for the coming years.

5.5.3   *Ensured continuity of planned project activities by Church Leaders*

The project has been benefiting youth and church leaders through various training. The church groups have been made the ToTs for others. The project will continue to be long-lasting as the ToTs will continue to train others although the intervention will phase out. The ToTs will be the catalyst of change for others to get inspirational learning and apply what they have learned to prosper.

5.5.4   **The application of the established tools such as RBM and Diakonia Policy.**

The project has facilitated the establishment of result-based management (RBM) and the Diakonia Policy. These are essential tools for enhancing the provision of quality Diakonia services. Sice the tools have already been made to improve the capacity of STCC, it is expected that the application of these tools will be emphasized, keep in use, and monitored over time to ensure sustainability.

5.5.5 The established youth social networks.

The project has managed to create a social network of youth within STCC and with Nakuru youth. These networks will keep youth in sustainable contact. In Singida this network is so called youth social network. They will share fruitful information and opportunities that will benefit each other. It is through these platforms that youth will discover some challenges and be able to plan for mitigation measures towards their challenges. The youth survey has been made and will help the youth to do whatever they can to discuss their constraints and plan for a way forward.

6.0   CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The evaluation reveals that the project is having a positive impact on the target beneficiaries. The church has been able to develop tools, policies, and strategies that have capacitated church departments to able to increase performance, implementation of church objectives, and measure the results. Although the project contributed to building the capacity of youth and church leaders to provide quality Diakonia services in the church through the implementation of various activities, these can only contribute to significant impacts only if there will be the next phase which will concentrate much on follow-up of have been implemented and add some new training like conflict management which bring more changes in future. The majority of youths, church leaders, and women interviewed demonstrated a positive attitude toward the organizational development project for STCC. They agreed that the project has empowered STCC to be able to provide strategic quality Diakonia services in Singida and be able to build up strong local and international networks with a shared vision for collaboration in the future. The project has been able to empower the capacity of the STCC organization and its department to meet the diverse needs of the target groups mainly department leaders, youth, women, and other groups as per stakeholders' analysis.

6.2 Recommendations

6.2.1   Ensuring continuous Monitoring of the executed activities to bring significant changes.

This was a one-year Organizational development project which was designed to enhance the capacity of STCC in the provision of quality Diakonia services. Most of the activities which were designed to take place have been implemented so far but the challenges come with how effective the intervention has contributed because of limited time on implementation and at the same time follow-up in regards to project life span. In this case, some changes may take short time and others a long time. So to ensure the potential sustainability of this project there should be another phase that will help to make a constant monitoring of programs to bring about significant changes in behavior, relationship, actions, activities, policies, or practices of an individual, group, community, or organization require some time to occur. A monitoring system is very crucial in ensuring how well-established tools, structures, and training knowledge are used and progressing. A monitoring system helps to identify a range of appropriate strategies which could be used to enhance performance. The should be strengthening of the project monitoring system with enough budget. The evaluation has disclosed the budget set for monitoring is still not enough to ensure effective monitoring. It is recommended

that for the next project proposal, this is considered to convene a harmonized monitoring system that is also user-friendly.

6.2.2 Continuation of VSLA programs on entrepreneurship for youths within and outside STCC and the importance of VSLA to be emphasized to other project stakeholders.

The planned goal for giving entrepreneurship training to youths was to enable the youths to generate more income and expand their income-generating activities. From the findings, it is still shown that their income generated within a month is equivalent to 100.000 TZS which is still insufficient to enable them to sustain their basic needs. The training also seems to have benefited many youths in STCC. Many youths from other denominations also requested the project to be trained so that they can acquire this knowledge and foster their economic capability. The youths from the focus group discussion still find that this training should be done again because it is one among the cross-cutting issues that need to be addressed for youths not only in STCC church but also it should be channeled to all youths in different churches within Singida, Tanzania.

In the same way, the evaluation findings showed that only 65% of youths were engaged in Village Savings and Loans Association (VSLA). This is still a low percentage considering the strategy of the project to form micro finance groups in form of VSLA to fight against poverty and generate income so that they can provide strategic diakonia services. As per the project write-up, the project should mobilize more trained youth to engage in VSLA.

6.2.2   The project to focus on income generating opportunities and provide seed capital to VSLAs for business start-ups or boost the existing small initiatives

The youth VSLAs need to start other income-generating activities. Besides being registered they face challenges in securing financing as they are considered high-risk loan recipients because they lack business experience, have little financial history, and own no assets to serve as collateral. The project could provide the groups with seed capital and later facilitate increased access to capital through linkages with MFIs, the establishment of revolving fund schemes (such as group savings and lending collectives), or training them on how to access alternative forms of financial support including preparation and presentation of business plans. VSLASs are crucial for the sustainability of the project and the continuous support of the youths.

6.2.3 Supervising Application of the established organizational Tools and guidelines.

The different tools established as part of the church (RBM Tool) showed some challenges as regards the follow-up of yearly objectives to measure results. However, the tool is crucial in not only enhancing the performance of the implementation of objectives but provides the church with information on plans and priorities for all departments and keeping the church accountable in their commitment to the implementation process. The tool is also vital in sustaining the project's initiatives and is a main strength of the project's outcomes. Deliberate measures should be taken to in-depth assess the challenges for each department in the use of this tool and hence the remedial actions.

During the evaluation process it was discovered that there is a need to review the RBM in a way that can be easly applied by all departme.

6.2.3   STCC to focus on completion of Humanitarian assistance guidelines for the church

The church leaders were given training on humanitarian assistance during times of disaster. The training was conducted in late November 2022 where finding show that the church was still in the process of formulating a guideline and a strategy for humanitarian assistance which will guide church actions for providing support to the community during times of disasters. Although the church leaders claim to be providing humanitarian assistance, still the guideline has not yet been finished that would guide the actions of the church in conducting this. So, this can be summed up that humanitarian assistance is done but not in an official and recognized manner by all church members especially youths and so the guideline has to be completed to pave a way for effective operations on this. The project team needs to ensure that they conduct follow up which will enable the completion of this strategy to start being in implementation.

6.2.3   There should be another phase of the project expansion to more target beneficiaries among other FPCT Churches in Singida which will focus on Follow up and with new capacity-building Training Project.

This was the observation noted during the Interviews with STCC Department heads, youth representatives, and church leaders in STCC, including the Bishop and others, who have not participated directly in the training. During the interview, they argued that for the best project outcome, there is a need for expansion of the project concentration from the church beneficiaries to other church beneficiaries outside STCC. From the in-depth interviews, youths requested to expand the project beyond only youths within STCC to youths outside STCC who are not reached but have needs for different skills and knowledge such as reproductive health, mental health, entrepreneurship, digital market, life skills, leadership skills as well as some essential vocational training which will meet their needs in a globalized world for them to earn income. The youths suggested that they need vocational training that meets their needs for them to find jobs or employ themselves in their geographical areas and some of these suggested training included decoration, bakery, hairdressing skills, photography and videography skills, graphic designing, carpentry, and music production. It is time for STCC to explore this in-depth and come up with the best option which is more effective, efficient, sustainable, and even regenerative.

6.2.4   Inspirational study tours for the church leaders

Facilitation of study tours for the church leaders could probably motivate the church department to come up with more creativity and skills from other best-performing church institutions. The church leaders could also learn practically from other churches providing diakonia services to see their engagement and implementation strategy which will increase the capacity of STCC to tap into skills

that would enable it to become a resource center for other churches in and outside the Singida Region.

In line with this, because the partnership between STCC, BKC, and IAS DK is renewed, the church should keep on track to learn more skills from the partners which would strengthen the organization.

6.2.5 Preparation of Capacity building training regarding the effective use of Diakonia guidelines.

The evaluation has revealed that the diakonia policy has been established by STCC. The document is more comprehensive and needs capacity-building training for the youth and church leaders to foster organizational transformation. Since the policy is now in place, the next phase must focus on capacity-building training which will enable each department leader and youth to be accountable and make application of this tool in their daily operational work. The document must be shared with other FPCT Churches to improve their organizational thematic competencies.

6.2.6 Making use of the findings from the youth survey report for the next Organisational Development Project

The youth focus group discussion was held for STCC Youths to uncover the actual needs and interests of young people in the church and their problems, needs, perspectives, and expectations for the future. It also uncovered possible solutions, own efforts, and expectations of the church in social-related projects and the government concerning developmental issues.

Various solutions were recommended by the youths during that interview and those recommendations should be considered during the preparation of another phase of this project or another project aimed to bring social transformation for STCC as an organization.

Here is the attached report for a further reference regarding those recommendations:

Youth focused
group interview Rep

7.1   LESSONS LEARNT FROM THE EVALUATION PROCESS

7.1.1   Church transformation needs time and requires networking and exchange visits for inspirational learning to improve managerial performance, accountability, credibility, efficiency, and effectiveness.

The evaluation finding has discovered that for the church department to best provide diakonia services, there should be networking with potential partners for inspirational learning. Learning from others provides information, knowledge, wisdom, and technique know-how and improves implementation. Exchange visits create friendship relations and keep the partners together to assist each other and benefit from each other. Learning improves planning, performance, and quality of results.

7.1.2   Strategic empowerment of the Organization contributes to the transformation.

The transformation of the institution relies on increasing knowledge by being trained on strategic courses which are designed to build the capacity of staff. This has been noted by STCC management after receiving various training through organizational development projects. The capacity of STCC has strengthened in the provision of both social and spiritual services and this has been attained due to the strategic empowerment of the leaders.

7.1.3   Some challenges are hidden away and not communicated by beneficiaries due to a lack of a platform or an opportunity to share.

Any organization can only perform better only if the participants are invited to participate in various coordinated programs such as training, workshops, meeting, and tours where they can socialize and feel comfortable sharing some emerging issues constraining the organization. It is on this platform where good ideas and opportunities can be discovered and worked for the betterment of the organization. STCC through the implementation of this intervention was able to receive fruitful inputs and advice from beneficiaries who raised their issues after being involved in the training facilitated by STCC. Their comments were of great importance for the sustainable growth of the organization.

7.1.4   The use of social media contributes to organizational branding.

Social media such as WhatsApp, Instagram, Facebook, Twitter, etc are essential platforms for branding ourselves. Through the project, STCC youth were able to establish a youth social network that has united them and is active in the ministry. They can plan their issues and discuss them in the social network group and reach a final decision. They can pose different subject matter which is of great importance to their life and social skills and get motivated to hear views of their colleagues and improves their relations. The church programs are communicated and reach the majority who can follow our page. The reputation of the church is well-defined and our accountability is reaching many thus contributing to the branding of our organization. Social issues like disasters and other problems are communicated through social media and the way forward is decided together. Individual views

are respected and people feel welcome to communicate their concerns in a free opportunity and conducive environment.