



# ASSESSMENT REPORT FOR PROJECTS FUNDED BY BREAKING GROUND IN CAMEROON



**Théo SOBNGWI & Bertrand  
NGWESSE OLONG**  
RESEARCH INSTITUTE FOR  
DEVELOPMENT

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## **ABBREVIATIONS**

**CSO:** Civil Society Organization

**RIDEV:** Research Institute for Development

**BG:** Breaking Ground

**NIS:** National Institute for Statistics

## *Introduction*

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Between 2007 and 2010 Breaking Ground established seven development projects in seven distinct communities in Cameroon. After 3 years of working alongside local communities, Breaking Ground needs to take time to assess the activities it has carried out. The Breaking Ground team has therefore called upon its local partner RIDEV (Research Institute for Development) to coordinate the assessment process in the two regions of Cameroon where projects have been established: the West and Adamaoua.

Breaking Ground's mission is to improve the living conditions of local communities. Its approach consists of using financial resources to help communities which have already begun a project but which are struggling to complete it. Breaking Ground also gives great importance to empowering women.

The general poverty rate in Cameroon is 39.9% but in rural areas this reaches 55%. The main determining factors of poverty are a lack of employment, a lack of basic economic infrastructures, little access to land for farming purposes, corruption and bad management of public resources. Poverty is therefore a serious problem in Cameroon and hence it is important that development partners help communities in the fight to improve their living conditions. This problem is as serious now as it has ever been – in fact it is only getting worse. Here are some examples:

- In 2001, 29.3% of the rural population had access to drinking water. In 2007, the figure was only 27.7%.
- In 2001, 25.4% of the rural population had access to decent toilets; the figure had fallen to 14.2% by 2007.
- In 2001, 66.3% of the rural population had a home with a roof built from resistant materials; the figure had dropped to 64.6% by 2007.

According to Cameroon's National Institute for Statistics, poverty seems to be more common in households run by men than in those run by women. For every 10 households run by men, at least 4 are poor. For women, the figure is 3 out of every 10.<sup>1</sup>

Taking all of this into account, it is necessary to look at the relevance of Breaking Ground's objectives as regards to improving the living conditions of communities, and promoting female entrepreneurs.

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<sup>1</sup> Trends, profiles and determining factors of poverty in Cameroon for 2007 <http://www.statistics-cameroon.org/pdf/ECAM3trend.pdf>

## ***I- Objectives of the Assessment***

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The current assessment has the following objectives:

- To provide Breaking Ground with the information necessary to develop its strategy.
- To assess progress and therefore be able to report back to Breaking Ground as to whether their objectives have been reached or not.
- To contribute to the empowerment of individuals at the grass roots level, by allowing them to have their say as regards to the direction in which projects are heading as well as allowing them to participate in decision-making regarding the improvements that need to be made.

## ***II- Methodology :***

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The method chosen for this assessment is the quick assessment method. This method consists of a quick and cost-effective way of consulting the beneficiaries of the projects and other stakeholders so that they can provide decision-makers with the information set out in the terms of reference. The following methods were used:

### ***1. Consulting the main sources of information***

This method consists of asking a series of questions to individuals chosen due to their knowledge or experience of the project or program in question. The interviews – which are qualitative, thorough and semi-structured – are established by an interview guide containing a list of subjects or questions.

### ***2. Reflection group***

This method allows for exchanges of points of view between several participants carefully chosen due to their similar profiles. These participants can be beneficiaries of the projects or those involved directly in the project's implementation, for example. The leader of the sessions uses a discussion guide and records comments and observations.

### ***3. Direct Observation***

Observations will be carefully made using a detailed formula of what has been seen and heard in the areas where the projects have been carried out. Real time photos will also be taken. Information could focus on ongoing activities, procedures, discussions, social interactions or observed tangible results.

### ***4. Mini surveys***

This method uses a structured questionnaire to ask a limited number of close-ended questions to a group of people chosen either randomly or intentionally from the area concerned by the project or program in question.

Data collection in the field was lead by Mr. Bertrand NGWESSE OLONG, with the aid of Mr. Alphonse MOUTHE (an agro-food engineer), and Ms. Nadine EHAWA (a lawyer).

Assessment in the two regions lasted for 25 days, from the 15<sup>th</sup> April to the 10<sup>th</sup> May 2010. In total six areas were visited: Bandrefam, Doumbouo, Keuleng, Leutieu, Ngaoundal and Ngaoundéré.

In Adamaoua, information was partly collected by representatives of COREDEC (Community Research and Development Center), a local body based in Ngaoundéré which acts as an interface for

Breaking Ground to carry out work in the field – this partnership has existed since 2007. Information was also collected by former project beneficiaries turned project leaders, with the aid of follow up and financing provided by Breaking Ground via COREDEC. Field trips were carried out in the presence of project leaders in order to measure the level of progress that had been made.

### ***III- Results :***

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All of the projects programmed and funded by Breaking Ground have been completed. This success can be explained by the system of oversight that Breaking Ground put in place. This system is based on the presence of Breaking Ground volunteers in the field. In total:

- 6 classrooms were improved at the Doumbouo state school (plastering and painting the walls, cementing the floors.)
- The Doumbouo senior high school library has been built and provided with books; it is fully functioning.
- The community centre and preschool in Keuleng has entered the construction phase.
- 22 women have each received a micro credit, with the total amount of funding for this scheme reaching approximately 8 954 100 FCFA (the value of 3 of the micro credits was not communicated). The amount that has to be reimbursed totals 18.74% of the overall sum. So far 773.000FCFA has been paid back, (that is to say 8.63% of the 18.74% expected) and repayments are expected to rise to 905.320 FCFA, therefore 10.11% of the total.
- A bridge has been built in Litieu; it links four villages (Fondonera, Fongo-Ndeng, Fossong-Wentcheng and Fotétsa) to the town of Dschang, the administrative capital of the region.
- 3 training sessions have allowed 126 women to be trained in basic project management.
- Farmers from the village of Bandrefam were encouraged to produce quality coffee which has been commercialized through the system put in place by Breaking Ground.

## ***IV- Assessment***

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The following conclusions offer a general synthesis of the analysis of each individual project. The specific details of each individual project are presented later on in the report. Before going any further it is necessary to point out that each project funded by Breaking Ground responded to a genuine need expressed by the members of the community, which is a very positive aspect. Furthermore, the technology used to carry out these projects is adapted to the local environment; the beneficiaries are accustomed to the technology used by Breaking Ground (construction work on the bridge, the library, the class rooms and the community centre didn't require the project's beneficiaries to acquire any additional skills; all used the existing skills of the communities).

### **1. Assessment of the relevance of the objectives**

- Taking into account the statistical data on the overall situation of poverty in Cameroon (as outlined earlier), it seems that Breaking Ground's main objective is realistic and adapted to the situation in Cameroon. Breaking Ground raises funds to help with development projects that are initiated by community members. This objective falls right in line with the work of other development partners; the goal is to create wealth and employment and to improve the quality of life for the most vulnerable sectors of society, namely women and young people.

- Every project needs to have specific objectives which are defined, thus allowing for a clear assessment of whether progress has been made. With the Women's Entrepreneurial Program, for example, the objective might be to improve the ability of the project participants to keep track of their daily accounts. From there the help that is provided becomes more structured; adapted follow up tools can therefore be used, both by the project leader and the organization that is helping her. In general the follow up/assessment system must be clearly established and budgeted before the implementation of each project.

- The desired results for each project must also be clearly defined. In the construction of the library, for example, all stakeholders must agree in order to define the desired changes. What is the fundamental problem that needs to be solved? Is it simply a case of building a beautiful library like that of others schools or is there also a desire to improve pupils' ability to think critically about literature? When the desired results are clearly defined, this allows beneficiaries to develop an action plan when it comes to using the library.

- For the very start of every Breaking Ground project it is important to establish a hierarchy of objectives: the overall objective, specific objectives, achievements and activities. This process allows for shared responsibility and ensures that every actor involved in the project plays their role. This step also helps guarantee group cohesion. As an example, in the construction of the community centre in Keuleng, some members of the community thought that only the village chief and the project team should lead the project. The community seemed to be quite happy simply watching the project take shape. In six months the committee in charge of leading the project held no meetings regarding construction and published no reports. The local community has very little information regarding the details of the project.

### **2. Assessment of the effectiveness of the approach:**

- Breaking Ground's approach presents numerous advantages because it encourages effective participation from the local communities concerned by the projects. It is important, however, to make a thorough and participative evaluation of the situation before planning the

project. In the case of the female entrepreneurs, it would be a good idea for each applicant to present the solutions that she has already tried before asking for Breaking Ground's help. Starting off with the theory that it is funding which is most needed, we run the risk of not taking into account fundamental aspects such as the genuine motivation and determination of the beneficiaries to undertake income-generating activities. We need to look specifically at which types of skills are being improved during the project's implementation (accountancy skills, knowledge of the domain in question, creativity etc).

- Breaking Ground's approach should allow for capacity building within the local communities in areas such as creating, planning and managing projects. An initial assessment should allow to identify the resources available within the community and to utilize them.

For projects in which Breaking Ground has taken care of managing funds, purchases have been effective (the Doumbouo senior high school library and work on the school classrooms in Doumbouo, for example). When local communities were in charge of managing funds, concerns about overcharging and corruption were evoked. In the construction of the community center in Keuleng, for example, it is clear that Paul Zangue's notable involvement in the project helped to counter vague attempts at misusing funds. It may be a good idea to develop participative project management systems which strengthen the notion of project manager's accountability. Each project should contribute towards reducing the need for Breaking Ground's direct involvement in managing funds. In the project involving promoting coffee farmers, more time was needed so that farmers didn't simply view Breaking Ground as just another purchaser in the market.

- Selecting projects to fund.

Although the projects selected by Breaking Ground respond to real needs, there is still room for improvement when it comes to structuring the selection process. A project evaluation table would allow us to appreciate the level of community involvement, project leaders' levels of motivation and the main restrictions linked to the project. For each project, hypotheses that guide the project's success could be formulated.

The coffee farmers' project was a great success, but pressure exerted on peasant farmers by traditional purchasers was a major obstacle. CAPLAMI has been present in the field for many years; this body provides farmers with material inputs and helps them with technical planning – it has come to consider itself as an exclusive partner for the farmers. Taking into account this relationship, this body can easily put pressure on farmers so that they don't sell their coffee to other purchasers.

- Level of funding

Breaking Ground's financial support allows projects to be fully completed, which is a good option. With this financial support, project leaders must dedicate themselves to both the management and duration of projects. This approach has the advantage of strengthening basic infrastructures within communities as well as creating employment and wealth, all things which are needed to improve the living conditions of the beneficiaries.

It must also be pointed out, however, that in order to guarantee good project management on the part of the beneficiaries, and, above all, to support learning, some projects should be funded progressively. In the case of female entrepreneurs in particular, a good idea might be to help beneficiaries in an assessment of their activity before they receive any kind of funding. By doing this, Breaking Ground, alongside local partners, would set up an initiative that follows women who are already involved in some kind of activity to ensure that they are applying the basic principles of management that they acquired through their training. The advantage of this approach is that it allows those who have benefited from a micro credit to identify their real needs early on and to assess the profitability of their activity. After this stage, funding is progressive. We do not believe, for example, that it is a good idea for a woman who normally sells dried fish to invest more than 800,000 FCFA from the very start in a project aimed at selling fresh fish. It is almost certain that

she has never had to manage such a large sum of money before, which would explain the failure of this project. There is a high risk involved in granting a loan of more than 100,000 FCFA to someone who has no experience in managing income-generating activities - or at least not before a thorough, follow up initiative has been implemented.

### **3. Assessment of the projects' impacts**

#### ○ **Results**

As mentioned above, a very positive aspect of Breaking Ground's activities is that the results are visible. The bridge, as well as the library and the classrooms, have been finished. Women have been trained and 22 of them have received a micro credit for income-generating activities. Breaking Ground should capitalize on this result, in particular given the situation in Cameroon where many development initiatives are shelved due to bad management, embezzlement of funds and/or serious conflicts between stakeholders. This result could also be explained by the good relationship between Breaking Ground's staff and members of the local communities concerned by the project. Beyond investments that need to be made, Breaking Ground is also involved in the local social networks and is strongly integrated. There is a good relationship between Breaking Ground and the project's beneficiaries – this socio-cultural aspect is a determining factor, particularly in the case of Cameroon where life is centered around the “community”.

#### ○ **Effects**

The direct effects of Breaking Ground's support vary according to each individual project. In the case of the construction projects, the effects were large-scale, immediate and clear for all stakeholders to see. As examples, almost 36,000 people in 4 villages use the bridge, around 1200 pupils use the class rooms in the school in Doumbouo and nearly 1250 pupils use the Doumbouo senior high school library.

When it comes to the female entrepreneurs, results are still somewhat tentative for several reasons, such as the low level of acquisition of skills learnt during training. The service offered to customers doesn't seem to have improved with the activities of these female entrepreneurs. A more detailed enquiry would allow us to have a better appreciation of this side of things. It must also be noted that Breaking Ground could lend particular importance to the aspect of quality in the products that the female entrepreneurs produce; a label could even be created (women who benefit from financial support from Breaking Ground do not sell low quality products).

#### ○ **Impact**

In order to objectively appreciate the impact of projects funded by Breaking Ground, it would be a good idea to carry out a more detailed study of each project. This, for example, would be a question of considering the changes that these projects have made in the lives of the stakeholders. It is clear that the impacts of a project cannot be attributed to one sole factor or to one sole type of involvement, but it would be possible, at the very least, to evaluate the situation both before and after the project.

## *V- Recommendations*

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- Carry out a preliminary assessment before the project (relevance, level of community motivation etc).

- The main objective of BG's projects must be to help reach specific objectives – that way it is easier to assess results. In the case of the female entrepreneurs, the desired result is the success of the beneficiary's activity. A preliminary evaluation would allow us to identify the women's abilities at several levels and to measure progress throughout the entirety of the project. By putting in place specific objectives, the partner in charge of project follow up can create an action plan and a support timetable that are better adapted.

With the construction of the community centre, specific objectives would have allowed us to measure the level of capacity building that the project had produced.

- Each BG project should be preceded by an analysis of the needs of the community, but above all the skills that are available and the ones that need to be developed.
- A process of participative project management should be put in place; this would help to identify all of the tools that each project team needs to use during each phase of the project.
- An assessment of the real cost of the project should be made in order to evaluate its effectiveness.
- A support system should be set up so that beneficiaries can make the approach that Breaking Ground uses, their own.
- Risk-assessment for each project
  - It is important to formulate the hypotheses and the risks associated with each project, and to identify strategies for reducing risk. In the Female Entrepreneurs Project, it was discovered that almost 38% of the projects risked failing. Another risk lies in the level of insecurity associated with the project; all it takes is an exception circumstance for projects to be put on hold (the project leader falling ill, for example, or a death in the family).
  - BG's projects should encourage social networks. The beneficiaries of the Female Entrepreneurs Project should have created a solid community with which to share their experiences and help one another mutually – this model is consistent with sociological habits. By getting together these women could set up a solidarity fund or even a tontine which could act as a safety net. Beyond their IGAs (Income Generating Activities) the women could share several other types of experiences on important issues such as health and education, for example.
  - One approach would be to strengthen the ability of female entrepreneurs within the Breaking Ground network so that they become involved in managing funds that the recipients of micro credits reimburse. By doing this, the repayments would serve as initial capital that would allow women to make the projects their own. With time, if the women managed things well, it would allow them not only to allocate the micro credits themselves but it would also allow Breaking Ground to invest in other communities.
- A rigorous method of project planning should be used (using a square of opposition, for example).
- Projects which promote mutual learning and capacity building and which take into account cross-cutting issues should be developed.

- Follow up and assessment activities should be integrated into project planning from the start.
- The amount of money allocated for micro credits should be granted progressively, so that recipients familiarize themselves with managing their funds gradually.
- Breaking Ground's projects should equally involve cross-cutting issues such as fighting against HIV AIDS, Reproductive health, gender issues etc.
- Breaking Ground should develop a realistic action plan with the participation of local actors in order to ensure better project follow up.
- Breaking Ground should have local teams equipped with the necessary means for coordinating activities on the ground. One of the key ingredients in the success of Breaking Ground's projects is linked to its close follow up. This aspect needs to be built on.
- Given the strong competition between coffee purchasers and, above all, the pressure that some of them exert on producers, the fair trade coffee farming project needs to be studied closely on the ground. We suggest that Breaking Ground works in tandem with a local operator, provided that the latter is truly cares about the well-being of the farmers. The relationship with Mr. Karim de Schulter should be built upon, especially given that he is in the process of building a major car wash in Noun. Breaking Ground could focus on mobilizing the local community and helping farmers improve the quality of their produce. Breaking Ground could also help farmers to become more independent when it comes to techniques used for improving the quality of the coffee produced and looking for the best trade opportunities.
- Cross-cutting issues such as fighting against HIV AIDS, gender issues and education could be integrated into the coffee farmers' project.

# Evaluation of the Projects Implemented in the Adamaoua Region

# The Women's Entrepreneurial Program

## I-/ The Selection of Projects

The first criterion in the selection of the projects proposed by the women is that she, the originator of the project, participates in the business training organized by Breaking Ground. The decision of which projects to finance is based on criteria such as:

- the social parameters of the originator (matrimonial status, number of children, family income)
- interview with the originator
- field visit

An overall evaluative rubric is not currently in place for the selection of projects. Members of the project selection committee use their discretion in making their funding choices.

The project proposals developed by the participants at the end of their training are received by the COREDEC (Community Research and Development Center) office. The committee for project selection, comprised of three (3) people (all from COREDEC), studies the viability and pertinence of each project and makes the funding decisions. The desired criteria are not formally established and distributed among the committee members. Rather, each person uses his or her judgment, which comes from experience and discretion. The initial budgets of a number of selected projects chosen were reduced after the analysis of the selection committee. The table below summarizes the data of project selection.

**Table 1: Summary of the data for project selection**

Business training grouping	Training participants	Projects presented	Projects rejected	Projects financed	Projects receiving 100% of initial budget	Projects financed for less than initial budget
1	28			7	1	6
2	73			8	1	7
3	25			6	0	6
<b>Total</b>	<b>126</b>			<b>21</b>	<b>2</b>	<b>19</b>
%		*	*			

\* Data unavailable

From the table, we can see that 21 out of the 126 female trainees, or 16%, presented projects at the end of their training. Among the projects that the women presented, \_\_\_\_, or \_\_\_\_%, were rejected and 21, or 16%, were financed. Among the 21 projects that were financed, only 2, or 9.52%, received 100% of their initial funding estimate, while 19 projects or 90.48%, were financed for less than the initial budget suggested by the originator.

## II-/Characterizing the Beneficiaries

We classify the beneficiaries in terms of training beneficiaries and funding beneficiaries, with the understanding that funding beneficiaries are also training beneficiaries. We classify the women using the following criteria:

- their origins (non-native or native)
- their matrimonial status
- their experience (novice or veteran of the project's activity)
- their level of education

Tables 2 and 3 below show the distribution of training beneficiaries and Breaking Ground funding beneficiaries, respectively.

**Table 2: Beneficiary Status**

Matrimonial			Professional		Combined Income	
Married	Widowed	Unmarried	Salaried	Non-salaried	Salaried	Non-salaried
13	05	03	7	14	5	

**Table 3: Distribution of Breaking Ground funding beneficiaries**

Origin		Matrimonial Status			Experience		Level of Education		
Non-native	Native	Married	Widowed	Unmarried	Novice	Veteran	Non-literate	Primary	Secondary
11	10	13	5	3	6	15	5	6	10
52.38%	47.62%	66.67%	23.81%	9.52%	28.57%	71.43%	23.81%	28.57%	47.62%

This table shows that the funding beneficiaries are equally non-native (not originally from northern Cameroon), with 52.38% of the projects, and native (originally from northern Cameroon), with 47.62% of the projects.

As far as matrimonial status, the table shows that the majority of the beneficiaries are married (14, or 66.67% of the total). Widows and unmarried women are poorly represented: they number 5, or 23.1%, and 2, or 9.52%, respectively.

In terms of the originator's experience with her project's activity, the table shows that more than 2/3 of the beneficiaries – 71.43% – have a great deal of experience with their project's activity. Some women have more than 20 years of experience. This experience may well be beneficial to the success of the project, but it is still necessary to recognize that for many of the originators, their activity expertise will not be enough to overcome their inexperience in the microenterprise industry.

Table 3 shows that the majority of beneficiaries – 10, or 47.62% – have an appreciable education level, having completed at least secondary schooling. It is noteworthy that 7 of the 10 women work for the government or for private institutions (4 are teachers) and 1 is pursuing study at a university.

### III-/ Project Typology

The projects that were financed are very diverse.

**Table 4: Distribution of projects according to activity**

Type of Activity	# projects	Comments
Poultry Farming	2	1 broiler chicken farming, 1 pig farming
Agriculture	1	Production of yams, taro, corn et beans
Hairdressing	1	At-home shop without signage
Sewing/Embroidery	4	Shops offering both sewing and embroidery – and even the sale of loincloths at one of the shops
Education	2	1 bilingual school at Ngaoundal, 1 bookselling for Anglophone students
Small business	3	Diverse food products in the Ngaoundéré markets
Production/sale of juice	1	Production at home, sold with the help of ready-to-go carry-alls
Production/sale of yogurt	1	Production at home, sale to families of subscribed clients
Secretariats	1	At home
Dyeing	1	At home
Sale of beignets/croquettes	2	In schools
Sale of windowpanes	1	Integrated into the assembly and placement of aluminum doors and windows
Sale of fresh fish	1	Caught locally in the lakes and watercourses of the region
<b>Total</b>	<b>21</b>	

#### III-1. Status of the Projects

Among the 21 financed projects, 8 of them, or 38.1%, used that funding to get started, and 13 of them, or 61.9%, were already in place and used the funding to expand.

#### III-2. Nature of the activities developed in the projects

The financed projects involve many various activities: agriculture, livestock farming, embroidery/sewing, dyeing, hairdressing, small businesses, bookselling, education... While all these

projects could generate revenue, it is important to note that Breaking Ground does not ask for any repayment of the funding for educational projects, while on all the other projects' Breaking Ground ask for a repayment of 20% of the total funding.

#### **IV-/ Background on the implementation of the projects**

The entrepreneurs implement their funded projects with the help of COREDEC. This organization oversees not only the originator's use of funds at her disposal, but also the startup of the operations of production. COREDEC provides advice and serves as an administrative check in order to guarantee the refund of the repayable part of the financing (20% of the amount received).

The majority of married women who are financial beneficiaries use their combined household revenue in the realization of their projects. This joint involvement contributes to the creation of an at-home environment conducive to the realization of the project. Several women indicated that they did not share certain aspects of their project with their spouse, especially the financial aspects. Other women expressed anxiety over the fact that the implementation of their projects caused their husbands to make them take over more and more of the household finances.

On the institutional level, the activities of many of the projects are informal. The projects in development are not legally in existence. The originators consider them as their livelihood and fear the burden of taxes.

**V-/ Presentation of the Project Forms****Project 1: AISSATOU BINTOU, Telephone: 99 54 72 92**

<b>Originator's information</b>	Widow, primary school education, 5 children in her care
<b>Grouping</b>	1
<b>Project title</b>	Purchase of sewing materials
<b>Project status</b>	Already in existence
<b>Location</b>	Small market/Baladji
<b>Project description</b>	Increase the output capacity in the shop; renew the sewing machines; add new embroidery machines, over sewing machines, and button stamping machines; buy the shop's consumables in gross in Nigeria
<b>Total funding received</b>	480,000 F (96,000 refundable)
<b>Date that funding was received</b>	05/29/2008
<b>Deadline for 20% refund of funding</b>	11/31/2008
<b>Amount reimbursed by 04/28/2010</b>	96,000 F
<b>Data registration</b>	Periodically
<b>Project's course</b>	Very good evolution
<b>Originator's business mastery</b>	Good
<b>Funding impact</b>	Large for the project, large for the family income, and large for the project's social environment

**Project 2: ANGA MOUNYAM Mercy, Telephone: 79 94 61 14**

<b>Originator's information</b>	Married, teacher, 11 people in her care
<b>Grouping</b>	3
<b>Project title</b>	Pig farming
<b>Project status</b>	Already in existence
<b>Location</b>	Mbibang area
<b>Project description</b>	Construct a new shelter of 12 boxes and increase the herd
<b>Total funding received</b>	500,000 F (100,000 F refundable)
<b>Date that funding was received</b>	11/16/2009
<b>Deadline for 20% refund of funding</b>	05/31/2010
<b>Amount reimbursed by 04/28/2010</b>	0 F
<b>Data registration</b>	Regular
<b>Project's course</b>	Good
<b>Originator's business mastery</b>	Good
<b>Funding impact</b>	Large for the project, passable for the family income, and large for the project's social environment

**Project 3: BANTA Florence, Telephone: 74 86 23 04**

<b>Originator's information</b>	Unmarried, secondary school education, 1 child in her care
<b>Grouping</b>	3
<b>Project title</b>	Purchase of hairdryers for a hairdressing salon
<b>Project status</b>	Already in existence
<b>Location</b>	Baladji 1
<b>Project description</b>	Increase the salon's capacity developed at home
<b>Total funding received</b>	400,000 F (80,000 F refundable)
<b>Date that funding was received</b>	Unknown
<b>Deadline for 20% refund of funding</b>	-
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	None at all
<b>Project's course</b>	Risk of decline; undetermined needs for support
<b>Originator's business mastery</b>	Passable
<b>Funding impact</b>	Medium for the project, strong for the family income and weak for the project's social environment

**Project 4: ASTAHARAM, Telephone: 79 40 51 30/ 22 17 34 87**

<b>Originator's information</b>	Widow, non-literate, 5 children in her care
<b>Grouping</b>	3
<b>Project title</b>	Small business of dried vegetables in the markets
<b>Project status</b>	Already in existence
<b>Location</b>	Bantaï market
<b>Project description</b>	Increase the capital, buy peanuts, corn, beans, and manioc flour to resell them
<b>Total funding received</b>	250,000 F (50,000 F refundable)
<b>Date that funding was received</b>	11/16/2009
<b>Deadline for 20% refund of funding</b>	05/31/2010
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Periodically
<b>Project's course</b>	Stagnant
<b>Originator's business mastery</b>	Passable
<b>Funding impact</b>	Weak for the project, weak for the family revenue and nonexistent for the project's social environment

**Project 5: BECHEM Roseline, Telephone: 77 67 01 78**

<b>Originator's information</b>	Unmarried, 4 children in her care, teacher about to be contracted for MINEBASE
<b>Grouping</b>	1
<b>Project title</b>	Construction of classrooms in the Glory bilingual school, bilingual nursery, and the Ngaoundal primary school
<b>Project status</b>	Already in existence
<b>Location</b>	Ngaoundal
<b>Project description</b>	Construction of 2 classrooms to increase the school's capacity
<b>Total funding received</b>	-000 F (completely nonrefundable)
<b>Date that funding was received</b>	03/20/2008
<b>Deadline for 20% refund of funding</b>	exempt
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Regular and with presentation of reports
<b>Project's course</b>	Good evolution
<b>Originator's business mastery</b>	Good
<b>Funding impact</b>	Large for the project, weak for the family revenue (the originator must dip into her own resources to complete the teachers' salaries), and very large for the social environment of the project (only bilingual school in the area)

**Project 6: DAINA LIGORDI, Telephone: 79 72 52 29**

<b>Originator's information</b>	Widow, non-literate, 9 children in her care
<b>Grouping</b>	2
<b>Project title</b>	Open a sewing shop
<b>Project status</b>	In development
<b>Location</b>	Small business
<b>Project description</b>	Finding the place and buying the necessary goods to start up the activities of the sewing workshop
<b>Total funding received</b>	490,000 F (88,000 F refundable)
<b>Date that funding was received</b>	12/18/2008
<b>Deadline for 20% refund of funding</b>	06/30/2009
<b>Amount reimbursed on 04/28/2010</b>	38,000 F
<b>Data registration</b>	None at all
<b>Project's course</b>	Failure
<b>Originator's business mastery</b>	None
<b>Funding impact</b>	Large for the project, large for the family revenue, and nonexistent for the social environment of the project

**Project 7: DIDI DJENABOU, Telephone: 77 92 8047**

<b>Originator's information</b>	Unmarried, social assistant, DR/MINPROF employee, 2 children in her care
<b>Grouping</b>	3
<b>Project title</b>	Production and sale of yogurt
<b>Project status</b>	Already in extension
<b>Location</b>	Boundjéré area
<b>Project description</b>	Buying a freezer and increasing the working capital. Producing from home of yogurt from the milk of the family's cow, selling the product to a subscribed clientele
<b>Total funding received</b>	410,000 F (82,000 F refundable)
<b>Date that funding was received</b>	09/07/2009
<b>Deadline for 20% refund of funding</b>	03/30/2010
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Stagnant; the project is over financed: 2.5% more and the equipping of a 410 L freezer instead of the 230 L freezer requested. The beneficiary spends very little time working on the project.
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Large for the project, large for the family revenue, and nonexistent for the social environment of the project

**Project 8: GUEMTSO Marie Thérèse, Telephone: 75 71 95 56**

<b>Originator's information</b>	Married, primary school education, 2 people in her care
<b>Grouping</b>	3
<b>Project title</b>	Production and sale of croquettes
<b>Project status</b>	Already in existence
<b>Location</b>	Joli Soir quarter
<b>Project description</b>	Increase the capital to prepare and sell croquettes during school and vacation, making and selling napkins and tablecloths.
<b>Total funding received</b>	200,000 F (40,000 F refundable)
<b>Date that funding was received</b>	11/12/2009
<b>Deadline for 20% refund of funding</b>	05/31/2010
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Strong risk of decline. Project 50% redirected by the originator towards the sale of hand-embroidered napkins from Bafoussam.
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Weak for the project, nonexistent for the family revenue, and nonexistent

**Project 9: GUIDJERA Elisabeth, Telephone: 99 67 54 68**

<b>Originator's information</b>	Married, non-literate, 3 children in her care
<b>Grouping</b>	1
<b>Project title</b>	Selling of loincloths
<b>Project status</b>	Already in existence
<b>Location</b>	Small market Baladji 1
<b>Project description</b>	In the sewing shop behind the counter of various food products, offer of loincloths to the clients who leave them to be sewn in the shop
<b>Total funding received</b>	300,000 F (60,000 F refundable)
<b>Date that funding was received</b>	05/05/2008
<b>Deadline for 20% refund of funding</b>	11/30/2009
<b>Amount reimbursed on 04/28/2010</b>	60,000 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Stagnant
<b>Originator's business mastery</b>	Passable
<b>Funding impact</b>	Large for the project, medium for the family revenue and weak for the social environment of the project (no mastery of customs clearance and the risks of fraudulent trafficking of loincloths)

**Project 10: HALIMTOU, Telephone: not provided and was unavailable**

<b>Originator's information</b>	Widow, primary school education, ... people in her care
<b>Grouping</b>	2
<b>Project title</b>	Selling of dry vegetables
<b>Project status</b>	In development
<b>Location</b>	Behind The Lamido's palace in Ngaoundéré
<b>Project description</b>	-
<b>Total funding received</b>	- F ( -F refundable)
<b>Date that funding was received</b>	-
<b>Deadline for 20% refund of funding</b>	-
<b>Amount reimbursed on 04/28/2010</b>	-
<b>Data registration</b>	-
<b>Project's course</b>	Strong risk of decline
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	? for the project, ? for the family revenue, and ? for the social environment of the project

**Project 11: KALAMINGUE Maïrama, Telephone: 96 02 93 95**

<b>Originator's information</b>	
<b>Grouping</b>	3
<b>Project title</b>	
<b>Project status</b>	
<b>Location</b>	
<b>Project description</b>	
<b>Total funding received</b>	
<b>Date that funding was received</b>	
<b>Deadline for 20% refund of funding</b>	
<b>Amount reimbursed on 04/28/2010</b>	
<b>Data registration</b>	
<b>Project's course</b>	
<b>Originator's business mastery</b>	
<b>Funding impact</b>	

**Project 12: KIERNE Pauline, Telephone: 75 32 49 72**

<b>Originator's information</b>	Married, social assistant for DR/MINPROF, 2 people in her care
<b>Grouping</b>	1
<b>Project title</b>	Production and sale of natural drinks
<b>Project status</b>	In development
<b>Location</b>	Boumdjéré area
<b>Project description</b>	Buying a freezer, a carry-all and the other production materials to put a unit in place. Production from home of various refreshing non-fermented drinks and selling them in the carry-all by a mobile salesman
<b>Total funding received</b>	725,000 F (145,000 F refundable)
<b>Date that funding was received</b>	04/20/2008
<b>Deadline for 20% refund of funding</b>	10/30/2008
<b>Amount reimbursed on 04/28/2010</b>	145,000 F
<b>Data registration</b>	Regular
<b>Project's course</b>	Risk of decline
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Large for the project, weak for the family revenue and weak for the social environment of the project (no control over the employees)

**Project 13: LEMAH Delphine, Telephone: 99 25 82 38**

<b>Originator's information</b>	Married, secondary school education, 6 children in her care
<b>Grouping</b>	2
<b>Project title</b>	Production and sale of corn beignets
<b>Project status</b>	In development
<b>Location</b>	Mazénoth secondary school in Ngaoundéré
<b>Project description</b>	Preparing beignets from sweet banana and corn flour and selling them to students as well as families who know the product but cannot find it in Ngaoundéré
<b>Total funding received</b>	175,000 F (35,000 F refundable)
<b>Date that funding was received</b>	11/31/2008
<b>Deadline for 20% refund of funding</b>	05/31/2009
<b>Amount reimbursed on 04/28/2010</b>	145,000 F
<b>Data registration</b>	Regular
<b>Project's course</b>	Stopped (family difficulties and reoriented towards the creation of embroidered tablecloths)
<b>Originator's business mastery</b>	nonexistent
<b>Funding impact</b>	Nonexistent for the project, nonexistent for the family revenue, and nonexistent for the social environment of the project

**Project 14: MADE Rose, Telephone: 79 82 72 00**

<b>Originator's information</b>	Married, student at Ngaoundéré university, 3 children in her care
<b>Grouping</b>	2
<b>Project title</b>	Public secretariats
<b>Project status</b>	In development
<b>Location</b>	Norwegian quarter
<b>Project description</b>	Purchase of bureaucratic material. At-home installation of secretariats. The effectuation of aide. Provision of services such as computer training, telephonic training, and the supplying of diverse consumables.
<b>Total funding received</b>	700,000 F (140,000 F refundable)
<b>Date that funding was received</b>	10/23/2008
<b>Deadline for 20% refund of funding</b>	04/30/2009
<b>Amount reimbursed on 04/28/2010</b>	0 F (in bad faith because a moratorium was signed to start the refunds in March 2010)
<b>Data registration</b>	Occasional
<b>Project's course</b>	Very large risk of failure; activities are stopped; the machine has been in the children's room from the start
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Medium for the project, weak for the family revenue, and nonexistent for the social environment of the project

**Project 15: MANCHO Odilia, Telephone: 75 96 06 75**

<b>Originator's information</b>	Married, secondary school education, 3 children in her care
<b>Grouping</b>	2
<b>Project title</b>	Sale of windowpanes
<b>Project status</b>	Already in existence
<b>Location</b>	Large market in Ngaoundéré
<b>Project description</b>	Increase the business capital that in addition to the boutique (windowpanes and linen) includes the fabrication of frames for pictures and mirrors and the assembly and installation of aluminum doors and windows
<b>Total funding received</b>	500,000 F (100,000 F refundable)
<b>Date that funding was received</b>	12/18/2009
<b>Deadline for 20% refund of funding</b>	06/30/2010
<b>Amount reimbursed on 04/28/2010</b>	100,000 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Stagnant (problem of space, lease difficulties)
<b>Originator's business mastery</b>	Good
<b>Funding impact</b>	Medium for the project, medium for the family revenue, and weak for the social environment of the project

**Project 16: MBOGEUH Edwige, Telephone: 75 57 08 52**

<b>Originator's information</b>	Married, COREDEC hostess, 2 people in her care
<b>Grouping</b>	1
<b>Project title</b>	Agricultural production
<b>Project status</b>	Already in existence
<b>Location</b>	Béka quarter
<b>Project description</b>	Location of a large area for the cultivation of yams, taros, corn, and beans. High-quality products are taken to market.
<b>Total funding received</b>	705,000 F (141,000 F refundable)
<b>Date that funding was received</b>	04/11/2008
<b>Deadline for 20% refund of funding</b>	10/30/2008
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Risk of decline (product destruction and displaced site of production)
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Medium for the project, weak for the family revenue, and nonexistent for the social environment of the project (very little time dedicated to the project, no follow-up, first investment was completely lost)

**Project 17: MBONGEH Grace, Telephone: 77 82 09 99**

<b>Originator's information</b>	Married, retired police officer, 7 people in her care
<b>Grouping</b>	2
<b>Project title</b>	Production of broiler chickens
<b>Project status</b>	Already in existence
<b>Location</b>	Baladji 2
<b>Project description</b>	Increasing poultry(1500) and construction of a new nutrition room (500) purchase of a freezer and recruiting 2 employees, one permanent and one temporary.
<b>Total funding received</b>	800,000 F (160,000 F refundable)
<b>Date that funding was received</b>	10/23/2008
<b>Deadline for 20% refund of funding</b>	04/30/2009
<b>Amount reimbursed on 04/28/2010</b>	160,000 F
<b>Data registration</b>	Regular
<b>Project's course</b>	Good evolution
<b>Originator's business mastery</b>	Perfect
<b>Funding impact</b>	Large for the project, large for the family revenue, large for the community.

**Project 18: NGWA Rose, Telephone:**

<b>Originator's information</b>	Married, in-service teacher, 4 people in her care
<b>Grouping</b>	2
<b>Project title</b>	Book Selling
<b>Project status</b>	Already in existence
<b>Location</b>	Diffused (homes, neighborhoods...)
<b>Project description</b>	Partnership with COSMOS, door-to-door sale of books to students in the Anglophone neighborhoods and in the educational institutions throughout Ngaoundéré.
<b>Total funding received</b>	600,000 F (completely nonrefundable)
<b>Date that funding was received</b>	-
<b>Deadline for 20% refund of funding</b>	-
<b>Amount reimbursed on 04/28/2010</b>	-
<b>Data registration</b>	Regular
<b>Project's course</b>	Good evolution
<b>Originator's business mastery</b>	Passable
<b>Funding impact</b>	Large for the project, large for the family revenue, large for the community.

**Project 19: ROUKHAYATOU NENE (KING EMBROIDERY), Telephone: 99 50 83 57**

<b>Originator's information</b>	Married, non-literate, 9 people in her care
<b>Grouping</b>	2
<b>Project title</b>	Creation of an embroidery shop
<b>Project status</b>	Already in existence
<b>Location</b>	Boumdjéré quarter
<b>Project description</b>	Purchase of necessary materials to open a shop for embroidered linen (bedding, tablecloths, etc) Business conducted by the family members; the children work in production and distribution.
<b>Total funding received</b>	462,500 F (92,5000 F refundable)
<b>Date that funding was received</b>	12/18/2008
<b>Deadline for 20% refund of funding</b>	06/30/2009
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Occasional
<b>Project's course</b>	Stagnant
<b>Originator's business mastery</b>	Insufficient
<b>Funding impact</b>	Large for the project, medium for the family revenue and medium for the social environment of the project (it took 6 months to get set up)

**Project 20: SOUBATAYA SEMBE, Telephone: 74 52 28 58**

<b>Originator's information</b>	Widow, non-literate, 9 people in her care
<b>Grouping</b>	1
<b>Project title</b>	Sale of fresh local fish
<b>Project status</b>	In development
<b>Location</b>	Joli Soir quarter
<b>Project description</b>	Purchase of a freezer and iceboxes, effectuate an adapted electrical connection. Go into fishing zones to buy fish at the edge of the water and then transport it to Ngaoundéré where it is preserved in the freezer and then gradually resold in the markets.
<b>Total funding received</b>	899,100 F (179,820 F refundable)
<b>Date that funding was received</b>	05/28/2008
<b>Deadline for 20% refund of funding</b>	12/13/2008
<b>Amount reimbursed on 04/28/2010</b>	0 F
<b>Data registration</b>	Not at all
<b>Project's course</b>	Official failure; COREDEC took back the freezer and the activities were redirected towards the sale of peanuts
<b>Originator's business mastery</b>	None
<b>Funding impact</b>	Weak for the project, weak for the family revenue, and nonexistent for the social environment of the project (no mastery of the regulations governing fishing)

**Project 21: ZENABOU OUMAROU, Telephone: 77 62 65 31**

**Interview conducted over the phone because the beneficiary was not in town.**

<b>Originator's information</b>	-
<b>Grouping</b>	1
<b>Project title</b>	Dyeing
<b>Project status</b>	In development
<b>Location</b>	Norwegian quarter
<b>Project description</b>	-
<b>Total funding received</b>	802,250 F (160,450 F refundable)
<b>Date that funding was received</b>	06/11/2008
<b>Deadline for 20% refund of funding</b>	12/31/2009
<b>Amount reimbursed on 04/28/2010</b>	160,450
<b>Data registration</b>	Occasional
<b>Project's course</b>	Risk of decline.
<b>Originator's business mastery</b>	Passable
<b>Funding impact</b>	Medium for the project, medium for the family revenue, and nonexistent for the social environment of the project (difficult access to dyeing products).

## **VI-/Analysis**

Breaking Ground's actions in Adamaoua have been very beneficial for the target population. Nevertheless, their effects are still quite limited. This can be explained in terms of the women's general situation, and even more so in terms of the obstacles that must be overcome for female entrepreneurialism. Taking into account the small segment of the population affected (trained women) and the relatively recent nature of interventions in the field, it is clear that we cannot yet accurately measure the impact. This report nevertheless shows that there is enough evidence to reach a conclusion.

### **VI-I. Training**

It appears, for example, that the business training that the women complete triggers an entrepreneurial spirit in many of the beneficiaries. However, by the end of their projects, 29% of women are no longer regularly updating their books. This situation is due in part to the lack of business culture, together with the need for accountability and in part to the lack of tools adapted to each individual context: educational level, business experience. Time dedicated to writing is considered wasted.

The training's effectiveness (in terms of the effective application of knowledge for completing the projects) could be improved by addressing the disparity between the various education levels of the women in the program. To this end, the women could be divided into groups according to their education backgrounds and they could take different training courses. An accompanying and individualized monitoring system would let each originator apply her knowledge. The training process thereby becomes continuous. The implementation of such an approach would necessarily lead to an increase in mobilized resources.

### **VI-2. The Funding of Individual Projects**

The funding of projects had very different outcomes, depending on the type of project, the entrepreneur, the activities conducted, and even the selection and funding processes. 95% of projects positively impacted the entrepreneur's family. Projects were not necessarily chosen based upon their impact on the larger community and in just over 40% of the projects, the funding did not impact the community.

As for the selection process, selection criteria should be established so as to create an official assessment model. Taking into account the status of the project originators (who are barely, if at all, familiar with putting together such a project), COREDEC could assist them in the execution of their projects by helping them in the assembly phase of their project. The majority of women lost heart after seeing their budgets reduced. Greed could have very well spurred several of the women to undertake this enterprise without real conviction for their proposed projects. Considering how much non-refundable money was given out, a thorough analysis should precede the funding decisions in order to limit the number of projects without impact and to favor those with real impact.

The originator's level of mastery in her proposed project area is a good indicator of advanced project elaboration. The proportion of originators who have not mastered their project is considerable (38.1% exhibit insufficient mastery and 14.29% show no mastery at all). It is noteworthy that all of the women who have mastered their projects well or passably are working on a project already in existence that their Breaking Ground funding supplements and advances.

## **VII-/ The monitoring of projects by COREDEC**

Although a formal agreement of collaboration does not exist between Breaking Ground and COREDEC, this latter organization aims to carry out:

- the supervision of small business management trainings for the pre-beneficiaries
- the collection of projects proposed by future beneficiaries
- project analysis and selection for funding
- the effective implementation of different projects

We note the inexistence of supervision reports, selection reports, criteria for project analysis, and criteria for project implementation.

## **VIII-/ Recommendations**

The choice of beneficiaries must take place according to well-defined criteria and by taking into account the status of the beneficiary and of her spouse. 50% of the beneficiaries are either salaried or have combined salaries and are sometimes civil servants.

## BREAKING GROUND FOOTBALL

We had a great deal of difficulty contacting Mr. Etienne because of his very busy schedule, and he finally granted us only a brief interview. In response to our request to meet several beneficiaries of the program, he told us that they were all at university games outside of the city. Additionally, we were not able to access the activity's reports because it was prevented. The findings of our interview can be summarized with the following table:

<b>OBJECTIVE</b>	Making young women more responsible by liberating them from taboos and tendencies to stay at home where they do nothing.
<b>BENEFICIARY</b>	Young women from the city of N'Gaoundéré (Etienne did not disclose the number of beneficiaries)
<b>ORGANIZATION</b>	<p>The program is supported by Breaking Ground and based on the voluntary participation of supervisors and young women.</p> <ul style="list-style-type: none"> <li>- Partners: NCCA and Dawson, who provide sporting equipment</li> <li>- Parent participation is passive.</li> <li>- The program is limited to organizing soccer games.</li> <li>- The girls who participate in tournaments are supported on the scholarly level.</li> <li>- The program does not provide insurance during matches.</li> </ul>
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>- This program would be more dynamic if it provided activities that reinforced and built skills in many areas for girls</li> <li>- It would also be a good idea to ask parents to take out insurance for their daughters.</li> <li>- It is necessary that a draft agreement outline the civil responsibility of parents in the case of unpleasant eventualities.</li> </ul>

**EVALUATION OF THE PROJECTS IMPLEMENTED  
IN THE WESTERN REGION**

<b>IMPROVEMENT OF THE DOUMBOUO PUBLIC SCHOOL</b>	
<b>OBJECTIVE</b>	Improve the students’ learning conditions and teachers’ teaching conditions by roughcasting the walls and smoothing out the ground. This objective was fulfilled to 100% completion. All of the six (6) classrooms were improved. The walls are decorated with pedagogic motifs. There are no more dust and chiggers in the rooms.
<b>BENEFICIARY</b>	-Direct beneficiaries: the 1200 students at the school per year -The Doumbouo community, especially the EPA of the Doumbouo public school
<b>ORGANIZATION</b>	- Strong mobilization of the affiliated parties (Breaking Ground, the EPA, the students)  - joint identification of the project  - participation of the students and parents in the construction (water, collection of gravel, assisting the masons, etc)
<b>MANAGEMENT</b>	- Construction appraisal by the masons, validation by the affiliated parties, and purchase by Breaking Ground for delivery to the involved shopkeepers of the community. There is no accounting on the premises. The other affiliated parties do not know the construction costs.  - construction of the flagpole and the administrative office (repairs)
<b>COMMUNICATION</b>	- very weak communication of the financial situation in the community  - no signage indicating the school  - lack of documentation of the project (project draft; accounting documents; procedural documents)
<b>COMPLETION AND DURABILITY</b>	- Completed very well – more resilient than buildings constructed afterwards  - development of a new tool, “the walls that talk”  - the parents’ continuation of the project with exterior roughcasting, toilet construction, and other things

	- used by the students
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"><li>- create a project document that outlines the responsibilities of affiliated parties, the budget of different phases, and outlines the setting up</li><li>- create a procedural manual</li><li>- circulate the accounting information</li><li>- make visible signage</li></ul>

<b>CONSTRUCTION OF THE LINDSAY CLARK PUBLIC LIBRARY AT DOUMBOUO HIGH SCHOOL</b>	
<b>OBJECTIVE</b>	Foster learning among the Doumbouo population by placing a library at their disposal. Objective fulfilled to 100% completion.
<b>BENEFICIARY</b>	<ul style="list-style-type: none"> <li>- 1250 high school students and 40 managers</li> <li>- the Doumbouo population</li> </ul>
<b>ORGANIZATION</b>	<ul style="list-style-type: none"> <li>- strong mobilization</li> <li>- affiliated parties: Breaking Ground, Doumbouo high school, the high school's EPA (500,000 cfa);</li> <li>- joint identification of the project</li> <li>- weak participation among the students</li> </ul>
<b>MANAGEMENT</b>	<ul style="list-style-type: none"> <li>- financial management primarily undertaken by Breaking Ground</li> <li>- lack of accounting documents for the project on the premises</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>- very weak communication around the project (raising awareness of availability and the joint management between the high school and the communication)</li> <li>- financial management primarily undertaken by Breaking Ground</li> <li>- lack of signage</li> <li>- nonexistence of project documentation</li> </ul>
<b>COMPLETION AND DURABILITY</b>	<ul style="list-style-type: none"> <li>- a good quality building</li> <li>- multifunctional reading room (classroom, teachers' room, reading room) that is not set up for reading</li> <li>- the books are obstructed and not totally accessible</li> <li>- book room acting as a computer room</li> <li>- only the high school (1200 students and 40 teachers) uses the library; the community does not seem interested</li> <li>- each student has borrowed books an average of 4.4 times from the library</li> <li>- 40% of the students find the books' contents to be interesting but inaccessible because they're in English</li> <li>- 60% are satisfied</li> <li>- more than 70% request books in French and register for the academic program</li> <li>- 50% of the students in the science section do not find books geared towards them</li> <li>- the library's open hours are not geared towards the students or the</li> </ul>

	community
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>- make the community involved in the library's financial management</li> <li>- provide the site with the project's accounting documents</li> <li>- increase the number of awareness and communication campaigns for the project</li> <li>- construct other rooms for holding classes, for the teachers, for computers</li> <li>- make the library more accessible for the community and change the open hours for everyone</li> <li>- find ways of familiarizing the students with documents in English or of making them use more documents in French in their academic program</li> <li>- provide a range of texts that suit the students for the science section.</li> </ul>

<b>F4 BRIDGE - LITIEU TO NZIÉ</b>	
<b>OBJECTIVE</b>	Facilitate trade between the populations and the two sides of MENOUA with a bridge. Objective fulfilled to 100% completion. The bridge lets around 36,000 people from F4 (Fondonera, Fongo-Ndeng, Fossong-Wentcheng and Fotétsa) travel more easily to Dschang, capital of the MENOUA department, for economic, political, or social reasons.
<b>BENEFICIARY</b>	The 36,000 inhabitants of the F4 grouping (Fondonera, Fongo-Ndeng, Fossong-Wentcheng, and Fotétsa) and Litieu.
<b>ORGANIZATION</b>	<ul style="list-style-type: none"> <li>- affiliated parties: Breaking Ground, the United States Embassy, the British High Commission, the populations of the F4 communities and Litieu, originators of the project, and the Dschang city council</li> <li>- very strong mobilization of the affiliated parties at all levels of project completion</li> <li>- very strong participation among the population</li> <li>- project identified and conceived of by the population</li> </ul>
<b>MANAGEMENT</b>	<ul style="list-style-type: none"> <li>- very transparent financial management with the outcome published in the newspapers and on a public board together with good updates of reports</li> <li>- project documentation exists and available to all</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>- very good communication – media channels, radio channels, traditional meetings – the populations were very aware of everything</li> <li>- Existence of signage</li> <li>- meetings regularly held for information dissemination, construction, and report drafting</li> </ul>
<b>COMPLETION AND DURABILITY</b>	<ul style="list-style-type: none"> <li>- high-quality bridge that facilitates the passage of all kinds of vehicles</li> <li>- led to an increase in value beyond 500 CFA per coffee bag for the F4 populations</li> <li>- enables a mechanical agriculture that is faster, bigger, and more profitable</li> <li>- facilitated the opening of a sandpit by 6 young people in Litieu, letting them earn 110,000 CFA per week</li> <li>- will likely have all the effects outlined in the project description</li> <li>- some finishing touches like the embankment of the two bridge entrances and the raising of the middle of the bridge for better water</li> </ul>

	drainage
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>- the embankment of the bridge's entrances is urgent because the rain washes away the little earth that is there</li> <li>- it is necessary to improve access to the bridge for optimal usage of the bridge</li> <li>- the opening of a contribution fund to mobilize money – could be a pledge for the upkeep of and continued on the bridge</li> <li>- Breaking Ground should take note of this type of organization and copy it</li> </ul>

<b>KEULENG COMMUNITY CENTER AND NURSERY SCHOOL.</b>	
<b>OBJECTIVE(S)</b>	<ul style="list-style-type: none"> <li>- Equip the village of Keuleng with a community center/nursery school</li> <li>- This objective is 80% complete. The school is set to open for the 2010-2011 school year. Only finishing touches and the acquisition of school desks remain.</li> </ul>
<b>BENEFICIARY</b>	<p>Around 300 households from the village of Keuleng and its neighbors for the school and the whole community of Keuleng for the community center.</p>
<b>ORGANIZATION</b>	<ul style="list-style-type: none"> <li>- Affiliated parties: Breaking Ground, the community of Keuleng and the supervision of MINEBASE by way of its DDEB</li> <li>- mobilization of the community is too weak since the arrival of Breaking Ground</li> <li>- very weak community participation since Breaking Ground's arrival</li> <li>- although the project was started by the community, it experienced a lag in the progression of work because of the weak community mobilization</li> <li>- in 6 months of support, no meeting or communication was had</li> <li>- Breaking Ground currently provides 100% of the project's funding and the community's office sees to the management of funds.</li> </ul>
<b>MANAGEMENT</b>	<ul style="list-style-type: none"> <li>- Financial management primarily performed by the executive office of the development committee</li> <li>- during the second phase of the project, the payments corresponded exactly to the budget lines, which was not the case during the first phase</li> <li>- the results are not published</li> <li>- there is a gap between the management office and the population</li> <li>- lack of project documentation, no partnership protocol, no detailed spending report, procedural manual</li> <li>- the population says it does not know about the cost of the project or about Breaking Ground's support</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>- very little awareness among the population, which was very poorly informed about the project's evolution</li> <li>- no signage</li> <li>- weak communication between the office of the management committee and the population (no meeting was held after 6 months of</li> </ul>

	<p>funding)</p> <ul style="list-style-type: none"> <li>- no posting of activity and finance reports</li> </ul>
<b>COMPLETION AND DURABILITY</b>	<ul style="list-style-type: none"> <li>- the profits made during the first phase (around 2 million) allowed for modification of the work: substitution of flagstone for a sheet metal roof</li> <li>- as of now, the walls are erected and the flagstone made</li> <li>- at an eye's glance, they seem high-quality</li> <li>- the meetings of the construction workers are not held and the reports are not drafted</li> <li>- the population is slow to take advantage of the project</li> <li>- there is still uncertainty about the official opening of the nursery school for the 2010-2011 school year</li> </ul>
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>- Breaking Ground needs to sign a draft agreement with the community outlining a detailed spending report and illustrating the management, transparency, and infrastructure development strategies</li> <li>- a financial report must be published immediately on the village's press release board to inform the population and guarantee transparency</li> <li>- signage should be undertaken immediately that specifies the affiliated parties, the support of Breaking Ground, the director of the project and its beneficiaries – this would be the height of transparency.</li> </ul>

<b>PROJECT FOR THE IMPROVEMENT OF COFFEE PLANTERS' REVENUE</b>	
<b>OBJECTIVE</b>	<ul style="list-style-type: none"> <li>- improving the quality of coffee produced by the planters</li> <li>- promoting equitable commerce in the coffee sector</li> </ul>
<b>BENEFICIARY</b>	Coffee planters in Bandrefam and the surrounding area (about 50 planters)
<b>RESULTS</b>	<ul style="list-style-type: none"> <li>- more than 4.5 tons of coffee were bought from the planters</li> <li>- the coffee was very good quality</li> <li>- from now on, the planters are capable of producing a better quality coffee</li> <li>- the selling price for coffee went up by nearly 30%</li> </ul>
<b>ORGANIZATION</b>	<ul style="list-style-type: none"> <li>- the affiliated parties are: Breaking Ground, the coffee planters, and Mr. Karim (Schluter)</li> <li>- a washing station to improve the quality of the coffee was built at Batoufam</li> <li>- Schluter commercialized the production</li> <li>- the Volunteer at Breaking Ground quickly mobilized nearly 50 coffee planters who were members of the project</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>- weak communication surrounding the project</li> <li>- the planters considered the Breaking Ground Volunteer as just another buyer, with the only difference being that he was interested in the quality of the coffee and the improvement of the planters' living conditions</li> </ul>
<b>MANAGEMENT</b>	<ul style="list-style-type: none"> <li>- the funding provided by Schluter was directly managed by the Breaking Ground Volunteer</li> <li>- the project's documentation is available (detailed reports of each phase)</li> </ul>
<b>COMPLETION AND DURABILITY</b>	<ul style="list-style-type: none"> <li>- the Breaking Ground Volunteer took the time to train a local technician capable of mobilizing the planters and managing the coffee washing station</li> <li>- the success of this project is linked to the fact that Schluter shares the same approach as Breaking Ground does to the promotion of equitable commerce</li> <li>- The strong competition of other field operators, like CAPLAMI, is a serious obstacle to the project's durability</li> </ul>

	<ul style="list-style-type: none"> <li>- The weak investments do not let the farmers position themselves seriously on the market. A new and more important investment commitment is necessary to secure the loyalty of the planters.</li> <li>- The planters could sell their coffee at a better price through the efforts of Breaking Ground and especially because of Schluter.</li> </ul>
<b>RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>- The planters should be better trained in the coffee-drying techniques in order to be able to sell their product at a better price.</li> <li>- Breaking Ground should capitalize on the mobilization of the planters that the Volunteer brought about on the ground.</li> <li>- Breaking Ground should organize a better system of communication surrounding the project so that the growers can take advantage of this approach and organize better. This would let the planters start working toward independent structures of commercialization.</li> <li>- Breaking Ground could reinforce the planters' ability and strategy to identify new markets. A lack of this skill is why they continue to sell their products locally and why the intermediaries continue to profit the most.</li> </ul>

## **GENERAL CONCLUSION**

At the end of this evaluation, there is the opportunity to note that in every way Breaking Ground's achievements in Cameroon contribute effectively to the accomplishment of the objectives that this organization set for itself. One of the most positive aspects is the continuous attention paid to the guarantee of financial transparency in the projects. Additionally, the beneficiaries are at the center of all of Breaking Ground's actions.

We suggest that Breaking Ground better consolidate its actions by emphasizing the use of local expertise, both drawing from the communities it works with and through consultation of local specialists.