



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**PERFORMANCE EVALUATION OF WOMEN FOR WOMEN
PROJECT OF CARE ETHIOPIA. THE CASE OF LEDETA SUB –
CITY, ADDIS ABABA**

BY

ACEN LUCY VANCE

July, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN
PROJECT MANAGEMENT**

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, the undersigned declare that this thesis is my original work, prepared under the guidance of Dr. Maru Shete (Assoc. Professor). All sources of materials used for this thesis have been duly acknowledged. I further confirm that this thesis has not been submitted either in part or in full to any higher learning institution for the purpose of earning any degree.

Acen Lucy Vance

Signature

St. Mary's University, Addis Ababa

July, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary University, school of graduate studies for examination with my approval as a University advisor.

Dr. Maru Shete (Assoc. Professor)

Signature

St. Mary's University, Addis Ababa

July, 2019

TABLE OF CONTENTS

ACKNOWLEDGMENTS	i
ABSTRACT.....	ii
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the Problem.....	3
1.3. Research Question	4
1.4. Objective of the Study	4
1.4.1 General Objective	4
1.4.2. Specific Objectives	4
1.5. Significance of the Study	5
1.6 Scope and Limitation	6
1.7 Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1. Theoretical Review	8
2.1.1. Concept of project.....	8
2.1.2. Overview of Performance Evaluation.....	8
2.1.3. Concept of Evaluation.....	9
2.1.4. Project Evaluation.....	10
2.1.4. Benefits of Performance Evaluation	11
2.1.5. Performance Evaluation system.....	12
2.2. Empirical Review.....	12
2.2.2. Factors for project success.	14
2.2.3. Stakeholder analysis in the project.....	16
2.2.4. The project vital statistics	17
2.2.5. Project approach.....	18
2.2.6. Summary	19
CHAPTER THREE	21
RESEARCH METHODOLOGY.....	21
3.2. Research Design and Approach	21

3.2.1. Research Design.....	21
3.2.2. Research Approach	21
3.2.3. Target Population.....	21
3.3. Sample size and Sampling Techniques.....	22
3.4. Data Collection and Data Source	23
3.5. Data Analysis	24
3.6. Ethical Considerations	24
CHAPTER FOUR.....	25
FINDINGS OF THE STUDY, RESULTS AND DISCUSSIONS.	25
CHAPTER FIVE	36
CONCLUSION AND RECOMMENDATION	36
5.1. Conclusion	36
5.2. Recommendations.....	37
5.3 Limitations of the study	37
APPENDICES	40
Appendix A: Questionnaire	40
Appendix B: Interview Questions.....	49

LIST OF TABLES AND FIGURES

Table 1. 1 Definition of Significant Terms.....	6
Table 2. 1summary and Research Gap	20
Table 4. 1Relevance of the Project to the Women	27
Table 4. 2 Effectiveness of Women for Women Project Care Ethiopia	29
Table 4. 3 Efficiency of women for women project	32
Table 4. 4 Sustainability of the Business for External Benefit.....	33
Figure 2. 1 Project evaluation process	11
Figure 2. 2 Project Approach.(collective power magazine 2016)	19
Figure 4. 1 Project`s contribution to bussiness idea Generation	21
Figure 4. 2 Effectiveness of bussness management training.....	19
Figure 4. 3 Loan approval process of the Project	26
Figure 4.4 sustainability of Project benefit	27

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ABSTRACT

The study sought to examine performance evaluation of Women for Women project of Cooperative for Assistance and Relief Everywhere (CARE) Ethiopia, which was encompassed with the aspects that are showcasing result oriented criteria, relevance centered to target group of women of low income and need to empower and inspire these women into entrepreneurship skill development through trainings offered by CARE project titled Giving Together for Strengthening Women: “Women for Women”: Creating Opportunities for Women in enterprise development in Addis Ababa, sustainability criteria pointing out duration of the businesses through the Village saving group association , effectiveness of the project increased the income of the beneficiaries and access to capital, efficiency highlighting aspect of time management balanced at household and businesses of beneficiaries, the research examined how the beneficiaries have benefited from the project since its establishment in 2016-2018 achieving this study through use of secondary and primary data collection methods with sample size of 130 beneficiaries, that depicted the central success of project. Thus, this research undertaken found out that, women access to financial services are deeply rooted into granting them opportunities to loans and saving group associations, However, monitoring aspect should be deployed to completely help evaluate and track the progress of these initiatives of women for women project.

Keywords: *Performance evaluation, Effectiveness, Efficiency, Relevance and Sustainability.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Today, evaluating the performance of an organization is an important aspect which is properly done by not only for donors and beneficiaries but also for the organization thus, determining the opportunities and general performances of the organization and evaluating the activity performance which are critical to development and achievement of organizational goals.

The indicators for Women for Women project that study is focusing on pointed out how the women achieved specific goals such as networking business skills and experience of CARE across the global to support women entrepreneurs as an indicator for the project performance. Adequate training provided on management and development skills enabled the women to establish businesses.

In this regard, the study deploys criteria of relevance, effectiveness, efficiency and sustainability as context (performance evaluation) interests.

Sustainability is strongly addressed and assessed as continuous aspect of the projects through establishing small local micro finance groups and thus enabling the beneficiaries to maintain the quality of products that the women produce in various businesses. Sustainability actions typically reflect a stakeholder view even if it is not explicit in some cases (Tomas 2001).

Effectiveness points out the benefits of the project to the women and potential opportunities to expand their entrepreneurial skills and thus enabling them to achieve the intended results, Effectiveness is not characteristics organization output rather continuous process relating the organization in its constituencies (Ramanayan 1983). Efficiency highlights the status implementation of these businesses in terms of suitable costs in order to meet their expectations and use of resources by the project to ensure proper establishment of trainings and set up bazaars for marketing the products.

The aspect of efficiency in this research also looked at how the women have utilized the resources such as loans through the VSLAs around their businesses to bring positive impact to their households and criteria of relevancy highlighted the benefits of the project linking it with trainings to generate quality products these women produce in their business and useful to expand their skills in market arena and in recognizing the dynamic nature of the environment. According to Tony Dosanjh (2011) efficiency is the ability for identifying changes of the productivity ratio and effectiveness as maximizing the efficiency as a value.

The evaluation plays role in showcasing the positive results made by CARE Ethiopia through Women for Women project programs and assessing it's sustainability through engaging participants (Beneficiaries) in the study that encompassed as ample size of 130 women which is out of 345 beneficiaries.

With a close link to the topic of study, projects emerge in different sizes (large or small). What matters is how the project has achieved its objectives and deliverables based on the stakeholders' performance evaluation aspects, Project is defined as temporary endeavor undertaken to create a unique product, service or result, (PMBOK Guide 2013).

Performance measures must be objective, observable, and directly connected to behaviors that organization can control.as urged by Eric and Tim (2012). Effectiveness and efficiency are exclusive performance measures, which entities are used to assess their performance. Efficiency is oriented towards successful input transformation into outputs, where effectiveness measures how outputs interact with the economic and social environment. (Sakalyte 2013).

The criteria of effectiveness and efficiency of the project Women for Women points out the implementation strategy thus formulation strategy used when recruiting these women into the system of engaging them in the project trainings on basic market ideologies ,the relevance of the project pointed out purpose of the project Women for Women to empower the low income women and encourage gender equality in business environment thus analyzing its applicability and connection to the livelihood of the participants hence addressing the success factors of the project that enabled its operation to achieve the intended results bearing in mind the constraints of cost when establishing the businesses and setting up group savings for these women as they carry out the various activities that improve skills and create confident sustainability .Efficiency and Effectiveness are also analyzed as the two major different aspects of investigating the

organization performance which are united in terms of content and linked in terms of synergy .Effectiveness monitors the initiation of the process and evaluates how appropriately the organization assures resources needed for the desired implementation ,(V.Potocan 2006).hence effectiveness evaluates the social aims and goals of an organization.

CARE is a major international humanitarian organization that delivers emergency relief and long-term international development projects. Founded in 1945, CARE is non-sectarian, impartial, and non-governmental. CARE started working in Ethiopia in 1984 in response to severe drought and famine. Although the organization still carries out emergency food relief, the main focus of its work has shifted towards addressing the root causes of poverty and vulnerability through longer-term rehabilitation and development and being prepared for future emergencies.

CARE Ethiopia works to combat child marriage and support children and women affected by HIV and AIDS. Through vocational training on entrepreneur development skills and access to savings and loans, CARE Ethiopia helps people earn a decent living. Through engaging in Village Savings Loans Associations (VSLAs) and in Saving and Credit Cooperatives (SACCOs) with number off 20-30 individual, hence women with various businesses such as Dabo, Kolo, injera and many others, gather weekly and collect sum of 50-100birr into their savings account through an appointed head or leader, in order to expand the growth of their income .Ensuring, “Women are healthy and free from violence.”

The organization puts women and girls in the centre because poverty cannot be overcome until all people have equal rights and opportunities (CARE Ethiopia, 2017). Care Ethiopia has ten (10) branch offices in the country. This study was carried out under the context of performance evaluation of Women for Women projects in urban area of Addis Ababa Ledeta sub City.

1.2. Statement of the Problem

International financial cooperation (2016) reports Women often bear the brunt of poverty and limited access to economic opportunity, including unfavorable financial access, that can enable them to engage in business sectors. But to encourage financial institutes to offer loan opportunities to these women for women projects.

There is an increasingly widespread agreement on the importance of economic participation and empowerment of women (Global Report on CARE 2016), although the women may have been

motivated by necessity when they started their enterprise, many of them are now taking advantage of opportunities for growth. But it's challenging how performance evaluation aspect is not fully deployed in these projects to air out critical or progressing operation of the projects.

About a third of women population is economically active yet they are the ones involved with domestic work and with little or lower income to support their families. The regions of Addis Ababa slums point out potential women that have been engaged in women for women projects established by CARE Ethiopia,

The research therefore, explored the performance evaluation criteria focusing on CARE Ethiopia's Project entitled Giving Together for Strengthening Women: "Women for Women": Creating Opportunities for Women in Enterprise Development in Addis Ababa, Ethiopia.

1.3. Research Question

The study focused on the following research questions:

- i. To what extend does Women for Women projects are effectively and efficiently implemented in Ledeta sub-city?
- ii. Was Women for Women project of Care Ethiopia relevant to the target beneficiaries in Ledeta sub-city?
- iii. Are the benefits in the form of service and/or products from Women for Women project of Care Ethiopia flowing after the completion of the project?

1.4. Objective of the Study

1.4.1 General Objective

To assess the performance evaluation of Women for Women projects of Care Ethiopia, the case of Ledeta sub –city.

1.4.2. Specific Objectives

- To determine the relevance of Women for Women projects of Care Ethiopia in Ledeta sub city.

- To evaluate effectiveness and efficiency performance of Women for Women projects of Care Ethiopia in ledeta Sub City.
- To examine the Sustainability of Women for Women project of Care Ethiopia in Ledeta sub city.

1.5. Significance of the Study

This study intends to generate great ideas on how various projects should emphasize on the performance evaluation not only during running project but also to be applied in complete projects. Furthermore, the depth analyses of this research aimed at helping the Non-Governmental Organizations (NGOs) to enrich the implementation of future projects by enhancing the aspect of strategic objective achievements and pave way for recognition of the strength, weakness and opportunities of the strategies implemented and improve overall project performance evaluation aspect in the project.

The research also helps address the importance of transparency and accountability of the participants thus pointing out the level of benefits of the project to the women as the engaged in enterprises and Village savings Loans Associations (VSLAs) and Savings and Credit Cooperatives (SCCOs) to meet the livelihood needs.

The study will also play an important role to the researcher in way of earning more knowledge from the theoretical aspects. The study will be essential to the scholars and academicians since they will understand more the influence of Performance Evaluation of Women for Women projects. The research will add the body of knowledge, by provision of more information on performance evaluation on project management and thus create platform for future studies.

The study main interests are in effectiveness, efficiency, relevance and sustainability when carrying performance evaluation of completed project, this emphasizing on the need to identify how the beneficiaries contributed to the achievement of the project 's success and how the organization attain its goals.

1.6 Scope and Limitation

The scope of the study clearly defines women living in the slums of Addis Ababa ledeta sub-city with the purpose of improving their lives by becoming entrepreneurs under Women for Women project which was run by global humanitarian organization CARE from 2015-2018 in Ethiopia ,the project that trained 345 women, but this study is limited to only 130 women for questionnaire which only 100 participants responded ,due to the fact that the researcher was carrying out performance evaluation study on project that has been completed and thus allocating these women (beneficiaries) from various business was challenging and also major constrain due to time and finance.

Putting in mind that, performance Evaluation is lengthy approach carried out in the project, thus the research was limited in the project criteria of effectiveness, efficiency, relevancy and sustainability of project evaluation of Women for Women project Care Ethiopia. The study was limited to women questionnaires and semi structured interview as forms of data collection from the staff and beneficiaries.

Due to limited project documentary information that would enable the researcher to accurately measure indicators of the project, this study was limited to available information.

Table 1. 1 Definition of Significant Terms

Effectiveness	Is defined as the capability of producing a desired result or the ability to produce desired output. When something is deemed effective. Effectiveness is the extent to which an activity fulfils its intended purpose or function. (Harvey 2004)
Efficiency	It measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (E. Sakalyte 2013)
Sustainability	Refers to a new vision of human well-being as represented by the quality of life such as skills and environmental quality and the material living conditions of humans, the idea of sustainability is related to maintaining well-being over time.(V. Albino 2013)
Relevance	Relevance is the extent to which some information is pertinent, connected, or applicable to the matter at hand and represents key concept (J. Pehcevski 2007)

1.7 Organization of the Study

This study was divided into five chapters to provide clarity and coherence on the discussion of the study. The first part of the thesis discussed the background, problem statement, questions and objectives and the significance and, scope and limitations. The second chapter addressed the importance of the study in the existing literature. After the presentation of the existing related literature, the researcher provided a combination of the whole chapter in relation to the study. The third part of the study discussed the methods and techniques used in the study. The chapter comprised the presentation of the utilized techniques for data collection and research methodology. Likewise, it also contained a discussion on the techniques used in data analysis as well as the tools used to acquire the said data. The fourth chapter contained discussion of the results of the study. The last chapter comprise three sections: the summary of the major findings, conclusions of the study and the recommendation.

CHAPTER TWO

LITERATURE REVIEW

This section is composed of the theoretical literature review which explains and explores the phenomena describing the issues that research intends to examine. Thus, theoretical literature review are theories that are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions.

2.1. Theoretical Review

2.1.1. Concept of project

Project management institute (PMI) defines project as temporary endeavor undertaken to create a unique product or service. Project consists of a concrete and organized effort motivated by a perceived opportunity when facing a problem, a need, a desire. It is unique in that it is not routine operation, but a specific set of operations designed to accomplish a singular goal (PMBOK, 2013).

According to Roberts (2007), a project is an endeavor that delivers business and/or technical objectives, is made up of defined processes and tasks will run for a set period of time, has a budget and resources. A project is a process which starts when the customer or investor first conceives the idea of a project. It does not end until the last piece of information has been filed to describe the project in its finished 'as-built' condition (Lock 2008).

2.1.2. Overview of Performance Evaluation

Performance evaluation means the comparison of attained performance with the standards of performance (determining the measurements in which the set of goals of the organization are attained) thus point the volume and level of attributes necessary for attaining the set of goals of performance (Zivan & Balaban 2006). performance evaluation can also be defined as a formal and productive procedure to measure results.

Kurian and Lieven (2005), urges that to address performance evaluation can also be through performance measurements of understanding systems that are already built, as purpose of innovation through monitoring workflow. performance is graded against the achievement of the objectives specified by the management (Shaout 2014), If the goal of performance measurement system is to improve efficiency and effectiveness, then the key performance indicators must reflect controllable factors (Kerzner, 2013)

There is thus the urgent need for on –going monitoring and evaluation (M&E) and steering if the risks of failures at implementation are to be minimized (Wright 2015), hence performance is believed to be working hand in hand with the two mentioned aspects and thus highlighting the importance of success in performance evaluation. There is evidence that objective performance evaluation practices an increasingly prevalent in the current times (Gardner, 2008; Shields, 2007). Performance represents the aggregation of basic stages of action, from intention to result (Lebas 1995), this implies that the project implements its activities that draw to the achievements of the objectives through following every impactful aspect.

2.1.3. Concept of Evaluation

According to United Evaluation Group, evaluation is an assessment, as systematic and impartial as possible of an activity or project either programme, evaluation is basically seeks to examine if things are done right, if things have been done right and if they have been done right along with right lessons learnt and being learnt in the project Wright (2015), argues that evaluation is expressed through its types of functionality such as;

- **Midterm evaluation:** professionals who are external to given projects or programme conduct midterm evaluation, the evaluation scheduled to take place around the mid -life of the said projects or programme.
- **End of project evaluation:** this is external evaluation conducted by the end of the project or programme, thus expected to be objective or independent.
- **Impact evaluation:** refers to an external evaluation conducted in the period between two and five years after the close of a project or programme.to determine whether positive effects initiated or developed from given project are evident after the close of the project or programme.

- **Self –evaluation:** as most important aspect of Management by objectives (Idowu , Ayomikun 2017)

According to WHO (2013), evaluation aims at determining the relevance, effectiveness, efficiency and sustainability of the interventions and contributions of the Organization, to improve performance and accountability for results, and build capacity for understanding.

Evaluation can be defined as a process which determines as systematically and as objectively as possible the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of a project /programme performance, focusing on the analysis of the progress made towards the achievement of the stated objectives. Evaluation is important to assess the worth or merit of a project and to identify areas for improvement. It promotes appropriate decisions to take, including changes to the project's objectives and methodology. Evaluation is the barometer for the health of an organization (EPAU 2005).

Patton (1987), identifies evaluation as process that critically examines program, it involves collecting and analyzing information about the program's activities, characteristics and outcome. its purpose is to make judgment of the program and improves its effectiveness.

Evaluation tends to appeal on data and information that is generated after monitoring which this implies that the projects evaluation reveals important project expectation. Hence evaluation helps in determining and identifying the problems associated with program while allowing the data generate cumulative learning and lessons from the project.

2.1.4. Project Evaluation

Project evaluation is a systematic and objective assessment of an ongoing or completed. Program. The aim is to determine the relevance and level of achievement of project objectives, Development effectiveness, efficiency, impact and sustainability. Evaluations also generates lessons learned into the decision-making process of the project stakeholders which tend to include donors include donors and national partners.

Peter Landau (2018) states project evaluation as process that uses systemic analysis to gather data and reveal the effectiveness and efficiency of the management, thus keeping the project

on track and stakeholders informed of the progress with its processes are presented as follows;

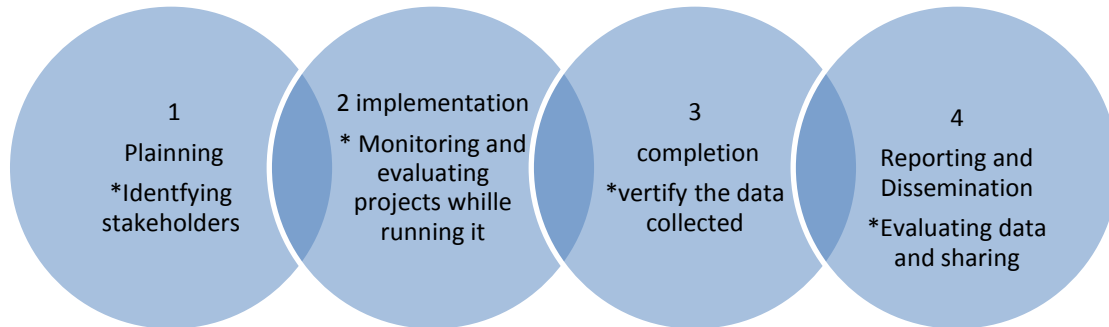


Figure 2. 1 Project evaluation process

Planning phase involves identifying the stakeholders with view of capturing their goals either long term or short term and also knowing the nature of the objectives that should be clear to the beneficiaries as well. Implementation tends to be demanding aspect involves the project team to be accountable in delivering their tasks and carrying out monitoring and evaluation, completion of project which shows that the project has come to its end and termination of the program has occurred along with verifying results which can be done through evaluation criteria. The reporting and dissemination of results which is done after evaluation is conducted hence recording of results and lastly delivering to the stakeholders.

2.1.4. Benefits of Performance Evaluation

Performance evaluations are one of the most important communication tools an organization can use which should not be complicated but rather just need to be done as an element of time providing feedback, recognize quality performance and set expectations for future project performance. Hence creates time to have open conversations about performance that is lacking in the organization and how performance can be improved. Ongoing performance discussions can assist in avoiding serious problems in the future (Laurenz 2011). The objective of performance evaluation entire process helps improve the way an organization functions, to achieve higher levels of customer satisfaction and stakeholder satisfaction. Develops successful administrative strategies such as activities that can led to results thus improve administrative support systems. With performance evaluation continuously helps to

examine administrative effectiveness and seeks better procedures in the organization. Performance evaluation creates platform for Project Management as aspect for transparency in the project's progress.

2.1.5. Performance Evaluation system

Judy Capko (2003) presents performance evaluation system as enforcement to the acceptable boundaries of performance in an organization or project, thus points out the following five steps:

- Develop an evaluation form.
- Identify performance measures.
- Set guidelines for feedback.
- Create disciplinary and termination procedures.
- Set an evaluation schedule.

Performance evaluation system plays essential roles in every successful business, each system utilizes separate approaches and methods to reach the goals and objectives of the organization (Windham 2008).

2.2. Empirical Review

Performance Evaluation is associated with various concerns and thus tools that tend to determine its level of engagement in assessing the performance of the organization or project, which can be analyzed at the start of the project or completion of the project, addressing its criteria of success and results achievements which empirical review intends to point out, and address as follows;

2.2.1. Tools for Performance Evaluation

Relevance: Relevant does not mean same or identical relevant means similar to instant acquisition to provide indicators of performance (Air Force Materiel Command 2007), according to Wilson (2012) relevance is theory that explains the purpose, context, things relevant to an individual or organization. Women for Women project under care Ethiopia is relevant to these women in way of improving their livelihoods through the entrepreneur skills impacted in them by the training acquired, thus business growth and expansion increasing the cash flow in their personal lives, in addition to this. Performance evaluation is as aspect important to the women to

evaluate their businesses on how they maintain records keeping and self-evaluation to determine their performance on the business, when it comes to organization Care Ethiopia as an organization that supports Women For Women projects tends to view the relevant aspect of performance evaluation as the context that enables screen the performance of these projects highlighting the benefits, purpose and connection of these projects to the livelihood of the women engaged under Ledeta sub city .

Global Report on CARE-H&M Foundation Partnership Program (2016) presents the aspect of relevance of Women for Women project as an enabling condition that help remove regulatory barriers to financial services for women , Promote community-level facilities for women to delegate care work such as child care and also engage with women entrepreneurs on business opportunities within supply and distribution chains, thus Enhance women's access to technological innovations for more competitive business mode.

Effectiveness: An effective performance evaluation structure has standardized evaluation forms, performance measures, feedback guidelines and disciplinary procedures. A performance evaluation system should be a key component of practice structure. When implemented effectively, it ensures fairness and accountability, promotes growth and development hence contributions to the practice. (Judy Capko 2003) in the case of Women for Women projects, the village saving loans Association (VSLAs) enables the women to gain control of their financial status in the households as they are able to save for living and change their lives through increased productivity and enhance diversity, in addition to this, the projects are set up under the influence and motivation of these women in them establishing their own business under any financial capacity which gives an organization Care Ethiopia the opportunity to support the businesses through offering trainings on importance of credit and savings ,marketing and keeping records as well as laying the foundation on initiating business creativity.

Efficiency; measures the system more comprehensively use of utilization of resources and efficiency reflects the system's productivity, thus Efficiencies of systems using different interconnect types are compared to show that interconnect network affects the efficiencies greatly. (Liu and Hu 2010), Efficiency is not measure of success in market .it is rather the measure of operational excellence or productivity. In the case of Women for Women projects, efficiency aspect is viewed through the quality of product these women produce in order to

enhance their level of productivity, such business of Kolo, injera, Dabo and many others, what matters is knowing how best they utilized these available resources to bring about the best competitive aspect of their businesses to the market.

Sustainability: Brundtland Report (1987) defines sustainability as concerned with the tension between the aspirations of mankind towards a better life on the one hand and the limitations imposed by nature on the other hand. Sustainability is the process of maintaining change in a balanced environment, in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations (MDPI 2009). Sustainability in performance evaluation means assessing the extent to which the benefits of a project, programme or policy are maintained after formal support has ended. (Deborah O'Connell 2014). In the case of Women For Women projects Care Ethiopia under Ledeta Sub City .the aspect of sustaining this projects is looked at the determination of those women to continue running their own businesses even when the programme of training them into impacting entrepreneur skill such as market skills, estimates income and reaching customer has ended, and also them being in position to market their products effectively and continuously without the lead of the organization Care Ethiopia ,that had previously been established and assembling bazars for these women to market their products .on the side of the organization ,sustainability is viewed on the capacity of donors of these project trainings will continue monitoring the functionality of these businesses that the women established ,thus ensuring the continuity of the Village Saving Loan Associations to benefit these women and expand their financial status in the households.

2.2.2. Factors for project success.

Meskendahl (2010) refers to project's success as the central building block used in implementing strategies, therefore business success is determined by the success of the projects. According to PMI (2013), aligning projects with strategic objectives brings value to an organization. Implementing successful projects generates positives effects on the organization, in the Case of Women for Women project Care Ethiopia, factors for success are for women for women project (collective power magazine 2016) as stated below:

Village Savings Loans and Associations (VSLAs); are central point for the success of the projects and the foundation for all the projects components hence effective performance of the projects. teaching the women, the basic of savings enriching their social benefits and growth of the business and enhance skill networking.

Training :it was vital part of the project and also digital opportunity Trust creating community focused global non –profit which delivered enterprise training in reach up was delivered through training 5,000 women and identifying the skills and passion .finding and keeping customers, Advanced start up training was delivered to 665 women and teaching them how to develop business plan, then 350 women of ledeta were taught on coaching ,skill building ,record keeping ,customer approach. Hence this training strengthened the businesses of the women.

Access to Capital: the efforts made by saving and Credit Cooperatives (SACCOs) enabled the women to get loans and keep their businesses running .by providing low interest on the loans.

Access to Markets; Gaining access to the market was significant aspect to women, enabling the women to participate in the bazaars, especially the ones that Care Ethiopia organized for the Women to show case and sell their products.

However, the Global Report (2017) on CARE-H&M Foundation Partnership Program also presents the successes of these projects of Women for Women through highlighting the changes of enabling conditions as follows:

Adequate financial services; The program builds on CARE’s experience worldwide with the VSLA approach, as an admission point for women entrepreneurs to organize themselves and gain access to savings and loans, Thus the loans are also used for investment in women’s enterprises.

Market development: Women entrepreneurs were often limited to markets with low margins for their products or services. The program tends to support women in connecting with markets where better prices are paid for their products, through improving quality of production, introducing new products, or linking with fair-trade and other socially responsible buyers. Identification of favorable markets and negotiation of contracts and prices, are issues that require more emphasis, to ensure the sustainability of success and enhance potential for growth.

Equitable gender norms: The program is seen as an aspect that has brought about changes in

gender norms at community level through working with the women entrepreneurs and their families, initiatives undertaken to change the larger context within which gender norms need to be influenced, in case of Women for Women project under sub city ledeta, its pointed out that some of these women have faced challenges of being underestimated to engage in carpentry work as man power jobs, in their households and community ,with care Ethiopia the aspect of entrepreneurship in these women cut across, enabling them to establish and develop passion for skill creativity.

The factors for Project success can be viewed as success that defines a point on the time, cost, and quality/performance grid. Showing how the business or project that this women are running meets the three constraints, so as to enhance their creativity in business and further growth of the business, the aspect of cost can be highlighted on how cost effective the business is in carrying out its operation ,thus this women knowing the best of gaining profits other than incurring cost, with help of the trainings that CARE gave them .such as record keeping, quality constraints would imply the kind of products they produce to the market hence its profitability to the customers ,Time constraints is assessed as time management that is highlighted towards these women balancing their households and business, which they obtained from the trainings .Thus following the flow of these constraints for the success of the project ensure sustainability and achievements of objectives.

2.2.3. Stakeholder analysis in the project

Allen (2009) defines Stakeholders as persons, groups or institutions with interests in a policy, programme or project. Thus, their involvement may be critical in fully understanding the problem and implementing solutions, they may represent a possible barrier or threat

Kerzener (2013) defines stakeholders are in one way or another, individual, companies or organizations that maybe affected by the outcome of the project or in way which the project is managed.

A stakeholder analysis is viewed as one step in building the relationships needed for the success of a participatory project or policy (Kilvington 2009).

Stakeholder Analysis is an important technique for stakeholder identification and analyzing their needs in the project. It is used to identify all key (primary and secondary) stakeholders who have a vested interest in the issues with which the project is concerned. Stakeholder analysis in Care Ethiopia Women for Women project presents its partners who participated in the project (Collective power magazine 2016) as follows;

Women for Women project of Care Ethiopia Promoted women entrepreneurship demands as new ways of thinking and approaches based on collaboration with relevant stakeholders across sectors. Local communities, companies, local, national and international NGOs, financial institutions, government at different levels, experienced women entrepreneurs from different parts of the world, A variety of organizations and banks, tend to explore how to link informal savings groups (such as VSLAs) with formal financial service providers including national and international banks.

Micro scale enterprise development bureau supported Women for Women project through enabling the women to have accesses to loans as women and children bureau affairs which focuses on increasing participation of these women encouragement to start small businesses to enhance their income eliminating poverty.

Mission for Community Development Program (MCDP) as partnering organ with Care Ethiopia Women for Women project, focuses on marginalized women which is specialized in integrating social development with political and economic empowerment of the women, thus implementing grass root activities with these women.

Digital Opportunity Trust (DOT) was also CARE training partner for the project, which was responsible for delivering three levels of training for the women, ranging from basic through to more advanced, DOT as an international non-profit organization with specialist experience in micro enterprise development and focuses on women empowerment through entrepreneurship, economic empowerment and leadership.

2.2.4. The project vital statistics

Collective power magazine (2016) presents the statistics of Care Ethiopia Women for Women projects highlighting recorded data that activities accumulated numbers thus sharing the achievements of these projects towards empowering the women to network skills as follows;

Covering access to the market pointed out the about 182 Village Savings and Loans Associations were created with 3,875 member and total Village Saving Loans Associations (VSLAs) members saved up to 2.5 million birr linked to Loans from VSLAs cumulatively amount to 690,000 birr with 525 borrowers which Presented the VSLAs groups of about 127 women entrepreneurs participated in 4 bazaars. Leading to the women earning a total income of 1,133,580 birr which was achieved through 5000 women who received the basic 'Reach-Up' business training and 665 women received the advanced 'Start-Up' business training followed by 350 women who received the specialized 'Scale-Up' business training Leading to 165 women who participated in a 3-month vocational skills course.

The women engaged in trainings were supported by the Loans from SACCOs cumulatively amount to 852,000 birr with 142 borrowers and 103 women were linked with Micro Finance Institutions totaling these women, accessed 2.5 million birr's worth of in-kind loans.

Enabling capital access was accompanied by the Over 325 women participated in the Business Plan Awards series and 117 women who won money for their business, totaling 3.4 million birr business plan awards.

2.2.5. Project approach

Russ and Carolyn (2012), stated that project approach as an important part of understanding when and how one will be involved and how to involve others, such as project team and business stakeholders. Thus, joining project with approach that has largely been determined by those for the success of the project.

Women for Women projects of Care Ethiopia, Collective power magazine (2016) presents project approach that includes all the stakeholder and partners and the local women from various business setups, by identifying these approaches ,the organization Care Ethiopia was able to determine the success of the project Women for Women hence strengthening their participation of women with increased income and influence tend to inspire other women to join and empower themselves ,the aspect of business plan competition was laid out so as to enable these women showcase their innovative ideas, then business and vocational training aimed at impacting these women with business skills and develop business skills and plan, village savings was centered benefit that the women embraced as the way to compose themselves in financial status through

the help of CARE partners . The figure below illustrates these approaches towards the success of the project;

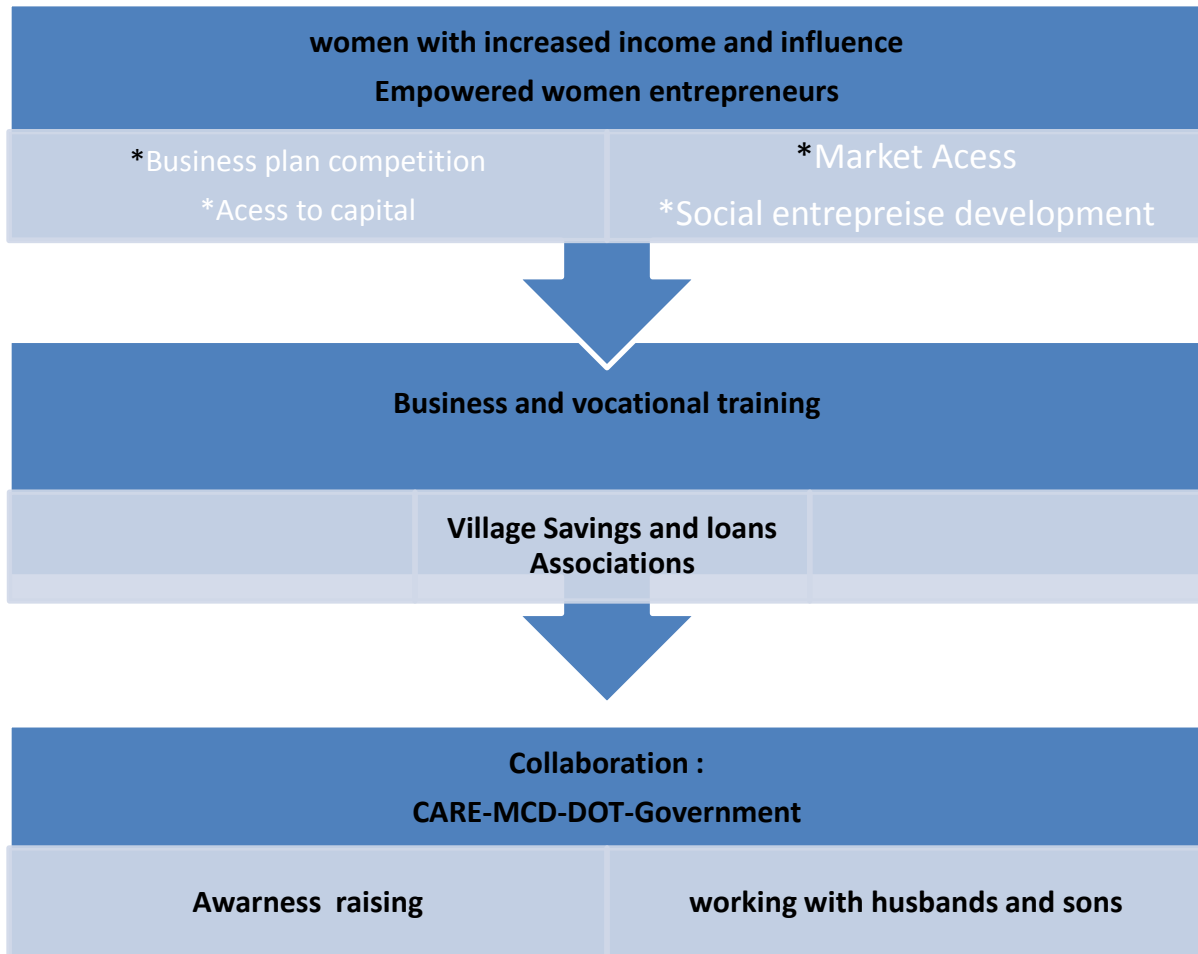


Figure 2. 2 Project Approach. (collective power magazine 2016)

2.2.6. Summary

Following CARE Ethiopia Women for Women project completion, proves to be successful factor and performance evaluation criteria was very impactful, beneficial and empowering to the women, as illustrated in table 2.1 below;

Table 2. 1 summary and Research Gap

Variable	Author and year	Findings	Knowledge Gap
Effectiveness	Hyväri; (2007)	The technical competency which help in project management as a method and tool of success.	Lack of market information is availed to the participants to support entrepreneurial abilities,
Efficiency	Sakalyte; (2013)	Efficiency is oriented towards successful input transformation into outputs to evaluate organization.	Continuous training or coaching of the local women tends to be limited since the project has come to an end, which is of great benefits to the women.
Sustainability	O’Connell; (2014)	Sustainability in performance evaluation means assessing the extent to which the benefits of a project, programme or policy are maintained after formal support has ended.	Inadequate market space for the beneficiaries to perform actively
Relevance	Wilson; (2012)	The theory that explains the purpose, context, things relevant to an individual or organization	Shortage of performance evaluation techniques that can enable accurate evaluation in the projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section entails the research methodology that was used to undertake the study. It includes the research design, Population and Sampling Strategy, data collection, data analysis, ethical considerations. Using this research methodology, helped the researcher to address and capture criteria of effectiveness, efficiency and sustainability of the Women for Women projects in ledeta Sub City Addis Ababa.

3.2. Research Design and Approach

3.2.1. Research Design

The research design was descriptive design, to describe systematically and accurately the facts and characteristics of the given population or area of interest (Ducklock 1993), descriptive design helped researcher to gather relevant information depending on the purpose and objective of the study. Its goal is to describe relevant aspects of the phenomena of interest (Sekaran, 2003). In this case descriptive design was used to meet the objectives of the research thus understanding the characteristics of the organization CARE Ethiopia.

3.2.2. Research Approach

The study used mixed approach basing on both qualitative and quantitative research approach qualitative according to Parker (2003) and Patton (2002) agree that qualitative research enables the researcher to interpret and understand critical views on the topic. Thus, quantitative approach pointed structured questionnaires as the survey on the women for projects Care Ethiopia beneficiaries.

3.2.3. Target Population

According to Hair et al. (2010), target population is specified group of people or object for which questions can be asked or observed made to develop required data structures and information

Therefore, target population the study used was encompassed of the staff for structured interview and groups of women beneficiaries for questionnaires that were members of the enterprise entitled “Giving Together for Strengthening Women” under Women for Women project Care Ethiopia. Addis Ababa Ledeta Sub –City. Population of the study mainly targeted 130 beneficiaries, as women from similar businesses and same level of skills attained.

3.3. Sample size and Sampling Techniques

The simple random sampling was used as everyone is chosen entirely by chance and each member of Women for Women project had an equal chance of being included in the sample.

Stratified random sampling was used as sampling frame, this is a procedure that starts with stratification of items, and then followed by sampling (Kombo and Tramp, 2006) Individuals from the project have chance to be chosen.

Using stratified random sampling was since these women are fashioned as members sharing the same attributes or characteristics. The researchers had divided the beneficiaries into sub groups when supplying questionnaires according to the nature of their businesses, where women in injera business (35) were sampled alone and ,Kolo business(25) sampled alone, Beso juice (10), Dabo(20), carpentry(5) with questionnaire .The researcher focused only in Addis Ababa Ledeta Sub City due to the fact that this area was accessible with availability of beneficiaries and flexible to take sample of 130 women out of 345 and only 100 participants responded to the questionnaire.

Neuman (2000) argues that, the main factors considered in determining the sample size is the need to keep it manageable enough. Ledeta Sub City, Woreda 5 was composed of 345 women in entrepreneur business, the researcher took a sample size of 130 beneficiary women. In addition, the study was encompassed with 4 project staff members for semi structured interviews. The sample size was 130. Assuming a 10% non-response rate, the previous proposed sample size for the study was 205 participants and when calculated using correction formula gives total of 130 beneficiaries.

$$n = \frac{[Z_{\alpha/2}]^2 p (1-p)}{d^2} + 10\% \text{ Non-response rate}$$

d2

But if the source population is less than 10,000, therefore the need to use infinite population correction formula:

$$n_{\text{final}} = n \div (1+n/N) = 205 \div (1+205/345) = 128.5909 = 130$$

Where n = Sample size

N = Total number of beneficiaries of Women for Women project CARE Ethiopia Ledeta sub city.

3.4. Data Collection and Data Source

Primary as well as secondary data sources are used for the study. The researcher used the primary data to collect information through questionnaires and semi structured interviews while secondary data collected through documentary which were journals, CARE administrative reports and desktop research reports on the projects.

Documentary: The data collected using both primary data and secondary data, which the secondary data was through books, journals, desktop and official documents of CARE Ethiopia Women for women project, thus basing on primary data which is collected from first- hand information and experience with the aim of getting solution to the existing problem the researcher used the beneficiaries for questionnaires and CARE project staff such as Project manager ,Project coordinator and Community Facilitator for Semi structured interviews .

Questionnaire: Self-administered questionnaire were used for collecting data with both closed and opened ended questions. The closed ended question has a five-point scale with options including strongly Agree, Agree, Not Sure, Disagree and Strongly question. This was applicable to Women for Women group project. Closed-ended questions had a list of possible options listed, from which the respondents must choose -these would be pre-coded. In a self-administered survey, respondents must first perceive the information before they can comprehend it. (Jenkins 1995) hence questionnaire formatted in English and after wards was translated into Amharic language. Hence questionnaire enabled the researcher to organize the questions and receive quick replies from the respondents thus it was flexible to collect the data and it captured all the performance evaluation criteria.

Interview technique; this type of data collection was semi structured which was applied to Care Ethiopia Women for Women project manager, monitoring and Evaluation officer, Community

Facilitator and Project coordinator Women for Women project of Ledeta sub city. The interview was semi structured which was easy and organized to capture attention of the respondents on the concept and convenient for respondents, the interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses. (McNamara, 1999).

3.5. Data Analysis

The collected data were analyzed using different methods. Before analyzing the collected data, the task of editing, coding and classifying is accomplished. Editing is done to assure that the data are accurate, consistent with other facts gathered, uniformly and completely entered as much as possible.

The collected data from Questionnaire were encoded, cleaned and analyzed. Simple Descriptive Statistic Techniques were employed. The result from the analysis is illustrated using frequency tables and Pie charts that indicate the frequency counts. On the other hand, the semi structured interview was transcribed into triangulation method along with questionnaire response under relevant thematic areas. Based on the analyzed data discussion and conclusion is made which is followed by recommendation as well as limitation of the study.

3.6. Ethical Considerations

The researcher had to seek authorization from the management of CARE Ethiopia Women for Women project before carrying out the research. A letter from department of project management was also given to the organization before data collection. All information obtained in this research will be strictly used for academic purposes and respondents were assured of the confidentiality of information given where necessary.

CHAPTER FOUR

FINDINGS OF THE STUDY, RESULTS AND DISCUSSIONS

4.1. FINDINGS AND RESULTS OF THE STUDY

Characteristics of the project beneficiaries Women for women project CARE Ethiopia incorporated women with entrepreneurship skills, creativity in businesses and women with low economic status that proved need to empower them and become influential women thus paving way for household status of living improved reducing the level of poverty in this area of ledeta Addis Ababa. Social entrepreneurs as basic recognition that the project portrayed the women.

Transformational, collaborative and inspirational as one of the ideal characteristics this project describes these women as central point that justifies the purpose of working with these women to bring change in the local community of low income households and enhancement of collaborative actions along with partners that contributed greatly towards delivering business trainings of about 5,000 women , Project also consisted of saving group associations that helped these women to actively participant in the project, CARE as an organization pointed platform to create bigger entrepreneurial opportunities for the beneficiaries by setting up loan associations in order to implement their newfound business skills.

This study showed that about half of the total women who participated in this study strongly agreed that the loan approval was faster processed from the group savings and accessible. In this regard, CARE Ethiopia in Collective power magazine (2016) presents about 182 VSLA were created as to for the women to access loans with number of 3.875 members accumulating capital up to 2.5m birr. This was similar to a study carried out by Mckinsey Global Institute (2015) under women for women project of CARE, about 77% of women have access to financial services. The study in Zambia under CARE which also showed twice half of the women have promoted social enterprise and accessed finance, 76% respondents strongly agree that the design of the project define the need to empower women which is similar to the study that was carried out by World Bank (2012) that focused on supporting women's ability to build financial sustainable development and have ownership in enterprise business as female having sole proprietor, encourages necessity entrepreneurs to establish their own businesses.

Following the participants response about half of the beneficiaries strongly agree that Continuous group savings created room for social benefits and leadership skills. Similar to the research carried by Sab Miller et al (2016) on women for women projects, indicates women's capacity to engage in savings group are more likely to be more productive in their businesses as well as performing managerial and leadership roles in their communities.

The semi structured interviews with the staff of CARE Ethiopia of women for women project, addressed performance evaluation criteria through highlighting the contribution of the project to low income women, showcasing how best the project will be sustainable in the community not only addressing its level of effectiveness to the beneficiaries improving household status, but also creating opportunities for market links.

4.2. DISCUSSIONS

4.1. Relevance of the Project; The table 4.1 below shows about 76(76.0%) of the participants strongly agree that the design of the project define the need to empower women. Which clearly pointed out the relevance of the project Women for Women project ,45 (45.0%) respondents strongly agree that entrepreneurship has given them opportunity to explore business ideas with other women and 48(48.0%) of the respondents strongly agree that the trainings in the project they had was connected to their business and useful, in this regard, the organization CARE was applicable to the meet the needs and also empowering the women into business skills. The organization also took part in investing in these low income women as result of identifying the need to reduce poverty and improve society as pointed out by Maria Bystedt, H&M Foundation, collective power (2006).in this regard, the project aimed at reaching women from the slum areas of Addis Ababa and support them towards developing their own enterprises, which was motivated through the help of CARE partners to develop series of essential components to make their aims reality. It's of notice that one third of population in Ethiopia lives in poverty and in capital Addis Ababa, almost 40percent of households are headed by women and then 70 percent of these households are considered poor, this hence calling for the implementation of women for women project in Addis Ababa city capital of Ethiopia, as way to eradicate female discrimination in labour (collective power Magazine 2006).

Interviewee (i) stated that the project targeted appropriate group and made significant changes in the lives of women through its interventions on skill development, creating access to financial

services, and facilitating market linkages, among others as) highlighting the relevance of the project. Interviewee (iii) points out the project relevance as fashioned in way that, it addressed the training, finance, market and other pertinent needs of the targets and also improved the lives of these women enabling them to acquire basic needs at households.

Table 4. 1.Relevance of the Project to the Women

VARIABLE	Strongly Disagree (%)	Disagree (%)	Neutral, (%)	Agree (%)	Strongly agree (%)	Total (%)
The design of the project defines the need to empower women.	0(0.0)	2(2.0)	2(2.0)	20(22.0)	76(76.0)	100(100.0)
The trainings in the project you had was connected to your business and useful.	1(1.0)	1(1.0)	8(8.0)	42(42.0)	48(48.0)	100(100.0)
Flexibility of CARE Ethiopia to implement trainings improved your business skills.	2(2.0)	1(1.0)	9(9.0)	36(36.0)	52(52.0)	100(100.0)
Group savings that CARE Ethiopia introduced is relevant aspect to keep money accumulated and increase confidence in engaging with the community	5(5.0)	3(3.0)	16 (16.0)	37(37.0)	39(39.0)	100(100.0)
You have been able to establish more businesses through acquiring knowledge from financial literacy from Women for Women project	20(20.0)	24(24.0)	12(12.0)	12(12.0)	32(32.0)	100(100.0)
Entrepreneurship has given me opportunity to explore business ideas with other women.	1(1.0)	3(3.0)	5(5.0)	46(46.0)	45(45.0)	100(100.0)
Your family livelihood has improved, and you are able to meet your household bills	1(1.0)	8(8.0)	26(26.0)	35(35.0)	30 (30.0)	100(100.0)
The business skills training you received, impacted you with knowledge to handle customers in the market.	0(0.0)	1(1.0)	28(28.0)	36(36.0)	35(35.0)	100(100.0)
Existence of Women for Women project facilitated market linkages and access to financial service	3(3.0)	6(6.0)	29(29.0)	34(34.0)	28(28.0)	100(100.0)

The pie chart below shows the percentage of the participants response ,which 43% of the beneficiaries strongly agree that Entrepreneurship has given them opportunity to explore business ideas with other women.in this regard ,relevance of the project has contributed to the establishment of entrprise among these women who are participated with CARE Ethiopia programs ,hence relevance of the project is actively showcased towards enabling access to capital to the women through collobration of CARE and its partners to say .Mission for Community Development greatly supported these women by linking them to sources of financial institutions that were able to open doors for them to get loans ,with over 2.5million birr of loans this greatly boasting the entrprise and enabling the growth of the businesses.Interviewee(1)reponse to the project relevance as CARE Ethiopia strategized urban group as one of the three target (domain of change) for the long-term program approach to poverty reduction in Ethiopia. The urban target group is selected based on the opportunity to move the urban poor out of poverty thus this indicating the significance of women for women project. Interviewee (iv) points out, the relevance of the project to be confirmed in all of its activities that are aligned to the GTP II of the country regarding women empowerment and contributed up to 7% of the annual plan of the city of Addis Ababa in some activities like business skills development. Interviewee (ii) defines the project relevance to be an aspect in creating economic opportunities for low-income women and inspirational in seeing the changes on the lives of the women brought by the project intervention.

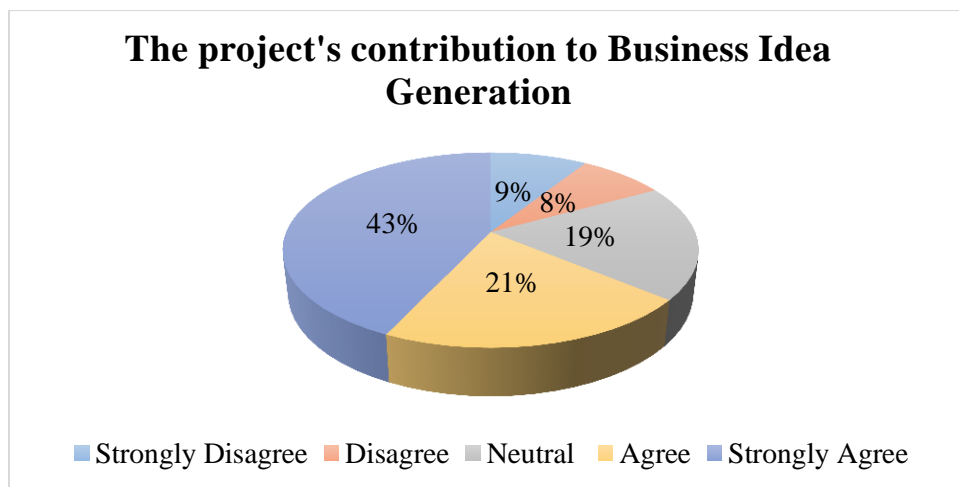


Figure 4.1. The Project's Contribution to Business Idea Generation

4.2. Effectiveness of the project

In this table 4. 2 below depicts that 77(77.0%) strongly agree that the project enabled them to produce quality products .Interviewee (i) responses to the project effectiveness by pointing out project activities as an aspect that have been effective in improving women access and control over income by diversifying their livelihood strategies, improved financial literacy that enabled to access financial sources; enhanced their access and control over other productive resources and improved their autonomy in decision-making. Interviewee(iii) response on the project effectiveness through highlighting the project’s contribution as proper time management of women to balance their business and household responsibilities which was remarkable idea. This points out that CARE indeed reflected positive outcome of the training these women took.

Table 4. 2 Effectiveness of Women for Women Project Care Ethiopia

VARIABLE	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total
Women for Women project has enabled you to deliver quality products.	0 (0.0)	0 (0.0)	0(0.0)	23(23.0)	77(77.0)	100 (100.0)
Women for Women project is of great benefits to you and helped you to fulfill your needs and interest in business community	1 (1.0)	0 (0.0)	6 (6.0)	44 (44.0)	49(49.0)	100 (100.0)
Products are of great benefits and profitable to the market and help you generate more income.	1(1.0)	0(0.0)	12(12.0)	35(35.0)	52(52.0)	100(100.0)
Donor funding on trainings have helped you gain knowledge on business development skills	0(0.0)	1(1.0)	16(16.0)	34(34.0)	49(49.0)	100(100.0)
The training on business management skills has enabled you to access wider markets for the products.	3(3.0)	10(10.0)	23(23.0)	29(29.0)	35(35.0)	100(100.0)

Women for Women projects has enabled you to gain access for loans through group savings of Saving and credit Cooperatives (SACCOs)	7(7.0)	3(3.0)	28(28.0)	19(19.0)	43(43.0)	100(100.0)
Income from the business through Women for Women project training has given you an opportunity to develop entrepreneur skills and increased your capabilities in engaging in business society.	0(0.0)	0(0.0)	8(8.0)	39(39.0)	53(53.0)	100(100.0)
Your income status in household have increased through gaining value of saving and record keeping	6(6.0)	2(2.0)	30(30.0)	35(35.0)	27(27.0)	100(100.0)

The pie chart below depicts that 35% of the participants strongly agree that the training on business management skills has enabled the women to access wider markets for the products, which indicates that the blue coverage shows how organizational effectiveness impact the women with sufficient skills reflecting the ability of the organization to manage this initiatives through training the women and enabled them to access markets through setting up bazars. Although 2% of the participants with color coding orange also strongly disagree, which in other wards indicates that some of these women have their own understanding on how to get wider markets and their attitude towards the effectiveness of the project. Effectiveness remains dependent variable to be explained, sought or opposed (Richard 1980), in this regard although there is organizational bias, or political issues effectiveness is always observed as successful criteria for the project and its performance. Interviewee (ii) described women for women projects ‘s effectiveness as the project that enabled women to double their working capital, increased their income and asset owning of the household, and improved their culture and level of saving. Interviewee (iii) further explains the criteria of effectiveness when identifying Performance at a critical point in the project, significant steps are taken towards achieving, outcomes and meeting the objectives of the project of Women for Women project and track its progress.

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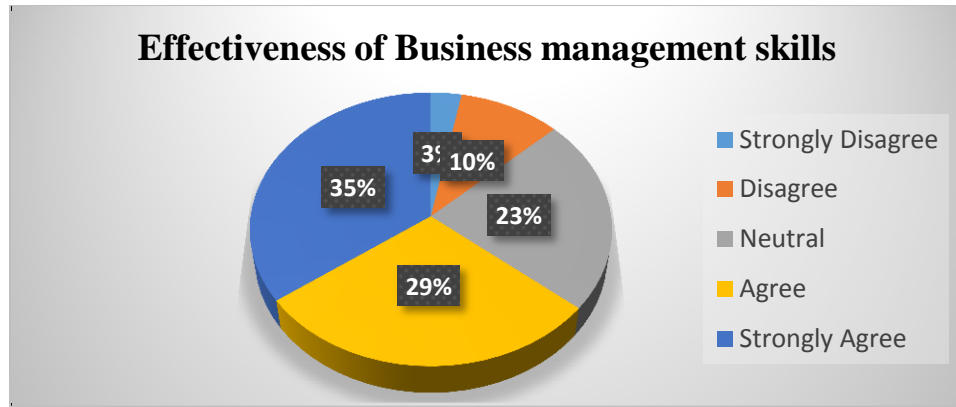


Figure 4.2. Effectiveness of business management training

4.3. Efficiency of the Project

In table 4. 3 below, 43 (43.0%) of the total respondents strongly agreed that the loan approval was faster processed from the group savings and accessible. 37(37.0%) strongly agree that implementation of the business was less costly and supported them to meet their expectations.50 (50.0%) of the beneficiaries responded strongly agree that Efficiency of project evaluation was of positive impact to assess the level of their engagement in Women for Women projects. Thus, illustrating the capacity of the women utilizing the available resources that represent their meaningful participation in the programs of CARE. Efficiency defines investments for the achievements of organization's aims and goals hence efficiency is understood mainly as concept of partial investigation of the organization focusing on internal work of organization (V. Potocan 2006),Yet 3(3.0%) of the respondents strongly disagree that of loan approval faster process ,as some of women faced challenges during loan acquisition which was turn off to them, the saving group emphasized on the individual loan offering to be having at least source of paying back the loan with 10% interest which some of the women did not have well established businesses that would enable them generate capital and pay back the loan. Hence this response clearly depicts their reaction towards benefits. Interviewee(ii) describes efficiency of the project as economic contribution of women that increase women's involvements in and autonomy of decision making on business, finance and household matters.

Table 4. 3 Efficiency of women for women project

VARIABLE	Strongly disagree (%)	Disagree (%)	Neutral, (%)	Agree	Strongly agree (%)	Total (%)
Loan approval was faster process from the group savings and accessible.	9(9.0)	8(8.0)	19(19.0)	21(21.0)	43(43.0)	100(100.0)
Your capital and investments in the business has accumulated	2(2.0)	9(9.0)	31(31.0)	38(38.0)	20(20.0)	100(100.0)
Implementation of the business was less costly and supported you to meet your expectations	13(13.0)	9(9.0)	16(16.0)	25(25.0)	37(37.0)	100(100.0)
Financial independence increased due to the skills acquired from the project trainings.	2(2.0)	5(5.0)	24(24.0)	32(32.0)	37(37.0)	100(100.0)
Efficiency of project evaluation was of positive impact to assess the level of your engagement in Women for Women projects.	1(1.0)	0(0.0)	9(9.0)	40(40.0)	50(50.0)	100(100.0)

The pie chart below depicts the information on the efficiency of women for women projects that indicates strongly agree with 43% of the participants responding that Loan approval was faster process from the group savings and accessible, which was beneficiary aspect to the women and only 8% strongly disagree, as some of them did not have the capability to easily access the loans from the group, Efficiency in this regards defines and evaluates the investments as inputs that these women have invested their efforts and capital to establish the businesses suitable to develop their skills and sustain the social business in their communities .

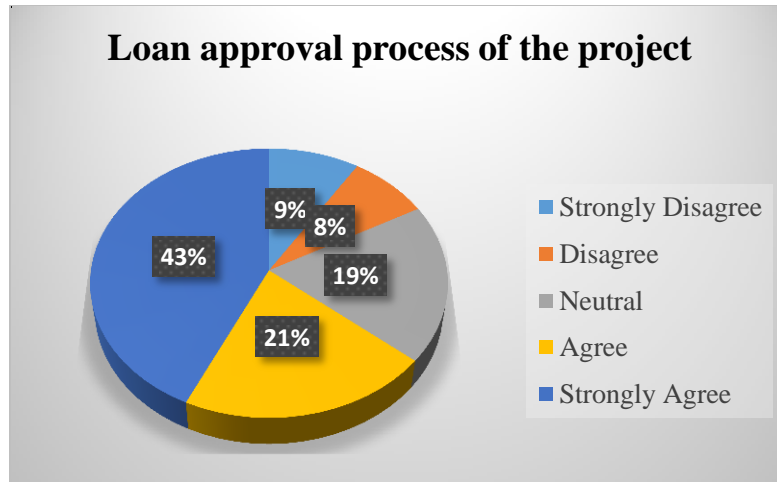


Figure.4.3 Loan approval process of the project.

4.4. Sustainability of the business

In this table 4.4 below depicts that 76(76.0%) respondents strongly agree that Care Ethiopia Women for Women project ensured that they establish business and develop business plan in order to engage in the training, which was an aspect that inspired and influenced most women to join the project, 66(66.0%) of the participants strongly agree that appropriate trainings ensure maintaining the quality of the products, which implies that having right kind of training on right business for sustainable business. 58(58.0%) participants strongly that availability of adequate market increases the level of product purchasing, this tends to enable the beneficiaries to sustain their business.

Table 4. 4 Sustainability of the business

VARIABLE	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total
Appropriate trainings ensure maintaining the quality of the products	1(1.0)	0(0.0)	5(5.0)	28(28.0)	66(66.0)	100(100.0)
Availability of adequate market increases the level of product purchasing.	0(0.0)	3(3.0)	10(10.0)	29(29.0)	58(58.0)	100(100.0)
The skills I learnt from the training are the same skills am applying to my business.	10(10.0)	7(7.0)	25(25.0)	19(19.0)	39(39.0)	100(100.0)
Care Ethiopia Women for Women project ensured that you establish business and	1(1.0)	0(0.0)	1(1.0)	21(21.0)	76(76.0)	

develop business plan in order to engage in the training						100(100.0)
The interpersonal skills that were taught during the training helped you to operate the business actively.	0(0.0)	0(0.0)	33(33.0)	38(38.0)	29(29.0)	100(100.0)
Continuous group savings created room for social benefits and leadership skills.	5(5.0)	4(4.0)	12(12.0)	29(29.0)	5(50.0)	100(100.0)

The pie chart below depicts about 53% shows the of the participants agree that Continuous group savings created room for social benefits and leadership skills, which clearly shows that the sustainability of their businesses.

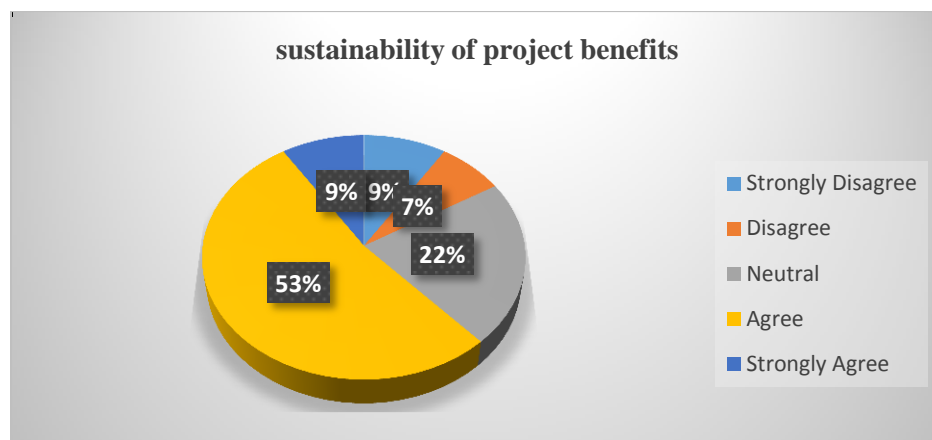


Figure 4.4: Sustainability of Project Benefits

53% of the participants responded that group saving creates positive impact which helps to sustain their business. CARE as an organization strongly believes that the sustainability of the project women for Women is through involving the beneficiaries in Loan associations as to enable them to boast their enterprises. However, according to interviewee (i) stated that, the beneficiaries are well organized in to VSLAs and SACCOs through which they can continue saving regularly and sustain their access to financial services which, in turn, helps to sustain their business activity. The project has contributed to diversification and expansion of business activities of beneficiaries and unlock access to larger loans hence build confidence in formal banking to increase savings (CARE VSLA outreach Report 2017). Access to Finance for the women was crucial, as result these women were from poor backgrounds to borrow money from financial institution since they didn't have collateral ,Nevertheless, CARE played role in this

issue and established savings group associations and also connected them to saving & Credit cooperatives such as Addis Capital Goods financial institution with agreements signed on loan repayments .As CARE organization Women for women project identified the challenge the businesswoman faces as an individual in Market arena ,but rather group them into village associations, so as to enable them achieve sustainable development of their enterprise and see through the fruits of their collaborative labour .thus CARE and MCDP tend to continue to work as partners along with other NGOs to in order to develop innovative solutions to enable the women access capital to grow their business.(collective power :women Entrepreneurs in Ethiopia 2016) .sustainability of the project is closely linked to its factors which some of the interviewees mentioned .Interviewee (iv) highlights the project to be well connected to the local government structure and much of the intervention to be on mind set and skill development of people with a long lasting effect, ensuring the sustainability of the project.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The aim of this thesis examined performance evaluation criteria which was deployed under the context of women for women project CARE Ethiopia a project that was relevant to the low income women of ledeta sub-city illustrating its central success and the durability through the Village Saving Loan Association (VSLAs) , effective enough and efficient to increase the income level of the beneficiaries and socially improve the standards of living in the community and thus accessing feasibility of their business enabling the women to balance business and household producing marketable and quality products.

The project Women for Women was also seen as the learning process that was relevant and educated these women about the long-term benefits of becoming self –sufficient and being in position to control their own income and expenditures through trainings that were established .it's of notice that, for the sustainability of these businesses can well be understood through connection of these women with one another in saving groups as well as their access to financial services that will and continue to showcase the transformative change among these women.

Difficult to draw definitive conclusions about what works for different profiles of female entrepreneurs. When understanding the long-term effects of the women entrepreneur's developments. The majority of the participants in this study are beneficiaries who developed skills in entrepreneurship to earn living and support their families pointing out the effectiveness of the project, but it's challenging when they have no route of back up in their skills building. The research identifies the need to strengthen performance evaluation by deploying aspects of evaluation and monitoring even after CARE has supported them in skills management.

Performing evaluation for this project for Women for Women project showcased the essential of evaluating the project, to draw how best its objectives are attained and how the program has impacted the women with knowledge on entrepreneurship skills.

In this study, performance evaluation is strongly practiced and carried under the criteria of relevance, effectiveness, efficiency and sustainability, reason being CARE Ethiopia focuses on seeing how the program has impacted the beneficiaries positively. Considering this aspect depicts the great achievements that the organization has contributed towards the low-income areas of Addis Abba Ethiopia.

5.2. Recommendations

- There is need to put across monitoring aspect to ensure the effectiveness of the project and the businesses for these women that will focus on observing how these businesses that the women established are running and being operated in order to capture the meaningful participation of CARE Ethiopia projects of great benefit and empower other potential women in the local communities.
- Further studies should be carried out on this context of performance evaluation on women for women projects, that can stand as guideline for lessons learnt and point out areas of improvement of the project.
- The lessons learned from the Women for Women Project should be cascaded to other projects and tools for performance evaluation should be focused on all areas of the project.

5.3 Limitations of the study

- Information on the context was scarce drawing confusion of performance appraisal which is encompassed of only reviewing the performance of the employees.
- Some of the respondents from the staff could have given more in-depth information on all semi structured interview questions other than brief information since confidentiality was assured.

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APPENDICES



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT: PROJECT MANAGEMENT

Appendix A: Questionnaire

My name is Acen Lucy, I am a student of St. Mary's University School, under program of Project Management Department. The purpose of this research (thesis) is to assess performance evaluation of Women for women project in CARE Ethiopia under Sub City of Ledeta which consists the effectiveness, relevancy, efficiency and the sustainability of the projects. I strongly assure you that the information you provide will be used for academic purpose only and will be kept confidential. I would like to extend my deep appreciation in advance for being a volunteer to devote your valuable time in filling this form.

Sincerely,

Acen Lucy

Questionnaire

Instructions: Please tick where appropriate. Your cooperation and feedback is valued and highly appreciated. Kindly do not include your name.

Section A: Effectiveness of women for women project CARE Ethiopia

1. In which way do you agree with the following statement on effectiveness of performance implementation in the project? **Rate using a scale of 1 to 5 where 5 is strongly agree, 4 is Agree, 3 is Neutral, 2 is Disagree and 1 is Strongly disagree.**

Effectiveness of women for women project	1	2	3	4	5
A woman for women project has enabled you to deliver quality products.					
Women for women project is of great benefits to you and helped you to fulfill your needs and interest in business community.					
The implementation process brought in strength.					
Products are of great benefits and profitable to the market and help you generate more income.					
Donor funding on trainings have helped you again knowledge on business development skills.					
The training on business management skills has enabled you to access wider markets for the products.					
Women for women projects has enabled you to gain access for loans through group savings of Saving and credit Cooperatives (SACCOs)					
Income from the business through women for women project training has given you an opportunity to					

develop entrepreneur skills and increased your capabilities in engaging in business society.					
Your income status in household have increased through gaining value of saving and record keeping.					

Section B: Efficiency of Women for women project

2. In which do you agree with the following statements on Efficiency of Project Evaluation in women for women projects? **Rate using a scale of 1 to 5 where 5 is strongly agree, 4 is Agree, 3 is Neutral, 2 is Disagree and 1 is Strongly disagree**

Efficiency of project women for women project	1	2	3	4	5
Loan approval was faster process from the group savings and accessible.					
Your capital and investments in the business has accumulated.					
Implementation of the business was less costly and supported you to meet your expectations.					
Financial independence increased due to the skills acquired from the project trainings.					
Efficiency of project evaluation was of positive impact to assess the level of your engagement in women for women projects.					

Section C: Relevance of women for women project

3. In which do you agree with the following statements about the relevance of the Women for Women project in Care Ethiopia? Use a scale of 1 to 5 where 5 is to a very great extent, 4 is to a great extent, 3 is to a moderate extent, 2 is to a little extent while 1 is to no extent

Relevance of women for women project	1	2	3	4	5
The design of the project defines the need to empower women.					
The trainings in the project you had was connected to your business and useful.					
Flexibility of CARE Ethiopia to implement trainings improved your business skills.					
Group savings that CARE Ethiopia introduced is relevant aspect to keep money accumulated and increase confidence in engaging with the community.					
You have been able to establish more businesses through acquiring knowledge from financial literacy from Women for women project.					
Entrepreneurship has given me opportunity to explore business ideas with other women.					
Your family livelihood has improved, and you are able to meet your household bills.					
The business skills training you received, impacted you with knowledge to handle customers in the market.					
Existence of women for women project facilitated market linkages and access to financial service.					

Section D: Sustainability of the business.

4. To what extent do the following factors contribute to the sustainability of the business for external benefits in women for women project? Use a scale of 1 to 5 where 5 indicates to a very great extent, 4 is to a great extent, 3 is to a moderate extent, 2 is to a little extent while 1 is to no extent

Sustainability of the business	1	2	3	4	5
Appropriate trainings ensure maintaining the quality of the products.					
Availability of adequate market increases the level of product purchasing.					
The skills I learnt from the training are the same skills am applying to my business.					
Care Ethiopia women for women project ensured that you establish business and develop business plan in order to engage in the training.					
The interpersonal skills that were taught during the training helped you to operate the business actively.					
Continuous group savings created room for social benefits and leadership skills.					

THANK YOU FOR YOUR PARTICIPATION

አርማ አለበት

ቅድስት ማርያም ዩኒቨርሲቲ

ስኩል ኦፍ ግራጁኤት ስተዲስ

ዲፓርትመንት፡ ፕሮጀክት ማኔጅመንት

ስሜ አችን ሉሲ ይባላል የቅድስተ ማርያም ዩኒቨርሲቲ የፕሮጀክት ማኔጅመንት ዲፓርትመንት ተማሪ ነኝ የዚህ ጥናት (ማሟያ ጽሁፍ) አላማ በልደታ ክ/ከተማ የሚገኘው ኬር ኢትዮጵያ ሴቶች ለሴቶች ፕሮግራም የስራ አፈጻጸምን ለመገምገም ሲሆን ይህም የፕሮጀክቶችን ውጤታማነት፣ አግባብነት ያለው መሆን፣ ቅልጥፍና እና ዘላቂነትን ያካተተ ነው። እርስዎ የሚያቀርቡት መረጃ ለአካዳሚያዊ አላማ ብቻ እንደሚውል እና በሚስጥር እንደሚያዝ አጥብቄ አረጋግጥልዎታለሁ። ይህንን ቅጽ ለመሙላት ውድ የሆነ ጊዜዎትን ለመስጠት ፍቃደኛ በመሆንዎት ከልቤ አመሰግንዎታለሁ።

ከሰላምታ ጋር

አችን ሉሲ

መጠይቅ

መመሪያዎች: ተገቢ በሆነው ቦታ ላይ ✓ ያድርጉ። የእርስዎ ትብብር እና ግብረ መልስ ዋጋ የሚሰጠው እንዲሁም የሚደነቅ ነው፤ እባክዎ ስምዎትን አያካቱ፤

ክፍል ሀ የስራ አፈጻጸም ግምገማ ውጤታማነት

1. በሴቶች ለሴቶች ፕሮጀክቶች በፕሮጀክቱ ስለ ስራ አፈጻጸም ትግበራ ውጤታማነት ከሚከተለው መግለጫ ጋር በምን አይነት መንገድ ይስማማሉ? ከ1 እስከ 5 ቁጥሮችን በመጠቀም የመስማማዎትን ደረጃ ይግለጹ 5 በጣም እስማማለሁ፣ 4 እስማማለሁ፣ 3 ገለልተኛ ነኝ፣ 2 አልስማማም እና 1 በጣም አልስማማም

የስራ አፈጻጸም ትግበራው ውጤታማነት	1	2	3	4	5
ሴቶች ለሴቶች ፕሮጀክት ጥራቱን የጠበቀ ምርቶች እንዲያቀርቡ እያገዘዎት ነው					
ሴቶች ለሴቶች ፕሮጀክት ለእርስዎ ትልቅ ጥቅማ ጥቅምን እያስገኘልዎት ሲሆን በንግዱ ማህበረሰብ ውስጥ ፍላጎትዎን እና መሻትዎን ለማሟላት እያገዘዎት ነው					
ምርቶቹ ትላልቅ ጥቅማ ጥቅሞችን የሚሰጡ እና ለገበያም ሲቀርቡም አትራፊ በመሆናቸው እርስዎ የተሻለ ገቢ እንዲያገኙ እየረዳዎት ነው					
በስልጠናዎች ላይ የለጋሽ የገንዘብ አቅርቦት እርስዎም በንግድ ማጎልበት ክህሎት እውቀት እንዲያገኙ እገዛ እያደረጉልዎት ነው					
በንግድ አስተዳደር ክህሎት የወሰዱት ስልጠና ለምርቶች ሰፋፊ ገበያን እንዲያገኙ አስችሎዎታል					
የሴቶች ለሴቶች ፕሮጀክቶች እርስዎን በቡድን የቁጠባ እና የብድር ህብረት ስራ ማህበራት (ቁብህስማ) አማካኝነት ብድር እንዲያገኙ እያገዘዎት ነው					
ከሴቶች ለሴቶች ፕሮጀክት ስልጠና ካቋቋሙት ንግድ የተገኘው ገቢ እርስዎ የስራ ፈጠራ ክህሎት እንዲያጎለብቱ እድልን ፈጥሮሎታል እንዲሁም በንግድ ማህበረሰብ ውስጥ ተሳታፊ እንዲሆኑ አቅምዎትን ጨምሮሎታል					
በቤተሰብ ውስጥ ያለዎት የገቢ ደረጃ በቁጠባ እና መረጃ ምዝገባ አማካኝነት ጨምሯል					

ክፍል ለ የፕሮጀክት ግምገማው ቅልጥፍና

2. በሴቶች ለሴቶች ፕሮጀክቶች በፕሮጀክቱ ግምገማ ቅልጥፍና ከሚከተለው መግለጫ ጋር በምን አይነት መንገድ ይስማማሉ? ከ1 እስከ 5 ቁጥሮችን በመጠቀም ደረጃዎትን ይግለጹ፤ 5 በጣም እስማማለሁ፣ 4 እስማማለሁ፣ 3 ገለልተኛ ነኝ፣ 2 አልስማማም እና 1 በጣም አልስማማም

የፕሮጀክት ግምገማው ቅልጥፍና	1	2	3	4	5
ከቡድን ቁጠባዎች የሚገኝ የብድር አፈቃቀድ ሂደት ፈጣን እና ተደራሽ ነበር					
በንግዱ የእርስዎ ካፒታል እና ኢንቨስትመንት ጨምሯል					
የንግድ ትግበራው ወጪው ቅናሽ እና እርስዎም የሚጠብቁትን ነገር እንዲያሟሉ አግዘዎታል					
ከፕሮጀክቱ ስልጠናዎች ከተገኘ ክህሎት የተነሳ የገንዘብ ነጻነትዎ ጨምሯል					
የፕሮጀክት ግምገማው ቅልጥፍና እርስዎ በሴቶች ለሴቶች ፕሮጀክቶች ያለዎትን ተሳትፎ ደረጃ ለመገምገም ቀና ተጽእኖ ነበረው					

ክፍል ሐ ፕሮጀክቱ ለሴቶች ያለው አግባብነት

3. በኬር ኢትዮጵያ ሴቶች ለሴቶች ፕሮጀክት አስፈላጊነት ዙሪያ ከሚከተለው መግለጫ ጋር በምን ያህል ደረጃ ይስማማሉ? ከ1 እስከ 5 ቁጥሮችን በመጠቀም ደረጃውን ይግለጹ፤ 5 በጣም በከፍተኛ ደረጃ፣ 4 በከፍተኛ ደረጃ፣ 3 በመካከለኛ ደረጃ፣ 2 በጥቂቱ እና 1 አልስማማም

ፕሮጀክቱ ለሴቶች ያለው አስፈላጊነት	1	2	3	4	5
የፕሮጀክቱ ዲዛይን የሴቶችን አቅም የመገንባት አስፈላጊነት የሚገልጽ ነው					
በፕሮጀክቱ የወሰዱት ስልጠና ከንግድዎት ጋር የተገናኘ እና ጠቃሚ ነው					
ኬር ኢትዮጵያ ስልጠናዎችን ለመተግበር ከሁኔታዎች ጋር ራሱን እያስማማ የመሄድ አቋሙ የእርስዎን የንግድ ክህሎቶች አሻሽሏል					
ኬር ኢትዮጵያ ያስተዋወቀው የቡድን ቁጠባዎች ገንዘብ ለማጠራቀም እና በማህበረሰቡ ውስጥ ተሳትፎ ሲያደርጉ በራስ መተማመንዎን ለመጨመር					

አስፈላጊ ነው					
ከሴቶች ለሴቶች ፕሮጀክት የገንዘብ ነክ እውቀት ስልጠና የተነሳ ባገኙት እውቀት ብዙ ንግዶችን ለመመስረት ችለዋል					
ኢንተርፕራይዥን/ሰራ ፈጠራ/ ከሴቶች ሴቶች ጋር የንግድ ሃሳቦችን ለመመርመር እንድችሉ እድል ሰጥቶኛል					
የቤተሰብዎ የኑሮ ደረጃ ተሻሽሏል፤ የቤተሰብዎን ወጪዎች ለመሸፈን ችለዋል					
የወሰዱት የንግድ ክህሎቶች ስልጠና በገበያ ውስጥ ደንበኞችን ለመያዝ ባለዎት እውቀት ላይ ተጽእኖ አሳድሯል					
የሴቶች ለሴቶች ፕሮጀክት መኖር ያለዎትን የገበያ ትስስር አዳብሮሎታል እና የፋይናንስ አገልግሎቶችን ለማግኘት አስችሎታል					

ክፍል መ ንግዱ ለውጪ ጥቅማጥቅሞች ያለው ዘላቂነት

4. የሚከተሉት ሃሳቦች በኬር ኢትዮጵያ ሴቶች ለሴቶች ፕሮጀክት ስለ ንግዱ የውጪ ጥቅማ ጥቅሞች ዘላቂነት ምን ያህል አስተዋጾ ያደርጋሉ? ከ1 እስከ 5 ቁጥሮችን በመጠቀም ደረጃውን ይግለጹ። 5 በጣም በከፍተኛ ደረጃ፣ 4 በከፍተኛ ደረጃ፣ 3 በመካከለኛ ደረጃ፣ 2 በጥቂቱ እና 1 ምንም አስተዋጾ የለውም

ንግዱ ለውጪ ጥቅማጥቅሞች ያለው ዘላቂነት	1	2	3	4	5
ተገቢ የሆኑ ስልጠናዎች የምርት ጥራትን ለማስቀጠል ይረዳሉ					
የበቂ ገበያ መኖር የምርቱን መገዛት ደረጃ ይጨምራል					
ከስልጠናው የተማርኳቸው ክህሎቶች በንግዴ ላይ እየተገበርኳቸው ያሉ ክህሎቶች ናቸው					
ኬር ኢትዮጵያ ሴቶች ለሴቶች ፕሮጀክት ንግድ እንዲመሰርቱ እና በስልጠናው ለመሳተፍም የንግድ እቅድ እንዲያጎለብቱ አድርጎታል					
በስልጠናው ወቅት የተማሯቸው የእርስ በእርስ መግባባት ክህሎቶች ንግድዎትን በንቃት እንዲያንቀሳቅሱ አግዘዎታል					
ቀጣይነት ያለው የቡድን ቁጠባዎች ለማህበራዊ ጥቅማ ጥቅሞች እና የአመራር ክህሎቶች እድል ፈጥሮሎታል					

ስለተሳትፎዎ አመሰግናለሁ

Appendix B: Interview Questions

Sub City.....

CARE Ethiopia, Manger of women for women Project:

CARE Ethiopia, Staff of Women for women Project:

1. To what extend has women for women project achieved its objectives and have the economic benefits been achieved (Explain)
2. What factors tend to enable sustainability of Women for women project? (Specify)
3. Under which criteria do you consider performance evaluation in women for women Project to be actively carried out? (Explain)
 - a) Effectiveness:
 - b) Efficiency:
 - c) Relevance:
4. Do you find the women for Women project as a relevant aspect for the local community and the country? (Explain)