



CHURCH AND COMMUNITY MOBILISATION PROCESS

- EVALUATION SUMMARY

July 2024
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tearfund



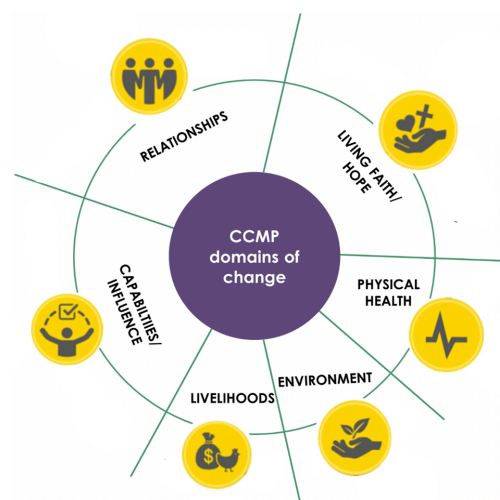
EXECUTIVE SUMMARY

This learning evaluation assessed the effectiveness of using an assets-based approach with local churches in sub-Saharan Africa to bring lasting change. The Church and Community Mobilisation Process (CCMP) had a significant impact on people's lives physically, spiritually and emotionally and galvanised collective action to tackle environmental issues. It reached very vulnerable groups of people, rippling out from facilitating church members to the wider community and sometimes to other churches and areas. In some countries, it resulted in strategic linkages between church, community and government to solve problems together and work towards a shared vision. And it did all this in a very challenging context both externally and internally. The evaluation found that the work could be further strengthened by intentional activities early in the process to address hidden issues such as gender-based violence, by linking to government and other expertise more quickly, by embedding CCMP more in structures and budgets and by reinforcing mindset change activities.

INTRODUCTION

CCMP identifies the cause of poverty as broken relationships with self, God, others and the environment. Participatory Bible studies and activities equip churches to work with their communities towards a shared vision, using their own local resources.

A grant of £630,269 (DKK 5,525,584) from Danida funded the Centre for Church-Based Development (CKU) and five of its members in Denmark to partner with churches in West, East and Central Africa to pilot CCMP in five churches Tearfund, a faith-based international NGO, trained partners. It also supported them to do a baseline, midline and endline survey, based on their Light Wheel model of nine domains of change, clustered into six for the evaluation (right). The evaluation took a participatory approach. Partners helped to analyse data and shape findings and recommendations. They facilitated focus group activities to rank outcomes, map their journeys of change to identify effective approaches and score their ownership of CCMP. The consultant carried out primary research in Ethiopia and Rwanda. She also carried out a document review, drawing on external learning and key informant input.



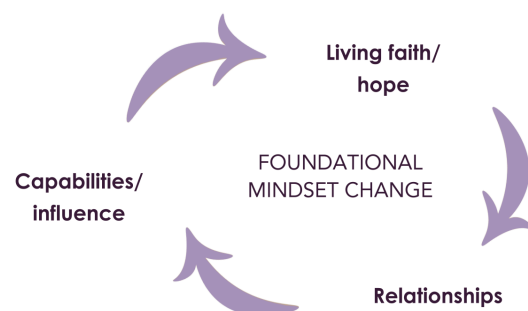
FINDINGS – ACCOUNTABILITY

Signs of change: An estimated 21,097 people directly benefitted from the work (a very conservative estimate). The greatest change that took place because of CCMP, according to the survey, was in people's response to the environment: planting trees, tackling soil erosion, taking wood-saving initiatives and caring for their surroundings. People's livelihoods also markedly improved. Their ability to save increased by 47%, resulting in more income and

better food security and diversity. CCMP helped them link spending to positive goals, both for their own families and to help those in need e.g. sending children to school, building homes, paying health insurance and employing others.

Focus groups ranked the most important outcomes for them in: their outlook on life (their personal faith and sense of hope); in their relationships; and in their capacity to take action using their own resources. They described this as transformation in their mindsets – the hidden beliefs and attitudes that influence behaviour. The survey also showed that the main reason for these changes was CCMP. 95% reported improvement in faith /emotional wellbeing; 93% in relationships; and 89% in capabilities.

This mindset change formed the foundation for the other tangible changes and also contributed to sustainability as it enabled people to continue to solve problems together. Some of the work delved deeper into more sensitive and hidden areas of gender relationships, conflict and violence, improving distribution of roles, family decision-making and care for children, and increasing safety – something that needs to be applied across all participating partners and countries.

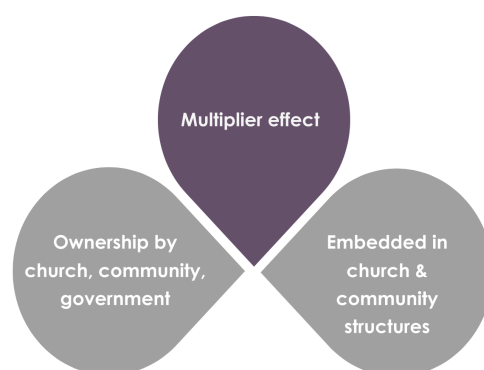


Reach of change: The work reached very vulnerable people in the facilitating churches and the wider communities, such as out-of-school children, single mothers, sex workers, widows, the sick and those affected by domestic conflict. CCMP also broke generational and gender barriers, with young people and women often very active in leading the change process.

CCMP had a great impact on churches at institutional level too. Churches developed a vision for their community. They increased in membership, participation and income. They became more inclusive, strengthened relationships, reduced conflict and improved infrastructure.

Sustainability: External learning shows that sustainability comes from fostering ownership of CCMP at all levels of church and community and embedding CCMP in structures and budgets. It is evidenced in the 'multiplier effect' when the work extends to others, beyond funding.

In this programme, 70% and over of CCMP facilitators in six countries reported that CCMP was spreading to community members and to other churches. Church leaders demonstrated high levels of ownership of CCMP in all the countries, though not evenly across areas. This was evidenced by integrating CCMP into existing processes (e.g. regulations, budgeting, planning) and structures (e.g. cell, women's, youth groups), and by setting up CCMP committees (e.g. in Ethiopia). However, although the benefits of CCMP reached community members, most partners could not yet demonstrate high levels of ownership outside of the church.



FINDINGS – LEARNING

CCMP best practice: CCMP participatory Bible studies and activities were extremely effective in bringing about mindset change. They helped people surface underlying attitudes and beliefs, such as about their capacity to bring change, the resources they have and how to work together effectively. Other CCMP tools helped people analyse their community, prioritise issues, work together to address them and review progress.

The evaluation identified three stages in the CCMP critical pathway (right) to achieve most impact. It showed that this was all underpinned by its relational approach (such as through Bible study and savings groups).

Partners adapted CCMP to different contexts and challenges with good levels of success. Both their experience and external learning show that in urban and peri-urban areas, it is particularly important to maximise the 'adoption curve' by training more people to mitigate mobility and distance issues. It also helps to draw groups of people together round a common issue, targeting vulnerable people specifically through a range of strategies. In majority Muslim areas, they found it was vital to involve other faith leaders right from the beginning to prevent suspicion of proselytism.

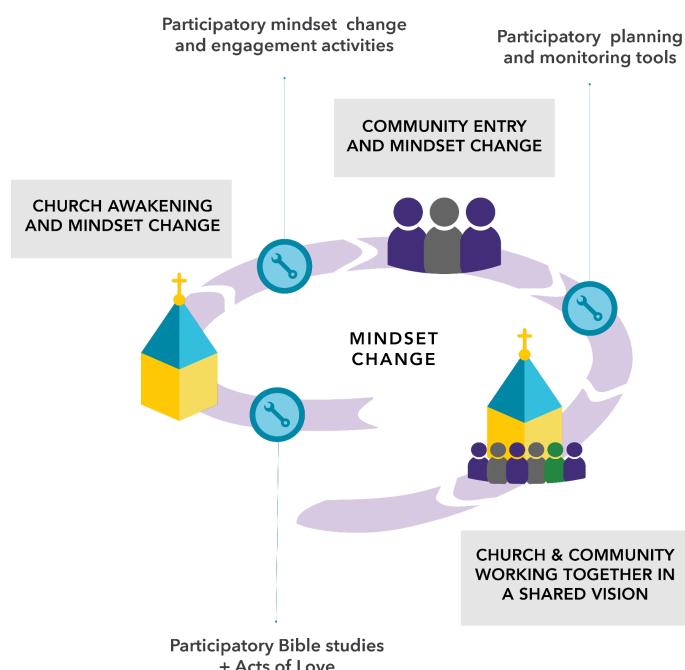
The key to addressing other challenges such as climate change, conflict and harmful practices is surfacing these issues early on in the process through relevant Bible studies and activities and by linking to relevant expertise in government, NGOs and community.

Programme effectiveness: Relationships between implementing partners, CKU and Tearfund were strong at both global and national level, despite internal challenges. The programme envisioning and set-up inspired partners about CCMP. However, the programme could have been further strengthened by planning for geographic focus (to maximise the adoption curve), more locally owned monitoring and minimum standards for training. Partners needed more support to break the barrier between churches working *for* their communities and churches working strategically *with* them to address issues together.

In conclusion, the evaluation supports the case for funders to invest more in CCMP. CCMP goes beyond current localisation practices to empower churches and communities to lead their own transformation. It supports local churches to strengthen qualities that make them effective in facilitating social and behaviour change. The programme offered good value for money, despite the challenging context and the extra support needed in the pilot.

Evaluation learning highlights four foundations and four success factors to strengthen CCMP:

CCMP Critical Pathway



FOUNDATIONS FOR SUCCESS



Flexible, creative facilitators who understand what is important in CCMP



Training that is experiential, phased over time & contextualised



Adoption curve – numbers, proximity for momentum



Simple monitoring & learning areas & tools owned by local partners & churches

SUCCESS FACTORS



Bring in safety / gender early on in process



Bring in skills & linkages early on for simple & quick wins



Embed CCMP in church and community structures



Ongoing envisioning / mindset change at all levels

SUMMARY RECOMMENDATIONS

Implementing partners

DEEPEN CCMP PRACTICE

- Plan and take action to embed CCMP further in churches: re-envisioning; strengthening CCMP structures locally; and lobbying leadership to embed CCMP in denominations nationally.
- Deepen work with the communities: strengthening Bible studies with 'Acts of Love'; bringing church and community together in ways relevant to the context to plan; and linking to government sooner.

EXTEND CCMP PRACTICE

- Extend your own CCMP practice as trainers/ facilitators, e.g. with the online course, to practise and use other tools and share learning with other facilitators.
- Plan for and encourage multiplication: planning how to roll out CCMP locally with church and community; planning and lobbying at denominational level; and planning with Tearfund and CKU how to replicate trainers.

Funders actions

Follow and embed the critical pathway for CCMP:

- Ensure the key stages in the critical pathway are consistently embedded in any CCMP approach.
- Accompany facilitators in their first community entry activities to instil confidence and break the barrier.
- Review the different CCMP training approaches and adaptations to assess their effectiveness and gaps. Encourage and share learning on contextualisation e.g. [use of the oral version](#).
- Incorporate Bible studies and activities to address safety/ gender and disaster resilience at an early stage of CCMP, linking partners to [Tearfund and Eagles resources](#).

Align practice with strategy and evidence:

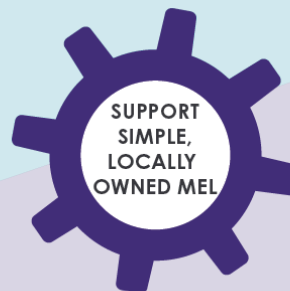
- Provide consistent and long term funding for quality CCMP, beyond influencing, that covers coordination, training and follow-up.
- Continue planning the global Master Trainers programme with CKU and others, convening an inclusive space that incorporates learning from different organisations, as well as Tearfund networks.

Recommendations for:

tearfund

Strengthen MEL:

- Emphasise safety more explicitly in the Light Wheel model and training.
- Support partners to develop locally-owned simple CCMP MEL approaches, rather than depending on externally managed surveys.



Extend and share roll-out of best practice:

- Continue to work with Tearfund to replicate trainers at local and national level as well as to support Master level training of trainers.
- Share learning from this evaluation with Danida and other back funders, demonstrating CCMP's role in genuine localisation and its cost-effectiveness.
- Continue to support partners to adapt CCMP to different contexts, while ensuring they are completing the evidenced critical pathway.

Ensure sustainability of this programme's impact:

- Source and provide core funding for embedding and extending CCMP over the next two years, tailored to each partner's context.
- Meet with partner coordinators, denominational leaders and Tearfund regional/ country staff. Plan how to embed CCMP in national and local churches, including seminars.
- Take on evaluation learning in planning future work, including how to maximise the adopter curve (numbers, proximity, celebration/ learning exchanges), translation of materials, MEL and how to frame and communicate CCMP.

Recommendations for:



Report cover image: Rwanda focus group 'journey of change'