



UNDEF PROJECT



“HUMAN RIGHTS BASED APPROACH TO STRENGTHEN PARTICIPATORY DEMOCRACY”

CAMEROON

FINAL EVALUATION OF THE PROJECT REPORT





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NOVEMBER DECEMBER 2013

REPORT

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PROJECT TITLE:

**“HUMAN RIGHT BASED APPROACH TO
STRENGTHEN PARTICIPATORY DEMOCRACY”**

UNDEF PROJECT N°00063632

COUNTRY OF IMPLEMENTATION:

CAMEROON

EXECUTING ENTITY:

UNDP-CAMEROON

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ACKNOWLEDGEMENT

Special thanks should be given to some particular institutions and individuals who have help us through their sincere collaboration to complete this evaluation and to produce this report. Evaluating a project at time is not an easy task as the evaluator will just come into the process when the project has completely been implemented and he has to evaluate what has been done in his absence. For that we couldn't have evaluated this project properly and efficiently if some people and institutions haven't dedicated time and staff members to accompany us throughout the evaluation work period.

The UNDP in Cameroon who has given us the opportunity to be part of this process and be the one to evaluate what has been done in Cameroon under the UNDEF funding and what outcomes and changes the Cameroon democratization process has benefited from the UNDEF project.

The Centre for Human Rights and Peace Advocacy (CHRAPA) based in Bamenda-Cameroon, the implementing organization of this project which has opened its doors to us during this evaluation work and offer their offices for some interviews with project team members; and also dedicated some staffs to help us during the interviews to search some documents and produce some photocopies. CHRAPA partner organizations who were part of the project in different country regions and who sincerely collaborated with us during the evaluation by giving us information, producing some documents and records, and sharing their views on the project as it was managed and the outputs and impact of the project on the beneficiaries. They are « L'Homme et des Libertés » Bafoussam (West Region), « Human Rights Focus » in Yaounde (Centre Region), « Dynamic Action Group » in Buea South-West Region, and « CHRAPA-Douala » in the Littoral, just to name them.

On an individual basis, we should mention the ARR in charge of the Governance and Crisis Unit at UNDP Cameroon who has been so collaborative for the success of this evaluation work by providing us with information and documentation that helped us to have an overview of the project and a better understanding of what was done till date under this project by different parties.

Mr Chongsi Joseph, the Project Coordinator and Director of CHRAPA and Mrs Jane Francis Mufua who is the Program Officer of CHRAPA and served as project officer under the UNDEF project are to be expressly mentioned for their openness and time they dedicated during this evaluation.

Sacrificing even their Sunday to work with the evaluator was a high sense of collaboration for the success of this evaluation work.

We won't forget all the people who closely or from distance have contributed to the success of this work; particularly some of this project beneficiaries who, not knowing us, received us so kindly on phone and gave us as many information and explanation as needed. By doing this this, they've shown us the proof of their leadership skill and their commitment to contribute to the reinforcement of a participatory democracy based on a Human Right approach in Cameroon.

May you all receive special thanks.

THE PROJECT EVALUATOR

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ABBREVIATION

CHRAPA: Centre for Human Rights and Peace Advocacy

CPS : Community Paralegal Service

HRBA: Human Rights Based Approach

UNDEF: United Nations Democracy Fund

UNDP: United Nations Development Program

GBV: Gender Based Violence

EXECUTIVE SUMMARY

The final evaluation of the project “Human Right Based Approach to strengthen Participatory Democracy” implemented by the Centre for Human Rights and Peace Advocacy (**CHRAPA**) based in Bamenda-Cameroon has been done in November 2013 and took the evaluator in five region of the country where the project has been implemented. This evaluation was carried out to assess the quality of work that was done under the project framework by the team from the implementing organization, how the project activities were run, the managerial aspect of the project as far as human, material and financial resources are concerned, the respect of the work plan by the project team, the monitoring system put in place during the project period internally or externally by the UNDP-Cameroon who was the executing agency of the project. The evaluation work also targeted the project beneficiaries as to make sure if they are well identified and fit well with those who were designated in the project document as to make sure the expected results will be achieved. The evaluation work also and mostly focused on the project’s outputs to make sure that they were effectively and efficiently achieved, that they really benefit to the targeted beneficiaries of the project, find out how this outputs are being used by the beneficiaries and how they are impacting their life. To be able to collect data that allow us to produce this report, we’ve gone out for sites and offices visits, collection, verification and exploitation of project documents, sound and video records, interviews with project team members and beneficiaries, sound recording and pictures snapping, comparing figures and appreciate the capacities of the project team and the beneficiaries to make effective and efficient use of some products that they got out of the project. By the time being, we’ve got some data and facts that can support our statement on the following aspects of the project:

❖ ON IMPLEMENTATION OF PROJECT ACTIVITIES

As per the activities implementation, we came to realize almost all the project’s activities were implemented. From information received, 28 activities were programmed throughout this project, and by its end, also 05 (five) of them were not implemented. Being an execution rate of the planned activities evaluated at 82,14%; which seem to be interesting as many workshops were organized, media sensitization campaigns were run, a citizen manual for participatory governance was produced and distributed, two websites were build, and two networks were created, etc. if we appreciate this rate of activities implementation with regards to the importance of the activities that

were not implemented, our satisfaction is curbed as we believe that these activities not implemented have caused a serious prejudice to the expected results of the project, as they somehow constituted the key activities of the project. For example

The “education and sensitization campaign on advantages of women’s leadership and ways to promote it” Is the thematic of one of the Workshops that had to be facilitated for men leaders and for the general population under this project. The workshop was not organized and we believed it can constitute a break for the men in the project region may not be well prepare to support women, girls and other youths who were the main beneficiaries of the project and who would like to take advantage of all the capacities they got out of this project. Not working with men on this thematic could instead cause a social break in a context where women and youth may be facing opposition from men who understand nothing on gender balance in public and political spheres. In this same light, another workshop was to be run to “train 100 women in combating gender based violence”; it was not done and this gives the impression that the other training that were offered to women may instead expose them to social rejection and violence. Also, “facilitating sensitization sessions by women’s leaders for youth especially girls to participate in public affairs” was one of the major activities of this project; its non-implementation have limited seriously the scope of this project which effects have surely benefited only to those few people who were lucky to be trained directly by the project team .

❖ ON THE ACHIEVEMENT OF PROJECT OUTPUTS

Consistent outputs were expected from this project. Some of them were achieved, others not. A network of 30 CSOs active in civic and voters education called “RELEC” was created, 150 over 180 expected competent grassroots trainers active in voters and civic education were trained, more than 40 radio program were produced, some 1,500 newsletter distributed through network in 7 editions out of 08 expected, About 10 articles in local and national newspapers produced, Five (05) community legal offices were created in Bamenda, Bafoussam, Douala, Buea and Yaounde, and are doing their best to help some population to deal with some human rights violation through mediator or in court, sensitizations campaigns were also organized by these legal offices, more than 50 women leaders were trained in leadership for public and political affairs, a network of women leaders in political, public and social affairs called NEWOPCAM was set up, two (02) websites were put online under this project. These awesome outputs are highly appreciated even though much reserves have to be done as far as their operationality is concerned. For example, setting up a women network is good, but making it being operational with active members pursuing a particular objective under a plan of action is the best to be appreciated in the evaluation of a project. But we

Director's Spouse, Mr Chongsi Joseph's. Both husband and wife were the two signatories of the project funds in bank; this kind of collusion may not be good for the fair, transparent and efficient use of the project finances. Also taking into consideration the fact that procurement procedures were not well defined under the project; it gives us sufficient element to build up reserves on the financial management aspect of the project.

Still on the management aspect of this project, we can also deplore the capacity of the project team to implement project activities in time, according to plan of action designed for the project. This delay in activities in the first place caused CHRAPA to seek an extension of the project period for 09 Months from September 2010 to Mai 2011 which was granted to them, but couldn't complete the project after this period and the project lasted up to December 2012; 38 months than 24 months that was planned in the project document. The reasons of this delay according to CHRAPA team are mostly imputable to delays in disbursing project funds in the beginning of the project that was later on perpetuated by delay by the UNDP in reviewing quarterly reports and disbursing following instalments of the grants.

❖ ON THE PROJECT MONITORING, CAPITALIZATION OF PROJECT RESULTS AND FOLLOW-UP OF ITS SUSTAINABILITY

One of the great weaknesses of this project implementation was found in the monitoring system as it functioned both internally and externally.

Internally, CHRAPA team argues to have made **Field visits and written down reports from the field, they've** effectively produced their mid-term substantive and financial reports and submitted to the UNDP but not receiving feedback at appropriate moments. But we also notice the weakness from CHRAPA project team who lacks to follow up regularly their trainees after some training sessions or to follow up the functional aspects of some initiatives coming out of the project such as Network of Women leaders which was created but is not functioning.

Externally, CHRAPA says it was not satisfactory as UNDP did it only through **Review of reports in offices and** UNDP only visited the project once during the midterm evaluation at the time when the project was already at the verge of ending. Whereas CHRAPA would have preferred having many meetings with UNDP team quarterly as it was mentioned in the project document, to brief it on UNDP procedures and would have greatly help to improve on what was being done and to correct what was wrong. CHRAPA team complains that limited monitoring of the project implemented by the UNDP, lack of regular communication between UNDP and CHRAPA also mentioned by the CSO's director could not allow avoiding some of the consequences we now mentioned, whereas they could have been raised up long time before and solutions could have been found. Thereof, CHRAPA also complains about the delay in the disbursement of fund. As

consequence, salaries of the personnel sometime delay. This has also delayed the affective take-off of some important activities of the project such as the meeting with the staffs of ELECAM in Douala.

All these weaknesses in the monitoring system of the project are like having a consequence on the capitalization of project results and follow-up of its sustainability after its completion. This why CHRAPA couldn't follow up the project beneficiaries during the last 2013 joined municipal and parliamentary elections that just took place in Cameroon du the September 30th and to be able to provide exact figures on how this project has impacted to political engagement or careers of the project beneficiaries.

CONCLUSION AND RECOMMENDATIONS

Partnering with CHRAPA in Cameroon to strengthen participatory democracy using a Human Rights Based Approach was a good initiative from the UNDEF as context in the country really needed such an initiative. During the project period, the implementing organization has worked hard to be able to deliver good results like building up capacities for women, young girls and other youth leaders, journalists, traditional authorities etc. for them to have better understanding of their rights to participate in the decisions making processes in their country. Almost 150 beneficiaries were directly trained during project workshops, up to 9000 were thereafter sensitized on the field, millions of others got sensitized during radio broadcasting programs and television talk shows and debates produced under the framework of the project. As to contribute to the respect of the rule of law and the protection of human rights, the project team succeeded in setting up five (05) community legal centre (Paralegal Centres) based in 5 regions of the country to assist victims of rights violation. This project succeeded in creating more civic consciousness in its first targeted beneficiaries groups (women, girls and youths) who then got more involved in political issues. It created a social dynamic in which groups are now considered as social partners and even traditional rulers no more exclude them from some decisions making spheres. These achievements are supported and should be perpetuated by the work of some networks that were created under the framework of this project for civil society actions towards electoral issues (RELEC), and to support women's commitment in politic (NEWOPCAM). Of course, some weaknesses that stained the project can be mentioned like the way human resources were recruited, failures in project monitoring and respect of activities implementation in time as scheduled in the project work plan. But this shouldn't go to the extent that they would curb down the benefit of all these great outputs from this project that we listed above.

So, we think that one hand, CHRAPA the implementing organization should continue working to follow up with some of this great outputs from the project; like making the different networks that were created to be active, the websites that were constructed should stay lively and continue publishing useful information, the community legal centers should stay functional, and provide services to protect fragile citizens through the respect of the rule of law. On the other hand, the UNDEF should henceforth when granting contracts, make clear statements on procurement procedures and human resources recruitment which should be fair and transparent. Also, UNDEF should take serious measures for project monitoring on the field, make sure funds are disbursed in time to allow implementing organizations to carry out activities in time and efficiently.

INTRODUCTION

The project submitted to this evaluation titled “Human Right Based Approach to strengthen Participatory Democracy” was implemented in Cameroon between November 2008 and December 2012 by the Centre for Human Rights and Peace Advocacy (CHRAPA); a Cameroon NGO based in Bamenda-Cameroon, with the support of the United Nations Democracy Funds (UNDEF) as UNDEF Project N°00063632.

PROJECT GOAL AND OBJECTIVES

Designed to combat voters’ apathy and other human rights violations in country, the project main goal was to contribute in fostering and reinforcing democratization process in Cameroon by strengthening a participatory democracy process, using Human Rights Based Approach; doing this by supporting voter sensitization, civic education, foster political participation of women and youths in Cameroon. The project was the selected under the second funding round of the UNDEF in 2007 By virtue of an MOU signed on November 2008 between the UNDEF as the Funder organization, the UNDP-Cameroon as executing entity and the Centre for Human Rights and Peace Advocacy (CHRAPA) as the implementing organization. According to the terms of that document, this project was to be implemented in Cameroon during 24 months between November 1st, 2008 and October 31, 2010. The UNDEF granted an envelope amounting US\$ 375 000 to support the project. The UNDEF set aside 10% of the grant to cover the monitoring and evaluation of the project shared as follows: 7% to cover the cost-recovery general management support cost of the UNDP and 3% for third parties evaluation that may be needed for comparative or thematic evaluation. US\$ 363 750 was finally transferred to CHRAPA inclusive of the 7% for UNDP-Cameroon as the executing entity of the project for monitoring purposes. After several administrative and bank transfer procedures, CHRAPA finally received the funds in December 2008 and the project implementation started in early January 2009.

PROJECT DURATION

In the first place, the project was supposed to last for two years between November 2008 and September 2010. But due to circumstances that impeded the smooth implementation of the project activities, CHRAPA couldn’t complete them in time. Project extensions were sought to allow the implementing organization to carry out all the activities; so, a first extension was admitted by the UNDEF for nine months between September 2010 and May 2011, then a second extension came in, and a third one again took the project implementation period from March 03, 2012 to March 31,

2012. CHRAPA completed project activities in May 2012 and produced a final project report in on June 14, 2012 and the closing work of the project ended in December 2012.

Within this project period, many activities were carried out such as training workshops, sensitization campaigns, creation of networks, launching of websites, publication of manual, posters newsletters, production and broadcasting of radio programs, television talk shows, setting up of paralegal centre. Materials were bought for project purpose, staff members were recruited and all worked for the project which is of good sense to evaluate to see how productive and efficient the project has been to reinforce participatory democracy in Cameroon.

METHOD OF EVALUATION

This evaluation is done through two approaches of evaluation, one being analytic through data are collected to make sure that existing facts and materials fit with information received from project team members and other beneficiaries; the other critical through which we try to appreciate the efficiency of each project activity to make sure that they were consistent enough to be able to contribute to the project expected outputs and outcomes.

TECHNIQUES OF DATA COLLECTION

To be able to produce this evaluation report, we made use of some techniques to collect data from all stakeholders involved in the project. Collecting documents for review, face to face interviews with groups or individuals, phone calls, survey sheets sent via e-mails, internet conversation and document exchange, listening/watching audio/video records from project activities ... and in fact no mean that could help us getting the right information was put aside.

SELECTION OF INTERLOCUTORS

All interlocutors who were interviewed under this evaluation work were either actors or beneficiaries of the project. Actors are all project team members from the implementing organization (CHRAPA) and its partner organization from the others four regions of the project who run the community paralegal centres. The organization leaders and paralegals where targeted; under this category 12 persons were interviewed. Project direct beneficiaries are those who benefited of the project activities by participating in training workshops, radio and television programs, by receiving publications from the project, by submitting a human rights violation case to the paralegal centres for settlement.

MODE OF INTERVIEW AND DATA COLLECTION

To be able to put data together for an efficient evaluation, we use several approaches from site visit in CHRAPA and partner organizations' offices to distant discussions and exchange of information through phones or internet; from focus group discussions to individuals interview either with project team members in the implementing organization and its project partner organizations, or with some project beneficiaries, we used all the means that could help us to gather sufficient elements to evaluate the project. Survey sheet to fill in hard or soft copies, phone voice calls, SMS, exchange of e-mails were put in contribution for the success of this evaluation work; at the end of the day, many materials were obtained as verification tools for project activities:

- Workshop attendance lists,
- Copies of invoices,
- Photos of activities,
- Video CDs of activities and other talks shows on television,
- Audio CDs of radio programs produced during the project,
- Pictures of remaining materials acquired for the project purpose,
- Drafts of contracts between CHRAPA and its partner organizations,
- Copies of complains submitted by victims of human rights violation to Paralegal Centres,
- Copies of resolutions reached amicably by parties after arbitration by paralegal officers,
- Copies of summons to paralegals and CHRAPA's coordinator to appear to court as witness in some cases submitted to public officers by the Paralegal Centres,
- Warrants of arrest against people guilty of human rights abuses,
- Copies of press articles published throughout the project,
- A copy of the "citizens' manual for participatory governance" that was conceived and published for the project purpose,
- Report of some beneficiaries' activities on the field to sensitize the population and other communities groups.

DOCUMENTS ACQUISITION AND ANALYSIS

We received most of the project documents during the site visits if the CHRAPA and partner organizations' offices. They were being given progressively as evidence of some answers they were giving during interview. The documents were progressively photocopied and the evaluator keeps a copy; together on the spot we proceeded progressively to the documents content analysis to appreciate the relevance of allegations. And if needed other evidencing documents or materials were produced.

DIFFICULTIES FACED AND SOLUTIONS ADOPTED

During this evaluation work, we went through some difficulties that could have impeded the completion and pertinence of this report. But we put in our best as professionals to find alternative solutions that can help restituting the level of achievements of this project. Among these difficulties, we have in the first place,

- (1) The limited time to carry out the evaluation mission, according to the consultation plan of action that we drafted in the beginning we could have got enough time to deeply evaluate the project, but we were called to produced report earlier and we had to think otherwise to be able to complete a good evaluation. The time was also limited to move round in five (05) regions of the country where project activities were dispatched as CHRAPA, the implementing organization is in the North-West region but its project partner organizations are in four other regions of the country (Centre, Littoral, South-West, and West regions) where they run their activities and host the paralegal centres.

The solution was to be speedy in the work and make use of ICTs to be able communicate with people would were far from the working site.

- (2) Difficulties to meet many project team members who either no more live in the town where the project was implemented and is being evaluated, or do no more work with CHRAPA the implementing organization, and are either claiming that their agenda is busy for them to be able to sacrifice time for the project evaluation, or are claiming transport fees and DSA for them to come and be part of the evaluation process. This factor seriously hindered our possibilities to have several and different appraisal of the project implementation.

To overcome this difficulty, we mostly make use of ICTs to obtain the information we that we needed.

- (3) Difficulties for project team members to collect and put together track records from the project did not allow us to evaluate speedy in the evaluation work.

- (4) Non availability of the leaders of CHRAPA partner organizations in regions who could not be reached on phone to arrange and appointment for site visit in their offices. At time, it

would take at least four days for we to be able to joint one on phone and even e-mails sent would not be replied.

As solution to this difficulty, we had to be patient at time and remind what we needed.

CHAPTER I: APPRECIATION OF THE IMPLEMENTATION OF PROJECT ACTIVITIES

All activities implemented under this project aimed either to strengthening women and youths understanding and participation in democratic processes, or for the reinforcement of the rule of law.

I-1: STRENGTHENING WOMEN AND YOUTHS UNDERSTANDING AND PARTICIPATION IN DEMOCRATIC PROCESSES

Three activities types of activities were carried out and permitted to train the project direct beneficiaries, sensitize populations and mobilize them to increase their participation in elections.

I-1-1: TRAINING ACTIVITIES

As planned in the project document, CHRAPA was to train five target groups (women leaders, traditional authorities, youth leaders, cultural groups and journalists/national language broadcasters (6 per target group from 5 provinces (regions); on different topics related to governance, participatory democracy and human rights.

They also planned to recruit and train 10 paralegal staffs who will be able to offer Community Paralegal Services to populations in their different centres.

i) Effectiveness of Training of trainers activities

In total, seven workshops were organized under this project to promote participatory democracy in Cameroon:

- One training workshop was organized in Bamenda for 41 Journalists on basic principles of human rights, the law and freedom of expression, strengths and challenges of the newly adopted Cameroon electoral code in March-April 2009.



Group picture during the opening ceremony of the workshop with journalists.

Mr. Chongsi Ayeah Joseph Executive Director CHRAPA flanked by Governors representative and RD Communication



Executive Members of Media Network for citizens' participation in development being installed.

- Another for youth leaders was organized in May 2010 on lobbying and advocacy techniques, governance techniques to fight voter's apathy.
- The role of traditional authorities in combatting voters' apathy, enhancing good governance and combatting gender based violence; held on 24-26 of May, 2010 convened 30 traditional authorities in CHRAPA meeting hall; strengths and challenges of the newly adopted Cameroon electoral code,



Cross section of traditional authorities during the workshop with CHRAPA

- One technical workshop on governance including local governance and basic principles of human rights, economic and social development, and gender mainstreaming for women leaders brought 30 of them to Kangle hotel plaza in Bamenda on the 13-15 December 2010
- “Basic principles of human rights, the individuals’ duties towards the community and other individuals, peace building/conflicts resolution techniques, governance strategies to fight voters’ apathy, lobbying and advocacy techniques, government’s strategies to combat violence against women, the role of men in promoting women’s leadership, how culture can be used to promote democracy”; were some thematic that guided a workshop for 30 participants both men and women in Kangle plaza hotel Bamenda on the 5-7 of January 2011
- “peace building/conflicts resolution techniques, strengths and challenges of the newly adopted Cameroon electoral code, the legal framework protecting women and girls’ rights in Cameroon, citizenship and participation of women and young girls in leadership and skill training, winning strategies for female and young electoral candidates” was the leading thematic of the workshop held in Bafoussam on the 9 to 11 July 2009, which benefited to 54 women leaders and young girls.
- The Miss Bright Hotel in Buea hosted on 6 to 8 January 2010 a workshop on “governance including local governance and basic principles of human rights, economic and social development, and gender mainstreaming for women leaders, winning strategies for female and young electoral candidates, citizenship and participation of women and young girls in leadership” was organized for 30 women.

ii) Pertinence of Training of trainers activities

These training activities were highly pertinent for this project given the general objective of this project which was to fight voters’ apathy and to promote participatory democracy. Building capacities of some social marginalized groups like women, girls and youths was a great initiative in a context where ignorance is one of the great source of lost of interest in political issues. Creating synergy of action amongst those groups and between them and other social groups like traditional

authorities, journalists and the organ in charge of management of electoral processes in Cameroon (ELECAM) was also very pertinent as it has contributed to build wrong social mindsets or bias that used to exist between those groups and can therefor encourage more participation in electoral processes.

The thematic that govern the workshops were really pertinent to build up more consciousness in these group members. “basic principles of human rights, the individuals duties towards the community and other individuals, peace building/conflicts resolution techniques, governance strategies to fight voters apathy, lobbying and advocacy techniques, government’s strategies to combat violence against women, the role of men in promoting women’s leadership, how culture can be used to promote democracy, winning strategies for female and young electoral candidates , and gender mainstreaming for women leaders are some of the thematic discussed during this workshop, which very important to build leadership or consciousness in people.

Training activities for paralegals was also very pertinent as they contributed in building in these paralegals a sense of social entrepreneurship consisting to work for the interest of marginalized groups who cannot get easy access to justice and who endure violation of their on a daily basis.

I-1-2: SENSITIZATION AND EDUCATION

i) Planned activities

To make sure the scope of their activities does not limit only on those who benefited of their activities directly, CHRAPA planned to carry out some sensitization activities which will help spreading out the message to masses and bring to have somehow the same comprehension of political issues. Many sensitization activities were planned such as:

- Develop a manual on the basic principles of civic education, voters’ education using a HRBA and promoting participatory governance from a gender and youth perspective,
- Publish manual and training support documents
- Facilitate voters’ education initiatives in collaboration with key stakeholders
- Produce 30 minutes bi-weekly radio program to educate the public on their rights and responsibilities;
- Hold live radio and TV talk shows where the public can participate and give their views on how voter’s participation in election can be increased
- Publish 8 editions of the advocate newsletter
- Publication of articles on 3 newspapers on human rights and democracy issues,
- Production of 5 sensitization banners and stickers,
- Put in place a website for the network of women political and social leaders

- Media events to give visibility to women's leaders

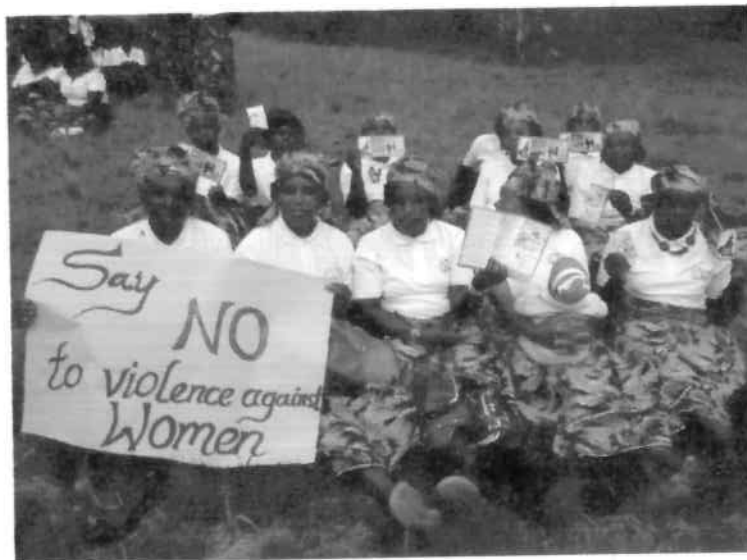
ii) Effectiveness of Sensitization and Education activities

Almost all these activities were carried out during the project. During the evaluation work, we came mention that:

- A manual on the "basic principles of civic education, voters' education using a HRBA and promoting participatory governance from a gender and youth perspective" was developed and copies shared to beneficiaries (see copy enclosed)
- Many manuals and other training support documents were published (see copy enclosed)
- Some voters' education initiatives were facilitated and carried out in collaboration with key stakeholders like the ELECAM; (see enclosed pictures);
- Many radio programs to educate the public on their rights and responsibilities were produced and broadcasted bi-weekly on local radio stations (see and listen copy of CD enclosed);
- Series of TV talk shows were held with the public participating to give their views on how voter's participation in election can be increased;
- 7 editions (out of 8 intended) of the advocate newsletter were published to sensitize populations;
- Many articles on human rights and democracy issues were published on newspapers like the post, EDEN Newspaper, the Star News, the SUN, le Messenger;
- Sensitization banners and stickers were produced and put up during project events. It can be seen in many photos of the project even though we have no element to differentiate them and say exactly the number of banners that were produced
- A website for the network of women political and social leaders was put in. The URL is www.newopcam.org. But we should mention that we couldn't get access to the website by the time of this evaluation; this link was taking us somewhere else than the expected page.
- Media events to give visibility to women's leaders were organized and successful women leaders were showcased.



Mass sensitization in piyin with women carry stickers with message 'Register and Vote it is your Right'



Mass sensitization in piyin with women carry banners with message 'Say no to violence against women'

iii) Pertinence of Sensitization and Education activities

The sensitization activities whether they were carried out by the project team or by the beneficiaries of the project were all important as they contributed to pass on the message to those who could not benefit directly from the project and therefor to enlarge the scope of project beneficiaries.

All the manuals and brochures produced by CHRAPA during the project were very important and of good standard and can be used by many other citizens even after the project completion. Radio and Television program that were produced have certainly touched more than one person and given useful information to thousands people to participate in public decisions making processes.

The sensitization activities carried out by some project direct beneficiaries to pass on the message to others in their respective communities was very interesting and from the records that we received,

over 180 direct trainees of the project, 30 of them carried out sensitization activities back in their communities which benefited to up to 8314 people.

I-1-3: MOBILIZATION TO ENHANCE WOMEN AND YOUTH'S ACTIVE PARTICIPATION IN ELECTORAL PROCESSES.

These are activities that were carried out to keep the flame of what was done in the project and to facilitate peer to peer training, networking, exchange of knowledge and political experiences, building of strategies to mobilize more people to participate in democratic processes.

i) Effectiveness of activities to enhance women and youth active participation in electoral processes.

For this purpose, two networks were created under the framework of this project:

A network of CSOs dedicate to human right, voters' education and sensitization and gender mainstreaming which name is known as "RELEC" the "Réseau Electoral de la Société Civile";

And the network of women political and social leaders called "NEWOPCAM" the "Network of Women in Politics in Cameroon"

ii) Pertinence of activities to enhance women and youth active participation in electoral processes.

As we said it before, these initiatives were all good as they could permit to keep the flame of what was being constructed under the project and to facilitate peer to peer training, networking, exchange of knowledge and political experiences, building of strategies to mobilize more people to participate in democratic processes. But we realize that nothing was done to assure the functioning of these initiatives. Their creation was just a matter of enthusiasm or of opportunism and was not well organized as to permit to the members to function as a true network.

Seeing the greatness of the initiatives and the inputs they can contribute to achieve the goal of a participatory democracy based on human rights approach, we hereby highly recommend that CHRAPA should continue working to keep the flame of these two networks and encouraged their members to keep working together.

The NEWOPCAM website should reactivated and be constantly administered as it become a very good tool to sensitize, educate and share very good information with women who really wish to involve in political issues.

I-2: REINFORCEMENT OF THE RULE OF LAW

I-2-1: EFFECTIVE SET-UP OF PARALEGAL CENTRES

During the project CHRAPA had to operate some community legal assistance offices for alleged survivors of human rights violation in each region targeted by the project. He carried out this project component in partnership with other organizations the country regions where CHRAPA did not have representatives and couldn't therefor be efficient while working there.

The Community Paralegal Centres opened for this project purpose are presented as follows:

#	TOWN/REGION	PARTNER ORGANIZATIONS	RESPONSIBLES	CONTACT
1	Bamenda/ North-West	CHRAPA	DEBRAH BONANZA	79201573
2	Bafoussam/West	Ligues des Droits de l'Homme et des Libertés	TCHIKANDA Charlie	9993 7212
3	Yaoundé/Centre	Human Rights Focus	Agatha KIJETUE	9960 8533
4	BUEA/South-West	Dynamic Action Group	TAKANG Pamela	7779 2243
5	Douala/Littoral	CHRAPA-Douala	Doris NINGO	7766 2064



Paralegal service board in Sabga (Mbororo community)

I-2-2: OPERATING OF THE COMMUNITY PARALEGAL CENTRES

The role of these Community Paralegal Centres is to offer community legal assistance to alleged survivors of human rights violation in each region targeted by the project. They are run by a Paralegal recruited and trained for the purpose; he is charged with receiving complaints from alleged Human Rights victims, document them, treat and follow up. By doing so, he can invite the person against whom complains are made. This person can come and confirm or invalidate the accusation; in any of these two situations, the paralegals' work consists to try an amicable settlement/solution. If they fail to do so amicably, they can forward it for investigation for legal procedure to commence. And in the course of this legal procedure, they will assist the victims (plaintiff) in court.

To show up some aspects of the CPS work, we've enclosed the followings to this report:

- Copies of complains submitted by victims of human rights violation to Paralegal Centres,
- Copies of resolutions reached amicably by parties after arbitration by paralegal officers,
- Copies of summons to paralegals and CHRAPA's coordinator to appear to court as witness in some cases submitted to public officers by the Paralegal Centres,
- Warrants of arrest against people guilty of human rights abuses,

CHAPTER II PROJECT MANAGEMENT

Under this chapter, we'll look into how different resources that were affected to this project were managed by the project team. These resources were human, financial, material and time resources.

II-1: PROJECT HUMAN RESOURCES MANAGEMENT

For this project to be a success, the implementing organization recruited/or made use of a team of four staffs working permanently for the project at CHRAPA base in Bamenda and earning salaries 01 project supervisor, 01 project officer, 01 administrative assistant and 01 paralegal officer. Four other paralegal officers were recruited by the partner organizations and based at their offices in other four targeted regions.

Recruitment: “announcement was made on radio, applications were received and a commission was set up to evaluate documents and call candidate for interview” Mr. Chongsi said, regarding recruitment procedures. But both the midterm evaluation report and the annual audit report of the project revealed that recruitment of staff was not made in a fair and transparent manner as no call for tender and competition was made when recruiting staff for the project. The midterm evaluation team even denounced the fact that paralegal officer in Bamenda paralegal centre was a biologist, a profile which doesn't fit the job description. But Mr. Chongsi, the project coordinator still argues that the fact that a biologist was recruited as a paralegal officer in Bamenda was fair as the guy got pass experience in human rights and paralegal centers management and even faced jurists during the interview; which is good as argument but, we received no element to verify if this candidate evaluation effectively took place.

Paralegal officers recruitment by partner organizations was done on their own, we didn't want to impose anything on them

04 personnel paid from the project funds, the project coordinator Mr Chongsi, Jane the project officer, administrative assistant (Geraldine LOSHA, NAKHE Juliana) Paralegal Assistant (Francis NKUO) who resigned and Mr. NUMFOR Fabian came in to replace him till the end of the project (see letter of resignation). He then left and Mr. Debrah BONANZA (7920 1573) is now running the paralegal centre in Bamenda.

Relationship with partner organizations: Relationship between CHRAPA and partner organizations always started and was formalized by an MOU signed between the parties to execute project activities in their respective regions. In this sense, CHRAPA signed MOU with three other organizations:

Ligues des Droits de l'Homme et des Libertés in Bafoussam (West region),

Human Rights Focus in Yaoundé (Centre region), and

Dynamic Action Group in Buea (South-West region),

One of its regional representations for Littoral in Douala.

These partner organizations were charged with:

- ✓ Setting up a paralegal service,
- ✓ Hire a paralegal officer,
- ✓ Hire a volunteer who shall assist the paralegal officer,
- ✓ Follow up their work and submit reports to CHRAPA to be forwarded to the funding partner.

They were then entitled to participate in the training seminars of the project and to receive an amount of money to cover Paralegals' monthly salaries, transportation and stationery for Paralegals' work.

II-2: PROJECT FINANCIAL RESOURCES MANAGEMENT

The total amount of the grant for this project was US\$ 375, 000. The UNDEF retained US\$ 11,250 for monitoring and evaluation. Then US\$ 363,750 was transferred to the project; UNDP as the executing agency had US\$ 25,463 (7%) and exactly 338,287 was transferred to CHRAPA as the implementing partner

Apart from this amount, section 7 of the project document stated that UNDP promised to add US\$ 100,000 to support capacity building activities and some in kind contributions in form of, at the end of the day, they brought in 21 600 000frs (close to US\$ 44,081) to support three training workshops (1 in Douala to "100 women in politics" and the other "women leaders and young girls in communication technics in Bafoussam, Training of 30 women leaders in Buea, and to facilitate TV Talk shows

Financial relationship with Partner Organizations:

According to section 3 of the MOU between CHRAPA and its partner organizations, each of them had to receive an amount of 175,000 Francs CFA (close to US\$ 357) monthly for Paralegals' salaries and 20,000 Francs CFA (close to US\$ 41) for transportation. These partner organizations were to receive 40,000 Francs CFA (close to US\$ 82) each month for stationery for Paralegals' work.

Partners' views: This amount of money was contested by partner organization leaders who alleged that their share that was mentioned in the contract was never paid by CHRAPA, and this situation caused breaks to the project. It was recommended to CHRAPA by the UNDP midterm evaluation team to pay this amount of money to these organizations.

CHRAPA's views: Mr. Chongsi the project coordination said that contrary to what was written in the midterm report, the money mentioned in the MOU, they effectively paid each month 175000 frs (close to US\$ 357) to each partner organization for the paralegal officers' salaries and 20 000 frs (close to US\$ 41) to facilitate paralegals movements, 40 000frs (close to US\$ 82) for stationaries. "Contrary to the understanding that some partners had that they would again receive 4.680.000 frs (close to US\$ 9551) for their organization whereas it was meant for the paralegal salaries, so CHRAPA has no debt with a partner organization" said Mr. Chongsi.

We conclude on this point that the situation was due to a problem of misinterpretation of the contract disposition whose terms were ambiguous.

II-2- a: GENERAL OBSERVATIONS REGARDING THE FINANCIAL MANAGEMENT OF THE PROJECT

Beside all these situations, many disparities were observed as per the financial aspect of this project. There were mentioned both by the midterm report and the financial audit of the project. We should highlight them in this report as nothing was done to ameliorate the situation and they have somehow caused some impediments to the full success of this project. The recommendations that we are proposing beside these disparities will certainly help to avoid such situations in other UNDEF project:

1° Lack of a monitoring and orientation Body of the activities of the project: no steering committee was put in place the project activities and financial management and thereof recommend to the UNDEF to henceforth require for its projects that executing entities and implementing organizations should put in place monitoring and orientation steering committees for such projects which should include all the project stakeholder.

2° Failure to take into account the contribution of all the partners in the project budget: It wasn't easy to us to understand the complains raised by CHRAPA team, saying that the UNDP did not disburse all the money the was promised whereas it is also clear that all the US\$ 363 250 that was concluded in the project MOU was disbursed. It took time to us to go to page 17 of the project document to understand that and extra US\$ 100.000 was to be disbursed by the UNDP and it was not mentioned in the project global budget.

So we recall to the UNDEF to always make sure the contribution of all the partners are taken into account in the project global budget.

3° Lack of a special bank account for the project and cash book: the project funds were managed in the same bank account with CHRAPA's usual account which was not even a courant account, but a saving account. And it brought in two other breaks to management principles such payments for huge amounts of money that were not made by checks in a situation where we can deplore the ties of that existed between the project coordinator and the project officer who was his wife and who both operated the bank account. Recommendations from the midterm evaluation team have suspended the project officer as a signatory and the treasurer was now cosigning the bank account with the project coordinator. But we think it is important for UNDEF to henceforth take

special measures to avoid and reinforce the orthodoxy of management of funds under its project by verifying the type of accounts and how they are operated, administrative and financial procedures for the use of project funds; also, all cash transactions should be monitored from a cash journal.

4° Failure in the financial and accounting organization: we couldn't get notices of a good managing system and team that was put in place (even internally) to manage such amount of money; the management critics that are now attached to this project is partly due to the non-professionalism of those who were recruited under this project.

5° Breach of procurement procedures: no indication shows that goods and materials used under this project were acquired in a fair and transparent way.

6° Insufficient justification of costs of legal assistance: The money that was given monthly to paralegals in the five paralegal centres for stationeries was never justified and nothing shows how it was used. And this falls under the blurring that has characterized the financial management of this project.

II-3 PROJECT MATERIAL RESOURCES MANAGEMENT

Needs expressed in the project document stated that CHRAPA will have to buy for the purpose of the project 02 laptops, 02 cameras, 01 projector, 01 scanner, and 01 vehicle. They would also rent premises for the project and communication facilities will be installed in this office.

The following equipments were bought for the project purpose: 2 Laptops, 01 Sony Digital photo camera, 01 Sony Digital Video Camera; 01 projector; 01 Scanner (see invoice sheet as enclosure); 01 Vehicle (no receipt for the car because it was bought directly by the UNDP with money from the UNDEF and handed over to CHRAPA). An office was rent with 5 rooms and a meeting hall and internet connection was installed.

At the time of this evaluation, the two laptops had been stolen from the CHRAPA's car during the Human Rights day on the Dec 10, 2012; and the Sony digital photo Camera was also stolen one week after, when they had thieves' burglary into CHRAPA's office who collected it with files and some lighter equipment.

The organization still owns the projector, the scanner, the vehicle and the digital video camera (see pictures) and as per internet connection, CHRAPA has shifted from their service provider CANTEL Iway Africa to CAMTEL.



THE PROJECTOR



THE SCANNER



THE VEHICLE



THE VIDEO CAMERA

N.B: We shouldn't close this section on materials management without highlighting the fact that it has been noticed and confirmed by the financial audit report document a lack of consistence between the references on some materials in inventory (e.g: digital video camera) and those figuring on purchase invoices of the materials. Was the material effectively bought? Was it exchange for other interest?

II-4: RESPECT OF PROJECT TIME FRAMES AND PLAN OF ACTIONS

This is where we registered one of the great weaknesses of this project. A plan of action was attached to the project, but was never respected. This action plan was made for a 24 months project starting from 01 November 2008 to 31 October 2010; at the end of the day, the project lasted for 38 months and it ended on May 31, 2012 and more again works for final closure with UNDP when up to December 2012. In the meantime there had been 3 extensions: 1st: September 2010 to Mai 2011 (9 months); 2nd extension from and the 3rd extension period from 05 March 2012 to 31 March 2012.

CHRAPA team on its own explains this delay as not depending on them as they were due to the delay they use to face in fund disbursement, being it for the initial transfer or for the subsequent transfers which were not made on time and caused delay to some project activities. CHRAPA team allege that this delay in the transfer of grant instalment was mostly caused by the delay in review of reports that were being done quarterly to the UNDP who will not exploit them on time to give feedback quietus for project continuation.

Our proposition on this point is that UNDP and UNDEF henceforth should delegating a staff in the executing entity who should be charged with monitoring the work of implementing organization and follow up how timely activities are being carried out.

Chapter III

PROJECT MONITORING

Timely and effective monitoring and evaluation and auditing of the project: impact assessment using indicators

III-1: INTERNAL MONITORING BY PROJECT TEAM

At their level, CHRAPA organized the follow up and monitoring of the project as follows:

- 1) Facilitate and follow up restitution exercises with trainers in their respective groups.



Cross-section of participants during a restitution meeting in Nsongwa



Mass restitution meeting at the Mbatu Fon's Palace

- 2) CHRAPA develop a data base of women's leaders in public affairs that they use to follow up with them on their activities on the field in politics
- 3) CHRAPA produced 08 intermediary reports and submitted to UNDP with 1 final report.

III-2: MONITORING BY UNDP

This monitoring system was set up in section 8 of the project document which stated that "The executing agency is expected to visit the project every quarter for field appraisal after receiving the quarterly report from CHRAPA.

In formation from CHRAPA says the UNDP didn't do so. Despite quarterly reports that were usually sent to the UNDP, they came on the field only for the midterm evaluation which was done in June 2011 whereas the project was even supposed to end in October 2010. CHRAPA team deplores lack of proper communication between the Executing partner and them the Implementing agency, which has caused serious prejudice to the proper advancement of this project.

CHAPTER IV

ASSESSMENT OF ACHIEVEMENTS AND PROJECT OUTPUTS

IV-1 : STRENGTHENING YOUTHS AND WOMEN PARTICIPATION IN DEMOCRATIC PROCESSES

IV-1-1: Compliance of activities outputs to the expected results.

According to CHRAPA's report and estimations, the following outputs were achieved under this project:

- ✓ 180 grassroots direct beneficiaries were trained and are active;
- ✓ A network of 30 CSOs active in civic and voters education was form;
- ✓ 9000 sensitization agents trained;
- ✓ 40 radio programs produced;
- ✓ 1500 Newsletters distributed through networks;
- ✓ At least 20 article in local and national newspapers produced;
- ✓ Promotional items developed and distributed;
- ✓ 30 sensitization campaigns expected and 70 organized by legal offices;
- ✓ One data base of women leaders set up and continuously updated;
- ✓ 100 women leaders trained in leadership for public and political affairs;
- ✓ 50 women and young girls trained in communication and media (see attendance sheet);
- ✓ 30 women were trained on these issues but were never sponsored to carry activities on the field;
- ✓ A regional network of women leaders in politics, public and social affairs set up and operational;
- ✓ The website of the network fully operational and accessed.

IV-1-2: Efficiency of achieved outputs to impact beneficiaries' participation in democratic process

- Great outputs were achieved under this project and do acknowledge CHRAPA's efforts to mobilize the community on this important issue of participatory democracy implicating women, girls, youths and other marginalized social minority groups like the Mbororos. But it is opportune for us to analyze some of these outputs to know how contributive they may be to foster the implication of these groups in electoral and other decisions making processes.
- 180 grassroots direct beneficiaries were trained CHRAPA couldn't follow up to know how active they are on the field after the project completion.
- A network of 30 CSOs active in civic and voters education was form. But the functioning of this network should be reactivated as it is dormant at the moment
- 30 sensitization campaigns expected and 70 organized by legal offices: sufficient elements could not be provided for us to appreciate activities resulting to this output.
- More hundred women were trained in communication and media, governance and development and gender issues capacity building, a network of women leaders in politics, public and social affairs(*even though it is say to have been developed only at the regional level*) and one data base of women leaders is said to have been set up but couldn't trace the network and its functioning at the time of this report as the network did not define clear objective and action plan to bring its members to work together and we couldn't lay hands on the database which on our opinion should have been a great tool to work with the women and follow them in their political careers.
- 30 women who were to be sponsored for governance and development and gender issues capacity building activities were instead trained on these issues but were never sponsored to carry activities on the field.
- The website of the network fully operational and accessed (we couldn't have access to this webpage which URL is www.newopcam.org).

NOT REALIZED: some of the expected outputs could not be achieved; in this list:

- 50 women leader trainers in information technology were not trained;
- The expected 50 males leaders and public authorities were no more trained on the importance of women leadership;
- They couldn't sensitize 200 students for youth and women leadership in public affairs;
- Only one over 30 expected radio and TV programs to showcase 25 women's leaders was produced;

- 100 women were to be trained in combating gender based violence; CHRAPA says to have organized but awareness meetings in Fundong, Mbatu, Kwen, Tiko, Kumba, and from our research these meetings were not focus on this theme and worked on it inter alia; which is not sufficient to build up sufficient skill and leadership to combat GBV.

IV-2: REDUCING THE VULNERABILITY OF WOMEN, YOUTHS AND OTHER MARGINALIZED GROUP WHO DON'T HAVE EASY ACCESS TO JUSTICE

IV-2-1: the effective functioning of the community legal centres

- ✓ Five community legal offices fully operational;

Community Paralegal Services	Number of complains received	Number of complains amicably settled	Number of cases forwarded to court	Number of interventions in court	Number of feedback from court decision
Bamenda	350	335	10 Cases	5	2
Bafoussam	14	09	05	05	05

CHAPTER V

CAPITALIZATION OF PROJECT RESULTS AND FOLLOW-UP OF ITS SUSTAINABILITY

V-1: STRENGTH AND WEAKNESS OF CHRAPA, THE IMPLEMENTING ORGANIZATION

As major positive changes, this project has contributed to:

Reinforce credibility, visibility of CHRAPA and has placed them above all other HR organizations in the North-West region.

"We became a reference point, we can now walk into any police station, ask and obtain information about some detainees" Mr. CHONGSI, the project coordinator said.

"Sometime, the judicial police will call us to help them sort out some cases that are related to HR (such as children trafficking);

When we need the police intervention now, we easily get to them; they are always ready to come along with us,

The police and other administrative authorities now treat us with some respect.

Other partners hence forth would like to work with us giving the level of seriousness we show during the execution of the project e.g during the sixteen days of activism in 2012 and 2013, the UN gender country team used CHRAPA as consultant to carry out the training.

We continue working with some UN agency as UNWOMEN on gender based violence;

We master by practicing the UNDP financial and procurement procedures". he alleged.

Working with the traditional authorities for them to include women in their traditional councils.

Working to expend the CPS to the level of the chiefdoms so that the chiefs should be able to integrate them to their traditional councils.

Weakness/regrets:

The long lasting of the project with several extensions without corresponding financial implication left the organization indebted. For example, the organization paid 38 months salaries to project team staffs in lieu of 24 months salaries stated in the budget, increase in the number of visit to the UNDP in Yaoundé for working sessions for project purposes also caused extra expenditure that was not envisaged in the project budget (travel fees, hotel, feeding)

V-2: OPPORTUNITIES (CHANGES) AND THREAT FROM THE BENEFICIARIES

Fight voters apathy

The number of registration on voters lists increased tremendously rising from 3,5 million to 7 525 532 in 2011 and we believe that the project strongly contributed to this; also, the improvement in the number of women registration on voters lists 48,80% in that same year.

Impulse electoral reforms

Participation of vulnerable groups as candidates BOYO NJINIKOM council for example had initially 02 women, number which passed to 08 during the last municipal election, BELO now has a femel MP (Hon WAINACHI), in SANTA the alternate MP (Grace Ngwafor) a woman was one of the beneficiary of the project. About five youths beneficiaries of the project went out for election as candidate and we know about one in BUM (NGWEIH Michaelson) who was elected as municipal councilor. Most interesting, one of our beneficiaries even wanted to run for the 2011 presidential election, and even if Mr. Bertin KISOB file was disqualified, we really appreciate the courage that he had.

V-3: PROJECT EVALUATION BASED ON BENEFICIARIES APPRECIATIONS

To be able to gauge efficiently, we had to work with a set of direct beneficiaries who participated in the project activities. For have been directly implicated in the project activities, they more entitled than who ever to appreciate the project and measure the different out puts that they got from the project and tell us how did the project impacted their lives.

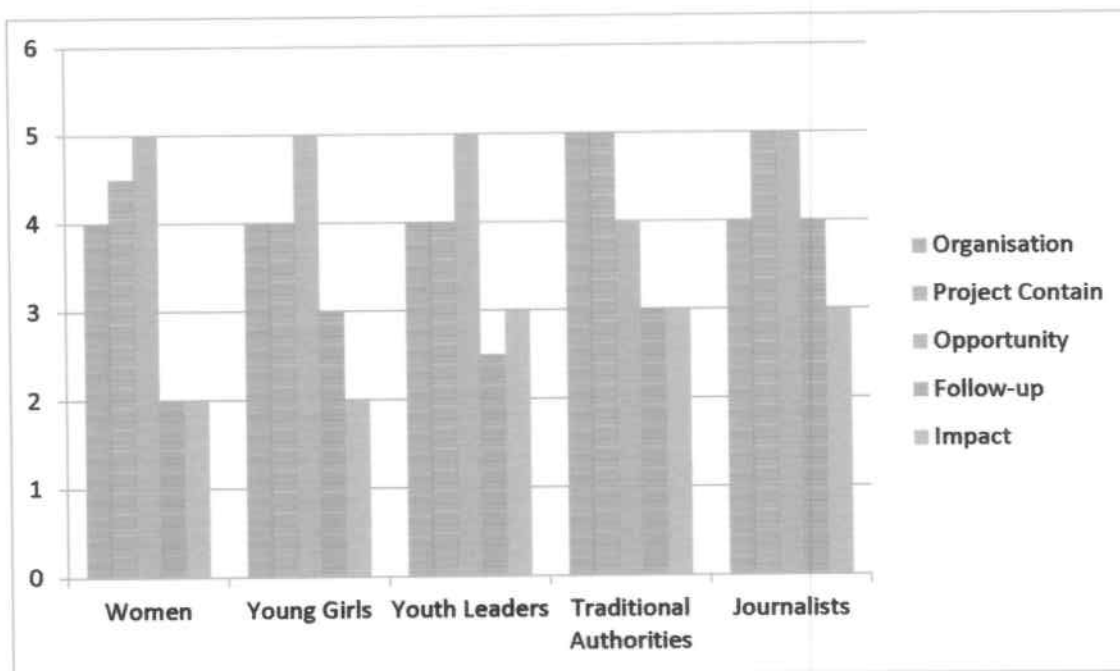
METHODOLOGY FOR DATA COLLECTION

We started by working with the project team to collect from them information on beneficiaries identity and contacts. In the first place, our strategy of approach was design as to take us down on the field to have face to face interview with the beneficiaries and allow them to field by themselves the project evaluation form. But, because of the limited time that we had to complete this evaluation work, we couldn't make as the beneficiaries were not in the same town, but dispatched throughout the country. We then made use of the ICTs to reach out to them using either phone calls or internet (e-mail).

When we got in contact with a beneficiary, we asked him question to cover his view on the project as a whole. Concretely, we did so by asking them questions related project aspects as such: What's your job occupation? Do you remember the program you followed with CHRAPA in (Year, Town)? How were you chosen and invited to this program? Did you follow the program completely? If no, why? How did you find its thematic, organization, contain of the workshop? How do you appreciate the work of the facilitators who trained you during the project? Was the program useful for you career? What has it changed in your live or career? How are you benefiting of this program after its completion? What do you think was the greatest achievement of this program? What do you think should be done for you to get the best of what this program can offer you?

At the end the process, we've worked with a set of beneficiaries belonging to different categories of people who participated directly in this project activities, namely Women political leaders, women cultural leaders, young girls, youth leaders, traditional authorities, journalists, paralegals.

The analysis of the different responses received gave us this tendency:



This result shows out that the running (organization) of the project was a good one with a very good contain. And the project was carried out at a very opportune moment when beneficiaries really need it to reinforce their participation in democratic elections. But according to the view of the four categories of beneficiaries, the follow up of the project results was not well done and it really jeopardized the impact that the project could have got in their lives.

Associating this analysis to some follow-up activities that we described above and which could not be carried out by the implementing organization due to lack of means which were included into the project budget, we think that such project ideas should henceforth be implemented as a program within a certain period that can allow to follow beneficiaries in their activities and social/political endeavors to be able to coach them and evaluate how positive the program has been for the beneficiaries.

CONCLUSION AND GENERAL RECOMMENDATIONS

Based on the information and facts that we collected, these are recommendations that we can make to the UNDP and the UNDEF and which may contribute to ameliorate the efficiency of upcoming UNDEF projects/programs.

- ✦ **Recruitment of project staffs on a competitive basis:** the quality of staff can hinder the project result if staffs were recruited with graciousness to non-talented candidates. UNDEF should henceforth make clear provisions for competitive recruitment on staffs working under its project.
- ✦ **procurement procedures:** UNDEF should take serious measures in contract with implementing organizations so that all materials to be purchased under the project should respect the rules of procurement
- ✦ The UNDP should henceforth taking **serious measures to closely monitor the work of implementing organizations in charge of projects.** This monitoring work should be done on a constant basis throughout projects. If needed, we even recommend that on staff of the UNDP team in country should be designated per project to follow-up constantly the work of implementing organizations and report to country representation.
- ✦ **Requirement for clear administrative and financial procedure document:** We believe that many financial mismanagement that occur throughout this project took place first because the project team members were ignorant of the UNDP procedure and they managed things on their own and worst again, the monitoring system was not a constant one. We recommend that the monitoring by the UNDP or other UNDEF projects executing entities should start with capacity building especially on financial procedures. This should lead to the adoption of document containing clear statements on the administrative and financial procedures to be followed for the project financial operations.
- ✦ **Follow up of project beneficiaries** within a certain period that can allow following beneficiaries in their activities and social/political endeavors to be able to coach them and evaluate how positive the program has been for the beneficiaries.
- ✦ **UNDEF should shift from funding projects to fund but programs:** this will give more time to implement project activities and monitor beneficiaries' behaviors on the field, to make sure that positive outcomes and impacts have been produced.
- ✦ **Conservation of track records:** given the type of difficulties that the evaluation team went through went we needed some evidence elements, we propose that while signing grant contracts with beneficiaries organizations, UNDEF and UNDP should include in the

contract a special section on the conservation of projects documents and other track records. Implementing organizations should be invited to keep this record for at least three years after the project completion.

ENCLOSURES

ANNEX A.

SURVEY SHEET GUIDING INTERVIEWS WITH THE PROJECT TEAM

ACTIVITIES

Please tell us if all the activities planned under this project were implemented,

If not, what were the impediments you faced?

How did you try to counter them?

To which extend you finally achieve them?

Planned Activities	Completed YES/NO	Difficulties faced	Methods to overcome	Exact level of completion

ACTIVITIES OUTPUTS

What are the tangible products/services that you obtained from the project activities?

Do you think they fit what was intended or expected from the beginning of the project?

If yes, please provide indicators;

If no, tell us why and what you finally obtained with indicators

Intended outputs	Achievement YES/NO	Difficulties Faced	Results obtained	Indicators

RESPECT OF TIME FRAME

Did you have a project plan of action with precise time frame at the beginning of the project? (a copy)

Was it followed?

If no, why?

Did the rescheduling allowed you to complete you activities and achieve the expected result?

Do you have a recommendation on this point?

HUMAN RESOURCES

How many people were involved in the project team?

Were they recruited for the project or are parts of your organization staff?

How were they chosen? Was it a competitive process?

Do you think you constituted a good project team?

If yes, provide supporting elements

If no, please tell us why?

Were they well treated?

Are they all still working with you?

If no, why did they leave? And what's the type of relationship you have with them actually. (*please, provide names and contacts*)

FOLLOW UP OF TRAINERS ACTIVITIES:

180 trainers were to be trained in 5 regions of the country. Were they trained? (list and contacts, photos of the 5 workshops and reports;

These trainers were to carry out restitution exercises in their respective groups for 9000

sensitization agents (approximately 50 agents per trainer); did you carry out a follow up for their activities? (feedback with report and pictures).

What about the network of 30 CSOs that was to be created?

What about the 5 community legal offices? Were there created, are they still operational? What's the relationship between them and CHRAPA after completion of the project.

The Network of Women leaders in political, public and social affairs:

Was it created, is it still functioning?, do you follow up its activities, has it got concrete activities and impact in its members life?

MATERIAL RESOURCES:

Did you buy all the equipment that was mentioned in the project document? (2 Laptops, 1 Sony Digital Video Camera; 01 projector; 01 Scanner; 01 Vehicle); show Proof (invoices).

Were they properly and durably used?

How are they used since the end of the project? (show up for snapping)

FINANCIAL RESSOURCES MANAGEMENT:

How much do you finally received from UNDEF for this project?

Do you think this sum was properly managed comparing to the planned budget?

If no, why?

Describe your administrative and financial procedures for money payment and feedback from project team,

Procurement: was the process a fair and transparent one throughout the project?

MIDTERM EVALUATION MISSION RECOMMENDATIONS

In order to make sure that the project in progressing well, a midterm verification mission was sent to you by the UNDP between the 01 and the 05th of June 2010. At the end of their mission, this team made some recommendations that could have certainly help you to conduct the project well.

Did you follow these recommendations?

If no, why?

If yes, please provide answers to the following points extracted from the recommendations.

1. On the project's activities

To CHRAPA

- Measures should be taken to make sure that UNDEF knows and approve the fact that husband and wife are heading the project.

- CHRAPA should pay the 4 million to their partners with receipts to make sure that paralegal clinics in other towns are functional.

UNDP and CHRAPA

- Communication should be more regular between CHRAPA and UNDP.
- There should be constant monitoring of CHRAPA activities by UNDP; this should include some field visits.
- UNDP should deliver a formal training to CHRAPA on UN finance procedures.

2. On financial aspects

- One member of the couple (Mr. and Mrs. Chongsi) should withdraw from CHRAPA and most essentially from this project funded by UNDEF.
- The signatories of the account should be restricted to one member of the couple (Mr. and Mrs. Chongsi) and the account should be changed from savings to current.
- Capacity building should be provided to CHRAPA on how to exploit all the financial tools at their disposal, How to keep appropriate and accurate records with emphasis on the cash management procedures provided for NED Grants which clarifies all the accounting business process; not forgetting also the use of the UNDEF daily transaction ledger.
- CHRAPA should restrain from borrowing money as it does not give a clear managerial picture in the management of funds.
- The provision of funds should be timely to meet with their program activities.

MONITORING SYSTEM:

INTERNAL MONITORING:

How did you organize your activities follow up?

Did you effectively produce your mid-term substantive and financial reports?

If not, what you think that constituted your weakness?

Has your organization been audited as per financial management of this project?

MONITORING BY UNDP:

How was it done?

Do you think it was sufficient to accompany you during the project?

How would you have preferred the UNDP to organize its monitoring work?

Specific recommendation:

FOLLOW UP/SUSTAINABILITY

What changes do you think have occurred in the life of the project beneficiaries?

What are the indicators?

What actions have been taken to perpetuate these outcomes?

IMPACT ON YOUR ORGANIZATION

How has this project impacted the life and the work of your organization?

Did it opened way to other funding opportunities?

Based on the experience you got during this project implementation period, do you have some general recommendation for the UNDP and the UNDEF to follow in such funding programs in the future?

DOCUMENTS/MATERIALS PRODUCED DURING THE PROJECT

These documents/materials are attached to this final report as supporting elements.

- Workshop attendance lists,
- Copies of invoices,
- Video CDs of activities and other talks shows on television,
- Audio CDs of radio programs produced during the project,
- Drafts of contracts between CHRAPA and its partner organizations,
- Copies of complains submitted by victims of human rights violation to Paralegal Centres,
- Copies of resolutions reached amicably by parties after arbitration by paralegal officers,
- Copies of summons to paralegals and CHRAPA's coordinator to appear to court as witness in some cases submitted to public officers by the Paralegal Centres,
- Warrants of arrest against people guilty of human rights abuses,
- Copies of press articles published throughout the project,

- A copy of the “citizens’ manual for participatory governance” that was conceived and published for the project purpose,
- Report of some beneficiaries’ activities on the field to sensitize the population and other communities groups.

PHOTOS SHOP:

See files copied in the USB flash to watch

- Photos of project activities.
- Photos of remaining materials acquired for the project purpose,