



THE EVANGELICAL LUTHERAN CHURCH OF CAMEROON

**FINAL EVALUATION REPORT
OF**

“Reinforcement of Capacity on Gender Equality and Empowerment of Districts of ELCC”

PROJECT PERIOD: (2014-2016)

FUNDING PARTNER: NORWEGIAN MISSION SOCIETY (NMS)

NGAOUNDERE, CAMEROON

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i. Acknowledgment

The project “Reinforcement of Capacity on Gender Equality and Empowerment of Districts of ELCC” final evaluation process and preparation of this report would not have been possible without the diligent work and strong effort of many participants. First, the leaders of Districts, ecclesiastical regions and leaders of ELCC are commended for their support and honest inputs during the data collection activities. Special thanks go to the courageous staffs of the project that are highly committed to serve the church in implementing this important project even during difficulties of any kind. In this regard, we would like to pass our deepest gratitude to Mr. Jean Christoph Bassane, the only full time project staff and Mr. Hamidou Joulde for their relentless support and special attention during the field evaluation process without any interruption. These staff members not only supported the implementation of the evaluation, but also coordinated the process and made it more participatory. Our special thanks go to these staff members and Mr. Erick Bischler for facilitating and handling the administration activities in the entire evaluation process.

In addition, our thanks go also to Norwegian Mission Society (NMS) for committing itself to continue supporting such important project, which is highly contributing to the improvement of management and leadership skill of leaders of the ELCC. Last, but not least, we would like to express our appreciations to the ELCC and the funding partner NMS, a long standing financing partner of the project; for encouraging and supporting this evaluation throughout the process.

The Evaluation Team

ii. Abbreviations

ELCC	Evangelical Lutheran Church of Cameroon
FDG	Focus Group Discussion
HTP	Harmful Traditional Practice
IGA	Income Generating Activity
KII	Key Informant Interview
NMS	Norwegian Mission Society
OVC	Orphan and Vulnerable Children
PRCL	Project for Re enforcement of Capacity of Leaders

iii. Executive Summary

The project “Reinforcement of Capacity on Gender Equality and Empowerment of Districts of the ELCC” is a project implemented by the ELCC in partnership with Norwegian Mission Society (NMS). The first phase of the project was from year 2008 – 2012 under the title of Project for Reinforcement of Capacity of Leaders (PRCL) in ten regions of the ELCC. The implementation of the project in these regions has resulted in tangible results among the target beneficiaries. The current projects under evaluation, “Reinforcement of Capacity on Gender Equality and Empowerment of Districts of the ELCC” in the ten regions from 2014 – 2016 is developed based on the recommendation of the first phase for a purpose of knowledge transfer and build up on the lessons learned.

Despite that, the ELCC is relatively a big church and well structured, it has been suffering from inadequate leadership skills, hardly addressing gender issues and economic problems that negatively affected the sense of the self-reliance among the leaders. These problems have highly influenced further growth of the church. Women and youth in the structure are the most affected of such problems within the church. Though most of the problems especially enhancing the leadership skill has been well addressed during the first phase, problems like enhancing women participation in leadership and decision making and local resource mobilization to ensure self reliance remained challenges and resulted in the current project phase under evaluation.

The specific objectives or outcomes of the project have targeted to improve the role and place of women in the church and the society in terms of rights, family matters, health and economy and encourage all districts to increase their income.

This evaluation is conducted with the aim to assess and learn from the achievements of the project implementation during the last three years. It is expected to provide information on what worked and what did not work and why and whether the underlying theories and assumptions used in the project development were valid. It mainly intends to provide information on the relevance, efficiency, and effectiveness, sustainability and impact of the project. A participatory evaluation approach, which employed qualitative and quantitative methods, is applied to address the objectives and key questions of the evaluation. Various data collection methods were applied which include reviewing secondary documents, focus group discussions (FDGs), key informant interviews (KIIs) and observations to elicit the required information. It was decided to visit 4 regions and discussed with 7 units at the central office out of the ten regions and 77 project target beneficiaries (22 women and 55 men) have been directly took part in the evaluation.

The project implementation has resulted in:

(1) as a consolidation of achievements of the first phase; improvement of leadership skill where knowledge transfer signified within the church structure, roles and responsibilities became more clear and interferences in ones duty has been highly decreased and conflict reduced within the structure;

(2) As outcome of the plan to provide sustainable solutions to the situation of women in the church as well as in the surrounding society, sensitization of gender at all levels is intensified and participant women freely speak in public. In most cases the attitude of men towards participation of women in leadership and decision making process is positively changed. The project influenced the women to recognize their potentials, competence, built their confidence among the society and they are willing to come to the leadership positions. Women representation in the decision making and leadership of the church is increasing with highest at congregational and district levels to low at higher level (in some districts for instance they became leaders (North east region Tchollire district leader is women and at central region the president of the region council is women).

The evaluation team however, recognizes that the church need to continue to address challenges which are still influencing women participation. These include (in some cases the woman to become a leader should get saying of her husband, there is also resistance to change in most areas from the side of some men leaders, women illiteracy is also contributing to less participation of women in leadership, ttraditions and cultural influences especially in Muslim areas is also major factor influencing women's participation). The project addresses the issue within the church structure while church is part of the wider community and this alone cannot bring about substantial change for the whole society. The issue of domestic violence of different kinds (physical (rare), psychological, verbal, economical...) is still threat towards women participation in leadership and decision making process;

(3) Regarding the third objective, which is work closely with the leaders of the Church to develop local strategies for resource mobilization in the Ecclesiastical Districts, the project closely worked with the section established by the church to work on fund mobilization at the grassroots and contribute to the districts and regions efforts to become self-reliance. Many awareness raising and sensitization efforts have been made to convince and enable the congregations to collect and contribute to the salary and benefit payments for those who serve at different levels of church. Training on fundraising and income generating activities were conducted by the project at different levels and most of the districts started various income generating schemes. For instance, guesthouses in Yaounde and Bankim, palm oil plantation in Bankim on 1 hectare of land, which can help them to become self-reliance, are some of the efforts to mention. The congregations and church constituencies built the confidence that they are the one who should develop their church and this in turn contributes to ensuring sense of

ownership. According to financial section of the church, the contribution from the congregations during the last three years increased by 85% on average when compared with planned budget of 31,000,000 that the central office budgeted. However, the income generating activities are not fully internalized and most of the regions are still behind.

(4) In case of project management, it is planned in a cost-effective way where few staff fully engaged and the other arms of the church at all levels are contributing in facilitation and technical support provision. The participation of the higher decision making bodies of the church and the attachment of the project to the church facilitated genuine participation of the local stake holders and ensures ownership and significantly contributes to the sustainability of the project results in that the church is always there even if the project funding support terminates. The financial management of the project also significantly improved whereby the gaps identified during the terminal evaluation of the first phase well taken care of and all necessary financial management documents are produced and used and all the procedures are followed. However, the financial software used by the church is not upgraded where budget shortage is mentioned as a reason for not accomplishment. Generally, the challenges observed in project management is high workload on the manager, tough road conditions in some regions and high maintenance cost of the old vehicle.

In general, the project intervention has resulted in the improvement of management and leadership skill of the leaders and women's participation in decision-making and leadership of the ELCC. The attitude of leaders at all levels towards self-reliance is being changing positively, which contributes to the sustainability, and enhances sense of ownership.

Most of the project specific objectives have been met with the consolidation and fine-tuning of some activities to be considered. Out of the total budget of FCFA **205,848,854** planned during January 2014-December 2016, a total of FCFA **157,048,6259** (76%) of the budget has been spent for the planned purposes up until October 2016. Thus, the project is on right track towards efficiency and effectiveness.

The very relevance of the project interventions to the church context and its demand by the leaders and the active participation of the church constituency from inception, implementation and M&E of this project, and the various capacity building trainings provided are at the core of the project's sustainability.

Some of the important recommendations drawn from this evaluation are: Strengthening fight against poverty especially by focusing on poor women, the elderly, youth, Orphan and Vulnerable Children (OVC), through enhancing local efforts to ensure self-reliance. This can be achieved by organizing women and youth in different self-help groups, where they can exercise their management and leadership skills in their own organization to step up to the next stage and strengthening IGAs for economic empowerment.

To continue to address challenges which hinder women representation the kinds of resistance to change from men and some leaders, domestic violence and also working on traditional and cultural barriers through community conversation, counseling, mass education (using various educational tracts, mass media, literature especially in local language), Various capacity building activities through trainings on reduction of Harmful Traditional Practices (HTPs), Sanitation and Hygiene is also another important recommendation drawn from the evaluation process.

The third main activity we recommend is that the efforts be integrated and harmonized among the services of the church especially within the crosscutting development issues for effective and efficient use of resources. Facilities to make the implementation and management smooth and successful such as transportation should be taken into consideration. To ensure sustainability of the project, relay agents at implementations regions be assigned with cost recovery arrangement.

1. INTRODUCTION

1.1 Background of the project

The project «Reinforcement of capacity on gender equality and empowerment of districts of the ELCC» is developed, following the recommendations of the evaluation of the project” Reinforcement of capacity of leaders in the ELCC” conducted in April 2013. It is also a continuation of Project 721601 "Reinforcement of capacity of leaders", implemented from 2008 to 2013. The first phase of the project has enabled the Church to improve the work of leaders in the congregations, districts and regions, by improving the understanding of the basic texts of the Church, the organizational structure and implementing usage of management tools. Many results have been achieved, such as that, the constitution and bylaws are made available to all the leaders and to all members of the ELCC; where the duties, responsibilities and roles of leaders and decision-making bodies are clearly familiarized to all target groups of the project.

However, the recommendations of the final evaluation of the first phase of the project showed that women's participation is and remains low in the decision-making bodies as well as women's status in the society in general is low. That resulted in recommendation of the current phase of the project from 2014-2016 which has been implemented in ten districts of the ELCC.

Learning from the previous project achievements and impacts, the ELCC has designed similar but not identical project that can further improve leadership in the structure of the church and participation of women in decision making and leadership and attitude of participants have changed towards self-reliance. Thus, the current phase, 2014-2016 is considered as an extension of the first phase with some additional activities.

1.2 The project objectives, focuses, beneficiaries and budget

The specific objectives of the project as stated in the project document is to Consolidate the achievements of first phase of the project; strengthen the role and the position of women in the synods, councils and offices of the ELCC by educating and training leaders of ELCC at all levels on concept of gender and its implementation in the Church and society; and to develop strategies to mobilize funds and cash flow for the Districts of ELCC for self-reliance.

The major focus areas of the project are: consolidation and sustaining the first phase main results, strengthening role and position of women within the church structure and improve their livelihood in the society and develop strategies for fund raising mechanisms and thereby ensuring self-reliance. The plan is to reach all 10 regions and 87ecclesiastical districts of the ELCC.

The ELCC planned the project to improve the role and place of women in the Church and in the society in terms of rights, family matters, health and economy, encourage all districts to increase their income to ensure self-reliance.

Overall it was planned to raise FCFA **205,848,854** for the three years (2014-2016) project implementation out of which ELCC planned to contribute 10%.

1.3 Purpose of the evaluation

As clearly indicated in the ToR, the prime purpose of the evaluation is to assess and learn from the achievements of the project implementation during the last 3 years. The evaluation is expected to provide information on what worked and what did not work and why and whether the underlying theories and assumptions used in the project development were valid. It mainly intends to provide information on the relevance, efficiency, and effectiveness, sustainability and impact of the project. The specific objectives of the evaluation are to assess the following:

- To summarize shortly the activities done in the project
- To raise the immediate results of the project: has the project delivered its results / outputs
- To assess project objectives / outcomes
- To assess the impact of the project
- To assess Sustainability of the project
- To assess how the project is managed
- To draw constructive lessons and document new knowledge from the entire project implementation process and to provide specific, and practical recommendations

2. EVALUATION METHODOLOGY

2.1 Evaluation design and plan

A mixed study (qualitative and quantitative investigation) has been followed to respond to the ToR and main evaluation questions of the evaluation. Through the qualitative means it was possible to explore firsthand information: lived experiences, perspectives and views of project participants (partner, beneficiaries and stakeholders). Equally important, through the quantitative means, it was managed to capture numerical information from beneficiary households and through secondary sources such as the project document, reports and previous projects evaluation reports.

The evaluation design and planning was done by the consultants on 30th of December 2016 at Yaoundé through which questionnaires have been prepared for various subjects of field data collection activities. In preparing the questionnaire, the consultants have made effective use of the project document and ToR in getting familiarity with the project context and reviewing the project's objectives, activities/targets, outputs and outcomes. A detail plan was agreed up on at Yaoundé on 29th of December 2016 with the team comprising two project staff, Mr. Hamidou Joulde (ELCC general secretary), Mr. Jean Christoph Bassane (PCRL manager). On the occasion, the participants have clarified key focuses of the evaluation. Views and comments from the participants have obtained and used to enrich the plan for field activities. The evaluation team has also obtained a brief overview of the project and its components from the project staff, identified the project sites to be visited and printed the necessary data collection instruments. Detail field activity plan has been also developed by the project manager to help guide the specific activities per sites, the human power and logistics requirements as well.

2.2 Study participants

A participatory evaluation approach has been followed that involved the evaluation team and PCRL staff including the general secretary, where the latter mainly participated in providing information (as resource persons) and facilitating field data collection (community discussions, information provision and interpretation of preliminary findings). From the project beneficiaries, those participants who provide the most credible information, willing to openly and honestly share information or their project related experience have been selected through purposive and non-purposive sampling. Thus; the participants of the evaluation were: Church leaders, project staff and target beneficiaries. These diverse participants were identified purposefully so that maximum variation is maintained to make use of diverse experiences, perceptions, views and opinions valuable to grasp the whole process of the project and how it affected various segments of the population.

2.3 Sampling methods

As the project intervenes in 10 ecclesiastical regions, it was decided to visit 4 regions and discussed with 7 units at the central office for the purpose of field evaluation exercise to draw the sampling units, focus group discussants, as well as key informants. In all areas focus group discussions (FGDs) for women and men were conducted with the objective of capturing significant project results, changes and best practices in the selected regions based on purposive selection. In general, 77 project target beneficiaries (29 % women and 71 % men) have been directly participated in providing information for the evaluation.

2.4 Methods of data collection

The relevant data for the evaluation was collected through review of documents, interviews, FGDs and observations

Review of documents

Involved thorough review of pertinent documents such as project document, agreement with funding partner, plans, previous monitoring and evaluation feedbacks, progress reports, etc.. Most of these documents were provided by the project office and some other were reviewed by the evaluation team leader based on their relevance to this assessment.

Interviews were held among higher leadership at the central office of the ELCC

FDGs were conducted using heterogeneous beneficiaries such as the participated four ecclesiastical regions involving both the women and men.

2.5 Information collection tools

In order to allow focused work, the evaluation team in consultation with ELCC and PCRL staff has developed the following data collection instruments: check list to guide document review

and FGDs and data recording format for project plan and output results. These instruments were thematically designed and adhered to the specific activities envisaged in the ToR while also in line with the project specific logical framework. For the sake of triangulation and capturing the varied perspectives of the project participants. Again to maintain the standard of the evaluation approach the different questions were checked against the common evaluation principles: effectiveness, efficiency, sustainability, impact and relevance.

3 EVALUATION FINDINGS

The findings of the evaluation are presented under the different major project components, which include: Consolidate all the achievements of first phase of the project, Provide sustainable solutions to the situation of women in the church as well as in the surrounding society. Work closely with the leaders of the Church to develop local strategies for resource mobilization in the Ecclesiastical Districts. The sections below present in detail the findings of the evaluation:

3.1 Consolidate all the achievements of first phase of the project

- The pastors who are trained in the theological institutions are bringing back the knowledge to the area of their assignment
- Trainings became a tool to prepare newly assigned pastors for proper inception of work
- Planning, reporting and overall management skill became more clearer and efficient and effective
- Handling of meetings and time investment on routines significantly improved, thus the time spent for accomplishing assignments was decreased and time availed for other activities saved by more than 300% in most cases
- Roles and responsibilities within the structure became clear that reduced conflicts which used to be frequent due to interference in others job before the project implementation
- The manual prepared by the project became important guidance within the structure in understanding the constitution of the church and adherence to it and its uniformly utilization, enhanced the unity within the church thereby reducing conflict of interests.
- The financial management highly improved that responsible bodies at all levels adhered to the policy of the church
- The project has contributed to the understanding of administrative principles of the ELCC in the newly emerging Southern and Northern regions which were influenced by sister churches doctrines and practices
- The teachings of the project positively impacted the individual and family life styles within and out of the church environment
- However, the manual did not properly reach the grassroots due to financial inadequacy
- It is observed that implementation and follow up of the IGAs is limited to few regions and not replicated throughout the structure

3.2 Provide sustainable solutions to the situation of women in the church as well as in the surrounding society.

- Sensitization of gender issue at all levels has been intensively conducted during the project period
- Those women who participated in trainings of the project freely speak in public
- In most cases the attitude of men towards participation of women in leadership and decision making process within the church is positively changed, though there is still stiff resistance in some cases
- The project influenced the women to recognize their potentials, competence built their confidence among the society and they are willing to come to the leadership positions within the church
- Women representation in the decision making and leadership of the church is increasing with highest at congregational and district levels and low at higher level of the church structure. In some districts for instance they became leaders (North east region Tchollire district leader is women and at central region the president of the region council is women
- However, in some cases the woman to become a leader should get saying of her husband. There is also resistance to change in most areas from the side of some men leaders.
- Women illiteracy is also contributing to less participation of women in leadership and traditions and cultural influences especially in Muslim areas is also major factor influencing women's participation
- The project addresses the issue within the church structure while church is part of the wider community and this alone cannot bring about substantial change for the whole society unless the wider society is involved
- The issue of domestic violence of different kinds (physical (rare), psychological, verbal, economical...)is still threat towards women participation in leadership and decision making process

3.3 Work closely with the leaders of the Church to develop local strategies for resource mobilization in the Ecclesiastical Districts.

- The project closely worked with the section established by the church to work on fund mobilization at the grassroots and contribute to the districts and regions. To this effect, various awareness raising and sensitization efforts have been made to convince and enable the congregations to collect and contribute to the salary and benefit payments for those who serve at different levels of church.
- Training on fundraising and income generating activities were conducted by the project at different levels and most of the districts started various income generating schemes (for instance, guest houses in Yaounde and Bankim, palm oil plantation in Bankim on 1 hectare of land,) which can help them to become self-reliance).

- The congregations and church constituencies built the confidence that they are the one who should develop their church and this in turn contributes to ensuring sense of ownership.
- According to financial section of the church, the contribution from the congregations during the last three years increased by 85% on average when compared with planned budget of 31,000,000 that the central office budgeted.
- However, the income generating activities are not fully internalized and most of the regions are still behind.

3.4 Project management

- The project management is planned in a cost-effective way where few staff fully engaged and the other arms of the church at all levels are contributing in facilitation and technical support provision.
- The participation of the higher decision making bodies of the church and the attachment of the project to the church facilitates genuine participation of the local stake holders and ensures ownership and significantly contributes to the sustainability of the project results in that the church is always there even if the project funding support terminates.
- The financial management of the project also significantly improved whereby the gaps identified during the terminal evaluation of the first phase well taken care of and all necessary financial management documents are produced and used and all the procedures are followed.
- However, the financial software used by the church is not upgraded where budget shortage is mentioned as a reason for not accomplishment.
- Generally, the challenges observed in project management is high workload on the manager, tough road conditions in some regions and high maintenance cost of the old vehicle

4. Conclusion:

From the assessment conducted and revision of the documents the evaluation team concludes that the project has achieved the desired goal through successful implementation of the planned activities. It can be concluded that most of the activities have resulted in visible impact and also sustainable. The team also concludes that based on the assessment it conducted, the project is addressing the real need to improve leadership and management within the church. The project was planned and implemented with better understanding among the stakeholders (the church leadership, NMS and project staff)

5. Recommendations

The project has achieved most of the planned goals during its implantation period of the first and current phase based on the strategies and approaches it followed. Hence, we recommend that the current implementation approach be phased out and different approach should be

designed to address some of the issues which still need intervention based on priority needs. Such intervention areas might include:

- 5.1** Strengthening fight against poverty especially by focusing on poor women, the elderly, youth, Orphan and Vulnerable Children (OVC), through enhancing local efforts to ensure self-reliance. This can be achieved by organizing women and youth in different self-help groups, where they can exercise their management and leadership skills in their own organization to step up to the next stage and strengthening IGAs for economic empowerment.
- 5.2** Continue to address challenges which hinder women representation such as resistance to change from men and some leaders, domestic violence and also working on traditional and cultural barriers through community conversation, counseling, mass education (using various educational tracts, mass media, literature especially in local language), Various capacity building activities through trainings on reduction of Harmful Traditional Practices (HTPs), Sanitation and Hygiene.
- 5.3** The internalization of the administrative manual at all structural level of the church and its distribution and use should be strengthened and emphasized.
- 5.4** The evaluation team recommends that the efforts be integrated and harmonized among the services of the church especially within the cross-cutting development issues for effective and efficient use of resources. Facilities to make the implementation and management smooth and successful such as transportation should be taken into consideration. To ensure sustainability of the project, relay agents at implementations regions be assigned with cost recovery arrangement.
- 5.5** The methodology of implementation should be based on the lessons learned during the previous projects where it should be attached to the church and ensure participation at all levels.

I. List of Evaluation participants

Attendance list – Yaoundé, Nov. 30, 2016

N°	Names	Sex	Coming from	Responsibility
1	Rev Baïguélé Jean	Male	Yaounde	Regional Bishop
2	Rev Mathieu Djidéré	Male	Yaounde	Assistant Regional Bishop
3	Rev Tchialeu Hugues	Male	Bafoussam	Pastor of congregation
4	M. Mboula Felix	Male	Yaounde	Youth (JEELC)
5	Rev Adamou David	Male	Yaounde	Pasto of Djoungolo 1
6	Mrs VIMSA Rebecca	Female	Yaounde	Treasurer Doungolo 2
7	HAWADAK Henri	Male	Yaounde	Diacon et youth (JEELC)
8	M. KEPSIEU Elie	Male	Yaounde	Youth (JEELC)
9	Mrs SINDJUI Berthe	Female	Yaounde	Regional responsible of women for Christ / Contact person
10	Mrs SANDA Véronique Caroline	Female	Yaounde	Responsible women for Christ Djoungolo 2
11	M. KOULAGNA Nestor	Male	Yaounde	Responsible Youth Djoungolo 2
12	Revde TENEKU Philomène	Female	Yaounde	Responsible youth Pastor Ambam
13	Mrs BAKEU Marie	Female	Yaounde	Responsible for Sunday School

Attendance list – Bankim, déc 02, 2016

N°	Names	Sex	Coming from	Responsibility
14	Rev Pierre NGNITCHEFE	Male	Bankim	Regional Bishop West Region
15	Rev Salomon NJIMAGOUM	Male	Ngambe-Tikar	District director of Ngambé-Tikar

16	Mr Emile MGBATOU	Male	Nditam	District director of Nditam
17	Rev Marsel GANGAH	Male	Somié	District director of Somié
18	Evangelist Gustave N.	Male	Beng-Beng	District director of Beng-Beng
19	Rev Zacharie YOUA	Male	Magba	District director of Magba
20	Rev Samuel TchiTchi	Male	Songkolong	District director of Songkolong
21	Mr Joseph NVONG	Male	Bankim	Regional commissioner for accounts
22	Rev François FATO	Male	Yimbere	District director of Yimbere
23	His Majesty Christophe BOUEKIMI	Male	Ngarlori	Regional board president
24	Mr Samuel MGBE	Male	Bankim	Member of the National board
25	Mr Jean NGNESLONG	Male	Bankim	Responsible for Bankim Parish
26	Mrs Julienne DJAKAM	Female	Yimbéré	Responsible for Women for Christ Yimbéré
27	Mrs Hélène Y. Diko	Female	Bankim	Responsible for Women for Christ Bankim
28	Mrs Gisèle MGBE	Female	Bankim	Secretary for Women for Christ Yimbéré
29	Mrs Jacqueline GNENEGOUE	Female	Banyo	Controller for Women for Christ Banyo
30	Mrs Esthère NANGOUE	Female	Bankim	Responsible for Women for Christ Bankim
31	Mr. Bernard HOUMBLANG	Male	Bankim	Treasurer
32	Mr. Jacques NDJUWOU	Male	Bankim	Regional educational animator
33	Rev Jean PLONG	Male	Bankim	Retired pastor
34	Mrs Sara Hol WOULALO	Female	Bankim	Member of Women for Christ Bankim
35	Mr. Paul NGADJERE	Male	Bankim	District treasurer

36	Mr. Adam's MVOUING	Male	Bankim	Health worker
37	Mr. Bosco Mengui Mgbé	Male	Bankim	Retired Health worker / church elder
38	Mrs Léa KOUAH	Female	Bankim	Controller for Women for Christ Bankim
39	Mr. Patrice WAINKI	Male	Bankim	Regional secretary for church / Project contact person
40	Mrs Mirabelle NGAMI	Female	Bankim	Responsible for Women for Christ
41	Mr. Gaston SAMAKI	Male	Bankim	Health worker
42	Mr. Samuel SAMELLEM	Male	Bankim	Church member

Attendance list – Meiganga, déc 04, 2016

N°	Names	Sex	Coming from	Responsibility
43	Rev Roger PITANG	Male	Meiganga	Regional Bishop Mbéré Region
44	Mr. Jean Marie DOKO	Male	Meiganga	Regional Treasurer
45	Mr. Daniel HAMADOU	Male	Djohong	District treasurer
46	Mr. YERIMA	Male	Meiganga	District treasurer Meiganga
47	Mr. Pierre OUSMANOU	Male	Meiganga	President of council of elder Meiganga
48	Mr. Pierre MBELE	Male	Meiganga	Evangelist
49	Mr. Nicolas Ali Djouldé	Male	Meiganga	Regional secretary / Regional educational animator Mbéré
50	Mrs Marie Nalonga BILAMO	Female	Meiganga	Project contact person
51	Mrs Marie ZANGUE sp BAWA	Female	Meiganga	Controller N°2, Meiganga Parish
52	M. Tonboro Maounde	Male	Meiganga	Responsible for youth Meiganga parish

Attendance list – Ngaoundéré, déc 05, 2016

N°	Names	Sex	Coming from	Responsibility
53	Rev André DJEDOU	Male	Ngaoundéré	Regional Bishop Center Region
54	Mrs Bernatte MBOUDGA	Female	Ngaoundéré	Regional board president
55	Mrs Emilienne NZEINA	Female	Ngaoundéré	Regional controller
56	Mrs Alice NDO	Female	Ngaoundéré	Regional responsible for Women for Christ
57	Rev Jeanne Fongbami	Female	Ngaoundéré	Pastor, responsible of congregation
58	Rev Michel ROPANA	Male	Ngaoundéré	Pastor, Dang congregation
59	Rev Alix Elogo Maïgari	Male	Ngaoundéré	Pastor, Millennium congregation
60	Mr Thomas HOULPOU	Male	Ngaoundéré	Regional Secretary
61	Rev Boukar BAKARI	Male	Ngaoundéré	Pastor, Bamyanga congregation
62	Rev Emerand H. BANGAWA	Male	Ngaoundéré	Pastor, Director of district Nyambaka
63	Rev Martin II ZANGUIM	Male	Gamba	Pastor, Director of district Gamba
64	Rev Roger BAGUELE	Male	Ngaoundéré	Pastor, Director of district Bethlehem
65	Mr Aboubakar Siddiki KENKANE	Male	Ngaoundéré	Regional responsible for project
66	Rev Etienne MOMTOTT	Male	Ngaoundéré	Pastor, Director of district, Vina
67	Mrs Rachel ASTA	Female	Ngaoundéré	Candidate for pastoral ministry, Sud
68	Rev Bernard MBAÏTOUKAOU	Male	Ngaoundéré	Pastor, Director of district, Station
69	Mrs Thérèse Clarisse YEPELE	Female	Ngaoundéré	Responsible for Women for Christ, Station
70	Mr. Benjamin Dieudonné	Male	Ngaoundéré	Treasurer

	SANDA			
71	Mrs Brigitte BESSANE	Female	Ngaoundéré	Responsible for Women for Christ, Sud

Attendance list – Ngaoundere, déc 6, 2016

N°	Names	Sex	Coming from	Responsibility
72	Rev Dr Jeanette ADA sp Maïna	Female	Ngaoundere	Director of Women for Christ EELC

73	Mr Taki Tomkao	Male	Ngaoundere	Finance Officer of EELC
74	Mr Dieudonne Benjamin Sanda	Male	Ngaoundere	Assistant Finance Officer of ELCC

75	M. Remi KALNIME	Male	Ngaoundere	Responsible of HIV Unit
76	Dr Simon AROGA	Male	Ngaoundere	Director of Health Care System

77	Mr Prosper MOBEANG	Male	Ngaoundere	Responsible of the Centralization of resources Committee
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II. Participants of the debriefing workshop

Attendance list – Ngaoundéré, Déc. 9th, 2016

N°	Names	Sex	Coming from	Responsibility
1	Rev Dr Ruben NGOZO	Male	Ngaoundere	National Bishop of EELC
2	Rev Adolphe TELESSAM	Male	Ngaoundere	Assistant National Bishop of EELC
3	Rev Dr Jeanette ADA sp Maïna	Female	Ngaoundere	Director of Women for Christ EELC
4	Mr Erik Bischler	Male	Ngaoundere	NMS Representative in Cameroun
5	Mr Djoulde HAMIDOU	Male	Ngaoundere	General Secretary of EELC
6	Mr Taki Tomkao	Male	Ngaoundere	Finance Officer of EELC
7	Mr Jean Christophe BASSANE	Male	Ngaoundere	Project Leader, Reinforcement of Capacity
8	Mrs ZO Ramiandra	Female	Madagascar	Evaluator
9	Pastor Moïse NGAYAP	Male	Mali	Evaluator
10	Dr Abeya Wakwoya Fufa	Male	Ethiopia	Evaluator

III. Project 721601, Reinforcement of Capacity of leaders

Financial statements

	Year 2014		Year 2015		Year 2016		Total 2014-2016		% age	Remark
	Budget	Achievement	Budget	Achievement	Budget	Achievement (Jan-oct 2016)	Budget	Achievement		
PROJECT REVENUES										
Norad contribution & Organisation's own share	45,810,000	45,002,099	79,700,000	58,399,920	75,248,854	70,246,625	200,758,854	173,648,644	86.50%	
Local revenues/interest	5,090,000	3,170,000	0	80,000	0	0	5,090,000	3,250,000		Heading not counted in the total, since it is made up of contributions in kind from the beneficiary organization.
Total project revenues	50,900,000	48,172,099	79,700,000	58,479,920	75,248,854	70,246,625	205,848,854	176,898,644	86.50%	

PROJECT COSTS

Capital expenses

Equipment	0	0	0	0	0	0	0	0	#DIV/0!	In this phase of the project, no purchase of new equipment had been scheduled.
Vehicles	0	0	0	0	0	0	0	0	#DIV/0!	
Buildings	0	0	0	0	0	0	0	0	#DIV/0!	
Other investments	0	0	0	0	0	0	0	0	#DIV/0!	
Pedagogical equipment	0	0	0	0	0	0	0	0	#DIV/0!	
Investments in the intervention zone	0	0	0	0	0	0	0	0	#DIV/0!	
Other, specify	0	0	0	0	0	0	0	0	#DIV/0!	
Total capital expenses	0	0	0	0	0	0	0	0	#DIV/0!	

Operating

expenses

Payroll expenses expatriates	0	0	0	0	0	0	0	0		The Project management rigorously followed the budget lines according to the funding received. Overconsumption or underconsumption do not constitute major deviations.
Payroll expenses local staff	10,640,000	12,512,039	11,700,000	11,146,069	12,000,000	9,552,255	34,340,000	33,210,363	96.71%	
Support from home office (Faglig bistand)	0	0	0	0	0	0	0	0	0.00%	
Local audit	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	6,000,000	4,000,000	66.67%	
Consultants	0	0	0	0	0	0	0	0	0.00%	
Evaluation	0	0	0	0	0	0	0	0	0.00%	
Leadership training	19,200,000	15,948,385	16,500,000	7,392,685	15,500,000	8,444,877	51,200,000	31,785,947	62.08%	
Seminars/workshops	7,000,000	6,726,640	8,000,000	3,143,360	8,000,000	4,755,150	23,000,000	14,625,150	63.59%	
Support/training in field	0	0	19,500,000	15,145,917	15,000,000	14,414,000	34,500,000	29,559,917	85.68%	
Dev. Handbooks/leaflets	3,000,000	2,365,450	4,000,000	4,000,000	5,000,000	3,825,000	12,000,000	10,190,450	84.92%	
Implementation Program centralization	0	0	6,000,000	3,077,340	5,000,000	2,803,100	11,000,000	5,880,440	53.46%	
Internal follow up/steering committees	2,000,000	1,535,110	3,500,000	2,044,172	3,200,000	2,620,000	8,700,000	6,199,282	71.26%	
Administration	3,000,000	3,248,154	4,000,000	3,650,738	3,800,000	2,818,320	10,800,000	9,717,212	89.97%	
Communication	1,300,000	1,464,000	1,500,000	1,487,700	1,500,000	1,170,000	4,300,000	4,121,700	95.85%	
Transportation (fuel)	1,200,000	1,135,160	1,500,000	938,950	1,500,000	734,200	4,200,000	2,808,310	66.86%	
Car maintenance	1,560,000	1,337,074	1,500,000	1,089,590	2,500,000	2,523,190	5,560,000	4,949,854	89.03%	
Network meeting	-	-	-	-	-	-	0	0	0.00%	
Unforeseen/misc	-	-	-	-	248,854	-	248,854	0	0.00%	
Total operating expenses	50,900,000	48,272,012	79,700,000	55,116,521	75,248,854	53,660,092	205,848,854	#####	76.29%	

Project result	-	(99,913)	-	3,363,399	-	16,586,533	-	19,850,019
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