



EXTERNAL EVALUATION REPORT:

**ACAD'S ORGANIZATIONAL DEVELOPMENT PROJECT
(OD) : "TUJENGE KANISA"**

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0. GENERAL INTRODUCTION:

01. Evaluation Summary:

ACAD's organizational development project began in 2015 for a period of 3 years. After the end of its second year of implementation, an external evaluation was carried out for the project. The project aims to ensure the proper functioning of both the CELPA and the ACAD as civil society actors.

This project has been initiated during the pre-project. The pre-project consisted of a series of four workshops targeting selected leaders from all six CELPA regions and the workshops helped to design ACAD as a solution to the PYM-CELPA partnership and also prioritized organizational development as well as good cooperation in the future between CELPA and ACAD.

During the two years of implementation so far, almost all of the planned activities have already been carried out: the planned policy documents have been drawn up and adopted, the planned Control and Ethics Committee has been created, two ACAD / CELPA meetings have been held as planned, CELPA-ACAD-PYM joint meetings that were scheduled once a year were held, joint training seminar meetings (CELPA-ACAD) were achieved as scheduled, capacity building seminars for the General Assembly members have been held, training seminars aimed at women's leaders (CELPA and ACAD) in leadership, management and gender were held as expected and women leaders were trained as well as the leaders of the CELPA.

Changes have been observed in the increase of knowledge, in the behavior of leaders, in adopting participatory leadership and in skills as well as in terms of correcting certain practices reflecting ignorance.

On the basis of the obtained results, ACAD has succeeded in achieving the test project as shown in the results of the Evaluation below. The recommendations made could receive sustained attention in the next phase of the project in order to improve the functioning of both the CELPA and the ACAD as essential actors of civil society in DR Congo.

02. Background:

The 5th Community of the Free Pentecost Churches (CELPA in acronym) is a non-profit denominational association founded in 1921 by the work of the Norwegian Pentecostal Missionaries in DR Congo.

CELPA aims at the holistic salvation of all men and women through evangelism, education, health and development actions in accordance with its statutory objectives. Since its creation to date, in its daily activities, CELPA works with Pym as a main and traditional partner, in addition to the Congolese government and other churches and NGOs.

The Christian Action for Aid and Development (ACAD) was created on January 31, 2014 and is an organization resulting from a long pre-project process that consisted mainly of dialogue sessions between CELPA and PYM while learning from lessons out of the cooperation crisis between the two due to mismanagement of funds by previous leaders of CELPA.

Effective implementation of the project began in 2015. Since then, various planned activities have been carried out, including seminars and workshops for regional and district level leaders within CELPA, as well as joint meetings between CELPA and ACAD, etc.

After two years of implementation, it is necessary to carry out an external evaluation of the project. This evaluation will serve as a first reflection for the future of the project.

03. Synthesis of the Evaluation findings:

1. The resumption of cooperation between CELPA and PYM has given rise to a new dynamic in CELPA through this organizational development project, with a flourishing of socio-economic initiatives.
2. ACAD has a very dynamic and committed executive team, which is a multidisciplinary team.
3. After the creation of ACAD, the OD project has improved its legal tools and the experimentation of its functioning as a young structure of the civil society with management autonomy.
4. During these two years, the "Tujenge kanisa" OD project has enabled the local churches to acquire initiative and entrepreneurship mindset, as well as the abandonment of the wait-and-see attitude that characterized them for a long time. However, given that local churches do not have professional expertise, the supervision, monitoring and promotion of their initiatives remain a challenge for CELPA.
5. The new expectations and new needs for organizational development were expressed by the individuals and groups met during the Evaluation and recommendations were made for the next phase of the project with a view to further improving the objectives pursued by ACAD.
6. The expectations and needs of the members of CELPA in particular and of the general population vis-à-vis ACAD are enormous as expressed through the recommendations. Strategies have been proposed to ACAD and PYM for to enable ACAD to acquire increased intervention capacities, among others:
 - Diversify donors for to have sufficient resources for its policy: ACAD has to multiply and vary financial partners so as to get possibilities to face the immensity of needs and expectations

- Build the capacities of the heads and managers of the Women activities department and that of the Youth Works Office so that they are enabled to efficiently manage their projects in self responsibility mood.

04. Summary of Recommendations

Recommendations to ACAD:

- Include the Bureau of Youth Works and the Women's Department in CELPA as partners
- Publicize knowledge on the ACAD documents to the ecclesiastical districts
- Train leaders on the peaceful management of conflicts or on the transformation of conflicts as well as on trauma healing within churches.
- Accompany In the initiation and implementation of Village Savings and Credit Associations (known as the 'AVEC').
- Initiate projects for the self-financing of ecclesiastical regions
- Investing in pacification within CELPA, especially in regions experiencing a very acute and fierce crisis

Recommendations to PYM:

- Facilitate ACAD to obtain other donors.

New needs for training:

- Training of Church Leaders in Christian Leadership.
- Financial Management of a Church and Management of Income Generating Activities
- The development and management of a church project
- Resumption of Leadership Training (for REI)
- Conflict management or positive transformation

05. The structure of the report:

The report is divided into five parts. It begins with a general introduction, which summarizes the evaluation, the background, the synthesis of evaluation findings, the synthesis of the

recommendations, the structure of the report, the presentation of both the project and the ACAD organization.

The second part presents the Evaluation in context, its objectives and its methodology. The third part presents the results of the Evaluation following its criteria as proposed in the terms of reference. Part Four is an internal analysis that describes the weaknesses and strengths of the project. The fifth part presents an external analysis, which presents the opportunities and constraints of the project. This report concludes with recommendations and action strategies.

I. Presentation of the evaluated project and the ACAD organization:

1.1. The project context

The 5th Community of the Free Pentecostal Churches (CELPA in acronym) is a confessional non-profit association founded in 1921 by the Norwegian Missionary Pentecostal work in DR Congo.

CELPA works for the holistic salvation of all men and women through actions of evangelization, education, health and development in accordance with its statutory objectives.

In 2008/2009, the mismanagement of funds for humanitarian projects by the leaders of the 5th CELPA led to the breakdown of its cooperation with PYM, its main financial partner. Since then, the structures and services of CELPA have worked with enormous difficulties.

In 2012, with the change of actors at the level of the church Community leadership, the will to work together was expressed by both organizations. A pre-project was funded to facilitate the learning from this sad experience in order to plan together better future cooperation.

The pre-project consisted of a series of 4 workshops targeting leaders selected from all six CELPA regions through which organizational issues emerged as part of the causes of the crisis.

To respond to the need to strengthen the capacity of these bodies and to facilitate joint meetings between CELPA and ACAD (members of the Board, members of its General Assembly, etc.), which would solve the problems and conflicts, an organizational development project was considered by the pre-project participants as a key solution, capable to strengthen the bodies and maintain good cooperation in the future. It is within this framework that this project was planned by the pre-project working group so as to address this need of the grassroots community.

1.2. The project's objectives and expected results:

1.2.1. Overall objective

The project aims to establish a good functioning of both CELPA and ACAD as two actors of the civil society.

1.2.2. Specific objectives

The project aims to:

- Establish ACAD as a newly functional organization;
- Improve mutual communication: ACAD and CELPA so as to get closer despite management autonomy. Both carry out activities at central and regional level. Seminars are intended to establish a common understanding of management, leadership and group dynamics.
- Develop and / or adopt policies for CELPA and ACAD such as the manual of administrative and financial procedures and gender equality, the fight against corruption and ethical standards.
- Improve the monitoring and supervision of diaconal services.

1.2.3. Expected results

At the end of this project, the new skills will be available in the church. ACAD & CELPA will work better because decisions will be made with well-informed and timely executives.

The two sister organizations will be able to communicate freely putting their vision above individual interest. Policy documents will be available and respected in practice by members.

1.3. Strategy and Approaches:

- Baseline survey: This was intended to provide a clear answer to what is the current profile of the structures and bodies of CELPA and ACAD.
- Training sessions on organizational development: These included training seminars for the target groups. The intention was not to change the existing organizational structure, but to complement the awareness of the members of various committees.
- These training seminars enabled for a rationalization of the central administration to the regional councils and possibly to the level of districts in the year 2 and 3 of the project.
- Training has been linked to management, leadership and gender. The eminent needs within the target groups were identified by simple reflection during the training or the baseline survey.

- Exchange of information: consists in joint meetings between ACAD and CELPA for to consider consolidating their relations.
- Policy development: in order to achieve regulated work, consultants were recruited to prepare a draft document of the Manual of Financial and Administrative Procedures, Gender and Anti-Corruption Policies and Christian Ethical Standards.

1.4. Implementation partners and target groups

Partners in the project:

Implementing partners for this project are:

- PYM: financial partner of the project
- ACAD: the members of the project implementation team
- CELPA: the Legal Representation; Members of the organs and pastors for collaboration
- The various bodies of CELPA and ACAD, for the facilitation of field activities
- Provincial ECC leaders for Collaboration
- Gender Division
- Universities.

The project's target groups

From CELPA:

- 15 members of the Board of Directors:
- 96 members of the Regional Advisory Council:
- 360 members of the District Committees of the CELPA
- 60 women members of the councils of women leaders:

From ACAD:

- 8 members of the Board, 6 of who are elected by the General Assembly. Among them were two women and one missionary.
- 19 members of the General Assembly coming from CELPA in terms of 3 people per region plus the representative of Pym.

- 3 persons from the Executive Secretariat: including the Executive Secretary, the Program Officer and the Finance Officer.
- 3 people from the Control & Ethics Committee.

1.5. Status of the evaluated project:

Activities planned for 2015 – 2016 have been carried at at a 100 % rate (notably, the 6 seminars for the consultative regional committee with the ACAD members, the 6 women leaders' workshops in regions, the 6 seminars in districts comprising pastors as well as women and youth leaders, 2 general assemblies, 4 board meetings, 1 training seminar between the CELPA and ACAD boards, 1 seminar on the do no harm, 2 seminars on the monitoring, one meeting session between PYM, CELPA and ACAD, the baseline and the development of the 5 ACAD manuals). The remaining activities in this project are those planned for the year 2017.

1.6. Presentation of ACAD:

The Christian Action for Aid and Development (ACAD) was created on January 31, 2014 and is an organization resulting from a long pre-project process that consisted mainly of dialogue sessions between CELPA and PYM while learning from lessons out of the cooperation crisis between the two due to mismanagement of funds by previous leaders of CELPA.

This creation was consecrated by the notification of the PYM-CELPA Pre-Project Coordinator, Prof. ABEKYAMWALE EBUELA ABI, who was commissioned by the C.A of CELPA to organize the setting up of a diaconal autonomous structure. With him were associated Ms Martine Zagabe MUGOLI, Dr. ISOKELO MUNYUKU and INGRID Osthus as a working group.

ACAD has the bylaws and an internal regulation document devoting its management autonomy with specific management tools and functional bodies which are: The General Meeting (GA), The Board of Directors (BD), the Control and Ethics Committee and the Executive Secretariat. Two internal and external financial audits have successfully sanctioned the evaluated project.

Christian Action for Aid and Development (ACAD acronym) operates under the authorization "**acknowledgment of receipt No. F.92 / 22.210" and the registration certificate for NGO / ASBL of the health sector No. MS 1255 / DSSP / 30/051 of 11 April 2014.**

II. PRESENTATION OF THE EVALUATION:

2.1 Context of the Evaluation:

Two years after the start of the three-year project, ACAD wants to take a retrospective look at the successes and weaknesses of its project in order to consider the improvement of the future.

The project is being implemented. It was designed in a context of crisis both in terms of national political governance and also within the CELPA. At the national level, political efforts are focused on political negotiations to establish a new government, the one that was in power dispatches current affairs because a new prime minister has just been appointed who is continuing consultations to put in place a new government. The same context is characterized by the process of enlisting voters for a democratic, transparent and peaceful election. However, the socio-economic situation is characterized by widespread poverty, a predominance of the informal economy, characterized since the end of 2016, by inflation.

At the level of the 5th CELPA, the crisis that prevailed at the beginning of the project's conception is dissipating. Ties and partners have improved and the confidence of the population towards CELPA has been renewed.

2.2 Objectives of the evaluation

2.2.1. Overall objective of the evaluation

Evaluate whether the project in progress leads to the achievement of results in line with the plan.

2.2.2. Specific objectives of the Evaluation:

In order to improve the implementation of the project and its impact, this external evaluation had the objective to document the results and changes made by this project and make recommendations for future development.

The specific objectives are described below:

- Document the achievement of the results
- Describe how the project activities were implemented and their relevance to the achievement of the project objectives;
- Determine the main results and impact of this project in Phase 1;
- Evaluate the profitability of activities;
- Assess strengths and weaknesses, particularly with regard to the sustainability of the project;

- Provide recommendations for the development of future projects.

2.3 The Evaluation methodology

This external evaluation was carried out by two external consultants using participatory methods. It focused on three stages: the preparatory stage for the ACAD office, the onsite collection of qualitative and quantitative data, and then the analysis of the data collected and the return of the provisional results followed by preparation of the final report.

➤ At the ACAD Office:

The evaluators' team carried out:

- 1- Exchanges with members of the ACAD project staff for both a shared understanding of the evaluation reference terms and for the harmonization of views;
- 2 - Development of evaluation tools and their sharing with project managers (Evaluation questionnaire, various data collection and analysis tables, internal analysis and external SWOT analysis (Strength, Weakness, Opportunity, Threat - SWOT analysis))
- 3- The bibliographic or documentary review focused on the collection and use of project documents: project documents, implementation reports, annual reports, follow-up and activities reports and other useful documents that have been provided by the ACAD team.
- 4- The preparation of the comparison tables in regard to both predicted and realized indicators which made it possible to obtain the quantitative evaluation data according to the criteria proposed in the reference terms. This exercise also enabled the evaluators to better understand the project and the process of its implementation, to assess both the level of achievement of the indicators and that of the project objectives achievement.

➤ Field data collection:

It began with the literature review and continued by the field work. This stage began with the working session with members of the RESKIE in Bukavu on the OD project; then followed the field trip to Kaziba and to Kakwende where IHE project (health and education) related work sessions were held. Work continued in Kamituga where three working sessions were held with RESKO members on both projects (OD and IHE). In Kindu the working sessions were held with the OD and IHE seminar participants, as well as a few interviews and targeted interviews with the most important and influential stakeholders were held: the Provincial Division of Health, the coordinators of the medical works and the one coordinating Protestant Schools of the Maniema ECC who also manages the CELPA schools since the outbreak of the internal crisis.

Both in Baraka and in Kindu, focus group sessions were held with participants to the OD and IHE related seminars. Everywhere during field work, the tools for collecting the designed data were used and some illustrative images of the collected data were documented: The evaluation questionnaire, the SWOT analysis, the interview guide were used as data collection tools.

➤ **Analysis of data, return of provisional results and production of final report:**

The collected data were then analyzed in the synthesis tools (tables, report templates) and the provisional results were restituted, which made it possible to complete the data, to amend it and to harmonize the views. Finally, the Final Report was produced and submitted to ACAD accordingly to the terms of reference and to the Evaluation Contract.

2.4 The Evaluation expected outcomes

The expected results of this evaluation as expressed in the terms of reference in regard to its specific objectives and questions were:

1. Assess how and to what extent the objectives of the project have been achieved so far, to identify the results of the project and the encountered constraints or obstacles.
2. To assess the extent to which project strategies have been relevant to the achievement of both the objectives and the sustainability; to what extent project strategies / activities have been efficient.
3. Determine the strengths and weaknesses of the project, identifying activities that should be given priority.
4. Formulate recommendations for a future organizational development project.

2.5. Encountered Constraints and Difficulties:

- The multiplicity of versions of the logical frameworks of the project did not facilitate the documentary analysis.
- It was physically difficult to meet the CELPA legal representation team and to work with the CELPA medical, primary and secondary schools coordinators given constraints related to the incompatibilities of the agendas.

However, the data collected and analyzed made it possible to obtain the necessary information, particularly through the literature review.

III. RESULTS APPRAISAL:

ACAD has now publicized the 5 documents (administrative procedures manuals, gender policy, financial routines, anti corruption and standardized Christian Ethics). All the trainings have been conducted as planned with well documented outcome through pre and post tests. A step in joint ACAD, CELPA and PYM communication and the project has well functioned but the logical framework is not good.

3.1. Relevance of the project:

In this regard, the Evaluation focused on whether the project responded to the actual needs of the beneficiaries, whether it was important to them and how they participated.

Participants needed to know:

The behavior of a good leader, a church leader, in managing a group that has many people with different characters; how to improve the management of a church through small self financing development projects, the financial management of a church, ...

The churches wanted to know the errors they committed and that they found normal that the training has enabled to correct:

- Churches without painting,
- Churches without offices,
- Believers having no sustainable sources of income, alms and the tithes being the sole source of income,
- Retired pastors had no proper dwellings because they were lodged by their churches,
- Pastors were more attached to the Gospel and prayer forgetting the principle of " The healthy soul in a healthy body ", they confounded development with sin, with fleshly works, they considered themselves as strangers to the world, were not interested in politics, which nevertheless influenced them and would rather promote the integral, holistic gospel.
- They locked themselves up in many things by ignoring their responsibilities while waiting more from the outside.
- Women seemed to be away from responsibilities in churches out of ignorance or disrepute.
- The servants were not motivated to study the Bible.
- Financial reporting was poorly structured and irregular.
- Several participants did not know ACAD and its vision before the training; they took the opportunity to better know it,

- Participants were not sufficiently informed about leadership and management, their advantages and in particular their types;

They wanted to know what it was:

The Christian leader with her / his human and spiritual power, understanding the role of men and women in church leadership without discrimination.

The distinction between good and bad leadership, the initiation of church and families small self-financing projects, the importance of development actions in a church for strengthening evangelization. Some churches operated without a systematic budget. Some pastors managed the churches as they wished, with no control by the Christians.

3.2. Effectiveness of the project

3.2.1. Quantitative efficiency indicators:

With regard to the achievement of quantitative indicators aimed at fulfilling the project objectives for the two evaluated years, the evaluators have noted the following results:

5 planned policy documents were by 100% developed and adopted;

2 planned general meetings were held which represent a 100% achievement,

1 planned control and ethics committee was set up;

1 established executive secretariat;

4 planned meetings of the ACAD Board were held which represent a 100% achievement;

2 planned ACAD / CELPA meetings were held,

2 joint CELPA-ACAD and PYM meetings scheduled once a year were held,

196 CELPA leaders out of 155 planned have been trained (126 %);

75 women leaders out of 66 planned were trained (113%);

195 CELPA leaders (including 172 men and 23 young men) out of 155 were trained (125%);

83 female CELPA leaders (including 71 women and 12 young women) out of 66 planned were involved in policy development and dissemination;

A baseline survey was carried out in all 6 planned Ecclesiastical Regions which represent a 100% achievement;

1 workshop between ACAD and CELPA Board members which represent a 100% achievement;

2 Mixed meetings CELPA, ACAD and Pym (1 time per year) were held which represent a 100% achievement;

14 joint training seminars (CELPA, ACAD) are held (2 per region + 2 GA) which represent 100% achievement in regard to the planning;

12 training seminars / workshops in each region (average 6 per year) which represent a 100% achievement;

6 training workshops for leading women (CELPA and ACAD) on leadership, management and gender, which represent a 100% achievement.

All these results present the differences between the planned and the realized in order to assess the quantitative results of the project's achievements.

3.2.2. Qualitative indicators of effectiveness:

At this stage of the evaluation, the concerns were whether the desired results had been achieved, whether the expected changes had been achieved, whether the results achieved the expected objectives, and how the project stakeholders have appreciated the project results.

In this context, the people contacted, and especially the churches leaders, revealed the following changes resulting from the training: some churches were painted (for example the case of Nyamarhege church), church offices were constructed (for example the case of the Francophone Tabernacle Church in Kindu and CELPA Nyamarhege in Walungu); women were sensitized and began to carry out income-generating activities (for example, Village Savings and Credit Associations were created in churches Of Nyamarhege, raising of goats by women and rabbits by the young people of Nindja church), construction of houses for pastors in Nindja.

Other churches have set up development committee structures, some of which have even acquired the notarial official authorizations to function, for example the case of the development committee of the Church Tabenacle Francophone "CODETAF" in Kindu. Some churches submitted projects to partners for funding, others have opened accounts at TMB Bank, where Christians' dues are lodged. The ChemChem Church in Kindu has already set up a fund and is waiting to decide the sector in which this will be invested. The parish of Mwamba in the Tokolote chaque district initiates its IGA. The churches have indeed diversified the sources of their revenue.

In regard to behavior, some of the leaders have acquired initiative mindset while others have adopted participatory leadership in the management of churches.

Evangelically, some churches have increased the mobilization of resources and organized evangelical missions, for example the CELPA HOSANA church in Bukavu, which also bought a plot of 65 000 USD, built a bricks primary school. Others mobilized funds and bought lands and then built churches (for example, the case of the PATMOS CELPA Church

in Bukavu, the Mwandiga church in Baraka). Others churches have built houses for pastors (for example, the case of the Emmaus Basoko church where the Christians increased the offerings spontaneously).

Mwamba Church has a dry laundry and an ironing project to create employment for young church members. The church of Malala in Baraka has created a school and has also built the foundation of its church building.

The training enabled pastors to understand their responsibilities in the self-promotion of the churches. It has also enabled pastors to become involved in the things from which they were moving away. They acquire understanding and are working for an integral Gospel, aimed at the whole human being.

An assessment and understanding of the situation of women within CELPA states on the fact that they are numerous, but their value is still underestimated and one observes little change and need for continuation; women has increased participation in church activities.

Servants desire Bible studies. The pastors' college participation has grown. The leaders' knowledge has grown in regard to the development of the church's participatory budgeting. Pastor's church management control has begun, which ensures transparency and good governance in financial management as well as the implementation compliance with accounting and financial documents with budget lines.

It is only the regular Meetings between ACAD and the CELPA Technical Coordination teams that have not been achieved at 100 %.

3.3. Efficiency of the project

To the question whether ACAD uses too much or too little resources to achieve the results, and if the means used were sufficient or insufficient, participants to the evaluation stated that the ACAD training sessions have both sensitized them and provided them with rich ideas. The project was efficient.

The training was supported by women leaders, gender experts, and university professors as well as by gender division heads.

The local contribution: protocol services (water provision, preparation of meals,) supply of cooking utensils, availing the training room, the first reception meal for participants from far away. The participants' testimony confirmed the transparency in the management and their satisfaction in regard to the incurred expenses.

3.4. Project Sustainability

At this level, the evaluators were concerned about what could remain in the post-project environment, the long-term benefits of the project and about ACAD's ability to perpetuate project services on its own means.

The achievements that will remain from the project will be: the received training modules, the knowledge acquired from the training, new created relationships, reconciliation between Kamituga district pastors and the resumption of good relations between them, rehabilitated and built infrastructures, development initiatives and structures, initiated income generating activities.

3.5. Project appropriateness

Participants to the seminars attest that the training and the chosen themes for the training sessions were adapted to the milieu, to the capacity of the target groups and to the responsibilities and expectations of the participants. This made them so happy that they preferred to see other training sessions organized.

The training was appropriate to the level, to the routine work, and that is what made it possible to produce the changes. It met the expectations and needs of the participants in their respective responsibilities.

3.6 Project Impacts

In regard to the long-term effects of the project towards both the indirect target groups and the non-beneficiaries and also in regard to identifying the changes resulting from the project and that could remain after the project, participants stated that:

Some women leaders in sensitized churches have set up village associations for savings and credits (AVEC), while other women who are not members of the churches have also created such associations in their villages (in the case of the CELPA Nyamarhege Church). Trained women leaders were invited by other groups to train them too (for example, the women's president of CELPA Antiokia church in Bukavu). Churches were built and also works of art for self-financing products (for example, the case of CELPA Antiokia in Bukavu) have been undertaken. Church offices have been built (for example, the case of the CELPA PATMOS Church in Bukavu), walls and roofs of churches were painted and ornamented, schools have been built; plots have been purchased, fields for farming were bought (for example, cassava fields by the women of the RESKO), ...

This seminar enabled reconciliation and common understanding among church pastors in the Kamituga district and whose leaders had new ideas for advancing the construction of the guesthouse by raising funds from the members and there has been resumed respect for the meeting schedules and also for the respect of the reporting.

In addition, job descriptions were clarified.

The curious and the uninvited were accepted in the training sessions and benefited from the latter.

The other effects of the training sessions which the non-direct beneficiaries have benefited are: photocopied documents, initiated actions that inspired other churches.

In the Emmaus Basoko church in Kindu, "the Christians built the pastor's house" and the Francophone Tabernacle church changed the roof of the building and created a development committee that acquired the official operating authorization. The restitution of the training was done in the churches, at the council of pastors of the local ECC (in Mukera). Music instruments have been purchased and associations have been created. There has been solicitation of pastors to train other church networks pastors and the so-called "Fellowship Church" has brought 11 pastors to the Baraka district president for to be trained in church leadership and financial management. Trained women leaders have trained others and the EAFGA young people have associated to the Kimanga church youth in Baraka which resulted to reduced youth delinquency.

3.7. Sustainability of the project:

A viable project is one that continues to provide benefits to beneficiaries for a fairly long time after the completion of most of the donor assistance. In this logic, experience has shown that the sustainability factors of projects are: political support, appropriate technologies, institutional and management capacities, economic and financial viability, adaptation to socio-cultural aspects, the gender mainstreaming, the participatory approach. In regards to the organizational development project of ACAD, the following are the findings:

The project has benefitted from the political support of CELPA, whose leadership is also among the beneficiaries. The vast majority of CELPA leaders support the project, the regional delegates co-organize the seminars; provincial authorities are involved (for example in Maniema where the NTIC EPESP Division even intervened to make sure the seminar is held). The security service authorities have contributed to make sure the seminar is held and this is in addition to the policy and financial support from PYM as the main financial partner. The technologies used by the project were simple, everything being within the reach of the participants.

ACAD as a new organization already has a great institutional capacity: a civil society inception, with sufficient logistical resources, an appreciable network of relationships, and commendable experience and expertise. The managers have considerable experience in management and transparency according to the testimonies of the beneficiaries. This is also attested by the two external audits carried out for this test project. This confers hope for the future of the organization.

However, its self-management capacities are still very low and its dependence on foreign financing is still very high, specifically in regard to the main financial partner PYM.

Economic and financial viability: The accumulated benefits of the project are intellectually and technically superior to the costs and the project represents a viable long-term investment by virtue of its achievements.

Socio-cultural and gender issues: The project was based on the organizing of capacity-building seminars. It is socio-cultural based and therefore reinforces the socio-cultural aspects of the participants in general and that of the leaders of the churches in particular.

3.8. Cross-cutting themes: Gender mainstreaming

Organizational development training seminars also included the theme "Training of pastors, women leaders and youth in the district". The notions of female leadership and gender have been developed as women's specific needs. These seminars also incorporated the concepts of self-care for women for their moral integrity, for their socio-economic development and their dignity at home, in their churches and within communities.

Participants also acknowledged that women hold positions of responsibility within ACAD: the Administration and Finance Officer, the Accountant, the Cashier, the CAMPS Program Officer... These seminars allowed women to express their grievances and points of view to church leaders, notably the low rate of promotion of women within CELPA;

IV. INTERNAL PROJECT ANALYSIS:

4.1. Project strengths

1. Involvement of all ecclesiastical regions
2. Respect for the church values
3. The ACAD office works with good social relations,
4. Capacity building at different levels of the church;
5. Respect of the activities scheduling and punctuality in planning;
6. The seminar addressed new concepts of leadership and financial management of a church
7. Valuing the woman within the church. Women are more numerous in the church but their presence is not sufficiently valued
8. Awakening pastors in their ignored or forgotten responsibilities: holding meetings, behavior, initiation of actions ... self-help initiatives and activities generating income under responsibility of churches
9. An understanding of the gender balance and the non-discrimination within the church;

10. Initiation of small income-generating projects within the church,
11. The correction of many errors committed in churches, including the complementarities between the gospel and diaconal services, pastors' interest in the church environment, holistic gospel (soul and body);
12. Raised awareness on self-management and discouragement of the wait-and-see attitude created within the church;
13. Creation of an initiative generating mindset among pastors and within the churches.

4.2. Project weaknesses:

1. Non-delivery of attendance certificate to some participants
2. The geographical coverage of the Church regions is so large; there are remote districts that have not been covered,
3. It would be better to include reconciliation facilitation in the future planning;
4. The self care capacity is weak among the targeted groups;
5. The activities are not sufficiently publicized by media.

V. EXTERNAL ANALYSIS:

5.1. Project Opportunities (factors facilitating the project): factors that have facilitated or constrained project activities include:

- Presence of both the resources and the churches projects
- The churches had development projects and structures that allowed them to apply certain notions of training: Community Development Office, the Medical and Psycho-social Support Center, the former child soldiers' reintegration project,
- The churches were under the feeling of abandonment, which created the enthusiasm for training sessions.

5.2. Constraints / Obstacles (factors unfavorable to the project):

- Many pastors do not have a high level of education, they need modules in Swahili.
- Misunderstandings and divisions among leaders within the church

- The lack of technical expertise prevents a good evolution of the local churches development initiatives;
- Resistance to change under the influence of custom and tradition
- The wait-and-see attitude created both by the relief support and aid received by CELPA since long time ago;

VI. RECOMMENDATIONS:

Recommendations to the project:

1. Training on Christian leadership and on gender in regard to the Bible
2. Facilitate the training replication;
3. Integrate the women activities and the youth works bureau as partners so as to integrate women and youth activities in its actions;
4. The resumption of leadership training (for REI);
5. There are still CELPA pastors who are not trained and must be reached
6. Deliver training certificates to a few participants who are waiting for them.
7. Improve monitoring of activities

Recommendations to ACAD

1. Training has allowed for a flourishing of development and self-care initiatives, these local development initiatives should be supervised and accompanied in the ecclesiastical regions;
2. ACAD should be involved in the pacification of the church, especially in regions experiencing a very acute and fierce crisis.
3. ACAD can improve the capitalization of learning records in the form of a follow-up sheet, which would allow monitoring the evolution of the effects and impacts produced by the training courses.
4. Pastors are insufficiently informed about ACAD's vision and working philosophy. The popularization of the ACAD texts should be forwarded to all the ecclesiastical districts.

Recommendations to ACAD on Gender

- ACAD should consolidate the structure of the Women's Activities Department within CELPA;

- Train the pastors' wives on their roles and responsibilities in the work of God
- Train women on self-promotion
- Train young mothers in the handcraft trades and management of Income Generating Activities

Recommendations to CELPA

- To pacify CELPA, to invest in peace and reconciliation within CELPA, through dialogues and reconciliation.
- Fight against disinformation about ACAD in some ecclesiastical regions

Recommendations to parishes:

- Train women and men on self-care for their families
- Train church members on the fight against poverty
- Train of young girls and boys on Christian values and on the fight against juvenile delinquency
- Training young people in the handcraft trades

VII. ACTION STRATEGIES:

1. ACAD will have to multiply and vary the financial partners to acquire the possibilities to face the immensity of expectations and needs
2. Leaders of churches should be trained in managing income-generating activities
3. Strengthen the capacity of the Women's Activities Department and the Bureau of Youth Work.
4. Strengthen the strategy for the restitution of training by the participants in order to ensure widespread dissemination and popularization of the notions learned in the ecclesiastical regions.