



**CEVAA PRACTICAL GUIDE TO PROJECT
DEVELOPMENT**

"this booklet guides and builds the member churches of the Community on the process of carrying out Cevaa projects"

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INTRODUCTION

The Cevaa is concerned about enabling its members to take responsibility for the different missions they have to accomplish for their churches. That is the reason why training materials and information are generated for them to work with both Activities and Projects and Exchange of Persons Poles.

At the 2016 General Assembly in Sète, the Executive Secretary (ExS) of the Projects and Exchange of Persons Pole made a booklet available to the member churches: **"The Handbook for the Exchange of Persons"**. We hope this tool has enlightened us on how to make the Community even more visible and readable through our exchange actions.

In 2000, Cevaa adopted and implemented the concept of missionary programs enabling member churches to define missionary projects in line with their vision and mission. We are pleased that for this 2021 General Assembly, the Projects and Exchange of Persons Pole provides member churches with a renewed guide, which this time informs about missionary programs and missionary projects: **"A practical guide to project development"**.

This guide directs and builds the member churches of the Community, on the process of realization of the Cevaa projects, on their formulation, their monitoring, their follow-up and their evaluation. Its utilization will facilitate the process in the management of the projects and their sustainability.

We would like to express our thanks to Anne Sophie Macor, Executive Secretary of the Projects and Exchange of Persons Pole, and to all those who have brought their expertise, their experiences and their contributions to the writing of this information and training tool.

May this guide inspire more the member churches of Cevaa, for an effective, efficient and productive management of missionary projects.

Mrs Henriette H.N. MBATCHOU,
Cevaa President

INTRODUCING THE CEVAA

The Cevaa was created in 1971 at the time of the dissolution of the Paris Evangelical Mission Society. That happened in response to the call of Reverend Jean Kotto, Chairman of the Evangelical Church of Cameroon: "Enlarge the site of your tent, and let the curtains of your habitations be stretched out" (Isaiah 54,2). The churches want to live together in unity and service, for the proclamation of the Gospel. "You will be my witnesses in Jerusalem, in all Judea and Samaria, and to the ends of the earth..." (Acts 1, 8).

Thus, the Cevaa represents a realization of the ecumenical ideal after New Delhi (1963).

The whole Church is called to join this great movement of globalization launched by Christ in the aftermath of his resurrection. Each church receives this order in its context with the double requirement: home and elsewhere. The mission starts at home but does not stop. It crosses the borders.

The mission God has entrusted to His Church is a partnership mission that God accomplishes with her. The Exchange of Persons Program is grounded in this missionary model.

To fulfill their mission, the Churches of the Cevaa decide to put some of their members at the disposal of each other or to send them, alone or in teams, to other places or situations.

They manifest the will:

- to help one another in the proclamation of the Gospel and in their ministry of edification of the Church and its members in Jesus Christ,
- to contribute as partners in the same community, so that humans can live as responsible beings, in freedom, justice and peace,
- to share needs and riches in persons, ideas, money and any other resource, consistent with the requirements of the Gospel.

Three convictions are at the origin of the creation of the Cevaa in 1971. They still constitute its specificity until today:

- All peoples, North and South, East and West, need to hear and believe the good news of the presence and work of God among them. It's the mission from everywhere to everywhere.

- The best way to bear witness to Christ in today's society is to be together a community of faith, worship, evangelism and service. It's the exchange of persons, and projects.
- It is the whole Gospel that must be announced to the whole human person; it is theological empowerment and training.

It is this program, multifaceted in its concrete ways, but with a single objective, that the Churches of the Cevaa commit themselves to realize together, in community, by reciprocal welcome, the proclamation of the Gospel and the sharing of resources.

Thus we want, as Pierre and Marie-Claire CADIER said, in this world in profound mutation, to model society, in the light of the Gospel: *"Globalization is inevitable: we need each other. It is about rising against a passive acceptance of the domination of some, especially rich on poor and also North on South."*

We are in a world that knows how to produce better and better, but who does not know how to share. Paul Ricoeur explains: *"There is in the younger generations a sense of injustice and inequality ... Our time has come to the idea of equal rights but at the price of inequality in the distribution of resources."*

To share rather than to give, because the gift can demobilize the one who receives it. The giving hand is above the receiving one, says the African wisdom.

Let's not live without thinking of the rest of the world, without making signs and gestures that show our desire not to enjoy alone.

The important thing is to evangelize the relationship where it is ..."

The specificity of the Cevaa resides in a community model in complete rupture with the traditional missionary model, the integration of the mission in the Church, the affirmation of the mission on all the continents, the shared actions, the Theological Empowerment.

The vision of the founding fathers is clearly expressed in the Charter of the Cevaa which stipulates inter alia:

- the creation of a community of churches
- belonging to a world of contrasts and inequalities

Three (03) watchwords underpin the vision and mission of the Cevaa:

- the mission from everywhere to everywhere
- all the Gospel to the whole human being
- give the Word to the people of God
- All carried by the motto: "Share to act!"

The aim of the Community is to enable its members to shoulder together their responsibilities in fulfilling the mission.

For this purpose, the Community:

- leads a continuous reflection on the meaning of the Gospel and on the mission of the Church ;
- crée un espace d'ouverture et d'interpellations réciproques sur sa manière d'être et d'agir en mission dans le contexte respectif de chaque membre ;
- seeks a unity of action based on justice, the search for peace and reconciliation, on the dignity of the human person and the safeguarding of creation

To achieve its objectives, the Community:

- identifies the needs through the demands expressed by each and gives them a priority, taking into account the human and material resources available ;
- decides on the types of implementation and execution of the tasks by taking charge of them or by entrusting them to some of its members or to certain non-member legal persons;
- ensures that they are carried out and reports to the General Assembly, in terms of results achieved and the use of resources.

Cevaa currently has 35 churches and church unions, spread over 4 continents.

FOREWORD

This guide is primarily a user's manual for the tools set up by the Cevaa, for the formulation, monitoring and evaluation of projects. For example, you will find in the appendices the forms for financial and administrative progress reports.

It has been noted that churches are often comfortable with the wording of their request, but there may be more difficult steps to conceptualize, such as long-term profitability and the means used to the sustainability of the project. These elements are fundamental to find funding sources likely to be conquered by the idea and ready to finance.

This guide is thus intended for churches, local communities, and women's associations... who are keen to set up a project. Of course, it is not exhaustive and the churches are free to use all or part of the information, when filling the Cevaa template. However, we remind you that for a presentation of projects to the Cevaa, the template is mandatory, with a detailed budget and a chronogram.

There are 6 main stages that are the guiding principle of a project:

- Step 1: identification of needs, definition of the project
- Step 2: project planning
- Step 3: presentation of the project
- Step 4: project monitoring
- Step 5: project evaluation
- Step 6: closing the project

Making ideas into projects must be the main goal of any project. However, it is necessary to formulate them clearly, to define precise and limited objectives, to propose activities adapted to the objectives and contexts, to plan the time, the human resources and the budget necessary for their realization.

Clearly defining who the project is for: Church, local community, schools, women's groups... The clear definition of the target group is essential to develop the implementation and management tools.

Projects at the Cevaa, are exclusively part of a Missionary Program, which the Church defines and which is the strategic plan of the Church for the next three or five years.

1. MISSIONARY PROGRAMS AND MISSIONARY PROJECTS

At the Cevaa, we speak of missionary projects, which are the concretization in action, of the missionary program of the Church. Indeed, we believe that the Church's strategy must define a task planning for a given period, in order to fulfill the mission that Jesus Christ entrusts to us.

The theological foundations of the Church, and of her actions, her ethics and her concern for quality, do not fluctuate according to the projects. The notion of program is broader. It is at the level of each church and its general strategy.

Churches must define themselves the strategy that responds to their mission as a church while developing their missionary program.

1.1 What is a Missionary PROGRAM?

The Missionary Program of the member churches is the strategy that each church intends to develop to fulfill its mission.

By the concepts it implements in terms of the meaning of the Church's actions, their ethics and their development, it touches on all the activities of the Church, whatever the source of their funding is.

The definition of Cevaa's missionary programs adopted in 2000 allowed churches to articulate and communicate the vision and mission they had to assume in their particular context.

This approach enabled them to communicate to the Community a description of their main orientations. It was a useful first step for a better reciprocal knowledge. These programs have nevertheless remained too general to serve as effective support for project analysis and validation work.

The missionary program presents an analysis of the situation, identifies the challenges to be met, and expresses the motivations for commitment and the priorities of the Church in this area.

The missionary program defines one or more general objectives (in limited number) most often qualitative, sometimes quantitative. These objectives are consistent with each other and with the mission of the Church. They are specified by indicators of effect or impact.

The missionary program is detailed in a multi-year strategic plan that explains how the church intends to achieve its stated overall goals.

1.2 The strategic plan

This strategic plan is composed of one or more priority areas of work that describe:

- The types of action to be taken to achieve the general objectives ;
- The strategic objectives assigned to each axis ;
- The actors concerned and their responsibilities ;
- Common approaches and methodological tools.

Each axis is concretized by concrete projects and actions, each defined by specific objectives and activities, results indicators...

The Strategic Plan of the Missionary Program (MP) specifies how the axes of work are interconnected and allow developing synergies that enhance the impact of the program. It provides for complementary actions aimed at increasing the effectiveness and quality of the actions to be undertaken:

- Treatment of crosscutting themes (gender equity, sustainability of activities...) ;
- Research and implementation of collaboration ;
- Advocacy actions.

The missionary program also gives the opportunity to undertake pilot actions that bring innovation.

The missionary program specifically plans and integrates a capacity-building approach for project stakeholders in order to increase the quality of implementation of the program, particularly in terms of monitoring, management, and communication...

The missionary program includes a monitoring and evaluation system. It can also provide for a system of capitalization and sharing of experience and acquired knowledge. It clarifies the arrangements made to ensure the sustainability of the achievements and the sustainability of their impact (human resources, financial autonomy, organizational capacity, among others).

The missionary program presents a general budget in expenditures for the planned period, as well as a financial coverage plan. A detailed budget for the first year (projects and complementary actions) in terms of expenditure and resources completes the financial information.

1.3 What is a Missionary PROJECT?

The Missionary Program of a Church implements one or more projects. **These projects are called Missionary Projects.** They seek to manifest, concretely, the presence of Christ to all men and women, especially in new outreach areas, at the new frontiers set up by the social, economic and political changes of our time. Missionary projects can be carried out by one or more churches.

The projects coming out of the Church Missionary Program clearly define objectives, means and a timetable. They rely on well-established concepts and procedures that attest to Cevaa's specific quality.

A project is a coherent and organized set of objectives and activities conducted collectively and limited in time and space, which require human, financial, and material means to improve the situation of a given group of people.

Projects must follow Cevaa "quality" requirements.

Projects, as we understand them, can be "development projects", that is to say, allow the improvement of a given situation (social, economic, income generating), or a project "of a religious nature" (youth camp, seminar of reflection...). The distinction is important because from this distinction will arise the search for funding. Recall that since 2016, and the decision of the General Assembly of Sète, the financing of non-religious projects is done thanks to the funds made available to us by the Evangelical Waldensian Church of Italy via the Eight per Thousand (Otto Per Mille) Fund.

1.4 Evaluation of the Concept of Missionary Program

At the Cevaa Council in Paris (April 2009), an evaluation of the concept of the practice of missionary programs was decided. The evaluation report was to be presented to the 2012 General Assembly, with a two-year follow-up period - 2010-2012.

"Decision 09 - 2/3: 40th anniversary of the Cevaa in 2011

The Executive Council wishes to mark the 40th anniversary of the Cevaa. The theme of this event would be "a people on the road to the Promised Land". This anniversary will be an opportunity to take stock of the implementation of missionary programs and projects. An activity will be organized in the same spirit as the Caravan of Women for Peace. It can begin at the 2010 General Assembly in Gabon and end at the 2012 General Assembly. "

Indeed, evolutions may seem necessary. This is to ask questions about what worked correctly, what did not work? Why?

The reflection carried out to set up a missionary program has advanced the strategy component of the churches. However, many churches still have a broad, general missionary program based on the Church's vision of mission and witness. It is a base, but it does not always allow to anchor projects on such a missionary program. Thus, it is important to work again from these missionary programs and to break them into more operational objectives for a given period. The Church, through this missionary program, shows what its priorities and its challenges are. It is also a communication tool.

The evaluation led to reflection on the presentation of the projects, resulting from the programs, and also the strategy of the churches that put in place these programs.

It will be a question of refining the techniques implemented on the ground by the Churches for its application, in order to improve communication between the Churches and the Cevaa, and to follow-up on projects in more or less long term. The current mode of operation has favored the presentation of a multitude of small projects that do not always have a lot of relations between them and whose management at the Cevaa level is more difficult.

Let us also note that the definition of the priorities of the Churches would make it possible to feed the network of intercession that was wished by the General Assembly of Neuchâtel.

All are aware that the redefinition of strategic objectives is easier to carry out in a small church that has retained a certain flexibility of adaptation than in the big churches where the communication around a mobilizing project will be a more delicate enterprise.

The missionary program as a steering instrument for the actions of the Church::

The missionary program stems from the vision of a Church. The vision is the source of inspiration for the commitments of this Church. The missionary program is part of the mission, the purpose of the Church and its particular context.

The missionary program describes the Church's commitment to a clearly identified field of action such as:

1. Business sector
2. Geographical area
3. Social group
4. Theme

Missionary program, instrument of experience sharing and community learning:

The missionary program is the tool for presenting the commitment or action that the Church chooses to give life and content to her contribution to community life. The development and implementation of the missionary program gives the church an opportunity to communicate on the following points:

- The context and priorities of the Church's commitments
- The evolution of the program, the results achieved progressively
- Experiences, successes and difficulties
- The impact of the program on the life and witness of the Church

Churches' mission programs can also support crosscutting community activities, especially when they involve themes close to those of the Community. These activities can be an opportunity for churches to share their experiences in one area. Meetings, exchanges, workshops will make it possible to concretize the sharing of experiences and the common learning.

2. THE STRATEGIC PLAN

At the project level, stemming from the missionary program, operational management is the subject of a subsidiary procedure validated by the Cevaa authorities, using a protocol. Monitoring and operational reporting are the responsibility of the Church and its services.

The concept of missionary programs and projects is constantly being reformulated both in terms of substance, the strategic aspect and the financial aspect. Thus, at the 2016 General Assembly, new financial guidelines were adopted:

2.1 “GA16-10: New budget policies

After hearing the reflections of the 2016 Coordinations, the Secretariat and the working group set up on this subject by the Executive Council of October 2015 in Madagascar, the General Assembly adopts the Executive Council recommendations of April 2016 in New Caledonia, namely:

- Deletion of allocations (representing 18%)
- The distribution of the 18% of the budget, earmarked for church projects, as follows:
 1. Shared actions and projects of a religious nature 8% ;
 2. Youth = 10%.
- Funding of church projects with OPM funds (Churches already benefiting from the Health Solidarity Project are not eligible for the duration of the project).

(Count of the present: 60 - Adoption: for 55 votes; against 0, abstentions 5)”

This desire, expressed through this decision of the General Assembly, is to give more weight to community activities and actions. Therefore, the share of the 18% previously devoted to specific church projects, is available for activities involving all or some churches of the community. This desire is, of course, a reflection of a concern of the 2014 GA, which was to make more room for youth, women and the sharing of experiences between churches.

The current challenges of Cevaa, the challenges that await us, are to strengthen community activities, support the churches in their missionary programs, promote and value exchanges, the purpose being of course the testimony that each Church wants to give to Christ, and through him, support their members and improve the living conditions of the local people.

2.2 The different sources of funding for the missionary projects of our Churches

As recalled above, the 2016 General Assembly has put in place a new distribution of the financial resources of the Community. This implies strategic changes in the financing of projects. Remember however that the number of projects does not decrease; it is only to move from the individual to the collective.

General budget of the Cevaa

Some projects, called "worship, youth, exchange, theological empowerment, shared actions" are funded annually on the contributions of member churches.

Funds are also available through the French Protestantism Foundation, which is Cevaa individual fund. Dividends allow for several actions a year.

Otto Per Mille – (OPM) – Eight Per Thousand

The Waldensian Evangelical Church provides the Cevaa every year part of funds it receives from the Italian government, thanks to taxes collected by the State. The tax share is 8 ‰, hence the name of the program. With the help of these OPM funds, Cevaa finances "development" type projects every year.

2.3 Procedure for presenting a project

At the Cevaa, the Executive Council is the authority that accepts or not the financing of a project. All "eligible" projects are presented by the member churches (not independent individuals or associations). The Church presenting the project endorses the request, and provides logistical and financial support. In fact, at least 20% of the project amount must be borne by the Church. The Church is then the sponsor of the project, and assumes the moral responsibility. The procedure is as follows: by October 31 each year, the Church sends a request for funding for a project, using the ad hoc form (see appendix). Then, the Projects Coordination studies the file, gives an advisory opinion, which is sent to the Executive Council for finalizing the procedure. Each church can submit up to three project files per year, and will receive up to three projects per year; this only concerns the Projects and Exchanges of Persons Pole, and is therefore not of any impact for young people.

2.4 Role of the Projects Coordination

The Coordination studies project files with the objective of respecting a regional balance and giving each church the possibility of having an ongoing project with the Poles (projects / exchanges). The Coordination also ensures that the resolutions of the General Assembly are followed, namely to promote more exchanges, to put more emphasis on community activities, and to give more space to women's projects.

Each project presented is also screened in support of the missionary project of the Church, which means that the Church always inscribes its project in the strategy it sets up to value its actions.

2.5 What mission for the Church?

The Global Mission of each Church of the Cevaa is based on a shared theological vision (Theological Charter)

The Global Mission of the Churches of the Cevaa has aspects that are found in every church.

Evangelization as a permanent renewal of the whole being and as a call to salvation.

The fight for love and justice in the form of the service to the most humble, the fight for the dignity of all, the fight for justice.

"Living a community of solidarity" as a sign of a people marching in the world towards a reconciled future. Theological empowerment as a permanent challenge to the reflection and action of the Church and as a tool to make members of the Church capable of living the struggles of the mission for today.

Each Church in its context, however, must define its own mission and the strategies to put in place to achieve it.

3. THE MISSIONARY PROJECT

3.1 Charter of quality for missionary projects

The Missionary Projects led by Cevaa are part of the overall mission of the Church. They seek to manifest the presence of Christ to all men, especially in new areas, to the new frontiers established by the social, economic and political changes in our world. Our Missionary Projects are all characterized by clearly defined objectives, means and timetable.

All the Missionary Projects of Cevaa are conducted in a constant quest for quality. They must:

- meet clearly defined objectives corresponding to the Cevaa action fields
- address clearly identified beneficiaries whose real needs have been diagnosed and who are involved in the development of the project
- implement local resources (finance, management, organization, etc.)
- respect the environment
- foster local and inter-church collaborations
- proceed according to a clearly established planning
- have established a transparent financing plan, including forecasts for the sustainability of the project
- anticipate, as soon as the project is developed, the different assessments and the criteria that will be used to carry them out

The persons responsible for a Cevaa missionary project are committed to:

- share responsibilities with young people and women
- organize the necessary training for the implementation and monitoring of the project (training plan established during project development)
- practice transparent management, respecting the accounting standards recommended by the Cevaa
- submit to regular and planned evaluations
- produce on time the documents defined during project planning
- comply with the procedures in force in Cevaa to which this "Charter of Quality" constantly refers.

Our Missionary Projects correspond to a "Cevaa Quality Label" which allows us to promote the strengthening of the Community, the development of relations with our partners and especially the realization of our Mission.

3.2 Introduction

Making ideas into projects must be the goal of any project. However, they need to be clearly articulated, define specific and limited objectives, propose activities that are appropriate to the objectives and context, and provide the time and budget required to achieve them.

Clearly define who the project is for: Church, local community, schools...

Clear definition of the target group is essential for developing the implementation and management tools.

A project: what is it?

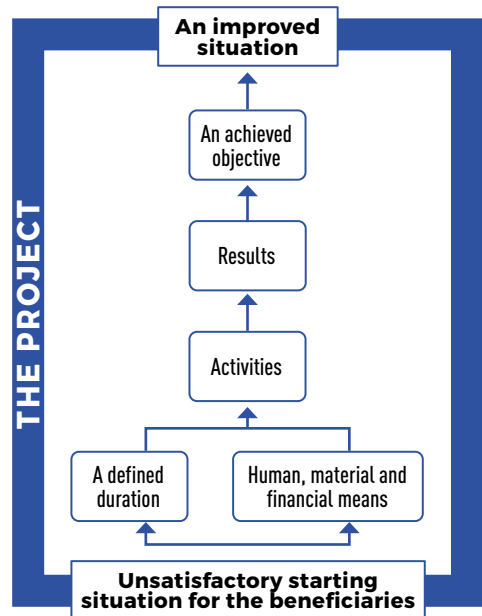
The project is above all the conceptualization of a solution brought to an unsatisfactory starting situation for the beneficiaries, or a desire to live an experience in common, to enrich one's knowledge...

It is then a question of starting from a situation, of defining the desired situation (objectives) a duration of realization, what will be the human, material and financial means to put at the disposal of the project.

Then you have to plan the activities to be carried out and the expected results. The evaluation shows whether the goal has been achieved and whether the situation has been improved for the beneficiaries.

Compliance

The Charter of Quality for Missionary Projects of Cevaa stipulates that the funds are used only for the projects mentioned on the protocol, in compliance with the rules of international management.



Certification

Whenever possible, the best methodological approach to setting up the project should be sought. At the end, if the steps are carried out according to rigorous specifications it will be possible to receive an accreditation, and even a certification of the project.

Gender consideration

"The gender approach" involves considering the different opportunities offered to men and women, the roles assigned to them socially and the relationships that exist between them. These are fundamental components that influence the development process of society and the success of policies, programs and projects of international and national organizations. Gender is intimately linked to all aspects of the economic and social, everyday and private life of individuals and to the society that has assigned to each (men and women) specific roles.

This gender approach is not limited to the cleavage between men and women, but by extension, can be understood as divergences because of the social or economic category (young / adults, rich / poor...).

Environment – Sustainable development

Taking into account the safeguarding of creation is a central theme of the Charter of Quality for the Cevaa's Missionary Projects. To this approach, it is necessary to associate the notion of sustainable development. This amounts to conducting a sustainable development analysis, to complete the economic phase and take into account the overall project impacts and costs, to seize the opportunities for sustainable development and anchor the project in the Charter of Quality for missionary projects. This preliminary analysis will provide a vision of long-term development based on sustainability.

1. economic aspects (number and quality of jobs generated, innovation, management)
2. social aspects (health, safety, human resources management)
3. resource aspects (use of water and raw materials, valuation of territories ...)
4. territorial aspects (harmonization of activities and taking into account rurality)
5. governance (self-assessment, transparency, relations with the Community)

3.3 Project Genesis

Project identification

A Church has the will to solve a situation, to improve a practice, to design training... and then decides to set up a project (always within the framework of its missionary program which is the strategic thread of Church activities). For the conception of this project, a preliminary analysis of the situation is required. Thus, we will define what are the impulses for the change, the nature of the project to solve, the project stakeholders, the profiles of the beneficiaries, what will be the strengths but also the brakes that can slow down the implementation of the project...

The development context of the project is also very important to define because a wrong approach could hinder the project. The institutions, the organizations of society, the parishes involved ... so many actors to take into account.

Identification is the first step. It allows to test your idea and to specify the outlines. At the end of this step, you must be able to answer the following questions: Does your project idea have the support of the Church and of the populations...? Is it adapted to the context? What problems need to be solved? How? Who can be associated?

Needs, constraints and necessary resources

Through the analysis of the development context, and the livelihoods of stakeholders, the causes and consequences of the problem will be highlighted. The results will be made available to the various actors in order to detail the needs, take into account the constraints and determine the resources to be mobilized. An analysis of the causes and consequences of the problems is one of the most important steps in the design of a project. Unfortunately, many do not pay enough attention, time or resources to focus more on activities. However, this analysis is the very basis on which the project will be built.

Situation Analysis, perspective Assessment and result impact

It is imperative that at the moment when the Church conceives the project, it already has in mind the perspectives and changes that will be the corollary of the realization of the project. So if the situation analysis shows changes to be made, the Church must be ready to consider these changes. It is important that the project be sustainable, or that it propose a sustainable improvement of the existing one. So, the more the situation has been analyzed at the beginning, the clearer the objectives will have been defined and the better will be the continuation of the project.

It is also necessary to plan the project analysis phase from the beginning, in order to be able to value the changes that will occur, or to give tangible elements of the improvement of the situation.

3.4 Project Design

Définition of the logical framework

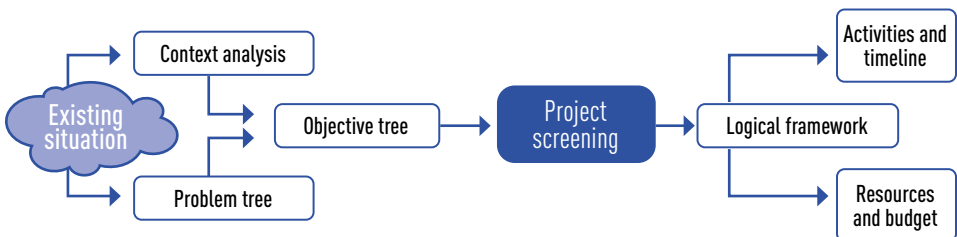
The logical framework is a formatting of the content of an intervention. It presents in a logical way the objectives, the results, the activities and their links of causality according to a vertical logic. It is carried out after a thorough analysis of the available data (problems, objectives, possibilities).

The logical framework is one of the fundamental elements when elaborating a project that aims to create solutions in social, environmental and ecclesial contexts that need to be improved. It is a tool for presenting the results of analysis, which is part of a chain of reflection and definition of projects, a logical consequence of the tree of problems, the tree of objectives and the selection of projects. It is above all a tool for checking the coherence between the different levels of objectives, and the hypotheses or constraints of the external environment.

Moreover it is an excellent communication tool during the preparation of the documents that will be presented to the various stakeholders, including the potential donors of the projects.

Its origin dates back to the 1960s when the World Bank proposed a form of submission of requests for funds submitted to it for the purpose of financing international cooperation projects. These tools have been integrated into a "Project Cycle Management" methodology used until now by many self-help organizations. The logical framework also serves as a basis for determining the list of activities (schedule), resource requirements (human and material) and costs (financial budget).

The next figure illustrates a logical framework matrix. There are some small variations, which are manifested by the optional boxes.



Constructing a logical framework

There are different methods to build a logical framework. The Church will therefore choose the most appropriate logical framework for its scheme. However this logical framework will have to describe the strategy according to the levels of intervention, choose objectively verifiable indicators (OVI) which will be the measurement tool of the project during the different phases. Then, it is necessary to formulate hypotheses, in the phase of identification, or ex-ante.

The logical framework in the identification phase

The "identification" phase corresponds to the "diagnosis" stage and the "planning" stage. During this phase of identification, the idea of the project is for the first time detailed in a still summary way. A key decision for the next steps must be taken. You have to answer the question whether "yes or no, you have to continue preparing the project". To answer this, decision-makers need reliable information that allows them to answer the following two questions:

- Does the project address real problems of a clearly targeted social group?
- Is the project feasible given the context?

This decision should focus on the relevance and feasibility of the project idea.

- ✓ At this stage, decision makers need to have a first vision of the strategy from the diagnosis. It can be broken down into overall objectives, specific objectives, which are defined in the first proposal of the project.
- ✓ Similarly, indications on the means and costs required by the project will be necessary.
- ✓ Finally, the initiators must indicate the constraints that could weigh on the project.

The logical framework in the identification phase

In the formulation stage, the logical framework will actually be built. This logical framework is a planning and communication tool.

At the end of the ex-ante evaluation (see evaluation), the project will be elaborated with the information collected.

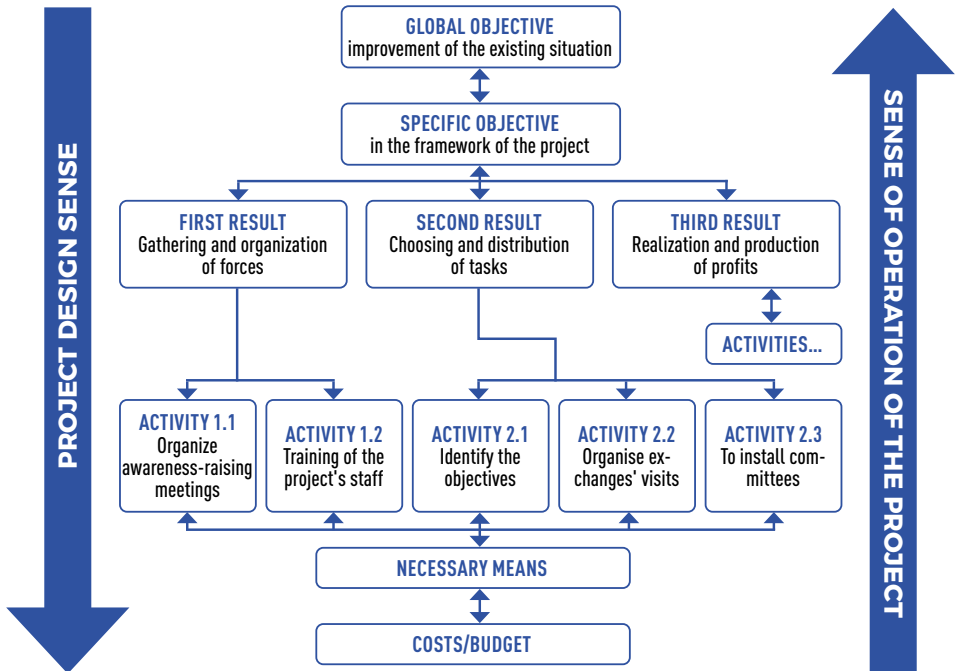
The logical framework in the execution phase

During the execution phase, the evolution of the project must be continuously monitored. This control or monitoring focuses on the actual execution of the activities and the first results that are obtained. In other words, it is not enough to check that the activities are launched but also to identify if there are results and which ones. Monitoring results can lead to changes in the logical framework.

The logical framework in the evaluation phase

The logical framework keeps its place in the evaluation phase since it allows the results achieved to be compared with the specific objectives. During the ex-post evaluation, the impact will be measured. In the drafting of the logical framework, the list of expected results (change, improvement, training, etc.), the tasks envisaged, the activities to be carried out, the deadlines, the list of resources (material, human) and the detailed budget will be indicated.

Synoptic diagram of a project



Setting up a project

The setting up of a project varies from 1 month to a few months. We can consider that the "set up" phase corresponds to the period between the kick-off meeting and the filing of the project. This phase lasts from 1 to 3 months. The upstream phase (scoping, targeting, and partner search) is variable. Finally, the negotiation phase happens if the project is selected.

The kick-off meeting is very important to solicit partners with a maximum of tools (planning, stakes, expected results,...)

- Before any submission, make sure that the schedule is coherent, make a retro planning.
- Define the tasks of each for the definition of the project.
- Ensure that the project statement is clear, innovative, unifying.
- Define the challenges.
- Define objectives and evaluation keys (where we come from and where we want to go).
- Ensure deadlines for presenting the project to the partners.

Drafting the proposal

Several presentation models exist. At the Cevaa, we have a template (attached) that gives guidelines for presentation. It should be completed by a short note giving an overview of the project, setting out the project framework, the rationale, the activities and results targeted, who are the beneficiaries, risk assessment (for the sustainability of the project), implementation and financing.

1. Who is carrying the project?

Describe the organization (youth group, parish, church...) that is carrying the project.

Describe your skills, your experiences in project management; highlight your qualities to encourage donors to follow you.

2. Summary and justification of the project

Synthesize the project in a few sentences; recall the problematic, the objectives, as well as the area of intervention. Present the beneficiaries, the partners, the actors; indicate the cost of the project, the amount of funding sought and the duration of the project.

Explain the reasons why you started this project, the initial situation, and the context of the project.

3. Project description: details of the whole process

- Objectives
- Beneficiaries
- Partners and actors involved in the project
- Sharing around the project
- Intervention context
- Logic
- Assumptions (constraints and risks)

4. Organizing the activities

- Activities to be carried out
- Schedule of execution
- Expenditure table
- Financing table

5. Long-term prospects

- Project management mode
- The projected operating account (income and expenses)
- Extensions and replications envisaged after the closure of the project (very important to define the project in the long term)

6. Evaluation methods

- Present the evaluation and monitoring methods that you intend to put in place.

LES OBJECTIFS D'UN PROJET

THE QUALITIES OF A GOOD SPECIFIC OBJECTIVE

An objective must be : **SMART**

Specific : a good objective focuses on only one idea. Choose what you want to act on.

Measurable : a good objective is quantified to allow monitoring and evaluation.

Achievable : a good objective is easily attainable; it is not over ambitious.

Realistic : a good objective requires resources available on site.

Time bound : a good objective is constrained in time and can be achieved by the end of the project.

TEST THE SMART SIDE
OF YOUR PROJECT...



SMART

NO SMART



The logical table of your project

It is a tool that represents in a synthetic way the internal logic of your project, that is to say the articulation between the means, the activities, the expected results and the objectives.

It is a simplified representation of the logical framework, which is a reference methodological tool: define the expected results, choose the activities to be carried out, appraise the necessary means, define the indicators, and identify the risks.

Practical arrangements for implementation:

- Prepare project management and monitoring
- How and by whom will the project be implemented?
- How and by whom will the project be managed in the long term?
- Create a dashboard

The valorization of the project by the Church

- It will be a question of detailing the social, ecclesial and local implications, to be put in relation with the expectations of the affected populations.
- Communication about the project, downstream and upstream is also essential if we want to ensure sustainability. Indeed the better the populations are involved, the better they will be able to benefit from this new situation and the lived experience. It is indeed essential to identify the actors in the project and to involve the direct beneficiaries in the development of the project.

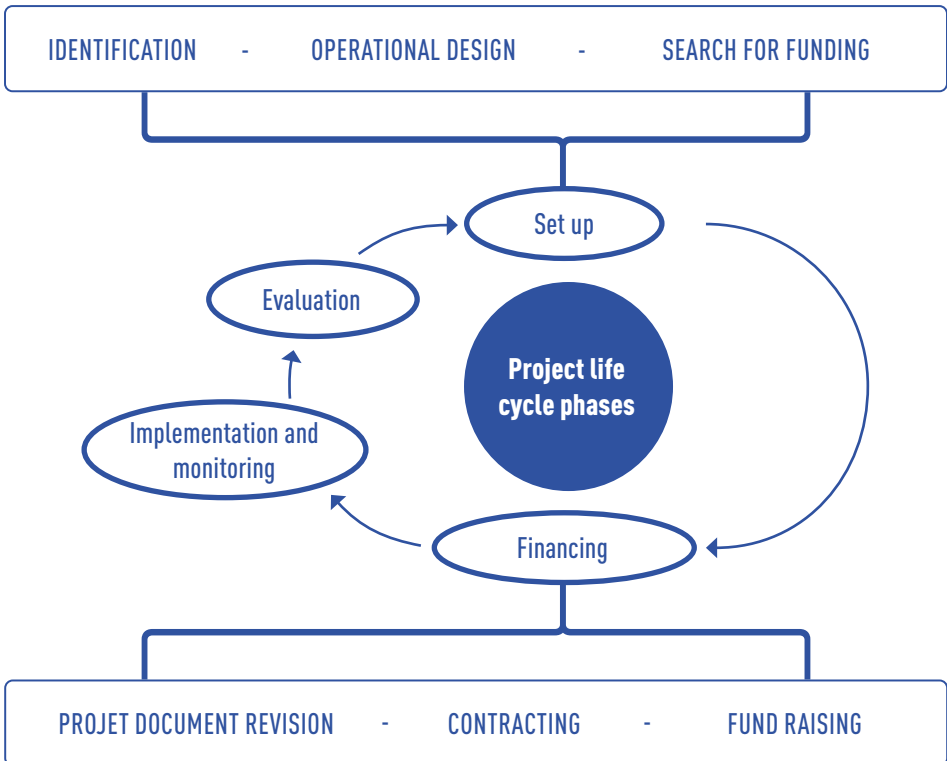
THE SIX QUALITIES OF A GOOD PROJECT

6 QUALITIES		THE QUESTIONS TO ASK
RELEVANCE		<p>Is the project idea adapted to the local reality? Does it repond to a priority problem felt by beneficiaries?</p>
COHERENCE	External	<p>Are the recommended solutions adapted to the social, geographical, economic, cultural and administrative characteristics of the area (neighborhood, city, region)? Do they comply with local and national policies? Do the means provided allow the activities to be carried out?</p>
	Internal	<p>Do the planned activities converge towards the desired improvement ?</p>
EFFICIENCY		<p>Does the project achieve its goal at reasonable and no waste coasts?</p>
FEASABILITY		<p>Are the financial, material and human resources available to carry out the activities on time?</p>
IMPACT		<p>What are the concrete effects of the project on the living conditions of the beneficiaries?</p>
SUSTAINABILITY		<p>Do the result last in time? Can the project be replicated?</p>

Project life cycle

It is important to note that for any project to succeed and impact local life, it must imperatively be in accordance with the expectations of the target populations, parishes and potential beneficiaries. In one word, that it has the implication of the greatest number.

PROJECT CYCLE



3.5 Financing a project

This is a stage of negotiation and contracting with the project donors, making it possible to mobilize the necessary means for its implementation.

C1. Project budget

- Break down budgets by task and partner; we must maintain a homogeneous budget by partner and task.
- Ideally the financial participation of partners should not exceed 75% (the Cevaa tolerates up to 80%). The best is to be around 50% because the involvement of local actors is essential but this is weighted by the type of project; moreover, the local financial contribution can be in the form of manpower, technical support...

C2. Financial tools for project monitoring and multi-year financial planning

The S-curve method is a graphical tool for tracking the progress of a project. It aims to compare, at time T, what was planned to do and spend with what was actually achieved and at what cost. In the event of budget overruns or delays, corrective actions will be taken to limit slippage as soon as possible.

Four notions are generally used:

- Budgeted cost (BC): what budget was planned
- The planned work (PW): what work has been planned
- Actual cost (AC): what budget was actually spent
- Work done (WD): what work was actually done

The first curve drawn is the "Budgeted costs of planned work" curve. This is the forecast; what will be the costs incurred. The x-axis represents the time.

In this introduction to project budget monitoring, we have flown over the earn value analysis.

C3. Search for external funding, collaboration with state partners (AFD, DDC, etc.)

Churches, when possible, write funding proposals to external partners, such as development agencies. DM or Défap support such proposals, or act as a relay.

In my opinion, this approach should be reinforced. Cevaa can also help contact AFD, for example.

However, this implies that the project is "professional", meaning that it follows strict specifications and that at least half of the funding must be covered locally.

For the years to come, it will be necessary to make further progress in the search for financial partnerships, via the Departments, NGOs (Secaar, CIPCRE...), and governments.

3.6 The administrative implementation of a project

D1. The schedule

- Organize the work according to the timing defined in the initial planning (Gantt chart)
- Prioritize the work
- Schedule meeting dates
- Identify the milestones (submission, validation...)
- Describe how the project fits into the Church's strategy and dynamics.

D2. Chronogram of activities

Gantt chart

A Gantt chart lists all the tasks to be completed to carry out the project, and indicates the date on which these tasks should be performed (the schedule)

The timing is fundamental. It makes it possible to visualize the activities, to not forget certain tasks and to check well if all the activities are carried out. (See the chronogram of Health Solidarity Project in the appendices). The chronogram foresees the tasks to be accomplished, the imperative months of realization and thus allows a fast visualization of the various actions to be carried out for the whole duration of the project.

D3. Budget estimate

List the resources available to you and the time needed to implement your project.

Do not forget to estimate follow-up costs, working capital, contingencies (5-10%), management fees (at Cevaa = 8%), project setup costs.

3.7 Monitoring a project

Monitoring can be done by the project initiator himself or other more competent actors, depending on the type of project, the duration, the technicality...

As for the Cevaa, if it finances the project, it will also monitor it, with the help of churches and project promoters. Indeed, even if the Cevaa provides funding, the Church remains the "initiator" of its project.

This is the operational phase of the project. It must lead to concrete results that make it possible to achieve the objectives set. This phase is also called the project execution phase.

During this phase, various analysis tools are also used to evaluate the project at different times, in order to possibly reframe, resize, adjust the progress according to the first results or difficulties encountered.

Financial Monitoring of a project

The financial management of a project consists of monitoring the project's revenue and expenditure from the recorded accounting information. It is of course obligatory and indispensable to follow the commitments, the regulations and to call for funds.

Financial management tools: One of the monitoring tools is the dashboard. Its function is to **enable the visualization, tracking and easy operation of relevant data** in the form of numbers, ratios and graphs. These indicators (KPI-Key Performance Indicators) are linked to objectives in order to make decisions.

A set of indicators alerts you to critical drifts, helps you assess a situation, guides you in your decisions, around a monitoring of objectives.

The purpose of a dashboard is to drive an activity, that is to say, to make decisions to act on the basis of observed results. It can also be used to analyze a situation: understand the reasons for failure (or even success), anticipate threats, etc. This table will allow an analysis on operational monitoring, an analysis or correction to carry out on the current strategy. For it to be well used, it is necessary to reflect on the goal pursued by the Church that prepares this dashboard. The dashboard will define the objectives and indicators (activity, performance...) so that it is a monitoring tool for the project.

Administrative monitoring of a project

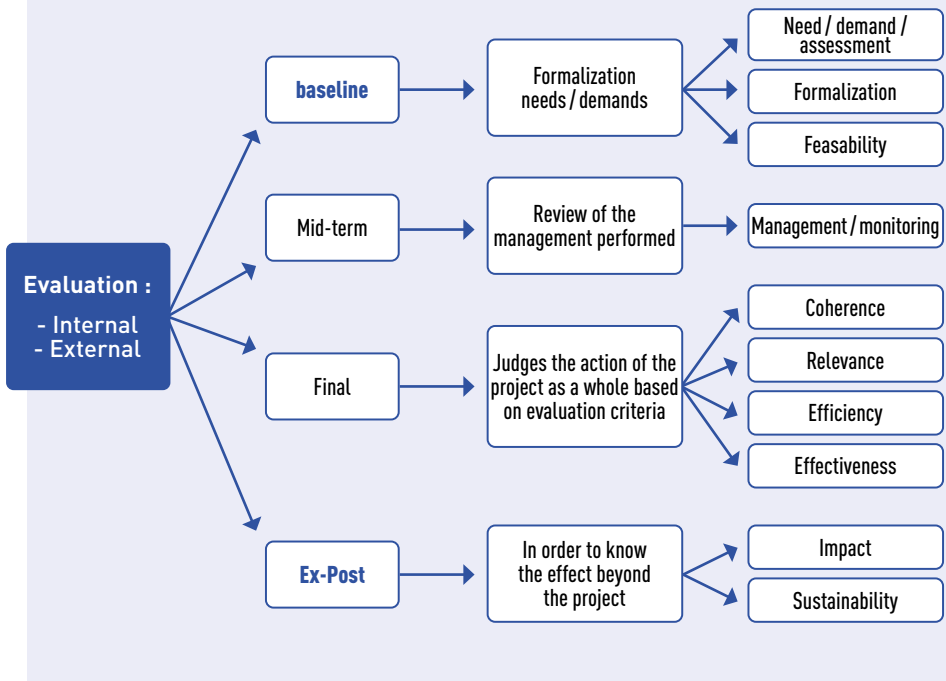
The Cevaa has provided a project report template, which can be used for all stages of the project. It is imperative to give all copies of important documents (financial, administrative, diplomas...) to the Cevaa to support the report. This template is available in the appendices.

3.8 Project evaluation

Evaluation usually takes place at the end of the project, but intermediate evaluations allow a reorientation of the project's actions. Evaluation consists of making an assessment of the project by looking at its design, implementation, and results according to the initial objectives.

Evaluation is a decision support tool for designing a future project.

EVALUATION IN THE PROJECT CYCLE



Self-evaluation:

It is the type of evaluation that can be conducted by the Church or other project stakeholders.

Why evaluate?

Evaluation is a tool that helps you to:

- Compare the current situation to the initial reference situation (objectives) ;
- Make recommendations and propose improvements around the project ;
- Report to churches and financial partners.

For whom is evaluation intended for?

For financial partners:

This evaluation is done at the end of the project. Conducting an evaluation is a mandatory step to report on the funding received and to qualify for funding for other projects. This step is planned at the time of the protocol governing the agreements between the Church and the Cevaa. In many cases, disbursement is done in several installments. Thus, with each disbursement, the financial partners are entitled to make a first evaluation. Based on the documents provided, they can agree to send the next payment. However, this is not an evaluation per se, and the internal evaluation takes its place when the project is closed. It stands as a final assessment of the project. Evaluating your project is an essential step in the project management cycle. At the end of the project, the Church must be able to analyze, criticize and report, in order to ensure the transparency of their financial management. This is an unavoidable rule in the Community (see Charter of Quality for projects).

For the Church:

However, the evaluation should not be confused with related concepts such as control, auditing, inspection... Beyond reporting on project's activities and financial situation, it is above all a step that allows you to question yourself and to question your own practices. This work is at the service of the project initiator as well as the beneficiaries.

This evaluation is beneficial for the project initiator. The purpose of the evaluation is not to question a partnership as a whole, but to redefine and redirect priorities.

External evaluation

It is an initiative of the Cevaa. It is conducted either directly by the Cevaa or by a partner organization mandated for the duration of the evaluation. It implies a mission in the field and must be planned from the project design stage. It is prepared by drafting terms of reference that specify the objectives of the trip, the people to meet, the evaluation questions and hypotheses to check.

Carrying out the evaluation

It is not going to be easy to conduct this evaluation work if no indicator has been defined upstream (at the time of the definition of the logical framework). In order to define relevant indicators, there is a need for criteria, namely the angle of view according to which one examines the project (technical, financial, organizational, social...). Care must be taken to define easily identifiable and relevant indicators. Similarly, the question of how to verify that information should be asked (e.g. what are the "reliable" financial elements, who are the people actually impacted by the change of situation..?).

"Classical" criteria	Indicators (examples)
Effectiveness: what has been done compared to what was planned?	Ex: number of training sessions performed compared to those initially estimated
Relevance: Were the actions taken appropriate to achieve the objectives?	Ex: were the training sessions well adapted to the public?
Efficiency: what are the committed means (human, financial, technical...) compared to the results?	Ex: number of women trained versus number of funded training days.
Effect: what are the immediate consequences of the actions?	Ex: did the training modules provided lead the participants to a higher level of knowledge? Are the skills sought acquired?
Impact: what are the positive and negative effects of this action?	Ex: change in user behavior (hygiene), number of people sensitized ... // tension between beneficiaries; there is no ownership of the project by the population
Sustainability: How will the project self-manage and ensure that it continues?	Ex: the number of training sessions given by former participants in the training (ability to disseminate and transmit knowledge)....

For each level of results (immediate, specific objectives and overall objectives), it is imperative to be able to evaluate them, in order to verify from progress to the relevance of the project. To do this, we must have indicators that we can measure from sources of verification. They must answer the question: "How do you know if what has been thought and planned has actually been achieved ... how to verify and demonstrate the success of the project? "

The indicators should be independent of each other, each referring to a single objective of the intervention logic, i.e. either to the overall objectives, or to a specific project objective or outcome. "For instance, indicators at the outcome level should not be a summary of what has been said at the activity level, but should describe the measurable consequence of the activity's implementation."

Indicators are said to be objectively verifiable; this means that they can be measured objectively, at an acceptable cost and provide stable and consistent information. There are also SMART indicators (Specific, Measurable, with Acceptable Cost, Responding to Expectations and Time-bound).

Drafting the evaluation terms of reference

The expression "Terms of Reference" is generally referred to as a few-page document through which the sponsor of an assessment places an order to an appraiser. It explains what he wants and why he wants it. The drafting of this document is one of the first steps in the implementation of an evaluation. It concludes a phase of reflection and prior animation that formalizes the expectations that are behind the order of the evaluation. It prepares the second stage of the implementation, the elaboration of the methodological note.

The latter will be written by the evaluator (or by the candidate evaluators in the case of a call for tenders). It will allow the evaluator to explain in detail to the sponsor the method and approach he intends to use to carry out the work that will be entrusted to him.

Even in the case of self-evaluation, it is better to separate the development of the terms of reference and the drafting of a methodological note. The distinction between "what do we want to do" and "how are we going to do it" is a fairly sound methodological rule.

Responsibility for the development of terms of reference is therefore the responsibility of the evaluation sponsor. It is often one of the initiators of the evaluated operation. It can involve other actors, the project manager, its partners, and the local actors involved. The preparation of the terms of reference then

becomes a sometimes complex collective exercise. This exercise will be one of the key steps in so-called participatory evaluations. In theory, the future evaluator should not intervene at this stage. If the sponsor needs help, because this preparation asks for some notions about evaluation, it can call on another "professional". Ethics prohibits the latter from participating directly in the evaluation. The drafting of the terms of reference must allow the sponsor to be clear about what he expects from the evaluation, and to communicate with future evaluators.

Terms of reference must be clear, faithful, complete and coherent.

- **Clear:** the evaluator must obviously be able to understand the order and satisfy it.
- **Faithful:** the terms of reference effectively reflect the expectations of the sponsor and objectively inform the candidate evaluators of the project to be evaluated and its context.
- **Comprehensive:** the terms of reference must contain all the elements necessary to build a quality methodological note.
- **Coherent:** the objectives of an evaluation must be consistent with each other and consistent with the means intended to achieve them.

The quality of an evaluation depends to 50% on those of the terms of reference. These will be decisive in the dialogue evaluator / project manager / funding body.

A document that has three main elements

The evaluator needs (1) to understand the work that is asked of him, (2) to know in detail the expectations that he must satisfy, and (3) to be able to take into account the constraints imposed on him (for example financial, time-related...).

1. The terms of reference are, in general, organized into five main parts.

- A general presentation of the constituents of the evaluation ;
- The rapid presentation of the context and therefore the nature of the sponsored evaluation;
- A detailed description of the object to be evaluated (in particular the actors associated with it ;
- A presentation of the expectations of the sponsor and the objectives of the evaluation ;
- The references constitutive of the evaluation.

2. Details on the content of the order (evaluation questions, methodological elements)

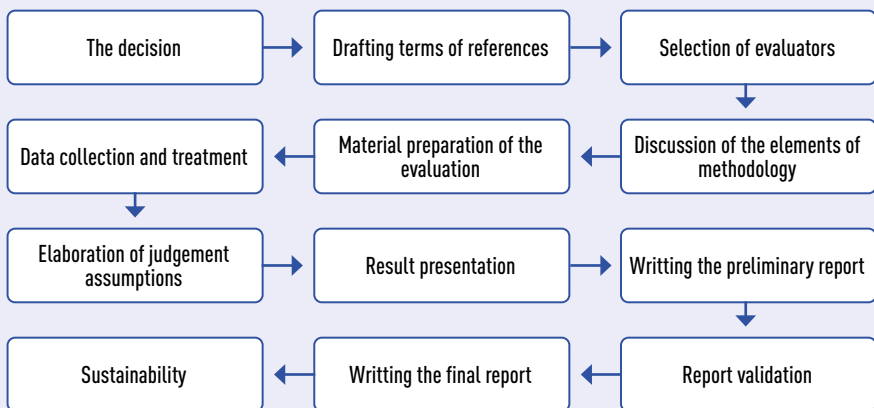
- The main evaluation questions
- Indications of desired methods
- Special expectations in terms of presentation of the conclusions and report writing.

3. Details on practical aspects of the evaluation

- The organization of the sponsor-evaluator-evaluated interface (interlocutors, possible steering committee).
- The main constraints (total duration, duration of the different phases, calendar constraints).
- The composition of the evaluation team (number and profile of evaluators).
- The available budget.
- The expected reports (the contents of the reports, their technical characteristics, their validation process).
- Any contractual details.

All the financial, administrative and technical annexes must be attached to the reports sent to the Cevaa in order to provide as much detail as possible.

THE DIFFERENT STAGES OF AN EVALUATION



1. The main elements of the terms of reference

The general presentation of the constitutive elements of the evaluation

- 1.1 Introduction: the summary presentation of the context and nature of the evaluation
The sponsor (church, Cevaa, project leader, or other?)
The evaluated object, its nature and its main characteristics (project, institution, program, system, training...)
Context, position, the actors of the evaluation
The sponsor's main expectations, the main characteristics of the evaluation (dates, data collection strategies...)
- 1.2 The precise definition of the object to be evaluated and the scope of the evaluation
- 1.3 The detailed objectives of the evaluation and the sponsor's expectations
- 1.4 The explanation of the fundamental references of the evaluation (comparison between an objective reference, the logical framework...)

2. Details on the content of the order

The evaluation questions and the elements of the methodology

Going from objectives to defining the process of an evaluation involves two types of work, two types of approach. It is necessary to:

- Translate the general objectives of the evaluation into more and more precise evaluative questions or "quality domain", then into criteria or hypotheses, then into indicators.
- Define data collection and treatment methods and then of result presentation and validating the conclusions of the study.

The Cevaa, the Church, or the project manager can define the indicators and choose in detail the methods they wish to see implemented.

The translation of the expectations into evaluative questions or "domain of quality" is followed by the derivation of these to the main criteria of evaluation.

A project can be assessed according to at least five points of view:

- **The classical reading grid:** relevance / coherence / efficiency / effectiveness and result / impact / sustainability
- **Main centers of interest a priori:** gender / good governance / compliance with the Cevaa Charter of Quality / environment / fight against poverty / education for citizenship and peace / support for local parishes...
- **A combination of different objectives:** tangible impact on material situations / institutional processes / partnership research...
- **An organization and a system in place:** in different thematic areas / addressed to different target audiences / implementing different techniques / distributed in different geographical areas / associating different actors assuming different functions.
- **A process, a roll-out:** the analysis of the context and identification of the constraints / the definition of a strategy and its various aspects / the implementation / the mechanism of steering and monitoring-evaluation...



Inform evaluators of available sources of information and ensure that they will use them.



Ensure that politically important interlocutors (church leaders, head of a organizations, etc.) are involved in the evaluation, or at least informed.



Insist on the participatory nature to facilitate the ownership of the results (it is clear that the more the actors of the project at the grassroots level will be associated with the process, the more they will be inclined and able to put the new policies in place at the end of the evaluation).



Determine the evaluator's scope of work.



Allow a minimum of coherence between the expectations of the evaluation and the means envisaged to carry it out.

The methodology

The process of indicators definition must be based on the following steps:

1. Definition of the project strategic objectives: delimitation of the perimeter of the project and its potential to modify the local context.
2. Definition of operational objectives: identify achievements that should be achieved with the available means and resources within the time frame that the Church has set for itself. In this sense, a strategic objective can be broken down into several operational objectives.
3. Implementation of the achievement indicators.
4. Establishment of outcome indicators that will focus on comparing the planned operational objectives and the realizations achieved through the actions undertaken.
5. Definition of the impact indicators responsible for translating the effects generated by the actions undertaken.

Project evaluation criteria

- Define three simple and uniform evaluation criteria: ensure clarity and relevance of objectives, soundness of concept, ambition, innovation and coherence with other local projects (or beyond) - good background study
- Check the impact: increase the visibility of the project in its context
- Quality and effectiveness of implementation: coherence of the work plan, possible complementarity of partners, and relevance of governance.

A few tips for a successful evaluation

- Final evaluation should be thought from the beginning of the project
- Human, technical and financial resources must be mobilized for this work
- An evaluation should be thought of as a participatory process and not a control
- An evaluation concerns all the stakeholders of the project: think of involving them all in the process.

Cevaa provides project sponsors with a standardized evaluation grid. Of course, this grid is not restrictive and the actors can identify other centers of interest on which they want to focus their evaluation. It should be noted that the financial and technical responsibility is always left to the church that carries the project; so if the Cevaa evaluates, it can only be an exercise based on data collected by the churches.

Interest and goal of evaluation

Evaluation takes a broader view than monitoring because it appreciates the initial assumptions underlying the project design and raises questions like: "were the project results and objectives achieved and were they relevant? "

Conclusions and recommendations for each type of evaluation are of particular interest:

- Ex-ante evaluation (beforehand): this first step, step 0 of the project, leads to the implementation or not of the project. This ex-ante evaluation is known for Cevaa projects since it led to the development of the project.
- Intermediate evaluation: it aims to reorient if necessary, marking out the continuation of the project.
- Final evaluation: it draws up an in-depth assessment of the project with the strengths and weaknesses.
- Ex-post evaluation: it estimates the strength of the results and establishes the sustainability of the project.

Financial evaluation, initial budget, financial results achieved

This evaluation is summarized in a table that takes into account revenues and expenses by comparing the initial budget with the actual budget, year by year, and for the different items.

BUDGET AND FINANCIAL RESULTS OF THE PROJECT								
Income, expenses, results	Budget year N		Budget year N+1		Budget year N+2		TOTAL	
	Initial	Actual	Initial	Actual	Initial	Actual	Initial	Actual
Income								
Church own funds								
Project specific funds								
OPM Subsidies								
Cevaa subsidies								
Expenses								
Trainers allowances								
Document translation								
Evangelization campaign organization								
Total expenses								
Financial results								
Balance carry-over								
Closing balance								

A participant attendance table in the campaign of evangelization can be produced. It will indicate the number of organized campaigns per year and the number of people received.

Project sustainability – closure

In the closing stage of a project, there is:

- the implementation of the provisions relating to the sustainability of achievements (if this is not yet done)
- the procedures for discontinuing all interventions from the support structure as such (handover to whom it is due)
- the finalization of all reports
- stopping all accounts (equipment, finances, human resources).

Of course, some of these activities are carried out during the implementation phase of the project.

4. CONCLUSION

This little Cevaa guide aims to allow our churches to better understand the different stages of developing a project. It will facilitate need analysis, the design and the monitoring of the project. Of course, the specificity for our churches is that the projects are included in their missionary programs.

Project preparation, using the logical framework and ex-ante evaluation is essential, as is evaluation and the main axes of sustainability.

A project is always carried by the Church. The Cevaa is a facilitator and a support. Churches can also call on the expertise of Secaar (<http://www.secaar.org/>) or other collaborations external to our organizations. A big thank you to the people who helped in the realization of this guide, in particular Mrs. Henriette Mbatchou, President of the Cevaa, Pastor Célestin Kiki, Secretary General, Mrs. Anne Roulet, Mr. Rija Rabemananjara, Mr. Roger Lasmothery, Mr. Michael Blanc, and Mrs. Arielle Domon.

Anne-Sophie MACOR,
July 2021

5. APPENDICIES

Annex 1- WOMEN EMPOWERMENT in our member churches - recommendations

"In recent years, Africa has achieved remarkable economic performance, but the continent's good economic prospects remain hampered by continuing inequality. Africa is the second most unequal continent in the world, after Latin America. Besides income inequality, gender inequality remains a major challenge for the continent. Despite the efforts made, the road to progress towards gender equality and women's empowerment is slow, due to the continued violation of women's socio-economic, political, and civil rights. African leaders reaffirmed the centrality of gender equality and the empowerment of women as an integral goal in the protection and promotion of women's human rights. This principle is stated in particular in the 2063 Agenda, the continent's flagship framework for its structural transformation and sustainable development." In July 2016, the African Union Commission drew up a comprehensive assessment of gender equality and women empowerment for Africa, with a view to meeting the demands of the United Nations 2063 agenda for Africa.

The Cevaa ² has direct contact with its environment; however, it generally has only limited perception of the situation in which women apply for projects in Africa. The reaffirmation by the African Churches of women empowerment as a priority objective fits perfectly into the projects submitted to us, and therefore deserves our attention, to analyse our practice and reaffirm, alongside governments and civil society organisations, the major role that the Community wants to play for women empowerment in the countries where the Cevaa is active.

On average per year, we have 3 requests for women capacity building, female leadership, income-generating activities, out of a total of some 30 projects submitted. Women's expectations really vary from country to country, from context to context, however, we have a constant demand for microfinance support. Microcredit is the form of financing which, in order to start an income-generating activity, is compulsory when the woman has to take charge of herself.

² (www.cevaa.org)

*"We define empowerment as the complex process of women's access to full participation in civil, political, social and economic life, and the exercise of corresponding rights."*³

Through the actions we are carrying out, we want to support women so that they regain full confidence in themselves, in their empowerment possibilities, and that they set up an activity, with the aim of being financially dependent only on themselves. If we succeed in doing this, then women will become empowered and thereby gain self-esteem. This principle of empowering women involves multifaceted support: financial support to launch an activity, practical training, one-to-one support, childcare solutions, etc. We will also see that support also involves territorial and social anchoring.

Using the study of the various support projects to women over the past 10 years, we can draw a common thread for recommendations to churches on women empowerment.

Solutions for a successful approach to women empowerment

In the projects that we are carrying out with the Cevaa in Africa, women empowerment goes through the use of microcredit, and the start of income-generating activities (IGA). The main goal of this IGA is to lift women out of poverty. However, it seems important to think beyond **poverty reduction**, to move towards a deeper rooting in a medium and long-term approach towards **an exit from precariousness**.

Women empowerment must be a coordinated approach of different actors, with women at the center of the system, who develop the activity they want to lead and get help from associations. It is imperative that this approach be known at government level and recognized by local partners. Training is also a crucial component which will, through practical case studies, for example, minimize the pitfalls experienced by similar initiatives.

Our recommendations are twofold: territorial and social anchoring through the support of parishes and the strengthening of social utility through training, awareness-raising actions for women and for populations close to the project.

³ in Measuring Women's Empowerment: Participation and Rights in the Civil, Political, Social, Economic and Cultural Fields, Valentine M. Moghadam, Lucie Senftova, International Journal of Social Sciences, 2005/2 (No. 184), pp. 423-449

Imperative Prerequisite

Women must develop projects anchored in a legally recognized framework.

A prerequisite, which must be made imperative, is to ensure that the beneficiaries are not co-opted people, but the actual initial applicants, the instigators of the projects.

Before even thinking about how to support women empowerment, it is essential to ensure that these women are the instigators and implementers of their own projects.

1. Recommendation ° 1- Territorial, ecclesial and social anchoring

Women have a central place in women empowerment projects. Analyses show that to be successful, we need a comprehensive approach, which integrates different actors and not just women, and that this approach is part of government and church political will and in grassroots projects.

1.1 Appropriate economic model

From all the lessons learned, **it is necessary to include women empowerment projects in an approach that is either associative, cooperative, or entrepreneurial.** This economic model should enable women to develop their commercial activity and to be recognized in a territory, in a region, in a country. The economic model is based on the laws of the land. The legal status that the women will choose, for instance, the Cooperative, will allow them to have a solid legal representation, and to make their project part of a long-term action.

Choosing an established economic model will make it possible to engage with women in a process of recognition of the activity, and in doing so, will decrease informal sector activities. Why so? Because while the informal sector rapidly generates gains and provides families with income, it does not allow women to have any status or rights (unemployment, health, old age, etc.). The primary goal is to support empowerment through legal recognition.

1.2 Cooperation with the State and strengthening of social coverage among others

States, alongside WHO, are keen to offer populations Universal Health Coverage (UHC). This issue of social care is crucial in African countries, and it is at the heart of the women empowerment project as we support them. Thus, one of the keys to getting out of precariousness is for the woman's project to be placed in a formal economy in order to lead to social rights and effective recognition of her activity.

1.3 Solidarity in the direct social environment

1.3.1 The social group and "care"

An environment free of violence is necessary for the women's project to be carried out under good conditions. Thus, during training, women's rights will be reaffirmed and the support that the local community can provide will be sought, primarily by creating a peaceful environment within which women can develop professionally. We are here at the heart of the Church life project, of course.

1.3.2 Make time for yourself

This collective effort involves intergenerational support which will allow women to free up time for their new activity: domestic chores will have to be reduced by taking on external responsibilities. During field visits, several people emphasized time management and effort that is required of women, in addition to their already busy daily lives.

1.3.3 Support to parishes

Inter-parish solidarity should be strengthened. Parishes in which field actions take place can get involved, in terms of time, money, and psychosocial support. The desire to associate the parishes responds to the process of social anchoring. This is a dimension that Churches already carry at different levels. The goal is really for women to be accompanied when they create projects, and to be supported in their efforts (for example legal registrations) to create the optimal conditions for the development of the project. In the case of a cooperative, parish support can take various forms, including financial and logistical support

1.3.4 Create the ideal conditions for women to work outside the home

If we want to improve the living conditions of women and families, it is necessary to consider these women's environment. Thus, to develop an activity, some women will need to entrust their children to a nursery. In Benin, for example, the EPMB recently opened a nursery. This is a recommendation to other churches: you help women, but what efforts do you put in place so that they can be relieved of daily activities?

1.3.5 Solidarity funds: encourage women to help each other

*Surveys have shown that getting several women to work together is a guarantee of success and mutual support. "Numerous examples and studies show that the resilience of a territory is clearly linked to the capacity of its stakeholders to network."*⁴

⁴ in SSES: a lever for resilient, innovative and cooperative territories, Christiane Bouchart, Raisonance, n°15, page 13

1.4 Minimum amount for the initial funding of the project

The recommendation in this area is to properly assess the feasibility of the project, the interest rate charged to women, the minimum amount to start without too many constraints... the added value of the Cevaa will really be in this capacity to analyze the needs of women and appropriate financial support (if the amount is small, the project will not be ambitious enough to really help the woman).

1.5 Establishment of shared governance

We have seen that women empowerment projects, when they are well designed, allow women to create cooperatives or production associations, or even businesses, to develop and sustain their activity.

We believe that in such adapted legal framework, democratic governance is a lever for success. Indeed, women are thus enabled to have a constructive and proactive opinion and the "One person = One vote" system of governance, which we find in associations or cooperatives, is a good means of empowerment.

2. Recommendation N° 2: strengthen social utility

This recommendation is broken down into several innovative training programmes to be put in place to improve women's self-esteem and economic performance. We are focusing here only on women, but awareness-raising actions can reach all groups (children in particular).

We have seen that when our churches submit women's empowerment projects for funding, the capacity building component is always present; however, some projects are confined to basic management training, and do not consider all the women's needs to manage their small businesses, and strengthen their social position, with a view to actual empowerment.

We therefore want to reaffirm that training is necessary and essential, that without appropriate training, especially on self-esteem, women will find it difficult to value their work.

Practical training gives women legitimate tools to build their self-confidence and better communicate outside. In addition, microproject support for empowerment also allows, if there has been training, that women then engage in larger-scale activities outside their project.

The training, or capacity building that we recommend putting in place, will be interactive and will include case studies to be analyzed in order to properly contextualize your project and uptake all its component. The trained women will join, if they wish, a network of "empowered" women, and they will then be able to share their experiences with other women who want to start their business.

Such training will ensure a safe working environment that allows women to learn and share in peace.

2.1 Training in management techniques

- **Training in project management, management of a small business, financial forecasts...**

This module is already integrated into all of the women's empowerment projects that we monitor. It will be standardized and we are considering short Zoom modules, also available on YouTube. Particular emphasis should be placed on the "guaranteed right of management", that is to say the ability given to women to be fully in charge of their finances and the management of their project.

- **Training in the creation and management of a cooperative, and learning to work together, partnership development**

Training should be geared towards a good description of the prospects for joint work, for example in the form of a tontine or cooperative, and the interest that this joint work may have, at the level of the village or the family.

The development of a network of women will be encouraged to develop commercial or social partnerships, and to position women in their environment in a sustainable way.

- **Training in quality production**

The fact of joining together in a cooperative will make it possible to be more demanding in terms of quality, because of the secure financial contribution, and of the logistical support of the economic model. This awareness will also go through a small market study, to appraise the needs of the traffic area and offer adequate production. We also recommend basic training on production valuation.

- **Entrepreneurship training and capacity for innovation, (SDG 9)⁵**



Our training modules should also include a component on the ability to undertake (the ability to initiate innovative ideas) and to carry through to completion. We have a lot of women empowerment projects that focus on the promotion of local crafts, or cooking, but with all the challenges of sustainable development and degraded climatic conditions, we want to encourage the carriers of innovative projects that help to take care of the environment, and which, in fact, are also in the long-term. It can be a simple project like waste management, or more complex like sustainable agriculture. This component meets the **Sustainable Development Goal 9**, through the desire to give everyone the opportunity to innovate, develop and promote new technologies.

⁵ in UN: Goal 9: Build resilient infrastructure, promote sustainable industrialization that benefits all and encourage innovation

“Innovation and technological progress are of paramount importance in the search for sustainable solutions to economic and environmental challenges, such as the optimal use of resources and energy.” UN website.

- **Training in ICT tools (digital payments, website, Facebook virtual showcase, etc.)**

This module is a very important recommendation that we intend to develop with the support of our Communication Manager. We have noticed, especially during the pandemic, that the use of virtual currency has worked very well in Africa, that this technological capacity is a tool for African States to manage the crisis (see Novissi in Togo for example).

Simple websites can also allow women to publicize their production; Facebook showcase pages play a bit of the same role, while being technically simple.

This observation of the strengthening of ICTs during the pandemic was recently described by the UN, on its website, with the desire to strengthen resilient infrastructures. *“Information and Communication Technologies are at the heart of the response to the Covid-19 pandemic. The crisis has accelerated the digital switchover.”*⁶

2.2 Training in environmental preservation: awareness raising and coordinated actions

African countries are particularly affected by climate change; support to women in raising awareness and support for innovative projects is recommended. The actions undertaken by women can be based on successful development projects which are numerous in the Cevaa member churches.

The central issues in the villages, such as waste sorting, circular economy, etc., could initiate a different vision of city management, for women who wish to get involved.

2.3 Tools to improve interpersonal skills and self-esteem

- **Women uptake of their destiny (education for responsible citizenship)**⁷

We also believe that capacity building in terms of citizenship education is essential in this training component. Citizenship education has been modeled at the level of the United Nations (UNESCO) and wants “by its action, to provide learners of all ages with the means to reflect on problems on a global scale and not only at community level and to become active promoters of more peaceful, tolerant, inclusive, secure and sustainable societies.” This is one of the acts of the 2030 Agenda. This aspect is very important if we want

⁶ in UN : 2020 Report on Financing for Sustainable Development Goal 9: Build resilient infrastructure, promote sustainable industrialization that benefits all and encourage innovation

⁷ <https://fr.unesco.org/themes/ecm>

to give women as much autonomy as possible. In Togo, for instance, we can rely on a partner association that works for the promotion of peace and national reconciliation (PAOET project).⁸ The PAOET project aims to federate the energies of the various religious communities of Togo, to develop responsible citizenship.

- **Empowerment, an AEBA module**

Since 1971, the heart of living together at Cevaa, as imagined at the time of the birth of the Community, has been what we call theological empowerment. Big word for some, but in fact a very modest concept, which is to allow each member, at the base as at the top, to have a particular theological opinion and to express it. Thus, was born in 1996, what we call the AEBA (Applied Biblical Studies Animation) training. The General Secretary of the Cevaa, Dr Célestin Kiki, outlines this training: "the project aims to correct erroneous readings of the Bible, the objective of which, for a long time, has been to keep women in submission. In other words, it is a question of giving back to women the means which allow them to read the Bible with other glasses - multifaceted problems that overwhelm them, in order to enable them to participate actively in the construction and development of their society.»⁹ The AEBA training, as it takes place since then, is an immersion seminar of 2 weeks per year for 3 years, with women from churches from the same region, around various themes grouped into 3 items: training of trainers, production of small teaching material and setting up of a network of trained women.

2.4 Training in basic hygiene care

We recommend strengthening the capacities of women in matters of sexuality, to enable them to respect their bodies. The people in charge of these empowerment projects realize that it is necessary for women to be aware of contraceptive methods, maternal and infant feeding, etc. At the Cevaa, we have expertise in public health and management of community health centres, on which we can rely, thanks in particular to the work of our Health Officer, Dr Mathilde Guidimti.

⁸ PAOET: ecumenical accompaniment programme for the churches of Togo

⁹ Dr Célestin Gb. KIKI, in AEBA training seminar, June 2013, Porto-Novo (Benin)

2.5 Personalized support and psychosocial support

It is necessary, as we have seen, that the process of empowering women be fully understood by those close to them, and that those around them be involved alongside women. The women empowerment project must be accompanied by psychosocial monitoring. Here again, we can rely on some of our Churches which have a great experience of accompaniment through listening cells (e.g., EPCR...).

2.6 Sensitization of young girls and boys on women empowerment

Our recommendation aims to encourage the Churches to sensitize children, from an early age, to gender equality and the place of women in society.

2.7 “Women Empowerment - Cevaa” collaborative platform

The Cevaa wants to combine all efforts to empower women in member churches. For this, the recommendation is that we set up a collaborative platform, with which civil society and NGOs can communicate, in order to establish relationships with involved stakeholders and work to bridge the gap between formal and informal sector. This platform will connect women who have already followed a similar project, who will also be able to provide mentoring. Concretely, the platform will be a subsection of our website and will operate with secure access for members of the group.



« No woman,
no development ... »*

* In <http://www.l-integration.com/2019/09/23/plaidoyer-pour-lacces-des-femmes-a-la-terre-en-milieu-rural-dans-le-departement-du-zou-la-cour-royale-de-tindji-likpin-de-zakpota-se-mobilise-pour-un-benin-sans-faim/>, plea of King Dègan Glèlè Gblangbé, September 23, 2019

A few definitions

Operational Objectives: These are specific objectives. They are defined in terms of the expected results, in an annual framework or for the duration of the project.

Actions: they translate into operations or projects that lead to concrete expected and produced achievements. These achievements must be quantifiable.

Achievements: these are the finalized products of an action, concrete projects within the system or projects implemented. They are translated into quantitative and very objective indicators (eg number of beneficiaries, constructed surface, number of services rendered ...).

Example of a project chronogram (Health Solidarity Project)

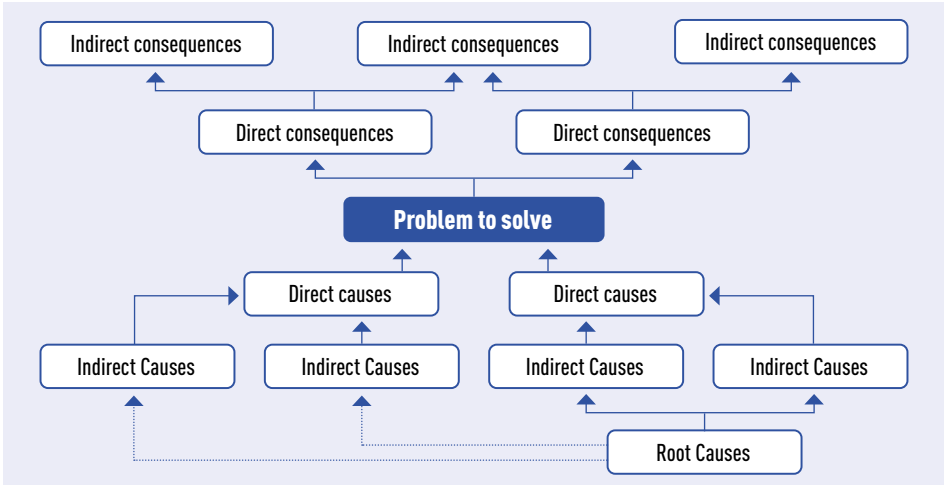
CHRONOGRAM SOLIDARITY AND HEALTH (PSS) FIRST PHASE													
Activities	2015-2016												
	09	10	11	12	01	02	03	04	05	06	07	08	
Census phase	Validation of the project by the Executive Council of Cevaa												
	Start of the project manager												
	Recruitment of an assistant in the projects department												
	Inventory in the various hospitals												
	Recruitment of a pilot hospital in each Church												
	Organization of steering committee and meetings												
	Organization of Operational Committee												
	Definition of the mandate of the committees												
	Validation of the mandate by the Executive Board Oct 15												
	Translation of the various documents into English												
	Needs identification visit to each hospital												
	Choice of the three priorities by the Church												
	Validation of priorities in three projects												
	Definition of the general objective												
	Definition of actions as the main objective												

CHRONOGRAM SOLIDARITY AND HEALTH (PSS) FIRST PHASE

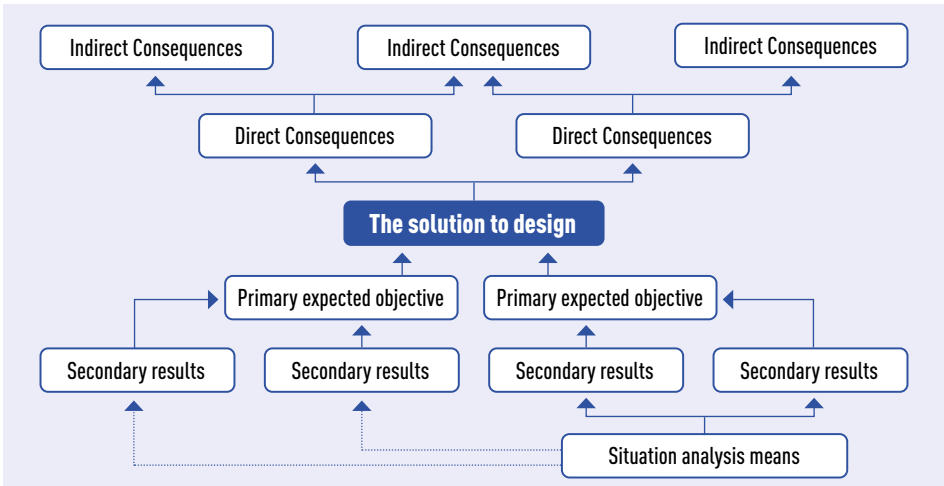
	Activities	2015-2016											
		09	10	11	12	01	02	03	04	05	06	07	08
Census phase	Implementation of training actions												
	Formatting of links with States												
	Implementation of the Church's health policy												
	Redanmization of hospital chaplaincy												
	Infrastructure networking												
	Development of possible synergies												
	State of play of competition and actions												
	Assessment of health infrastructure and works												
Implementation phase	Annual review session on the progress of the work												
	Elaboration of the establishment project												
	Continuation of planned training												
	Establishment of work synergies												
	Implementation of computerized purchasing management												
	Definition of Action 1 main objective												
	Definition of Action 2 main objective												
	Definition of Action 3 main objective												
	Definitions of secondary objectives												
	Field visit of the project manager												
	Report of the Chargé de mission to the Coordination												
	Report of the SX to the Cevaa Executive Board												
	Report of the OPM Project Manager to the Synod												
Assessment phase	Annual review session on the progress of the work												
	Field visit of the project manager												
	Implementation of defined objectives												
	Implementation of defined objectives												
	Implementation of defined objectives												
	Report to CX and AG Cevaa												
	Analysis of the state of play and possible corrections												
	Corrective actions												
	planning for the future of the project												
	final assessment												

Problem Tree and Solution Tree

Problem Tree



Solution Tree



Logical framework

intervention logic	objectively verifiable indicator	Verification source	
General objective			Hypothesis
Central objective			
Results			
Activities	Committed resources	Costs	
			Central aim of the project

Financial monitoring of a project (Example of operating budget)

STANDARD PROJCT BUDGET MATRIX

	CHARGES	Year 1	Year 2	Year 3
601	Stored Purchases - Raw Materials (and Supplies)			
602	Store Purchases- other supplies			
604	Purchase of studies and provision of services Consumable supplies			
605	Purchases of materials, equipment and works			
606	Non-stocked purchases of materials and supplies			
607	Purchases of goods - for resale			
611	General subcontracting			
612	Leasing fees			
613	Locations			
614	Rental and condominium charges			
615	Maintenance and repairs			
616	Assurance and real estate leasing			
617	Studies and Researches			
618	Insurance fees			
621	Staff outside the company			
622	Intermediary remuneration and fees			
623	Temporary staff			
6231	Advertising, publications, public relations			
624	Transport of goods and public transport of staff Miscellaneous			
625	Travel, missions and receptions			
626	Postal and telecommunications costs Transport on sales			
627	Banking and similar services			
628	Miscellaneous Moving expenses			
631	Taxes, duties and similar payments on remuneration (tax administrations)			
633	Taxes, taxes and similar payments on remuneration (other bodies)			
635	Other taxes and similar payments (tax administrations)			
637	Other taxes and similar payments (other bodies)			
641	Staff remuneration			
645	Social security and pension expenses			
647	Other social charges			
648	Other personnel costs Contributions to pension funds			
651	Royalties for concessions, patents, licenses, trademarks, processes, software			
668	Other financial charges Interest on current accounts and deposit payables			
671	Exceptional expenses on management operations			
675	Book values of assets disposed of			
678	Other exceptional charges			
681	Depreciation and provisions			
TOTAL CHARGES				

Eligibility criteria for Cevaa projects

Preliminary to the study:

- The relations between the Church and the Cevaa administration are regular and good. The Church participated in the latest General Assembly.
- The applicant Church is up to date with its contribution (at least Y-2).
- The Church submits at most 3 projects per year (including at most 1 Youth project).
- Applications for exchanges are possible: at most 2 exchanges per Church and per year (1 Youth exchange and 1 "other" exchange).
- The Church must systematically submit a complete application, even if an application was submitted in the previous year and additional information requested.

Eligibility criteria:

- Clearly completed project outline with all requested attachments.
- Projects, which integrate the priority themes of the current year, will be prioritized.
- Detailed budget.
- Key indicators for the analysis of the project throughout the process, and expected results (participation rate, satisfaction rate, number of trained people, number of participating Churches, number of funded projects, etc.).
- Detailed program (in case of exchange, include program of return phase) and expected results.
- Proof that all parties were duly informed and involved (e.g., provide meeting minutes).
- Proof of Church's effective financial participation: the project is started when the Church has already paid its contribution (at least 20%); the participation of the Church may be in kind (e.g., make space or staff available...).
- For sustainability of the project, include Church's prospects over 3 years upon completion of the project: self-financing, contribution of involved parties, global strategy of the Church...).
- Not 2 projects of same nature in the same Church, if the previous one is in progress or if the Church has just received funding (with the exception of projects with several phases of implementation).
- If it is the 2nd phase of a project, a detailed evaluation of the 1st phase must be added, including selected indicators, obtained results, corrective actions...

Study of the projects:

- The study of transversal projects is made by the joint session of the Coordinations.
Each Coordination must have examined these transversal projects separately in advance.

Monitoring of projects:

- The administrative monitoring of all the projects is made by the "Projects and Exchange of persons" Pole.

NB: The management of the exchanges is ensured by each Pole according to the characteristics (Youth or "others").

Reporting:

- For all projects, the reporting is made by the "Projects and Exchange of persons" Pole, with the collaboration of the "Activities and Youth" Pole.
- For the exchanges, the reporting is ensured by each Pole according to the characteristics.

Funding:

The funding limit for a project is € 25,000 per year, over a maximum of three (03) years.

Reminder of the decisions taken by the Executive Council of April 2013 in Sète (updated):

1. Project validation time

Projects, for which additional information has been requested as a condition of their validation, are refused after one year if this information has not been provided, in spite of the efforts made by the Secretariat to obtain it.

2. Closure of validated projects

Validated projects, for which there is no information after two years, will be closed automatically.

3. Closure of positions without candidates

After having sought candidates for a position during two years, without succeeding at the Church's convenience, the closure of the position will be declared (after two years).

Administrative monitoring of a project (Project report template)

PROJECT REPORT TEMPLATE

NAME OF THE PROJECT:

CHURCH:

MONITORING REPORT OF:

DATE :

NAME OF THE PERSON IN CHARGE OF THE REPORT :

1. REMINDER OF PROJECT OBJECTIVES

1.

2.

3.

4.

5.

3. PLANNING OF REALIZATION

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4. PLANNING OF IMPLEMENTED ACTIVITIES

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5. FIELD VISITS

DATE :

APPOINTED PERSON:

COMMENTS:

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DIFFICULTIES ENCOUNTERED, MISCELLANEOUS PROBLEMS, ADDITIONAL REQUESTS:

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6. CONCLUSION

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7. EVALUATION OF THE WORK ACHIEVED

HAVE INITIAL OBJECTIVES BEEN ACHIEVED:

YES NO

IF NO, WHY:

.....
.....
.....

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THANK YOU!



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