

APPLICATION  
DEVELOPMENT COOPERATION

<b>Date</b> 2010-01-03	<b>Project number (SMC notes)</b>
<b>Country/region of the intervention</b> China	

**Title of intervention**  
Capacity building project for churches mainly in Fujian Province, China, in cooperation with China Christian Council.

**Short description of the proposed intervention:** The objective is to strengthen Chinese churches' ability to conduct social projects in the future by organizing training courses for church leaders and social work staff and to strengthen China Christian Council in their work as a resource to local churches.

<b>Applying Swedish organisation:</b> Evangelical East Asia Mission, EEAM (Evangeliska Östasienmissionen)	<b>Telephone:</b> +46 (0)140 100 25	<b>Fax:</b> +46 (0)140 100 25
<b>Address:</b> Linneagatan 18, 573 34 Tranås, Sweden	<b>E-mail:</b> annelie.skold@bredband.net	<b>Contact person:</b> Annelie Sköld

<b>Partner organisation:</b> China Christian Council	<b>Telephone:</b> 86-21-63210806	<b>Web:</b>
<b>Address:</b> 219 Jiujiang Road Shanghai, 200002, CHINA	<b>E-mail:</b> paulwang74@126.com	<b>Contact person:</b> Wang Baocheng

**(SEK)**

<b>1. Total costs</b> (excl. adm.*) 171 375,00	<b>2. Other contributions</b>	<b>3. Swedish org. own contribution</b> 17 138,00	<b>4. Sida-grant applied for</b> 154 237,00
---	-------------------------------	--	--

Budget summary	Local/Currency used for transfers	SEK	Exchange rates used/Comments
Training courses for church leaders and social work department staff			
First Course in May 2010	42 935	46 900,00	
Second Course in September 2010	42 935	46 900,00	
Third Course in April 2011	42 935	46 900,00	
International flight ticket for EEAM staff in May 2010	---	10 000,00	
International flight ticket for EEAM staff in April 2011	---	10 000,00	
Audit in China	10,000	10 675,00	
<b>1. Total Cost</b> (excl. adm.*)		171 375,00	
<b>2. Deduct: other contributions</b> (not Sw. org.)			E.g. Local contribution
<b>Total cost</b> (excl. adm.* & other contributions)			
<b>3. Sw. org. own contribution</b> (min. 10 % of the above line)		17 138,00	Funds from org. in Sweden
<b>4. Sida-grant applied for</b>		<b>154 237,00</b>	
<b>Disbursement plan for Sida grant</b> (excl. adm.*)	<b>Year 1</b>	<b>Year</b>	<b>Year</b>
	154 237,00		

---

## Section A. Context

### 1. Partners

#### **Cooperation Partners: Evangelical East Asia Mission**

Evangelical East Asia Mission (Evangeliska Östasienmissionen) is an ecumenical organisation founded in 1982, when the *Swedish Mission in China and Japan* (founded in 1887) and the *Swedish Mongolia and Japan Mission* (founded in 1897) merged. The organisation is financed by donations from churches and individuals, as well as funding from Swedish Mission Council/Sida and other organisations. The annual budget for 2008 was 3,6 million SEK. The organisation does not have any fixed membership, but the quarterly magazine is distributed to 1,100 households.

Evangelical East Asia Mission works in China, Mongolia and Japan. The organisation was particularly active in China from 1887 to 1951. After the Chinese communist takeover it became impossible to continue the work there. However, contacts with many of the Chinese partners were re-established when China opened up again in the 1980s.

Evangelical East Asia Mission cooperates directly with Christian churches in China and with the Chinese NGO Amity Foundation. The most recent Sida-financed project have been the Shangqiu HIV/AIDS Prevention Project, 2006-2008 (SMC Project Number: 2006:017), the Yunnan HIV/AIDS Prevention Project 2007-2010 (SMC 2007:029), the Zhoukou HIV/AIDS Care and Prevention Project and Capacity Building 2008-2009 (SMC 2008:005) and the humanitarian aid intervention following the Sichuan Earthquake in 2008 (SMC 2008:702).

#### **Cooperation Partners: China Christian Council**

China Christian Council was founded in 1980 with the mission of uniting Christians all over China within the principle of “three-self” which includes self-governing, self-supporting, and self-propagating. The main work of China Christian Council is to provide service for churches and Christians all over China in terms of church-related work and strengthening unification. There are currently over 53,000 churches of 19 different theological branches in China, with a total of over 20 million believers.

In recent years, China Christian Council has paid more and more attention to the social service work of churches. In 2002, a Social Service Department was established. Subsequently, and in response to the call from the China Christian Council, many provincial Christian Council and also municipal Christian Councils have also developed their own social service departments. This is gradually developing into a network for the social service work of Christian churches in China.

To strengthen their own social service work, China Christian Council recently increased the number of staff in the social service department from 2 in the past to 5 at present, and a new director, Mr Wang Baocheng was appointed in 2009. Mr Wang has worked in the NGO sector for over 10 years and with church-run projects for three years. EEAM had close cooperation with Mr Wang on SMC/Sida-financed projects when he worked at Amity Foundation. Two other staff members at CCC have worked in the social service work of churches for over three years.

This project would be the first cooperation between Evangelical East Asia Mission and China Christian Council. But EEAM has worked with Mr Wang, as well as with provincial and local Christian Councils in Hebei, Henan, Yunnan and Shaanxi Provinces before.

### 2. Background and Analyses

The development of modern social work originates from western countries and is deeply influenced by Christianity. Charity and relief work done by churches in the USA and in England have had a significant impact on the establishment of social work and its development. Christian churches and Christians all over

the world have been working with the poor and with socially marginalized people in humanitarian aid and social work including health care, education, poverty reduction, etc from the very beginning. Early western missionaries who went to China started similar work there. Besides spreading the Gospel, an important part of their work was helping the poor, working with medicine and health care, as well education and teaching. Missionaries founded many clinics and hospitals, schools and universities in China.

With the re-opening of churches in the 1980s, the Chinese churches paid much attention to its growth – mainly the number of members and the sizes of church buildings. Now more and more churches are beginning to think about the tradition of social work conducted by churches. However this field of work is rather new to many of them; they do not have the skills to implement their visions. Often, it is even difficult for them to see where their help is most needed or what they can do to help.

### **Problem Analysis**

Although many churches have a major commitment to social work, some churches and church leaders have not yet recognised social work as an important part of the church's role in society. And many churches who do work with social projects lack the expertise and competence to conduct their projects in an efficient way. Sometimes funds that have been raised do not reach those who need them the most - although the intention of the fundraising was good.

Many Chinese churches run clinics and old people's homes. These are traditional church-run projects and many churches find it difficult to see how they could make other contributions. And although much work and care is put into these clinics and homes, many of them are run according to old and out-dated methods and lack much in quality when compared to modern and professional facilities.

Another problem for the churches is that many of them have a misunderstanding of the *non-profit* concept. They insist that churches should not profit from the social service; therefore the charge of church-run social service is kept very low. Although the intent is good, this leads to many clinics and old people's homes facing serious economic problems. As a result the quality of the service is jeopardized or the service can not be upheld at all due to bankruptcy.

In their daily work, the China Christian Council communicates with grass-root churches and often talks about social service work. Many of the church leaders they have been in contact with have expressed that it is difficult for them to find a good channel through which to work. Some of them have brought forward the need for more knowledge and training on how to conduct social work; there is a need for capacity building on this front. Many project leaders have also asked for help when it comes to the financial reporting. There is an obvious need for basic knowledge in book keeping.

Through their previous projects in China, EEAM have encountered the same problems and local partners have also asked for courses in project management and administration. Thus, the initiative for this project comes both from project workers in churches, from CCC and from EEAM.

There is a general need for a deeper knowledge of organizational development and project management, including financial administration among church leaders and the staff at their social project offices (if they have established such a department within the church administration).

We believe that the Christian church should be an active part in society. Working through the church gives many advantages that no other institution (government, other types of NGOs etc) can offer. The church can serve as an important complement to other agents. Through social work the church also gains a good reputation among the general population. Good relations to and cooperation with the government is crucial when working in China. Successful social projects can help increase the trust for the church among local government officials and give the church more freedom and better chances of influence in civil society.

### 3. Development Objective

The development objective of this project is a Christian church with a strong role in Chinese civil society through an active participation in social work with professional and high quality work, and where the church is trusted by the general population as well as by the Chinese government.

### 4. Immediate Objective

The immediate objectives are:

1. to strengthen the churches' project staff's ability to conduct social projects.
2. to strengthen China Christian Council in their work as a resource for the churches.

Successfully implemented social projects conducted by the church are important steps towards reaching the development objective. By conducting training courses on project management for church organisations the staff of these organisations will be better equipped to conduct social projects in a professional and efficient way. The main objectives of the projects conducted by these organisations in the future are to help the poor and the sick, orphans and handicapped, the weakest groups in Chinese society. Therefore, training project staff is a way for strengthening the future work of poverty reduction.

A better, more qualified and professional project administration within the church also strengthens the church as an organization. As a result of this project a platform for contact between churches is also established. In the future, these churches can keep in contact and exchange ideas and experience and learn from each other.

This project is a pilot project for CCC. Lessons learnt from this project will be used when CCC conducts other training courses or capacity building projects for churches in China. Therefore the project will help strengthening the resources of the implementing party; CCC. It will be the first cooperation between Evangelical East Asia and CCC and will also be a valuable learning experience for EEAM's continuing work in China.

#### Indicators

1. A description of what kind of social work the churches have been involved in *previous* to the training courses should be handed in by the participants so that a comparison can be made from before the courses and after the courses.
2. An action plan with clear descriptions of the staff's different roles and responsibilities should be made by each participating church in how to proceed after the training courses should be written.
3. The participants are expected to contribute to the development of the social work in their respective churches after the training courses. A report of any changes in this field should be handed in by the participants.
4. An actual project proposal should be written by each church where local needs have been identified – this proposal will be discussed in the workshops and changes to it will be made. An improved project proposal is an indicator of new awareness and improved project management skills.
5. An evaluation form is to be filled out by the participants after the end of each course where they describe what they have learnt and what has made the greatest impact on them.
6. CCC should make a summery at the end of the three courses and list what went well and what can be improved in the administration of the project as a lesson for next time organizing similar courses.

### 5. Target Group

The target group of the project is church leaders and church staff that are involved in or want to be involved in social projects. One or two churches will be selected on account that they already have a quite extensive social work department and are already conducting several kinds of social projects; for example health care, HIV/AIDS-projects etc. These churches will serve as good examples and hopefully be an inspiration to the other churches on how they can make a stronger contribution to society.

7 churches, mainly in Fujian Province and one church in Henan Province will be asked to participate. 3-4 staff members from each church will be invited. Altogether the number of participants will be approximately 30 + 5 teachers (representatives from CCC and EEAM and external specialists).

## Section C. Implementation

### 6. Strategy and Activities

The project aims to improve awareness and skills of the church staff regarding social service work. The courses will be conducted in the capital of the province with the assistance of the provincial Christian Council. Lecturers from academic institutes specializing in different fields of social work will be invited to teach at the courses. Pastors and project staff from churches will also hold lectures. China Christian Council will dispatch 2-3 persons as teachers on project management and administration and EEAM staff Annelie Sköld will participate at 1-2 of the workshops as a resource person especially when it comes to topics such as working with international (non-Chinese) organisations, the need for transparency and the importance of evaluation and truthful reporting.

There will be 3 courses which will be held during the course of 12 months. Each course will last 2-3 days. During these days, seminars on various topics will be held. The content of the courses all aim at contributing to capacity building for the churches' social work units. The content includes:

- × An introduction to the history of social work of the Christian church; worldwide and in China.
- × Why should the church work with social projects? The relationship between the church and social work.
- × The basic theory and practice of social work.
- × How to identify needs and target groups (participatory approach etc) and how to plan for an intervention.
- × Project management and administration, including documentation and evaluation etc.
- × Sustainable development; how to make a long term change, not just a temporary contribution.
- × How to apply for funding (writing project proposals, reports etc).
- × The need for openness and transparency in project management.
- × Organizational development.
- × Basic principles of book keeping and accounting.

The content described above is quite extensive. Some topics will be mentioned more briefly while others will be prioritized. What topics will be given more time also depends on the needs expressed by the participants and the feedback and evaluation after each workshop.

#### **Time frame**

Course 1: May, 2010;

Course 2: September, 2010

Course 3: April, 2011

When the participants return to their home churches after the first workshop, they will be required to make a survey of the situation in their own churches. *What, if any, social work is being conducted in your church, or in the surrounding churches? Is this work done efficiently? Can it be improved? How? Are there any other needs in the area that the church could address? How could such a project be designed?* These are some questions that they should work with. The questions and their answers will be addressed and discussed with the other participants at the second and third workshops.

#### **Ways of monitoring the activities**

China Christian Council will be responsible for monitoring the activities. The following checklist is a help for CCC to collect the relevant information before, at, and after each training course. At the end of each course, the following material should be available:

**Checklist**

1. Name list of participants including contact information (to be gathered prior to the courses)
2. Training course curricula (to be prepared before the courses)
3. Study material made by the teachers (to be compiled before the courses)
4. Photos from the training course, and group photos of the participants (to be taken during the courses)
5. Report written by the church where the course is held (to be submitted to CCC at the end of the courses)
6. Economic report detailing the expenses of each course (to be made by CCC)

## 7. Risk Analysis and Side Effects

A precondition for the successful implementation of this project is that we find churches that are willing to send participants to the courses. This should not pose any problem, since the China Christian Council has already met many church leaders who have expressed the need for capacity building.

Another precondition is to prepare the relevant content for the courses and to engage experienced teachers. From previous experience of working with churches, Mr Wang Baocheng and the other staff at CCC have seen what needs to be strengthened within the church administration when it comes to social work. EEAM has also worked with churches before and seen the need for for example better documentation, evaluation, and of openness and transparency in the project administration. The experience of what has been lacking in previous projects have been the basis for the course content that has been listed in this application.

During the first course, a survey will be done where the participants are free to express what their greatest needs in this area are. The contents of the second and third courses can be further adapted to meet these needs.

The authorities will be informed of the project and of the content of the courses. There is little risk of any interference from the authorities since CCC is approved by the government and the government policies encourage churches to engage in social work. The risk of corruption is small since the total funding of the project is limited and the budget is tight. Having implemented the activities there is no room for anything else.

A positive side effect, besides capacity building, is the establishing of contacts between churches. Hopefully this can lead to cooperations in the future. There should not be any negative effects of the intervention.

## 8. Organisational Issues

The project activities will be planned and implemented by the China Christian Council. CCC will be responsible for the project management; including inviting participants from churches, planning the curricula, arranging the schedules, inviting specialists etc. In the training courses, China Christian Council will be represented by some of their own staff as teachers; EEAM will also send their staff to contribute in the courses. Evangelical East Asia Mission will be consulted on the content of the courses, the teachers and the monitoring and evaluation of the project (see also first paragraph of *6. Strategy and Activities*).

China Christian Council has not organised this kind of capacity building courses for church leaders before, and the implementation of this project will strengthen the future work of CCC. All activities will be done with the approval of the Chinese authorities.

## 9. Resources and Specific Budget

The budget for each of the training courses will be 46 900,00 SEK (see specified budget below). For three training courses this cost will be: 140 700,00 SEK. An audit to the cost of 10 675,00 SEK will be done at the end of the last course. The cost for the international flight ticket, approximately 10 000,00 SEK for EEAM

staff for two of the courses will be added to this sum. The total budget for the project will be 171 375,00 SEK. For human resources see first paragraph of 6. *Strategy and Activities*.

Specification for one training course	Price in RMB	Quantity	Sum in RMB
Study material for the course	15,00	35	525,00
Transportation costs for the participants per person	100,00	30	3 000,00
Meals for the participants, per person per day (3 days)	60,00	30	5 400,00
Accommodation for the participants per day (3 days)	70,00	30	6 300,00
Domestic transportation for the CCC, EEAM, and invited specialist	3 000,00	5	15 000,00
Accommodation for CCC, EEAM and invited specialist per person per day (3 days)	150,00	5	2 250,00
Meals for CCC, EEAM and invited specialist and local organisers, per day (3 days)	60,00	7	1 260,00
Remuneration for lecturers	300,00	4	1 200,00
Remuneration for invited specialist	500,00	2	1 000,00
Rental of venue and other costs at the training location			3 000,00
Other administration costs (banners, photographs, etc)			4 000,00
Total sum in RMB:			<b>42 935,00</b>
Total sum in SEK according to the current exchange rate (2009-09-09) approximately:			<b>46 900,00</b>

## Section D: Sustainability and Evaluation

### 10. Sustainability

The idea of providing courses in capacity building for the churches is to obtain sustainability. The participation in the project will strengthen their knowledge on how to conduct social project in the future. One of the China Christian Council's main functions is to serve the national churches, to provide resources and to coordinate networking between churches. In the future, CCC will continue to act as a resource. The churches that wish to extend their social work can turn to CCC for further help. This project strengthens the contact between the participating churches and CCC.

One of the main objectives of the project is to strengthen the capacity of China Christian Council in their work of as a resource for the churches. This project is a pilot project. Hopefully, CCC will plan for and carry out similar projects in the future. The experience from this project will be an important foundation for future projects.

### 11. Learning and evaluation

Evaluation of the training courses will be conducted at the end of each course, thorough questionnaires and reports. The content of the second and third courses can be adapted according to the feedback from the participants. The evaluation of the result of the training courses will be measured through a series of indicators (see 4. *Immediate Objective*).

A report with an overall evaluation of the whole project will be written after the end of the project and will be used by China Christian Council when planning for similar training courses in the future.

This project will not only be an opportunity for the participating church leaders and project staff, and a way of strengthening the CCC and their work. It will also be a learning experience for EEAM and a chance to

meet representatives from a variety of churches and see how they work and what they need.

## Signatures

Date: 2010-01-14

Date:

---

Evangelical East Asia Mission

---

China Christian Council  
Social Service Department

Jan-Endy Johannesson (Director)

---

Clarification of signature and position

---

Clarification of signature and position