

TEARFUND PARTNER'S CCMP ACTIVITIES IN BURKINA FASO

TEARFUND-CCMP EVALUATION REPORT FOR 2010-2015

**Tearfund Country Office
Ouagadougou
Burkina Faso**

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Acronyms

IM	Integral Mission
CCMP	Church and Community Mobilization Process
PMEC	Processus de Mobilisation de l'église et de la Communauté
CR	Country Representative
PO	Project Officer
CHDF	Christian Holistic Development Foundation
ACCEDES Social	Alliance Chrétienne pour la Coopération Économique et le Développement Social
ACTS	Action Chrétienne, Tous Pour la Solidarité

AEAD	Association Évangéliques d'Appui au Développement
ANTBA	Association Nationale de Traduction de la Bible et d'Alphabétisation
CREDO	Christian Relief and Development Organization
ADBF	Assemblées de Dieu du Burkina Faso (Assemblies of God Burkina Faso)
AEP	Evangelical Assembly of Pentécôte
EE/SIM	Eglise Évangélique/Serving in Mission
EA	Église Apostolique
EBVP	Eglise Biblique de la Vie Profonde
EFBAB	École de Formation Biblique et Agricole de Banakeledaga
EPE	Eglise Protestante Évangélique
ODE	Office de Développement des Églises Évangéliques
VIGILANCE	Vigilance

EXECUTIVE SUMMARY

The operations of CCMP Training and activities commenced in June 2010 with the training of twenty-eight (28) Facilitators which later dropped to seven (7) Facilitators in participation of the training, based on commitment of Tearfund to ensure that CCMP is accepted as a process to work Integral Mission succeeds, eight (8) other participants were added from the Co-facilitators who were trained by the Facilitators who were undergoing the training by Mr. Francis Njoroge. This brought the number to fifteen (15) who completed the training and were given certificates.

These trainings on CCMP carried out by the Francis Njoroge through TEARFUND BURKINA FASO provided a direction and focus for CCMP activities since its first training of 28 Facilitators drowned from different Partners, Organizations and Churches in 2010. Tearfund funded all the trainings to enable partners and Organizations and Churches to go through all the phases of CCMP trainings successfully. The Participants were drawn from six National Churches and eight Institutions namely; ACCEDES, ACTS, AEAD, ANTBA, CREDO, EPE, ODE, RED & VIGILANCE; ADBF, AEP, EA, EACBF, and EE/SIM) to outwork integral mission in their communities through CCMP.

The Country Representative and his Programme officer have demonstrated great passion for CCMP activities. They have ensured that the objective of CCMP is implemented; this is the driving force for all the success of CCMP recorded. They have acquired knowledge and skills in CCMP especially the CR who participated fully to be trained as a Facilitator. His passion is being proved as he personally engaged his Local Church in the process as a Facilitator. We commend him for his dedication, commitment and hard work to ensure that CCMP is accepted as a process.

The decision to evaluate the impact, effectiveness, relevance, efficiency, sustainability and coordination and coherence of CCMP activities carried out by Partners since the first training of Facilitators in order to strengthen accountability and to increase learning. The evaluation covered the period 2010 – 2015. This is the first evaluation undertaken since the establishment of CCMP activities in Burkina Faso by Tearfund. The evaluation was facilitated by an external consultant, Mr. Ezekiel Danboyi Choji who led a team of five persons including a translator to carry out the evaluation. The other members of the evaluation were: Mr. Andre (CCMP Facilitator/Member of CCMP coordinating Team), Pastor Bafiogo Onsmore (CCMP Facilitator), Pastor Congo N. Romain (CCMP Facilitator), Mr. Pierre Bougma (Translator).

This evaluation findings shows that there are much human transformations, Good relationships established among Church, Muslims and Community Members, successes in projects/businesses, impact made in Churches and Communities, challenges/lessons learnt. The evaluation will therefore serve as a basis for developing another strategic plan for TEARFUND CCMP Activities which will provide a direction, focus and solutions to challenges, taken advantage of lessons learnt for the next 5 years.

1.0 INTRODUCTION/EVALUATION BACKGROUND

1.1 Brief CCMP History: Activities of Church and Community Development Process started in Burkina Faso in 2010 when TEARFUND introduced the process to 12 Partner Organizations and Churches through an envisioning process. There after contacts with the Consultant begun which was concluded in March 2010. Partner Organizations/Churches were contacted to select Participants to be trained as Facilitators for the process, a total of 28 Participants were selected who started the training in June 2010. Due to factors stated below based on findings of this evaluation, most of these Participants dropped out, 21 persons out of 28 persons dropped out in Phase 2 of the training. To continue with phase 3 of the training, 8 co-facilitators were selected to join the remaining 7 for the training bringing the number to 15 Facilitators who followed the training to end and graduated in June 2015 as approved Facilitators of the process. There is a total of 15 CCMP Facilitators with the first 7 serving as CCMP Coordination Team.

1.2 Current Programme areas

- a. CCMP implementation by trained Facilitators
- b. Empowerment of Churches by the process
- c. Respect for the Process
- d. Appreciation of the scale up strategy

1.3 Purpose of the evaluation

To assess the performance and impact of TEARFUND CCMP activities through her Partners since its first training of Facilitators from 2010-2015 in order to increase learning and strengthen accountability.

Main objectives of the Evaluation are:

1. Is to see how CCMP trainings have been put into practice by Trained Facilitators.
2. To see to what extent people were empowered through CCMP to transform their situation using God-given local resources.
3. To assess to what extent the major workshops' purposes are achieved
4. To assess the number and level of skilled facilitators who are facilitating CCMP in their local churches including the stages (levels) reached.
5. To list and describe the churches and communities transformed by CCMP since 2010;
6. To list the difficulties encountered, how they were overcome and propose ways to move forward;
7. To identify any other unforeseen effects of CCMP in the areas where it was/is implemented.
8. To appreciate the scaling up strategy
9. To appreciate the level of engagement and involvement of CCMP facilitators in outworking the scaling up strategy

1.4 Specific focus objectives of the evaluation

The specific focus objectives of the evaluation are to make assessment for each of the seven aspects of TEARFUND:

1.5 Effectiveness:

Has TEARFUND through her Partners been effective in achieving the intended objectives and activities as planned? What are the major factors influencing the achievement / non-achievement of the objectives and activities?

1.6 Impact

What impact has TEARFUND through her Partners in implementing CCMP had on beneficiaries and non-beneficiaries?

Areas for consideration include:

- The intended and unintended effects (social, physical, environmental, economic, spiritual), both positive and negative, of Partners (CCMP) on beneficiaries and non-beneficiaries;
- The major factors influencing the impact of CCMP on beneficiaries and non-beneficiaries.

1.7 Relevance

How relevant are the implementation of CCMP activities by Partners to the priorities and policies of church denominations, local churches and target communities?

Areas for consideration include:

- the validity of the objectives;
- the relevance of the CCMP with the needs and vulnerabilities of the target group;
- the relevance of the activities to the mission and role of the local church in working with local communities;
- the contribution of Partners to strengthening the local church in its mission and role to work with local communities;
- The major factors influencing the relevance of CCMP carried out to the priorities and policies of the local church.

1.8 Efficiency

Have Partners been efficient in achieving the intended objectives of CCMP?

Areas for consideration include:

- the cost-efficiency of activities;
- the achievement of objectives to time and to budget;
- comparison of the implementation of the activities with alternatives;
- The major factors influencing the efficiency of Partners of TEARFUND.

1.9 Sustainability

Will the benefits of the CCMP activities carried out by TEARFUND Partners be sustained?

Areas for consideration include:

- The continuation of benefits after support by TEARFUND/Partners has ceased;
- The ability to mobilise local resources;
- The ability to access funds and support from other sources (including the private sector);
- The major factors influencing the sustainability of CCMP activities being carried out.

1.10 Coordination & Coherence

How have the CCMP activities of TEARFUND carried out by Partners been integrated with the activities and priorities of other Agencies and Organizations?

Areas for consideration include:

- The linkages and relationships between the target group, church denominations, the local church, and other Agencies and Organizations;
- The major factors influencing coordination and coherence of TEARFUND Partners with the activities and priorities of other agencies and Organizations.

1.11 Internal Organizational Environment: How has TEARFUND's structure and internal systems contributed to or hindered the achievement of CCMP objectives?

Based on these I make the following submission as an overview:

a. Methodology:

The evaluation methodology included Semi-structured interviews; focused group discussions with beneficiaries; analysis of secondary data such as reports; field visits and direct observations. Data collection would be both quantitative and qualitative. The methodology for data collection was reviewed by the evaluation team during its first meeting. The evaluation team leader liaised with Mrs Ines, the programme Officer of Tearfund Burkina Faso in making preparations for the evaluation. The TEARFUND Office was responsible for making logistic arrangements for the evaluation. A set of criteria were developed by the Evaluation team to guide the choice of partner churches and those to be interviewed during field visit. These criteria were (a) Functionality (churches implementing CCMP, Churches not implementing CCMP and why? (b) Diversity (visits should not be focused on one denomination, several churches could be visited under one denomination), Proximity (Time it would take for evaluation team to reach partner churches, Resources that would be committed to visiting partner Churches), Availability of partner Churches for the interviews, number of years the partner churches have been involved in implementing CCMP). *(List of interviewees, partner churches and organizations visited attached as annexe 3)*

b. Evaluation Structure

1. Formation of Evaluation Team
2. Schedules for field Visits

3. Responsibilities and communications

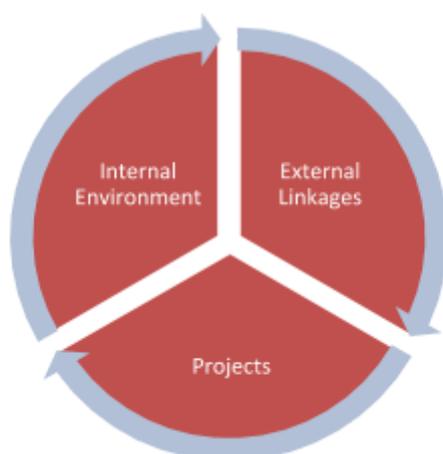
c. Evaluation exercise

The evaluation Team Met with

1. Coordination Team
2. Co-facilitators
3. Facilitators
4. Visited Four Partners (Organizations) of TEARFUND
5. Visited nine Churches
6. Visited one Theology Institution of one of the Partners
7. Visited one None Partner (Deeper Life Headquarters)

1.12 Evaluation Process

The evaluation was conducted in a participatory manner to elicit information and encourage full participation of team members and relevant stakeholders. A graphical representation of the evaluation process is as shown below:



1.13 Evaluation Team

Five persons made up the team including the translator (*List of evaluation team attached as annexe 2*).

1.14 Scheduling

The evaluation period was from 13th – 24th March 2017.

2.0 MANAGEMENT OF WORK

For CCMP to succeed, Tearfund engage the following Partners with the following responsibilities as highlighted below:

2.1 Client (Partners): ACCEDES, ACTS, AEAD, ANTBA, CREDO, EPE, ODE, RED & Vigilance are the clients for this programme. Their approval for this activity will be sought as well as the identification of local consultants. The coaching input from local consultants following the workshop will be directly contracted between consultants.

2.2 Client (Tearfund): Mbairodbbee Njegollmi, Country Representative for Burkina Faso, based in Ouagadougou, Burkina Faso. As such he is responsible for the final approval of the ToR,

representation to donors and the evaluation of this package of work. Reports concerning this work package will be submitted to him.

2.3 Project Manager: Mbairdbbee Njegollmi, Country Representative for Burkina Faso, based in Ouagadougou, will manage this work package. The project manager's responsibility is the design of the work package as well as the oversight of its implementation and monitoring. This will include, writing of ToR and contracts as necessary, selection and coaching of the three (3) persons' coached as consultants, management of Administrator, and chairing of facilitators meeting during the workshop itself.

2.4 Lead Facilitator: Francis Njoroge will be responsible for drawing up the training schedule and trainers plan and agreeing with the local consultants on materials and formats for presentations and activities during the training. The trainers plan includes preparing plans for each session stating objectives, reference materials and guide to the training process to be adopted. The formats will be agreed with the beforehand. The lead facilitator will also be responsible for allocating different sessions to the different local facilitators and sharing learning from the workshop with Tearfund UK Office. Furthermore, he will be expected to write a workshop report including the results of a participatory evaluation of the training.

2.5 Administrator: ODE, Tearfund partner and integral mission focal point, in conjunction with Tearfund Country Office Administrative will undertake the administration and management of the workshop including making practical arrangements regarding Budget, rooms, writing reports, etc. ODE will also be required to get involved in follow up of field action by trainees.

2.6 Training and Coaching Consultants: Three (3) local persons shall be identified and coached as consultants locally whose main task will be for the delivery of certain elements of the training during the workshop as well as the ongoing coaching of trainees as requested. The three consultants coached locally will be expected to be either residential at the workshop or available all day long within the workshop running hours (See workshop schedule). They will be expected to work under the supervision of the lead facilitator and assist in training and reporting as required.

3.0 EXPECTED OUTPUTS

The expected outputs of this package of work are as follows:

- 3.1 A total of 25 staff including the 5 churches involved in the programme, trained in principles and tool of church and community mobilisation.
- 3.2 Three (3) persons from Burkina Faso will be identified to serve as local consultants to co-facilitate workshops and provide on-going support
- 3.3 The Workshop financial reports will be prepared and managed by project Administrator(s) while Support materials produced are distributed to trainees for ongoing reference under the Lead facilitator's supervision.
- 3.4 Three (3) key persons identified (same as in 2 above) to be coached and mentored by Francis over the implementation of the process
- 3.5 The Lead Facilitator will compile a report of each workshop and submit to Tearfund Country Office for distribution to all the Participants.

4.0 Purpose of the evaluation

To assess the performance and impact of CCMP since its establishment in order to strengthen accountability and to increase learning.

4.1 Specific objectives of the evaluation

Main objectives of the Evaluation are:

- 1 To see how CCMP trainings have been put into practice by Trained Facilitators.
2. To see to what extent people were empowered through CCMP to transform their situation using God's given local resources.

3. To assess to what extent the major workshops' purposes are achieved
4. To assess the number and level of skilled facilitators who are facilitating CCMP in their local churches including the stages (levels) reached.
5. To list and describe the churches and communities transformed by CCMP since 2010;
6. To list the difficulties encountered, how they were overcome and propose ways to move forward;
7. To identify any other unforeseen effects of CCMP in the areas where it was/is implemented.
8. To appreciate the scaling up strategy
9. To appreciate the level of engagement and involvement of CCMP facilitators in outworking the scaling up strategy

4.2 Effectiveness:

Has TEARFUND through her Partners been effective in achieving the intended objectives and activities as planned? What are the major factors influencing the achievement / non-achievement of the objectives and activities?

4.3 Impact:

What impact has TEARFUND through her Partners in implementing CCMP had on beneficiaries and non-beneficiaries?

Areas for consideration include:

- The intended and unintended effects (social, physical, environmental, economic, spiritual), both positive and negative, of Partners (CCMP) on beneficiaries and non-beneficiaries;
- The major factors influencing the impact of CCMP on beneficiaries and non-beneficiaries

4.4 Relevance:

How relevant are the CCMP programs to the priorities and policies of church denominations, local churches and target communities?

Areas for consideration include:

- The validity of the objectives;
- The relevance of the programmes with the needs and vulnerabilities of the target group;
- The relevance of the programmes to the mission and role of the local church in working with local communities;
- The contribution of CCMP to strengthening the local church in its mission and role to work with local communities;
- The major factors influencing the relevance of CCMP to the priorities and policies of the target group and the local church.

4.5 Efficiency

Have Partners been efficient in achieving the intended objectives of CCMP?

Areas for consideration include:

- the cost-efficiency of activities;
- the achievement of objectives to time and to budget;
- comparison of the implementation of the activities with alternatives;
- The major factors influencing the efficiency of Partners of TEARFUND.

4.6 Sustainability

Will the benefits of the CCMP activities carried out by TEARFUND Partners be sustained?

Areas for consideration include:

- The continuation of benefits after support by TEARFUND/Partners has ceased;
- The ability to mobilise local resources;
- The ability to access funds and support from other sources (including the private sector);
- The major factors influencing the sustainability of CCMP activities being carried out.

4.7 Coordination & Coherence

How have the CCMP activities of TEARFUND carried out by Partners been integrated with the activities and priorities of other Agencies and Organizations?

Areas for consideration include:

- The linkages and relationships between the target group, church denominations, the local church, and other Agencies and Organizations;
- The major factors influencing coordination and coherence of TEARFUND Partners with the activities and priorities of other agencies and Organizations.
- How has TEARFUND's structure and internal systems contributed to or hindered the achievement of CCMP objectives?

4.8 Internal Organizational Environment:

How has TEARFUND's structure and internal systems contributed to or hindered the achievement of CCMP objectives?

5.0 Findings:

Based on the main objectives as stated above, here is the evaluation report;

5.1 Aspect 1 – Effectiveness

5.1.1 The adoption of CCMP approach led to the development plan by TEARFUND for training of Facilitators from 2010-2015 with the intent of ensuring that the CCMP Facilitators are focused, effective and able to efficiently apply skills and resources in the implementation of CCMP activities through their Organizations/Church Denominations in the Local Church.

5.1.2 The CCMP training plan and objectives 2010-2015 by TEARFUND/Trainer and the Facilitators is a coherent document with clear Values, Vision, Mission, Goals strategies, many objectives and Action plans covering four major programme areas (Holistic Development Education, Community Development, Advocacy and Awareness Raising and Resource Mobilization).

Related to 1.1 and 1.2 above, the assumption that underlined the strategic planning process when it was done was that implementation would be carried out with reports showing progress made by tracking level of implementation of activities, and objectives in the plan, however, the adoption of Church and Community Mobilization Process as some sort of 'grand strategy' through which the local Churches would deliver Integral Mission (Wholistic Development) seem not to have been clearly

spelt out in the plan with a result that after five years of implementation it has become difficult to track effectiveness based on assessing the objectives one after the other as reflected in the strategic plan 2010-2015. **However, In spite of this challenge, under Integral Mission (Wholistic Development), forms of trainings and implementations of CCMP were held which had a duration of six years with 15 participants trained as Facilitators. Additionally, under the same programme, two (2) specific trainings such as Training of Trainers in Wholistic Development Education related subjects (issues) as deemed necessary by participants (Facilitators were held with six (6) Facilitators in attendance. In the same period and within the same programme CCMP worked with 12 partners and Church denominations_ and has envisioned about 400 Local Churches in CCMP and more than 600 Leaders reached in Integral Mission from Partners/ Churches, non-partner churches, and above 400 Pastors/Reverends were trained from Partners, Churches and Institutions while the records of all Church Members, Institutions and Communities are not recorded but estimated to be above 1/3 of the total population of Christians in the whole regions of Burkina Faso. Added to the challenge in 1.2 above is the absence of a coherent reporting template which would have been used to report implementation within the period 2010-2015**

5.1.3 However, in spite of these down sides with reference to improper adoption/integration of CCMP within the overall plan as an approach to supporting the local Churches in the delivery of Integral Mission (Wholistic Development in Churches/communities), Facilitators within the plan period were able to identify with Local churches, Institutions and denominations with which it collaborated using the CCMP approach to engage their communities. Twelve (12) partner Organizations, Institutions and Churches with which TEARFUND collaborated in a deeper way by going through the process of CCMP training and also seeing concrete outcomes in terms of these Partner Organizations and Churches engagements with Local Churches and communities within which they are located. Prior to the partnership between the 12 Partner Organizations, Institutions and Churches, Some forms of Integral Mission approaches, engagements and activities had been integrated, however, with the commencement of the training of CCMP Facilitators/co-Facilitators, both Leaders and Members of the congregations began to appreciate integral mission approaches with strong commitment to engaging in meeting the spiritual and physical needs of church Members, and Non-Church Members.. In the words of respondents **‘As a Pastor the wholistic approach has helped me to improve my relationship with my Church Members, am sure that if I had not been through the training by TEARFUND, I would have been placing emphasis on the spiritual needs of members of my Church while neglecting their physical needs(EAC Church Dankari), ‘ it has helped me to balance proclamation and demonstration of the gospel through the Bible studies**

(Member, Church Dagnoin), Thanks to CCMP, we are more committed to helping and supporting our husbands to the joy of our family

(EAC Church KOUMBIA), for the Church, people begin to realize their potentials and their ability to change things in their own lives and within the Church (words of a Pastor-EPE Church, Thanks for CCMP, we are able to build our Pastor’s house

(Member-EPE Church Goaua), CCMP is an indispensable and invaluable tool for the transformation of the lives of the Churches (deeper life Pastor), personally, CCMP has strengthened me because , I now understand that the mission of the Jesus Christ is integral (Church Member), The Student who went through CCMP before graduation are making a difference in the field that others are jealous of them (Lecturer Bible Institute), I will continue to support CCMP because I so much believe in it as the best tool for integral Mission

(Director, Christian Radio Broadcast), etc these are just few statements from respondents.

5.1.4 However, in all the Churches visited during the evaluation, there is the sense that facilitators/Co-Facilitators who had been trained in Church and community mobilization process by TEARFUND Trained Facilitators had more robust understanding of integral mission than other members of the Church.

In terms of number of Co-facilitators trained in CCMP within the period the Facilitators trained have trained several co-facilitators which could be estimated to about three hundred (300),

The main reason adduced in 1.7 for the observable gap in members' ability to make the connection between interventions in most Churches and communities by the Churches and the mission/witness of the Church is captured in words of many respondents, in their words **'When the process started interventions were grounded in bible studies and a biblical understanding of resource bible studies, but the bible studies stopped at some points which created the situation where facilitators and Church members came under the impression that interventions were essentially about sitting projects and mobilization of individuals for businesses in the Church and communities'** These was seen as almost all the Facilitators and Co-Facilitators involvement in either building schools, rearing birds, goats etc.

5.1.5 Some awareness (trainings, workshops etc) run by TEARFUND trained Facilitators that were attended by respondents in the selected Churches visited during the evaluation within the period 2010-2015 was Training of Co-facilitators to understand the overall objective of CCMP, objectives of each of the Bible studies and facilitation skills. In all the Churches visited they have covered most of the bible studies. Other trainings for co-facilitators were on Leadership, Stewardship, and Resource Mobilisation. The Knowledge and skills acquired from these trainings were integrated in the work of the CCMP in the selected Churches visited during the evaluation, for instance in EAC Church Dankari, AOG Church Dagnoin, and EAC church koumbia.

5.1.6 CCMP has been effective in implementing its objectives with regards to the envisioning of Churches to engage their communities. The level of effectiveness is higher in the initial years of the training as a result of the initial excitement that greeted the vision and establishment of CCMP Facilitation Team. This is reflected in the several testimonies and responses given by Facilitators, actions taken leading to the involvement/initiation of projects both as individuals and Churches are located within the initial years of engagements. However as demands (time and personal finances) based on Facilitators engagement in the process increased, it became difficult to support Churches in their programme delivery.

5.1.7 Related to above, is that given that TEARFUND Partners support became passive due to non financial support from TEARFUND in supporting CCMP carried out by Partners, then reduced their participation in carrying CCMP which by perception is purely a TEARFUND and trained Facilitators activity. No action plans by Partners/Facilitators to support CCMP rather it is being carried out a secondary assignments of the Facilitators within their primary assignments, this has greatly affected the implementation of CCMP as a process, as a result most activities/programmes planned had to be rolled over or postponed to the following years and in most cases end up not being implemented. In most cases of implementation, it is product rather than Process, instead of "Process rather than Product" meaning carrying CCMP to achieve Projects than human transformation.

In-spite of 5.1.7 above, there are several things which are worth celebrating as pointed out by the Trained Facilitators and churches visited,

These are ;

- (a) Enhanced unity and relationships between the various church groups, between facilitators and generally between members who have come to realized that Church subgroups should not work at cross purposes but rather pursue common agendas
- (b) Strengthened relationship between the Church and the Community which greatly enhanced the Church's ministry within the various communities where they are located.
- (c) Enhanced awareness of the Church about integral mission
- (d) strengthened leadership within the Churches on issues of CCMP
- (e) Internal mechanisms within the Churches that keep the process going in-spite of burdens of Primary and Secondary assignments on the Trained Facilitators.

5.2.1 The major factors that influenced the achievement of the activities both within the Church and individuals were

- (a) Unity among facilitators
- (b) Response from Church Members
- (c) supportive Church leadership
- (d) Commitment of Facilitators for Integral Mission, follow-ups Trainings by TEARFUND and
- (e) competencies in application of CCMP methodologies by the Trainer/Facilitator.

Conclusion: Facilitators have been effective in implementing the objectives of envisioning and enabling Local Churches to engage with their communities given that there are several things which are worth celebrating in terms of the outcome of Local Churches engagements with their communities through CCMP approach, though there are still areas for improvement especially objectives of each of the phases, the process and not CCMP for projects.

5.3.0 Recommendation:

- 5.3.1 Integrate CCMP into the Partner Organization's and Church Denominational strategic plan as a 'grand strategy' for delivery of Integral Mission.
- 5.3.2 Ground interventions in bible studies to ensure members appropriately link community engagements with the mission of the Church.
- 5.3.3 An intervention action plan to redirect the implementation of CCMP with respect for the process must be put in place for sustainability.
- 5.3.4 The scale up plan for CCMP activities should be shifted to the near future until issues and difficulties that have affected the present implementation of the process are facilitated.
- 5.3.5 Give more attention to Facilitators to enable them to implement their activities as captured in their action plans with reports that tracks up efficiency, effectiveness and impacts.
- 5.3.6 Develop alternative funding model in clear departure to the current approach of using a Partner as a custodian of funds to support activities implementation, this will prevent situations in which activities are postponed or end up not being implemented thus affecting effectiveness.
- 5.3.7 Related to 5.1.6, the PROCESS must be supported Technically, Morally and Financially to ensure an understanding and acceptance of the process by Local Churches (Not projects from the emerge from the process)
- 5.3.8 Envision Partners/Church denominations to assign primary assignments of trained Facilitators to other staff Members with a view to disengaging them from their primary assignments and focus to CCMP to enhance follow-up and scaling up of the Process to Local Churches.
- 5.3.9 Related to 5.1.7 above, all trained Facilitators should be trained more to have competencies built in facilitation skills, Report writing to enhance the quality of reports of CCMP's work, Monitoring and Evaluation.
- 5.3.10 The fifteen (15) Facilitators trained by Francis should have at least a five (5) days refresher training to reflect on the whole process especially on the pillars of CCMP and main objective of the Bible studies
- 5.3.11 A strategic plan must be developed engaging all stakeholders to be facilitated by TEARFUND as an acceptable document for CCMP implementation immediately after the Evaluation report is received to address issues raised and commendations made in the report to ensure the smooth running of the process.**
- 5.3.12 Integrate prayer as a cross cutting strategy in the process (from Church to Community engagements) rather than treating it as an 'injection' occasionally to fulfil all righteousness.
- 5.3.13 Heads of Organizations and Church Leaders concern should be envisioned more to understanding/accepting the process (CCMP) as best to outwork Integral Mission thus setting a strategic plan for it that is owned by them.
- 5.3.14 Deliberately create the space for the fifteen Facilitators are bought to the same knowledge and skills of facilitating the process and integrate CCMP into Church annual programming with a view to creating opportunity for periodic envisioning of members in-order to ensure everyone

is on board at Facilitators/Co-facilitators levels thus closing the gap between the seven (7) and the eight (8) that joint the training in phase three (3).

- 5.3.15 TEARFUND/FACILITAORS to establish good working rapport with Partners' heads and Denomination Pastors.
- 5.3.16 Create fora for CCMP Facilitator, Partners and Non Partners of CBOs and Pastors of Local Churches engaged in the process to meet, share, reflect, celebrate etc to enhance the process thus building relationships and networking between the partner Organizations, Church denominations and TEARFUND/Facilitators.
- 5.3.17 For sustainability, the process at the Local Church level is purely the responsibility of the Partnering Organizations and Church Denominations who have control over their Facilitators so TEARFUND should empower and build their capacities for this purpose
- 5.3.18 The Coordinating Team should be given all the necessary support as an authority to facilitate the Process through an authentic Action plan submitted that reflect all CCMP activities planned with TEARFUND.
- 5.3.19 TEARFUND should deliberately develop a supervisory plat form that track implementation, impact, efficiency, sustainability, difficulties, use of resources by all stakeholders, etc for an immediate response than waiting too long to sustainable threats by appointing a CCMP Coordinator who will report to the Programme Officer. This person be knowledgeable of CCMP process to reduce cost and time in fresh training.

5.2 Aspect 2 – Impact

5.2.1 CCMP has had significant impact on Facilitators, Co-Facilitators Organizations, and Churches in the area of main objective, envisioning and process and enabling Local Churches in understanding its biblical mandate (vision) in outworking integral mission. These Facilitators/Co-Facilitators and Local Churches engaged in turn had engaged Members positively impacting them at various levels (social, physical, environmental, economic, spiritual). **Apart from Local Churches engaging with their Members in their Local Churches, the Members are engaged with other community Members outside their denominations applying the knowledge and Skills gained from either trainings or as through process, for instance in Pastor Congo N. Romain of Eglise Apostoliq Church, who through the trainings enabled a farmer to develop a poultry farm improve local chickens.**

5.2.2 Following from 2.1 above, respondents readily pointed to Social and Physical impacts such as (a) building of New Church, Pastor's houses, schools, Church fences, tilling of Churches, Poultry Farm, flower gardens etc spread all over Churches visited. From the words of a respondent, "thanks to CCMP, we are able to raise money for the construction of the Church wall, Thanks for CCMP, I am able to preach the word of God differently and for improving my relationships with others, CCMP is given us a promising future, etc.

(b) Medical outreach by the Church to the community and meeting the physical needs of several people within and outside the Church

(c) The initiation of a project talks to schools, Churches, Mosques and Communities to address drug addiction by the Deeper life Pastor

(d) mobilization of Church members to contribute and support the less privileged including Muslims Communities which has made our relationships very strong

(e) Mobilization of Youth within the church to fix the roads and cleaning market squares within the community,

5.2.3 Related to 2.2 above are several environmental impacts such as

(a) Individual project by a facilitators in rearing cows, sheep, chickens and goats, environmental awareness for schools, refuse collection etc following the training on Stewardship of the environment from CCMP Trainings and Bible Studies

(b) Individual work on desalting of gutters and drains by facilitators and Members at AOG Church Dangnoin. **‘We are supposed to be responsible stewards of the environment’ (a Co-Facilitator)**

5.2.4 Following 2.1-2.3 above, Some Spiritual impacts were

- (a) Changed attitude from hatred for Muslims to an attitude of love and
- (b) sharing following the bible study with the title **‘Who is my Neighbour’**.
- (c) From the Bible Studies, “I am able to know that to proclaim means to demonstrate the word of God”.
- (d) Other Church members said “the process is empowering wholistically as it helps us to look inwardly of God’s mandates to our lives”.

5.2.5 The engagements between the Church and Community have led to harmonious relationships between the community members and in the churches where CCMP is implemented.

- (a) One notable reflection of how CCMP brought about peace is the role it played in bringing peace between Church Members and communities as stated by the Deeper life, EAC Dankari and EPE Gaoua Pastors. This has enhanced the relationships between the Church Members and Community Members.

5.2.6 The major factors that influenced the attainment of these changes on the Church and Community were

- (a) Passion, commitment and sacrifice of individual facilitators
- (b) Church leadership support
- (c) CCMP Bible studies held during the programme phase in various Churches.

Conclusion: CCMP has in no doubt had several impacts on Local churches enabling these Churches to engage their Church and Community Members, there are however it worth noting that there are no documented changes (at the Spiritual level) in the lives of broad numbers of Local churches and Organizations visited or submitted to TEARFUND).

5.2.7 Recommendations:

5.2.7.1 Create mechanism to document changes in the lives of Church members and communities at social, physical, economic, environmental and spiritual levels.

5.2.7.2 Though several of the projects were done through the local Churches given that the Churches could not initiate and execute projects as a result of resource constraints there were instances where a few projects were initiated and executed by facilitators since they seemed to be a step ahead in terms of their understanding of CCMP. Therefore the need to get other Church members to come to the level of understanding, sacrifice and commitment of Facilitators to the extent that Church members in each local Church are part of the successes of the interventions by the local Church.

5.2.7.3 Envision the Pastors more and train the Co-facilitators more in facilitating the bible studies to make members see themselves as agents of change as call and mandated by God to their immediate Community.

5.3.0 Aspect 3 – Relevance

5.3.1 CCMP programmes and objectives are very relevant to the priorities and policies of church denominations, local churches and target communities given that these programmes enable the Organizations and Churches to witness within its immediate community as well as other communities within which satellite partner churches are planted.

5.3.2 Related to 3.1 above is that CCMP's approach to community development adopted by partner churches is a missionaries approach that enhances the witness of the Church as it works in communities serving to advance the gospel.

5.3.3 The integral mission approach of CCMP enables churches to minister to the needs and vulnerabilities of the poor and weak individuals and communities within targeted communities.

5.3.4 The respondents in various Churches visited were of the view that CCMP will always be relevant given that the poor will always be in communities which creates opportunities for CCMP to continually engage.

5.3.5. The major factors influencing the relevance of CCMP are

(a) Integral mission approach

(b) Programmes enhances the mission of the Church in its local context

(c) Interventions are biblically grounded

(d) Resources, skills and competencies offered to churches.

5.3.6 TEARFUND has a distinctive niche for the following reasons

(a) that it's the only non-Church denominational organization that focuses on CCMP as its core strategy of delivering holistic development

(b) the only indigenous non-profit organization delivering CCMP that is not donor driven

(c) The only indigenous non-profit organization delivering CCMP with an assemblage of competent trained Facilitators, envisioned Directors/Churches Leadership with multidisciplinary competencies covering CCMP, strategic planning, Community Development, Monitoring and Evaluation.

5.3.7 Conclusion: CCMP as an approach to development programmes/activities is relevant to the priorities and policies of church denominations, local churches and target communities given that it enhances the mission of the local Church within target communities, however, if TEARFUND will harness its network and collaboration and improve on its use resources, competencies, can make CCMP a leading tool for Integral Mission.

5.3.8 Recommendation:

5.3.8.1 TEARFUND needs to define its Niche clearly, leveraging on its competencies in the area of CCMP, showing clearly its selling point with regards to CCMP that others do not have or cannot provide.

5.3.8.2 TEARFUND need to communicate this Niche in 3.1 above in a way that enhances its marketability

5.3.8.3 Ordinarily if TEARFUND does not exist, there would be a gap in the engagements of the partner Organizations/churches with their target communities, however given that TEARFUND has not leveraged on its multidisciplinary competencies, networks and resources, it has not demonstrated that it has a niche which other organizations that do CCMP do not have. This creates the necessity for TEARFUND to reflect deeply on its niche with a view to being a leader in CCMP methodologies deploying its niche in its marketing. **In the words of Mrs Ines, TEARFUND programme officer and TEARFUND Heads of Organizations visited ('TEARFUND whose one of her main objectives is to promote CCMP, it should be a leader and set the pace in the process, so that if people want to learn about good practice and methodologies, they should go to TEARFUND and its Partners on learning visits'**

5.4.0 Aspect 4 – Efficiency

5.4.1 Resources mobilized have been generally prudently applied during the training implementation, given the application of the sum of (87,333,305.00 CFA- 116,443.70GBP) (all from TEARFUND) in the financing of the several activities/trainings carried out within the period which showed that in-spite of the fact that the projected amounts expected was to apply prudently the funds it had to

deliver CCMP trainings, and activities. However, it is instructive to note that given the manner in which Facilitators use personal resources for activities in local Churches, these trainings programmes activities have not been efficiently delivered to time, scale and budget to the extent that several programmes proposed/planned by Facilitators are postponed and or delivered at other times. The opportunity cost of postponement has been high, affecting the level of efficiency.

5.4.2 Conclusion: TEARFUND has been prudent in application of its resources in delivery of CCMP objectives; however, these objectives have not been efficiently delivered to process, time, Plans, scale and budget.

5.4.3 Recommendation;

5.4.3.1 Disengage Trained Facilitators of Partner Organizations through and understanding between TEARFUND and Partner Organizations to deliver CCMP as a process rather than put burden on the shoulders of a single Staff (Facilitator)

5.4.3.2 The engagement of a Facilitator or two by each partner Organization (Trained Facilitator) to deliver a CCM Process as a secondary or personal activity is of the magnitude implemented in the plan period 2010-2015 does not realistically support the delivery of CCMP as this has

- a. slowed down the implementation,
- b. created lack of follow-up which leaves Co-facilitators implanting based on their understanding.
- c. This has slowed the pace and missed opportunities for CCMP to be more efficient.

5.5.0 Aspect 5 – Sustainability

5.5.1 TEARFUND given the network, standing, and competencies to a Partner (ODE) to access funds to support CCMP activities, however, several funding proposals were made but within the period were not successful, due to gaps to the use of funds, It is instructive to note that all Trained Facilitators/Partner Organizations have apparent knowledge for the use of this funds.

5.5.2 Based on our discussions with Churches and Organizations, it was very clear that Organizations and Denominational Churches rely heavily on its partnership grants for activities from TEARFUND which has created a huge funding gap that may likely make CCMP implementation unsustainable and unable to deliver CCMP activities as planned.

5.5.3 Organizations and Local Churches that TEARFUND have worked with have not accessed funds from diversified funding source e.g. their funding Partners to support the benefits derived from CCMP activities.

5.5.4 Currently there are no coherent plans put in place by Organizations, Local Churches and Facilitators to sustain the benefits from CCMP Process.

5.5.5 Though Local Churches are interested in the continuation of the benefits of the programme, they have not had coherent plans that demonstrate their desire to have the programme continue after TEARFUND/Facilitators have withdrawn from facilitating the process.

5.5.6 There seem to be the thinking that TEARFUND will foot all the bills for the programmes as a 'donor organization' and so there are no real efforts on the part of partner Organizations/Denominations to commit to funding CCMP programmes within their congregations.

5.5.7 The major factors influencing the sustainability of CCMP are

- (a) A good level of understanding of the Bible Studies
- (b) Commitment of Facilitators/Co-facilitators in facilitating the process

- (c) There is an ongoing Perception from most of the Partners and Churches visited that TEARFUND will support or fund activities with Churches, this have led to an extent that there is no embedding of CCMP in the programmes of Organizations/Denominational Churches with a typical year
- (d) Absence of coherent plans that demonstrate the desire of partner Churches to have the programme continue after TEARFUND has withdrawn.
- (e) Absence of a robust TEARFUND funding/resource mobilization plan
- (f) A good understanding and acceptance of CCMP as a process that outwork integral mission by all Churches and Organizations visited.
- (g) There is also is a good number of Facilitators and Co-facilitators trained who have good knowledge and skills, and
- (h) Stakeholders envisioned and equipped with the knowledge which is being rooted into them to keep the process going.
- (i) Most Churches visited are already accepting CCMP as a mandate and call of the Church by God, by this, supporting the process morally and financially based on what is available. **“Words of a Pastors and Church Members interacted with states ‘CCMP has eased our work as a Pastors, developed our Church buildings, brought us together as our relationships have improved, collections increased, and support for one another and Communities has become part of us as such we will support it. This is a mandate and call from God and if we fail it, God will hold us responsible”.**

As to what they were doing as a Church to ensure that the process is sustained? It was generally stated and realised that “We are discussing the bible studies more and sending more people to be trained on CCMP to come back teach us and the impact is realised by the members, they will begin to support the process without any more problems.’

5.7.8 Conclusion: TEARFUND as presently run is not sustainable requiring the need to rethink its historical funding and resource mobilization approach.

5.7.8.0 Recommendation:

- 5.7.8.1 Develop alternative funding model that is transparent enough to enhance a good working relationship and commitment between Partner Organization/Denominations and Facilitators.
- 5.7.8.2 Develop a robust funding/resource mobilization strategy for all Partner Organizations and Denominations
- 5.7.8.3 Build capacity of partner Organizations/ Denominations and Local Churches to own the process (CCMP)
- 5.7.8.4 Training other CCMP facilitators within partner organization/Denominations and Local Churches
- 5.7.8.5 Introduce Facilitators and Co-facilitators to strategic/action plans and report writing that track down impact, effectiveness and efficiency.
- 5.7.8.5 Create Memorandum of Understanding with partner organizations/ Church denominations to fund aspects of the programme of CCMP
- 5.7.8.6 Tearfund through their trained Facilitators should envision Denominational Leaders more to accepting CCMP as a mandate as call by God.
- 5.7.8.7 Co-facilitators should be rooted more into the objectives of CCMP, Bible Studies and Facilitation skills to enhance deeper understanding of Church members.
- 5.7.8.8 Facilitate to understand that CCMP is “process rather than product”

5.6.0 Aspect 6 – Coordination and Coherence

5.6.1 TEARFUND generally has good linkages and working relationships with its partner Organizations and Church Denominations involved in promoting Integral mission like ACCESDES, ACTS, AEAD, ANTBA, CREDO, EPE, ODE, RED, VIGILENCE, ADBF, AEP, EA, EACBF, EE/SIM, AOB/IBF and CR, however need to take advantage of the huge knowledge and understanding of Integral Mission within these Organizations and Church denominations.

5.6.2 The major factors influencing coordination and coherence of TEARFUND with the activities and priorities of other agencies and organisations are

- (a) Good will of the Tearfund Country Representative, Programme Officer and Staff Members of TEARFUND
- (b) Standing of Staff members creates the space for organizations to have a level of confidence to enter into joined up collaborations and pursuit of joint agendas pertain CCMP and development related issues generally.

5.6.3 Conclusion: TEARFUND (CCMP) Programmes has been partially integrated with the activities and priorities of Church Denominations (Local Churches), Partner Organisations and Non Partner Organizations, however, it has not exploited the huge opportunities for collaborations with several of these organizations and agencies for CCMP. Though it worth noting that its collaboration with Partner organizations and Denominations is a blessing.

5.6.4 Recommendation

5.6.4.1 TEARFUND needs to define its Niche clearly, showing clearly its selling point that others do not have or cannot provide.

5.6.3.2 TEARFUND needs to communicate this Niche in 5.6.1 above in a way that enhances its marketability

5.6.3.3 Though TEARFUND has a clear niche for CCMP, it has not sufficiently deployed it in collaborating with the partnering Organizations, Church denominations and Trained Facilitators/co-facilitators by ensuring that they have joint delivery of the whole process, therefore Tearfund should enhance their coordination and coherence with all stakeholders to ensure ownership of the process.

5.7.0 Aspect 7 – Internal environment

7.2 Mission, Values and Vision:

i. TEARFUND's policies are consistent with its mission, values and Vision.

7.3 CCMP approach adopted as a 'grand strategy' has not been properly integrated in the Organizations and Church denominations strategic plan

7.4 Christian distinctiveness:

i. CCMP's values are based on a biblical understanding of Christianity, incorporating theological reflection into its understanding of poverty, its work and relationships.

7.5 Governing Body:

i. TEARFUND guiding principles for the use of CCMP funds to facilitate the process and CCMP Coordinating Team roles and responsibilities are well documented for carrying out CCMP activities but require a review.

- ii. TEARFUND/ CCMP Coordinating Team should assist the leadership of organizations and Church denominations in establishing the CCMP vision, mission, values, policies and strategies, and in reviewing the organization's performance and finances.
- iii. CCMP action plans and reports have not been consistent with the result that it is difficult to having access to any for this exercise. This was due to several issues that tempered with commitments of Organizations and Facilitators who already had their hands full with their primary assignments other than CCMP. The sense that is gotten here is that as a result of the clash in dates of so many programmes in which Facilitators are engaged with, getting appropriate times for harmonizing the schedules of the Facilitators was a challenge.

7.6 ***Planning:***

- i. TEARFUND has demonstrated good practice in planning by developing a CCMP strategic plan very early in the life of the organization
- ii. CCMP activities and objectives carried out by both TEARFUND and trained Facilitators have not been implemented in the way in which it is reflected in the plan in-addition to the fact that reporting of implementation has been very weak.

7.7 ***Financial Management:***

- i. ODE in charge with the responsibility for managing and handling the CCMP's finances does not have clear goals for what the funds are to be used for and so unable to give periodic clear and relevant professional advice to the use of the funds based on a robust professional presentation of the organizations.

7.8 ***Organizational Structure:***

- i. TEARFUND has adopted a structure for CCMP that ensures maximum effectiveness and the best use of resources, enhancing co-ordination between the different Organizations, Facilitators and church denominations engaged in the process of CCMP mobilization however the structure on how the Coordination team could manage activities of CCMP carried out by Organizations and Institutions without financial support is very clear. The management of CCMP Funds by ODE and its purpose is not well understood by Facilitators and coordination team, based on this, the Facilitators or the coordinating team is able to assess funds for any CCMP activities. Good time should be given to enhance a joint delivery of CCMP main objective.

7.9 ***Administrative system:***

- i. There is no system in place that harmonizes data and information in such a way that relevant information can be retrieved easily as such there is a need to establish a system.
- ii. The storage and retrieval of information has not evolved to a point where all CCMP documents can be accessed.

7.10 ***Financial reporting Procedures:***

- i. There is no accounting procedures put in place as a guiding principle for the use and management of funds by the Coordinating team which key for the process for the avoidance of conflicts by all parties involved.
- ii. The fact remains that the reports are not comprehensive and professionally presented showing all income and expenditure for the period covered, together with brief explanations for any discrepancies that enables any informed decisions for suggestions or advice.

7.11 ***Human Resources and management:***

- i. CCMP does not have sufficient Facilitators with requisite competencies to deliver CCMP as a process as only three Facilitators out of the remaining early seven Facilitators have functioned in implementing CCMP as a process while the rest implement bits of CCMP not as a process (product rather than process) because their primary assignments dominates CCMP. The reason for the problem in the number of Facilitators is as a result of the inability of the Organizations to raise sufficient funds to assign CCMP as the primary responsibility of the trained Facilitators for a smooth transition of the process which allow leanings by the Facilitator, Co-facilitators, and the entire Church and Community Members.
- ii. Based on 7.11.i. above, CCMP is done for project rather than putting more emphases on human transformation (God's purpose for Human kind) with little or no respect for the process by most of the Facilitators (more emphases is put on RESOURCE BIBLE STUDIES as such in most places visited, achievements were emphasised more on projects human transformation. TEARFUND should deliberately develop a working sponsored structure to enhance respect for the process as in the pillars of CCMP "process rather than project"
- iii. CCMP Trained Facilitators does not have reasonable and realistic workloads from several reports received from the field assessment; it was observed that the Facilitators were the only ones doing all the work which respondents felt would weigh heavily on them and likely to have other consequences that could be reflected in their effectiveness.
- iv. TEARFUND does not have a system in place that ensures that trained Facilitator's performance appraisals are conducted and documented for each of the phases.

7.12 ***Staff remunerations, Compensations and Motivation***

- i. There is no any form of motivation after the training of Facilitators who are engaged in the process, this is unrealistic within the current context of facilitating the process with a commitment.
- ii. TEARFUND should develop clear structures that captures issues pertaining to Facilitators facilitation fees, allowances etc that creates an environment that motivates them.

6.0 SPECIFIC ACTIONABLE RECOMMENDATIONS

6.0.1 Aspect 1 – Effectiveness

- 1.1 Although TEARFUND strategy planned objective is based on CCMP, it should be clearly integrated into Partner Organizations/Church denominational strategic plan.
- 1.2 Ground interventions in bible studies to ensure members appropriately link community engagements with the mission of the Church.
- 1.3 Develop alternative funding model in clear departure to the current approach of not supporting Facilitators implementation of the process, this will prevent situations in which programme activities are postponed or end up not being implemented thus affecting effectiveness.
- 1.4 Ensure that trained Facilitators are engaged in CCMP as their primary assignments with a view to reducing workload on the Facilitators, enhancing follow-up and scaling up of CCMP activities to other Local Churches.
- 1.5 An intervention action plan to redirect the implementation of CCMP as a process should be developed
- 1.6 The scale up plan for CCMP activities should be discontinued as planned until issues and difficulties that have affected the present implementation of the process are facilitated
- 1.7 The eight (8) Facilitators who joined in the training should be retrained to enhance the understanding of the whole Process. Heads of Organizations and Church Leaders concerned should be envisioned again to understanding and accept to respect CCMP as a process than just the understanding of Integral Mission.
- 1.8 The fifteen Facilitators should be brought to same understanding of knowledge and skills to facilitate CCMP as a process (close the gaps between the first seven and the eight).
- 1.9 The working relationship between Partner's Organizations should be towards the same goals to support a smoother platform for all stakeholders involvement in the process of CCMP
- 1.10 The process must be supported Technically, Morally and financially to ensure an understanding and acceptance of the process by Local Churches to own it.
- 1.11 The apex Leadership of the Denominations should be envisioned to accept and promote the process as a means to integral mission for the Church and Community.
- 1.12 The Coordinating Team must be given all the necessary support that empowers them to facilitate the Process.
- 1.13 The Bible Institutions should be supported and facilitated to understanding, accepting to implement the curriculum of CCMP as developed
- 1.14 TEARFUND should develop a deliberate supervisory platform that tracks implementation, impact, efficiency, sustainability, difficulties, use of resources by all stakeholders, etc for an immediate response than waiting too long to sustainable threats
- 1.15 Each Partner (Organization) should submit its Action Plan inclusive of the budget to be supported by TEARFUND with an allocated budget to facilitate the implementation of the plan and quarterly reporting in writing to TEARFUND
- 1.16 A strategic plan must be developed by all stakeholders facilitated by Tearfund as an acceptable document for CCMP implementation immediately after the Evaluation report is received to address issues raised and commendations made in the report to ensure the smooth running of the process.
- 1.17 TEARFUND programme Officers and Administrative Officers should be encouraged to go through the process of CCMP for knowledge and skills as they supervise the implementation of the Process by all stakeholders.
- 1.18 TEARFUND to develop a way to financially support Facilitators through their Organizations and Denominations to promote Partnership with Local Churches with a deliberate withdrawal plan (Reduction in grants to all partners periodically)
- 1.19 Delegate the responsibility of facilitating the process at the Local Church to the Partnering Organizations and Church Denominations who have control over their Facilitators. This will enhance ownership of the process.
- 1.20 Integrate prayer as a cross cutting strategy in the process (from Church to Community engagements) rather than treating it as an 'injection' occasionally to fulfil all righteousness.

- 1.21 Envision new Pastors posted to take over partner churches so that they are carried along and give their support to CCMP engagements.
- 1.22 Create fora for Facilitators, TEARFUND, Heads of Organizations/Denominations and Pastors of Local Churches to meet, share, reflect, etc to enhance the vision of CCMP.
- 1.23 Encourage partner Organizations, and Church denominations to work with local Church boards to create a CCMP week annually within the program of events of each year to enable envisioning, awareness creation on Integral mission interventions.
- 1.24 Hold Partner Organizations, and Church denominations CCMP meetings quarterly for mutual sharing, capacity building, and way forward, looking at challenges, Planning etc.

6.0.2 Aspect 2 – Impact

2.1 Create mechanism to document changes in the lives of Church members and communities at social, physical, economic, environmental and spiritual levels.

Aspect 3 – Relevance

3.1 TEARFUND with CCMP as an approach needs to define its niche clearly, leveraging on its competencies in the area of CCMP, showing clearly its selling point with regards to CCMP that others do not have or cannot provide.

3.2 TEARFUND needs to communicate this niche in 3.1 above in a way that enhances its marketability.

6.0.4 Aspect 4 – Efficiency

4.1 Ensure that Partner Organizations/Church denominations are envisioned to accepting that all their CCMP trained Facilitators takes CCMP as their primary assignments to deliver the process rather than put burden on the shoulders of as their secondary assignments.

4.2 Ensure that no Facilitator takes more than two Churches at a time for good use resource especially the resource call “time”

6.0.5 Aspect 5 – Sustainability

5.1 Develop alternative funding model that ensure sustainability yet shifts from dependency syndrome.

5.2 Develop a robust funding/resource mobilization strategy

5.3 Build capacity of Organizations/Church denominations and Facilitators in action plans and report writing.

5.4 Training other CCMP facilitators within partner Churches adequately to understanding the process and facilitation skills

5.5 Ensure through trainings that all Local Churches owns the process by taken enough time is taken to equip the Co-facilitators.

6.0.6 Aspect 6 – Coordination and Coherence

6.1 TEARFUND needs to define its niche clearly, showing clearly its selling point of CCMP (process) that others do not have or cannot provide.

6.2 TEARFUND needs to communicate this niche in 6.1 above in a way that enhances its marketability.

6.0.7 Aspect 7 Internal environment

7.1 Mission, Values and Vision:

- i. Ensure that CCMP is properly integrated in the strategic plans of all Partner Organizations/Church denominations for actions and reporting

Governing Body:

- ii. Tearfund to continue to make deliberate financial and moral support to ensure ownership of the process by Partners/ Church denominations.
- iii. TEARFUND to rethink its funding model ensuring a clear departure from the current approaches to implement CCMP's activities which has led to non-implementation of a greater portion of the plan.
- iv. Ensure that Partners, Church denominations, all Stakeholders, Local Churches involved in the process and Facilitators meetings are consistent annually.

7.2 Planning:

- v. Set up a mechanism to ensure proper planning and reporting of programme implementation with TEARFUND designed or adopted reporting templates.

7.3 Financial Management:

- vi. Create a more robust financial reporting template that enables reporting to be done such that financial reports are presented in professional manner by all stakeholders

7.4 Administrative system:

- vii. Create a system that harmonizes data and information in such a way that relevant information can be retrieved easily without flipping through a lot of flat files.

7.5 Financial reporting Procedures:

- viii. Ensure that CCMP's financial reports comply with national accounting standards, as accounts.
- ix. Ensure that CCMP accounts are audited annually by independent professionally qualified auditors and thus acceptable to Stakeholders
- x. Ensure financial reports are comprehensively and professionally presented showing all income and expenditure for the period covered, together with brief explanations for any discrepancies, thus giving the CCMP stakeholders and management access to financial information that enables them to make informed decisions.

7.6 Human Resources and management:

- xi. Refresh CCMP Facilitators with sufficient and requisite competencies to deliver on programme given that only few trained have functioned as a CCMP Facilitators in implementing CCMP as a process.

- xii. Ensure that the trained CCMP Facilitators have reasonable and realistic workloads.
- xiii. Develop written policies and guidelines that describe CCMP implementation including the skills and experience required the duties to be undertaken, the reporting relationships clearly spelt out.
- xiv. Create a system that ensures that CCMP Facilitators performance appraisals are conducted and documented at least once a year.

7.7 CCMP Facilitator's facilitation fees, Compensations and Motivation

- xv. Review the non supportive of Facilitators in implementing the process to make it realistic and achievable of the main objective.
- xvi. TEARFUND to create a structure that captures issues pertaining to Facilitators allowances etc thus creating an environment that motivates Facilitators.

7.1 CONCLUSIONS

CCMP is a strategic factor in Integral Mission (Church Development). The growth of any Church denomination in holistic development is largely dependent on the capacity of its human resources to confront challenges and find solutions that are useful and familiar to them. The process has enabled people especially Churches engaged to “read” into their reality and desire to transform it, by designing strategies to address their issues participatory. The beauty of it all is how trained Facilitators have envisioned the church to understand and accept **Integral Mission** as a mandate and the role the Church through their trained Facilitators play in engaging and impacting her immediate Community holistically. The main objective of CCMP is clearly realized as highlighted in the findings. ***“People have been empowered and transformed to changing their situation holistically using God-given resources,”*** even though there is still room for improvement in the areas as per the findings. One interesting thing discovered during the evaluation is how CCMP has logically spread all over the Regions of Burkina Faso through the nomination of Partners and Church denominations (Facilitators). This is key, and if taken advantage and give due considerations can create good admired impact that will attract attention by all Authorities by making the Church to truly becoming Salt and Light of Burkina Faso as God demands of the Church.

For this to be realized, Tearfund must begin to develop well thought out policies as recommended in the evaluation report and taken immediate action on any challenges as realized as they implement. This will ensure full ownership of the process by Partners and Church denominations and with a good support and utilization of the trained Facilitators for integral mission as they scale up in the nearby future.

Finally; I wish to state that the process was a good learning exercise that exposed the Team, Partners, Church denominations more in understanding CCMP in providing knowledge and skills. Therefore, it is the milestone of any Church development in holistic development as mandated by God.
KUDUS.

ANNEXES

Terms Of Reference for TEARFUND CCMP EVALUATION

Annexe 1: TOT

8.0 Terms of Reference

8.1 Background for the Evaluation

The training Programme in Church and Community Mobilisation Process/CCMP for Burkina & Chad started in June 2010 and ended in May 2015 with the graduation. The whole process was initiated by Burkina Faso Country Representative. The training aims at getting Tearfund partners and Churches more effectively engaged in outworking integral mission in a practical way in their geographical areas of work.

The training was a long process of six (6) workshops combining theory and practice, including follow up meetings and workshops between two (2) major workshops. After each major workshop, the initial 25 participants were implementing the trainings received in local churches and reflecting on their activities during follow up meetings and at the following major workshop.

The purpose of this 5-year training programme was to equip 25 participants with knowledge and skills in church and community mobilisation process in order for them to strengthen their current and future work with and through the Church in their respective geographical areas.

The CCMP Objective is to empower people to holistically transform their situation using God-given local resources.

The process involves people in deeply analysing their situation and desiring to transform it; in taking full responsibility to transform their situation and in joining hands and actually taking action to transform their situation

The key aspects that CCMP emphasizes:

- Holistic Human Transformation;
- Smooth Relationships,
- Sustainability,
- Empowerment of people;
- Process rather than Product: Walking with the people rather than “driving” (dragging) them (though this may take long); Moving at the pace of the people;
- Reaching God-given potential: People discovering what they can become, People taking action to transform their situation;
- Resources: As given by God, therefore, appreciate Him and worship Him because of this; available, if we look hard enough; Used properly, they can bring wellbeing to the people (reducing poverty);
- Local Church transforming its immediate community: Local church as God’s instrument for human transformation; Stirring its immediate community to change.

8.2 Purpose

8.2.1 Evaluation Goal and Objectives:-

- a. Is to see how CCMP trainings have been put into practice by Trained Facilitators.
- b. To see to what extent people were empowered through CCMP to transform their situation using God's given local resources.
- c. To assess to what extent the major workshops' purposes are achieved
- d. To assess the number and level of skilled facilitators who are facilitating CCMP in their local churches including the stages (levels) reached.
- e. To list and describe the churches and communities transformed by CCMP since 2010;
- f. To list the difficulties encountered, how they were overcome and propose ways to move forward;
- g. To identify any other unforeseen effects of CCMP in the areas where it was/is implemented.
- h. To appreciate the scaling up strategy
- i. To appreciate the level of engagement and involvement of CCMP facilitators in outworking the scaling up strategy

8.2.2 Tearfund Outcomes

In addition, the evaluation will assess the contribution made by the intervention towards the 4 Tearfund corporate outcomes:

- j. Church Envisioned
- k. Communities Developed
- l. Policies Changed and
- m. Disasters Responded to

8.2.3 OECD-DAC Criteria

It will also assess CCMP in Burkina Faso against the OECD-DAC criteria of:

8.2.4 Relevance: The extent to which CCMP as a methodology is relevant to Partners' programmes to the priorities and policies of church denominations, local churches and target communities

Areas for consideration include:

- a) Validness are the objectives of Partners' programmes
- b) Relevance of the programmes with the needs and vulnerabilities of the target group
- c) Relevance of the programmes to the mission and role of the local church in working with local communities
- d) Major factors influencing the relevance of Partners to the priorities and policies of the target group and the local church.

8.2.5 Effectiveness: A measure of the extent to which CCMP outwork in Burkina attains its objectives.

1. Effectiveness of Tearfund in achieving her intended objectives and activities as set out in her strategic objective.

2. Major factors influencing the achievement / non-achievement of the objectives and activities by Partners and Churches
3. Awareness (trainings, workshops etc) run by Partners, attended within the period of the strategic Plan.
4. Objectives of these programmes/activities achieved (Facilitators/Volunteer).
5. Gains from these activities (new knowledge from the training)
6. Used of knowledge and skills gained in these activities (engagements with the Church/community)
7. Internal and external factors that influenced the achievement / non-achievement of the activities both in the Church and the Community
8. What else was done by Tearfund that contributed to the achievement of the activities?
9. Major lessons learnt
10. Major advocacy engagements /awareness raising activities undertaken.
11. How effective were these advocacy engagements/awareness raising activities
12. How has Partner's advocacy work/awareness raising contributed to empowering and transforming the lives of its partners/stakeholders

Suggestions to improve effectiveness of Tearfund/Church Programmes

8.2.6 Efficiency: Efficiency measures the outputs - qualitative and quantitative – in relation to the inputs. It is an economic term which signifies that the CCMP outwork in Burkina uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

Efficiency in achieving the intended objectives

Areas for consideration include:

- a) Efficiency in achieving objectives within scheduled time and budget (Available funds).
- b) Looking at the objectives that the Church has achieved, how would you assess the achievement of objectives to time and to budget(Local Church);
- c) Partners/Church used of other approaches than CCMP e.g. normal community based approach rather than the CCMP approach in intervention in communities.
- d) Major factors influencing the efficiency
- e) Suggestions to improve the efficiency of Partners/Church, Church and Community.

8.2.7 Impact: The positive and negative changes produced by the implementation of CCMP in Burkina, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions. The examination should also look for impacts created through the process (specifically how have the lives of the people been changed in the long-term, and is the change holistic, etc. What are the possible indicators to assess this?

Impact of Tearfund/Partners on beneficiaries and non-beneficiaries

Areas for consideration include:

- 1). Major changes that have taken place as a result of partnership/CCMP trainings with Taerfund. (Social, physical, environmental, economic, spiritual).
- 2). Changes intended (planned) and unintended (unplanned) effects?(both positive and negative).
- 3) Major factors that influenced the attainment of these changes on the Church and Community.
- 4) Suggestions to help Partners bring more changes to Church and Community

8.2.8 Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Sustainability of:

- 1 - The process first – can it continue if Tearfund moved out?
- 2 – the changes that the process has created in the lives of the people/ (Indicators there may include - 1: the capacity of the facilitators – are they well equipped, are they adequate to meet the demand, are they structured sufficient to organize the process to scale-up smoothly and effectively, etc, 2: Ownership by the Partners?
- 3: Financing – is there any possibility that the partners/churches/communities will raise the funds needed to undertake the process and implementation of the emerging projects?
- 4: Popular participation – how much are people empowered and therefore actively participating at all levels of the development work (from planning, to design, to implementation, to monitoring, to evaluation, to re-design)?

Sustainability of benefits of the programmes

Areas for consideration include:

- a) Plans to sustain the benefits from Partners/Church Programmes.
- b) Continuation of the benefits be supported after Partners/Church withdrawn.
- c) Mobilisation of local resources to achieve objectives.
- d) Ability of Partners/Church/Community to access funds and support from other sources.
- e) Major factors influencing the sustainability of Partners/Church

8.2.9 Environment – how has the process impacted it? And climate change factors – how aware is the church/community about it? What is it doing about it? Etc (are there any indicators?).

1. How has CCMP helped you as a Community to do in respect to your environment? (Community)
 - a. Individuals
 - b. Community

[Additional areas that may be considered depending on the nature of the project/programme or intervention being assessed are:]

2. What areas do you see based on your involvement in ccmp will your community do to improve your environment? (Community)

8.2.10 Coordination: The extent to which different actors' interventions are harmonised, promote synergy, and avoid gaps, duplication, and resource conflicts. Coordination can also be included in the effectiveness criterion rather than treated as a separate criterion. It is particularly relevant to humanitarian situations where there are multiple actors responding.

Programmes of Partners been integrated with the activities and priorities of other agencies and organizations.

Areas for consideration include:

- a) Linkages and relationships between the target group, church denominations, the local church, and other agencies and organizations.
- b) Relationship/Collaboration between your organization and Partners/other Organizations
- c) Major factors influencing coordination and coherence of Partners/Church with the activities and priorities of other agencies and organizations.

9.0 Methodology

The methodology will be proposed by the consultant and then discussed with the project team, including CCMP Burkina Coordinating Committee. Qualitative and quantitative data should be collected and analysed. The most significant change stories should be collected. The evaluators should take in consideration the BOND principles.

Aspects to be considered are:- Face to interviews, Group discussions, flyers, Newsletters, Direct observations, Videos, Pictures, Annual Reports, Trainings reports, Action Plan/Budgets, field/project site (ongoing/completed) etc:

- o As an Organization, do you have any document(s) to show as a back-up to your stories?

10.0 SWOT Analysis of Tearfund/Partners (All Partners should be asked) (Application of CCMP):

S=Strengths, W=weaknesses (Internal Environment)
 O= Opportunities, T= Threats (External Environment)

- a) Strengths of Partners/Churches
- b) Weaknesses of Partners/Churches
- c) Opportunities exist that Partners/Churches can take advantage of.
- d) Threats in the external environment that Partners/Churches should watch against.

11.0 Annexe 2: List of evaluation team

S/N	NAMES	ADDRESS	PHONE	EMAIL ADDRESS
1.	Congo N. Romain	Eglise Apostolic	70773129	
2.	Bafiago Onsumane	Eglise Apostolic	70773213	
3.	Andre Ouedraogo			
4.	Piere Bougma	Translator		

5	Ezekiel Danboyi	Consultant	08035221931	Chdf.ezekiel@outlook.com
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12.0 Annexe 3: Evaluation guide Questions

EVALUATION OF TEARFUND CCMP ACTIVITIES 2010-2015 GUIDING QUESTIONS

12.1 BACKGROUND INFORMATION

1. Name of Respondent:
2. Address of Respondent
3. Role (Facilitator, Senior Pastor, Community Rep, Community Leader):
3. Contact person (Church/Community):
4. Phone number:
5. E-Mail:
6. Church/Community:
7. Individual Stakeholder (Facilitator/Volunteer/Community Representative):

- 12.2 Assessment of Churches/Organizations/Individuals in line with three major (3) Aspects in TEARFUND's ToR:** Evaluation Goal and Objectives, Training expected Outcomes and OECD-DAC Criteria, the following guided questions are considered basic.

12.3 Introductory Question:

- a) How did you get to know about the Partner? **(Local Church)**
- b) How long have you, your Church/Community known and been involved with the Partner?
Local Church/Community
- c) How do you see the relationship between you, your Church and the Partner? **?(Local Church)**
- d) How do you see the relationship between the Church and the Community? **?(Local Church)**
- e) What mutual benefits have you derived from your relationship with the Partner?**(Local Church)**
- f) What mutual benefits have you derived from your relationship with the immediate Community? **(Local Church)**
- g) What needs celebrating? **(Local Church)**
- h) What areas do feel needs improvement etc? **(Local Church)**
- i) How long have you been involved in CCMP as a Facilitator?**(Facilitator)**

- j) What have you done differently to increase understanding/knowledge as you carry out CCMP? **(Facilitator)**
- k) How has CCMP helped you as a Facilitator in your own personal activities in your work, Home, Church and Community? **(Facilitator)**

12.4 Aspect 1 – Effectiveness

- a) Has the Partner been effective in achieving the intended objectives and activities as set out in the strategic plan?(Partner’s Head)**(Secondary Data)**
- b) What are the major factors influencing the achievement / non-achievement of the objectives and activities?(Partner’s Head)**(Secondary Data)**
- c) What were some awareness (trainings, workshops etc) organized/run by the Partner that you attended within the period 2010-2016 **(Facilitator/co-facilitator)**
- d) How were the objectives of these programmes/activities/trainings achieved? **(Facilitator/Co-facilitators)**
- e) What did you gain from these activities? What did you not know that you now know and what could you not do that you can now do? **(Facilitator/Co-facilitators)**
- f) How were you able to use the knowledge and skills gained in these activities in your Church engagements with the Church/community? **(Facilitator/ Co-facilitators)**
- g) What major factors (internal and external) influenced the achievement / non-achievement of the activities both in the Church and the Community?**(PO)**
- h) What else was done by the Partner that contributed to the achievement of the activities?**(Church Leaders, Facilitators, Co-facilitators)**
- i) How did the Partner’s follow-up contribute to the achievement of the activities?**Church Leaders, Facilitators, Co-facilitators)**
- j) What major lessons did we learn?
- k) What were some advocacy engagements /awareness raising activities undertaken by Tearfund within the period (2010-2016) **(Tearfund programme manager/Facilitators)**
- l) How effective were these advocacy engagements/awareness raising activities?**(Tearfund programme manager/Facilitators)**
- m) How has Tearfund’s advocacy work/awareness raising contributed to empowering and transforming the lives of its partners/stakeholders? **(Tearfund programme manager/Facilitators)**
- n) What suggestions do you have to improve effectiveness of the Partner/Church Programmes? **(Local Church /Tearfund programme manager/Facilitators)**
- o) What is your conviction as a Facilitator in carrying out CCMP? **(Facilitator)**

12.4 Aspect 2 – Impact

What impact has **Tearfund** had on beneficiaries and non-beneficiaries?

Areas for consideration include:

- a). What major changes have taken place as a result of your partnership with **Tearfund**? **(Facilitators, Co-facilitator/Local Church/Community)**? (Social, physical, environmental, economic, spiritual).
- b). which of these changes were intended (planned) and unintended (unplanned) effects? (Both positive and negative). **(Facilitators, Co-facilitator, Local /Church/Community)**

- c) What major factors influenced the attainment of these changes on the Church and Community? **(Facilitators, Co-facilitator/ Local Church leaders)**
- d) What suggestions do you have to help bring more changes to your Church and Community? **(Facilitators, Co-facilitator/Local Church leaders)**

12.5 Aspect 3 – Relevance

How relevant are CCMP programmes to the priorities and policies of church denominations, local churches and target communities?

Areas for consideration include:

- e) How valid are the objectives of CCMP to the implementation the Church/Organization programmes?**(Local Church/Facilitators)**
- f) What is the relevance of the CCMP objectives with the needs and vulnerabilities of the target group**(Local Church)**;
- g) What is the relevance of the objectives of CCMP to the mission and role of the local church in working with local communities**(Local Church)**;
- h) What are the major factors influencing the relevance of CCMP objective to the priorities and policies of the target group and the **local church**.
- i) What will happen if the Organization (Tearfund) does not exist? **(Local Church)**

12.6 Aspect 4 -Efficiency

Has Organization/Church been efficient in achieving the intended objectives?

Areas for consideration include:

- f) In what way has Tearfund achieved its objectives within scheduled time and budget/Available funds? **(Programme Officer, Partner)**
- g) Looking at the objectives that the Church has achieved, how would you assess the achievement of objectives to time and to budget? **(Local Church)**
- h) If Tearfund/Partner were to use the normal community based approach (rather than the CCMP approach) in intervention in communities how would you assess the cost and results? **(Heads, Facilitator, Board)**
- i) What are the major factors influencing the efficiency of TEARFUND **(CR, PO, Facilitators, Board)**?
- j) What suggestions do you have to improve the efficiency of Organization/Church and Community? **(CR, PO, Partner Directors, Church, Facilitators)**.

12.6 Aspect 5 – Sustainability

Will the benefits of the programmes be sustained?

Areas for consideration include:

- f) What plans do you have to sustain the benefits from Organization/Church/Church Programmes **(Local Church/Community)**?
- g) How will the continuation of the benefits be supported after Organization/Church has withdrawn?**(Local Church/Community)**
- h) How have you mobilised local resources to achieve your objectives?**(Heads, Facilitators, Board)**
- i) What is the ability of your Organization/ Local Church/Community to access funds and support from other sources?**(CR,PO, Directors, Facilitators, Coordinating Team)**.
- j) What are the major factors influencing the sustainability of your Organization?**(CR, PO, Directors, Facilitators, Coordinating Team)**.

12.7 Aspect 6 – Coordination and coherence

How has the programmes of Organizations/Churches be integrated with the activities and priorities of other agencies and organisations?

Areas for consideration include:

- d) What are the linkages and relationships between the target group, church denominations, the local church, and other agencies and organisations? **(CR, PO, Directors, Local Church)**
- e) What is the relationship between your organization and other Organizations/Churches? **(Other NGOs)**
- f) In what areas have you collaborated? **(Other NGOs)**
- g) How have you collaborated? **(Other NGOs)**
- h) What are the major factors influencing coordination and coherence of Organization/Church with the activities and priorities of other agencies and organisations? **(CR,PO, Directors, Facilitator, Coordinating Team)**

13.0 Annex 4 SWOT Analysis

SWOT Analysis of each Organization/Church (All respondents should be asked):

S=Strengths, W=Weaknesses (Internal Environment)

O= Opportunities, Threats (External Environment)

- e) What are the strengths of the Organization/Church?
- f) What are the weaknesses of Organization/Church?
- g) What opportunities exist that Your Organization/Church can take advantage of?

What are the Threats in the external environment that the Organization/Church should watch against?