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“ Awareness of climate change and combating desertification in  
the Far North of Cameroon ”

**MISSION REPORT  
MID-TERM EVALUATION**

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## Abbreviations list

<b>ANAFOR</b>	National Agency for Support to Forest Development
<b>Cf.</b>	Confert
<b>DP</b>	Project Document
<b>EELC</b>	Evangelical Lutheran Church of Cameroon
<b>I</b>	Unsatisfactory
<b>MINEPDED</b>	Ministry of the Environment, Nature Protection and Sustainable Development
<b>MS</b>	Moderately Satisfactory
<b>NMS</b>	Norwegian Mission Society
<b>NVIVO</b>	Qualitative data analysis software in all aspects - content analysis, evaluation and mixed methods ...
<b>ONG</b>	Non Governmental Organization
<b>pp</b>	pages
<b>S</b>	Satisfactory
<b>TOR</b>	Terms of reference
<b>TI</b>	Very unsatisfactory
<b>TS</b>	Very satisfying

## **Executive summary**

This report concerns the mid-term evaluation of the Project "Awareness of climate change and fight against desertification in the Great North Cameroon" initiated by the Evangelical Lutheran Church in Cameroon (EELC) and funded by the NMS. Its objective is to "promote the awareness of populations about climate change, by helping them to identify sustainable alternative solutions to the various problems that arise."

This evaluation is carried out in order to "assess the effects of the Project and to formulate, on the basis of the lessons learned as well as the evolution of the context of local development, recommendations of strategic significance for its management so that it takes place in the best conditions and effectively achieves its objectives ”.

To achieve this objective, qualitative and quantitative methods as well as field observation were used. The information was analyzed using Microsoft Excel and Delta monitoring and evaluation software.

The various findings noted by the evaluation team related to the formulation of the Project, implementation, efficiency, effectiveness and sustainability. This report shows that the Project is very consistent with the needs of the target populations and has satisfactorily carried out its planned activities. If certain reasons are external to it (bush fires), the Project is on the right trajectory to achieve its objectives and effects despite the administrative and financial procedures which remain somewhat restrictive, especially at the local level. The evaluation team considers it necessary to continue raising awareness and training, since the Project presents a risk of not achieving its objectives, especially with regard to the management of community plants and the complexity of "behavior change". Analysis of the level of consumption of funds according to the reports of the internal audit makes it possible to estimate that the use of financial resources has been relatively efficient compared to the different activities that have been implemented. The creation of green spaces is de facto on the ground but with a repetitive risk of burns. The improved stoves meanwhile, despite the enthusiasm of each other, the field proves cases of non-mastery of use. Some interviewees believe that their lives have started to change with the use of improved cookstoves. They express it in terms of an "income generator" project, not a "behavior change utility".

The evaluation team considers the socio-economic and environmental sustainability of the Project to be moderately satisfactory and suggests to the EELC that it position itself on certain

questions which go in the direction of the Project such as (i) creation of individual green spaces, (ii) rainwater management. Overall, the Project is moderately satisfactory (MS) and is on the right track for achieving its objectives. However, the many obstacles, particularly in the protection of reforested areas, pose risks to the realization of activities by the end of the Project, hence the recommendations highlighted in this report.

## **1. Context of the evaluation**

Five years after the start of activities, it has been important to stop to note the progress of the project, as well as the various successes and failures. This evaluation is carried out in order to *"assess the effects of the project and to formulate, on the basis of the lessons learned as well as the evolution of the context of local development, recommendations of strategic significance for its management so that it takes place in the best conditions and effectively achieves its objectives "*.

### **1.1.Objectives of the evaluation**

As indicated in the Terms of Reference (TORs) (Annex 1), the overall objective of the evaluation is to give an idea of the level of local ownership of the Project and mutual responsibility of the stakeholders. The mission is specifically asked to assess the evolution of the project context by capturing new developments and their strategic implications. This evaluation should lead to relevant findings on the implementation system, the physical and / or financial assessments of the project, the recommendations deemed relevant based on the lessons learned from the implementation experience both at the strategic level. And operational for project efficiency.

In accordance with the guidelines of the TORs, the team of consultants assessed, among other things :

#### **❖ Project design (relevance and quality)**

- Is the quality of the concept / objective of the project / logical framework relevant to the achievement of the expected objectives, taking into account the context of local, regional and national development ?
- Are the logical framework indicators appropriate and of sufficient quality to assess the performance of the project?
- Did the monitoring and evaluation system support effective project management, decision support and learning?
- Are there any institutional constraints that hindered the implementation of project activities?
- Is the management of human and financial resources sound and efficient?

#### **❖ Achievement of results**

- What is the level of collaboration between the administration, the partners and the Church?

- To what extent are the actions, results and effects of the project compatible with the needs of the people and aligned with the priorities of the Church? (Were the measures taken appropriate to achieve the objectives)?
- What is the level of resource mobilization (human, material and financial), the cost of interventions linked to the results obtained and the level of budget execution?
- What adaptation, mitigation or resilience measures to climate change have the populations adopted?
- Does the church have sufficient plans on how to maintain and further develop the activities on which the project has worked?
- Does the content of the project strengthen:
  - ✓ Local ownership for the effective application of good practices in the management of ecological ecosystems by giving local congregations and targeting populations the capacity to sustainably manage the ecosystems of their communities?
  - ✓ The ability to adopt sustainable alternative solutions in the target areas in the fight against the advance of the desert exacerbated by the effects of climate change.

❖ **The intervention approach of the project**

- Did the training modules provide a better level of knowledge for the participants? Are the skills sought acquired?
- To what extent was the approach used appropriate for achieving the project objectives?
- What changes (or first signs of change) has the project made by referring to the outcome indicators?
- Did the recommended solutions lead to a change in the behavior of the faithful and of the populations?
- What were the success factors, good practices and lessons learned?
- In addition, the evaluation should refer to all the lessons that can be learned, including good practices that can be capitalized;
- Assessment of the point of view of the beneficiary target groups on the participatory approach implemented; collect their testimonies;
- The forces of the Church in mobilizing communities;
- The commitment between the State, the communities and the Church. Commitment or collaboration between the State, the Church and the communities;
- Identify partnership lessons between the government through MINEPDED, ANAFOR, local communities, congregations and the project;

- Identify the best partnership strategy between the Church, the State and the populations so that there is a real change in sustainable behavior in the 2nd phase.

- Did the socio-cultural environment have a positive or negative impact on the performance of the project?

- Was there a factor external to the project that had an impact on the implementation, achievement of results, replication or impact of policies?

- Identify successes and limitations, especially problems and potential experiences and conflicts between farmers and pastoralists. How to prevent?

#### ❖ **After analysis and interpretation of the results**

- See if the theory of change is relevant / realistic and something to serve as guidance in the following (affirm or modify chapter 7 of the PD);

- Examine the risk management table in chapter 8 of the RFP based on experience to date (Confirm or modify);

- Identify the results, successes and constraints in an aggregated manner (Summary of the final report with comments)

- To what extent will the results (articulated in the final report / so far) achieved be sustainable?

- How will the project be self-managed and will it be guaranteed to continue)?

- Lessons and recommendations for the next phase.

### **1.2. Conduct of the mission**

In accordance with the TOR, the team of consultants proceeded to the evaluation of the project from June 2015 (date of launching of the project) to October 30, 2019. They carried out, among others, the following activities (annex 2):

- Working session between the consultants: January 07, 2020;

- Interview with the Executive Board, the CopiL and the NMS: January 8 to 9, 2020;

- Working sessions with the Regional Offices (North and Center);

- Working sessions with local committees for the extension of improved stoves in the Ecclesiastical Districts of Garoua I, Ngong, Gamba, Mbé and Emmaus;

- Interview with the Bush Fire Fighting Brigade;

- Interview with the beneficiary populations of the localities of Lagdo, Mouda, Bamé, Babla, Pitoa Center, Korkae, Laf, Ngong, Ganani, Gamba and Mbé;

- Field visits to four reforestation sites: Laf, Ganani, Mbé and NDom Bénoué

- A Debriefing meeting, evaluation mission and preliminary report to the EELC Executive Board and the CoPil - Project staff and NMS on January 20, 2020.



This allowed the team of process consultants to evaluate the project, among other things:

- project design:
  - ✓ Institutional and operational framework,
  - ✓ Adequacy between budget, results and activities,
  - ✓ the logical implementation framework and the project monitoring system;
- the implementation of the project;
- project performance;
- the quality of the results obtained;
- the efficiency and effectiveness of project interventions;
- the roles of the actors (beneficiaries and partners);
- weaknesses, strengths and impacts;
- sustainability of achievements;
- Positive and negative lessons.

In addition, the team appreciated the following specific points:

- The relevance of the project performance indicators;
- The relevance of project risks as identified in the project document;
- The use of the logical framework as a work planning and management tool;
- Work planning processes are based on results.
- Financial planning;
- The underlying factors that influence products and results.

### **1.3. Approach and methodology used**

The evaluation team used a participatory and iterative approach based on a mixed method (qualitative and quantitative) throughout the evaluation.

Three stages were outlined to structure the methodology: (i) preliminary review of documents, (ii) interview with managers and direct beneficiaries of the Project, (iii) observation of achievements in the field.

The detailed analysis of the information with regard to the evaluation criteria was carried out using Microsoft Excel, NVIVO and Delta monitoring and evaluation data analysis and processing software.

## **2. Results of the evaluation<sup>1</sup>**

The mission undertook the following activities:

- Analysis of compliance with the administrative management of the project and financial execution, with the procedures of the Manual of administrative, accounting and financial procedures of the project;
- Identification of the main factors that facilitated or slowed the progress of the implementation of the project;
- Assessment of the main achievements of the project components, including questions of strengthening policies for the sustainable management of natural resources and strengthening of institutional capacities,
- Assessment of the response capacities of populations and authorities in terms of managing changes in their environment;
- Evaluation of the collaboration of the Project with the different partners (Church, Local Authorities, National Organizations, ONGs and other projects intervening in the project area);
- Performance assessment in terms of project management. Analysis of annual expenses and periodic disbursement rates;
- Assessment of the sustainability of the achievements and impacts of the project in the intervention areas, as well as lessons learned.

### **2.1 Analysis of the project design**

The project team carried out an analysis of the Project design with a particular focus on the objectives and expected results, the verification indicators and the Project duration.

In general, the team of consultants judges the design of the project document to be generally satisfactory.

#### **2.1.1. At the objective level: does the general objective of the project meet the needs of potential beneficiaries?**

Since the target populations have never before been sensitized on questions relating to responsible management of ecosystems and combating desertification, the general objective of contributing to raising awareness and helping to strengthen the resilience of the faithful and populations of the districts target clergymen of the EELC in the face of climate shocks and stresses ”is essential for the future of the populations of the Great North of Cameroon.

Several potential beneficiaries of the Project, during the interviews, explained to us that they feel more comfortable in their households with the contribution of improved stoves. Through

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<sup>1</sup> Cf. Annex 3.

elsewhere, the manufacture of ceramic fireplaces has improved their socio-economic condition through its direct impact on the education of children and health care.

The project specifically enabled:

- A large number of target populations are aware of the interest in protecting nature thanks to the awareness-raising provided.

- Apart from the fundamental, economic and social needs inherent there (schooling of the children) to sensitize the beneficiaries on the imperative to protect the ecosystems and to fight against the desertification by the reduction of the consumption of wood in the households via the use of improved stoves.

### **2.1.2. In terms of expected results**

While noting the relevance and the feasibility of all the short and long term results listed on pages 6 and 7 of the PD, their analysis reveals some shortcomings. The mission believes that these results are imprecise.

Indeed, an outcome is a describable or measurable change that responds which must respond to an identified need. It must result from a cause and effect relationship, specify the object of the change, the target group and the locality, and must be related to at least one indicator which is used to measure it in a given time.

### **2.1.3. At the level of verification indicators**

As designed, the mission believes that indicators generally allow for dynamic and logical monitoring of project progress and results. Furthermore, the mission notes that the logical framework of pages 27 to 35 of the DP does not clearly define the results whose indicators related to the various activities of the Project are called upon to measure to ensure that there is always a trend towards the achievement of the Project's objectives.

### **2.1.4. At the level of activities**

To achieve the general objective of the project, a set of project activities is designed around 16 specific objectives for each sector (see pp. 27-35 of the PD).

The mission notes that these activities respond to the context in which the project is implemented and that their implementation should ultimately produce the socio-environmental benefits expected.

However, the mission notes an inconsistency in the timetable for carrying out these activities by decriing that local realities are not taken into account with regard to the cycles of their subsistence activities (agricultural, cultural, etc.).

On the other hand, the mission believes that the project has embraced many activities whose costs cannot be borne by the financial means allocated for risk management.

### **2.1.5. In terms of duration**

The mission believes that the duration of the project's implementation seems very short for its objectives to be achieved and to produce the expected effects, especially with regard to the implementation of good ecosystem management practices. In addition, the limited human and financial resources made available to the project will not make it possible to carry out major priority actions of significant significance. It will therefore be necessary to think of a second, longer phase with substantial funding and human resources.

## **2.2 Project implementation**

### **2.2.1. Institutional arrangement for project implementation**

At the start of the project, the EELC set up the project's supervisory bodies and technical units, including :

- ❖ The Project Steering Committee: Comprised of 07 members :
  - A representative of the EELC ;
  - A representative of the NMS ;
  - A state representative (MINEPDED/MINFOF) ;
  - A representative of the traditional authorities of the pilot districts ;
  - A Women's Representative (FPC) ;
  - A representative of the other denominations ;
  - A representative of the Bishops of the recipient regions.

Is a member of law :

- The national bishop ;
  - The Administrative Secretary of the EELC Environment Project ;
  - The Operational Manager of the Environment Project ;
  - The accountant of the EELC Environment Project.
- ❖ **Project Steering Committee:** Composed of (i) the National Bishop, (ii) the Assistant Bishop, (iii) the SG of the EELC, (iv) the DF of the EELC, (v) the Controller General of the EELC, (vi) Project Operational Manager, (vii) the Representative of the Ministry of the Environment, (viii) Representative of the Regional Bishops, (ix) Representative of the Beneficiaries, (x) Representative of the Local Communes;
  - ❖ **A Project Staff:** Composed of (i) Administrative Manager (SG of the EELC), (ii) Accountant of the EELC, (iii) Operational managers of the Project;

## ❖ **Local extension committees**

The mission finds that these different entities work closely together. Because their implementation was carried out in strict compliance with the partnership clauses aimed at the good conduct of the Project's activities.

### **2.2.2. Project approach**

The strategy of the project team is based on a participative and "Faire-Faire" approach using expertise for its technical support.

The intervention is built around fundamental pillars, among others:

- Implementation of the strategic directions of the project;
- Resource mobilization;
- Specialized studies;
- Operationality;
- Valuation of experiences and capitalization of acquired
- Support and advice to beneficiaries;
- Partnership, Synergy, complementarity and harmonization of interventions between actors;

Thanks to this approach, the project knew how to involve and benefit, among others:

- Territorial, Communal administrative authorities, local elected representatives and traditional and religious leaders in the activities of: Awareness-raising and mobilization of grassroots populations, management of land disputes and access to natural resources;
- State Partners (environment, local administration, etc.) to provide support and technical advice;
- Local communities: participation in the identification and implementation of activities with a view to their appropriation;

The mission notes that this approach has been the driving force behind the project's successes. Thus, the project succeeded in bringing together all the actors (political decision-makers, technical services, research and teaching institutions, local elected representatives, territorial administrators, etc.) around the issue of the adoption of good ecosystem management practices and combating desertification. The mission considers this approach to be very satisfactory.

However, the mission noted during its field visits that, while favoring the participatory approach, the project motivated the participation of the beneficiary populations in carrying out the work (of any kind) by paying for their efforts in cash . This approach has been emulated in

the localities of the project's intervention, because the spontaneous participation and the management of collective actions for the protection of the Project's reforestation sites no longer seem disinterested. To this must be added a disregard for local needs with regard to tree species.

To this end, even if the participation of the populations was effective and allowed very commendable achievements in the execution of reforestation activities, the mission is of the opinion that this approach marks a break with the policy of transfer to the basic communities behavioral attitudes in responsible environmental management and individual awareness of the dangers of the advancing desert. This approach to the project must be seen as an initial strategy and must imperatively evolve gradually during the implementation of the project towards an approach favoring greater empowerment and endogenous actions initiated by the populations concerned. While understanding the current situation of precariousness faced by the populations of the project areas, the mission invites the coordination of the project to study in detail the ways and means making it possible to break with the practice of remuneration for the work. To do this, it will be necessary to involve the populations at the base in a responsible manner so that they can control and can continue the work after the project without necessarily waiting for any compensation from outside.

## **2.3 Performance analysis**

### **2.3.1. Roles of the different actors**

The various organs and field units have satisfactorily played their respective roles in accordance with the missions assigned to them. The implementation of the project was supported by a steering committee, the regional and local authorities of the territorial administration, the municipalities and the technical services of the State (Environment, etc.).

The mission notes, however, that:

The Church has not defined in a clear and organic way its contribution in HR, RM and RF in the project both at central level and at the level of different localities. The management of Church personnel involved in the project is not subject to or subject to any management procedure manual. Everything goes as it always did. Some members up to the level of the administrative management of the project ignore not only the objectives of the project they manage, but also the different actors at the different levels of decision making and project management.

### **2.3.2. Project empowerment levels**

If the process of community reforestation has not yet been completed, the management and creation of green spaces is de facto on the ground. The same goes for improved stoves. The

Project management has deployed trainers for training and sensitization of communities. 80% of those interviewed believe that their life has changed with the use of improved stoves, but the majority express it in terms of an "income generating" project and not of the "usefulness of changing behavior" related to the environment.

The table below summarizes the status of empowerment of the activities carried out, details being in Annex 3b :

<b>Frameworks considered</b>	<b>Dscriptions and Scores</b>
<b>Strengthening the civil society</b>	Although the Results to this framework are located at Level 2, the evaluation team after observations, situates the Resources and the Agency of this framework at Level 3
<b>Environmental strengthening</b>	The evaluation team, after analysis, locates the Results, Resources and Agency of this framework, all at Level 3.
<b>The Project as a whole</b>	Although the Results within the framework of strengthening civil society are at Level 2, the Resources of this framework, the Results, Resources and Agency of the environmental framework, allow the evaluation team to place the whole Project at Level 3.

## **2.4 Project achievements and their sustainability**

On the basis of the analysis of the achievements in the field and in project management, the mission notes that, despite the shortcomings noted in terms of, in particular, the approach used in the mobilization and organization of the populations and strategic integration, the achievements produced appreciable achievements in terms of technical capacity building at the local level especially.

### **2.4.1. At the social and economic level**

It is difficult to have an in-depth impact on a real change in behavior and mentality with regard to ecosystem management, respect for nature and the fight against desertification in the localities benefiting from the activities of the project.

The mission nevertheless notes that the project activities and works had real social and economic impacts in terms of awareness and training on the massive participation of the target populations. The activities carried out have led some beneficiaries to become actors very involved in raising awareness and training other localities not yet beneficiaries of the project activities.

The mission also notes a substantial improvement in the health conditions of the populations through the benefits of improved stoves which produce very little smoke. They thus see their ecological environment protected.

On the other hand, for an in-depth impact intended to induce a change in behavior among the beneficiaries, the project activities must be more involved in monitoring and raising awareness.

### **2.5 Project risk analysis**

The potential risks referred to in the PD have been reduced by the participatory approach implemented and the implementation of the institutional capacity-building program, which has focused on the organizational and operational issues of the bodies put in place. Place and material support of key actors.

On the other hand, the climatic risks manifested themselves through rainfall deficits during the implementation of the project, with as consequences a high mortality of the young plants planted in the ground and a lack of watering of the plantations (which is not usual in reforestation especially in a context of water scarcity even for domestic use). The climatic risks were clearly understood by the field teams, who conducted a selection of species adapted to the different hydro-pedological conditions of dune formations.

However, during the carrying out of the field work, a risk appeared which was not identified in the PD, in particular accidents of devastation of the reforestation areas by bush fires. This slows the growth of the plants and delays the achievement of the expected results.

### **2.6 Lessons to be learned**

The successes and weaknesses registered in the implementation and the realization of the project invite to draw the following lessons:

- i. The notion of a change of mentality on the questions of responsible management of ecosystems and the protection of the environment must be seen as long-term works, demanding on the part of the stakeholders self-denial and long-term commitment. Their realization is based on technical know-how, proven operational capacities, complex and multidisciplinary priority actions, participatory approaches, as well as consistent financial means and concerted networks. The capitalization of the experiences of past and current projects must stand out as a postulate of achievement and sustainability of results.
- ii. In light of the difficulties and weaknesses encountered in carrying out project activities, in particular, close monitoring and securing reforested areas, it should be noted that the success of environmental projects, particularly those dealing with behavior change issues, is based on the consistency of financial resources and a proactive attitude aimed at making the necessary funds available to stakeholders on time to avoid any harmful delay.



iii. It is recognized that environmental projects, because of their long-term nature, do not attract populations, especially when it comes to aiming for purely environmental global objectives. People, although aware of the benefits, place little or no environmental issues among their concerns, the priority being food security and poverty reduction. The lesson to be learned is that without a direct response to the difficulties of survival of the populations, there will be no effective and lasting participation of the stakeholders at the base in the actions of environmental protection of the project.

iv. In the African context, and especially in the great North of Cameroon, individualism takes precedence over the collective. It should therefore be noted that the success of a project in this area requires a mixed offer, which takes into account individual satisfaction and collective satisfaction in the execution of Project activities.

Income generation has thus aroused the enthusiasm of the target populations to get involved in the popularization of improved stoves. All this allows the mission to think that the achievements of the approach implemented to involve the populations in project activities are not sustainable, given the risk of slackening, or even outright abandonment, in the event of impossibility of no longer satisfying their needs. The project, by making use of cash payment for the work carried out, thus introduced a bias that the populations exploited to a large extent to monetize their participation. The mission believes that the sustainability of the training and sustainable participation of populations and communities at the grassroots will depend on how we meet the needs for survival and socioeconomic development. Without a lasting response to basic difficulties, there will be no effective and lasting participation of grassroots stakeholders in the project areas.

### **2.7 Project rating:**

At the global level, the Project is Moderately Satisfactory (MS). It will evolve towards a Satisfactory rating (S) if community reforestation and improved stoves in progress as means of achieving expected results, and achieve both global and specific objectives, are effectively completed, and especially if the proven risks to which the sites reforested victims are effectively managed by the end of the Project.

Rating of the mid-term evaluation<sup>2</sup>:

Measured	Note	Description of results
<b>Project Strategies</b>	<b>S</b>	Participatory and effective process, good intervention logic, quality logical framework.
<b>Results analysis</b>	<b>Goals: S</b>	Overall, the Project is on track for achieving its objectives. However, the many obstacles, particularly in the protection of reforested areas, pose risks to the realization of activities by the end of the Project.
	<b>Effectiveness - activity management: MS</b>	Moderately satisfactory actual results on the management of the activities carried out, the change in behavior has not yet resulted.
	<b>Effectiveness-knowledge of committees : I</b>	Knowledge of the Project district committees is unsatisfactory and needs to be strengthened. On the other hand, the Project has not yet sufficiently strengthened the capacities for the sustainability of the achievements.
	<b>Effectiveness-management models: MS</b>	Co-management models are moderately satisfactory in the Project. These models raise strategic questions which must be addressed by the end of the Project. Efforts to involve the population in the protection of their works must be realized by the end of the Project.
<b>Implementation</b>	<b>MS</b>	The Project has experienced several activities since its inception. The administrative and financial procedures are cumbersome and have slowed down the implementation of the Project. This is an area for improvement by the end of the Project.
<b>Durability</b>	<b>S</b>	The socio-economic and environmental sustainability is satisfactory.

### 3. Conclusion

At the end of the evaluation, to improve the performance of the Project in achieving its objectives and to reinforce the achievements for a sustainable management of natural resources and the generation of environmental, social and economic benefits, the mission arrived at the following conclusions:

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<sup>2</sup> Cf. Annex 3.

- 1) Despite the constraints and weaknesses highlighted above, the appraisal mission notes that the implementation of the Project was carried out overall in a satisfactory manner. The results obtained are very encouraging and presage a complete achievement of the results expected at the end of the Project.
- 2) At the end of the evaluation of the performance and achievements of the Project, notwithstanding the difficulties and weaknesses noted above, in particular the climatic and socio-economic severity of the Project area and the complexity of the thematic area, as well as the delays experienced in the installation of funds, particularly the operational field component, the mission considers the results and achievements of the Project very satisfactory.
- 3) Among the significant changes brought about by the achievements, the mission notes, among others:
  - increasing productive potential through effective reduction of increased risk;
  - the rehabilitation of ecosystems and the restoration of the plant cover in the intervention areas, thanks to reforestation activities;
  - job creation at the local level thanks to the young boys trained and who have embarked on the activity of manufacturing improved stoves for households in neighboring localities, which has contributed to the substantial improvement in household incomes and reduction of the rural exodus and strengthening of the populations' resilience to the risks linked to the loss of their basic production potential;
  - capacity building for local actors in ecosystem management and the fight against desertification;
  - the creation of conditions for capitalizing on knowledge and sharing information and experiences between residents in the project intervention area and at the national level;
- 4) In addition, the involvement of all stakeholders, the participation of local communities and the performance of local institutions have reached a fairly satisfactory level. Even if the environmental impacts and the fight against desertification generated by the products of the Project achievements are not yet perceptible, significant benefits have been recorded by the populations through reforestation activities and the reduction of wood consumption in households. To this end, it is necessary to underline the enthusiasm of the populations to participate in the activities of the Project which allows them, in return for now benefiting in time that they can capitalize in the realization of others of their daily activities. This was greatly appreciated by the local communities

and served as an undeniable factor in the success and success of the overall implementation of the Project.

- 5) But the achievements produced by all of these efforts must be supported by the implementation of a monitoring / evaluation system for local action plans. This is one of the imperatives for better considering the achievement of the targeted objectives.
- 6) The Project team is united, motivated and dynamic but still lacks training in governance, identification and management of Projects.

#### **4. Recommendations**

##### **4.1. At the general level of Project activities**

- 1) The activity program seems very ambitious and therefore needs to be refocused so as to prioritize capacity building for local actors and priority actions to build a benchmark for responsible management of ecosystems and Combating desertification.
- 2) Capacity building of actors in strategic planning based on results must be part of the intervention strategies of the Project in order to minimize the costs of implementation and increase the efficiency of the project, This is an approach contextual and of a shared vision of the actors and sustainability of the actions.
- 3) The implementation and monitoring-evaluation of local action plans is one of the prerequisites for considering any change in behavior that is part of the fight against desertification. This is why, to remove the shortcomings in this area, measures must be taken for the revision and amendment of the framework developed (mainly focused on monitoring actions) and that it be implemented without delay, at all levels of project intervention.

##### **4.2. In terms of capacity building for stakeholders**

As capacity building actions are still considered weak, it is important to:

- 1) Pursue, during the remaining 2-3 years, the actions of capacity building of local actors judged as one of the transversal components essential to the success of the actions initiated by the project.
- 2) Operationalize the network of all stakeholders in the responsible management of ecosystems and more specifically the fight against desertification;
- 3) Apply local protection action plans at priority sites to enhance investments;
- 4) Provide sufficient financial resources at the Project level to finance local protection action plans;

- 5) Encourage the departmental technical services to invest more in supporting local communities and communes for the implementation of local action plans;
- 6) Encourage the heads of departmental and municipal administrations to boost their competent committees;
- 7) Boost the animation system set up by the project leaders by directing it more towards the release of local energy towards the promotion of protected sites

#### **4.3. At the level of environmental awareness and education plan**

It was noted that the weakness of the results was partly due to the lack of appropriate tools and awareness-raising framework in the chain of carrying out the Project actions. In this regard, it is important to:

- 1) Create audiovisual tools adapted to social organization and responsible management of ecosystems, including the fight against desertification on the supports for the projection of films for animation sessions at village and school level;
- 2) Generalize environmental education to all schools in the project intervention area;
- 3) Train teachers on the spot at their respective establishments in order to benefit the entire teaching staff in the same locality;
- 4) Prepare and make available to teachers in the project intervention area appropriate educational tools including posters, posters, etc.;
- 5) Support schools in the creation of school green spaces, in particular the creation of nurseries for the planting of trees for the protection of educational establishments ;

#### **4.4. In terms of project coordination and visibility**

- 1) The mission noted that coordination at the central level did not work as expected, insofar as the entities (strategic and operational) involved in the Project seem to have worked in a vacuum, even if somewhere action is noted municipalities. In order to remove the persistent tensions which constitute the forces of inertia noted in the performance of certain activities, it is important that the Central Direction of the EELC plays its role of governance and coordination in the implementation of the project, by periodically instituting coordination meetings between the Central Direction EELC and the Project Operational Team, the Focal Points which must be set up in number corresponding to a map of the extent of the intervention areas of the Project ;
- 2) Those responsible for the Project focal points must be non-ecclesiastical staff. Indeed, the presence of ecclesiastical staff highlights two major drawbacks: the refractory nature

of members of other communities (Muslim, sister churches, etc.) and the permanent assignments of pastors ;

- 3) Visibility (these are actions that must be carried out in order to make visible all the achievements of the project): The Project must produce and distribute in its area of intervention, t-shirts, caps, stickers, calendars and leaflets. Signs must also be placed on the Project intervention sites.

#### **4.5. In terms of project duration**

The achievements and achievements of the project being considered still very fragile, even after the end of the duration of the current phase, and having regard to the delay in starting the profit and the late implementation (delay in disbursement of funds) of certain activities, it is desirable that the duration of the current phase be readjusted and extended by a few additional years: This extension will allow the complete achievement of the objectives and to register the achievements in sustainability.

#### **4.6. At the level of priority actions**

- 1) In view of the quality of the current achievements in the field and in terms of capacity building for stakeholders, as well as the very tight budget, it is important to refocus activities by focusing on priority actions and strategic objectives enabling the overall objectives and main results of the project to be achieved;
- 2) The priority action program of the project should therefore focus on (i) preserving and consolidating the achievements of the Project through the implementation of recommendation 4.3., (ii) re-identification of the various local stakeholders in the Project, carry out their re-awareness and establish a kind of partnership that should make them actors of awareness and promotion of the Project at all levels (meetings, cults, masses, associations, prayer sessions, etc.), (iii) the rehabilitation and development of the old plots produced by the projects and the establishment of their preservation plan;
- 3) In order to establish a solid base of reference in terms of technique and fight against desertification, it will be necessary to break with the approach favoring quantitative objectives and to move resolutely towards qualitative results which are the only guarantees of success and promising of hope for sustainable development.

#### **4.7. In terms of human resources**

- 1) The monitoring and evaluation of the Project activities had limited performances due to the lack of qualified expert to animate it within the Project team and conduct the

activities relating to environmental awareness and education of all social strata of local communities;

- 2) The NMS and the EELC will have to analyze the advantages of strengthening the Project team by recruiting a high-level expert with proven experience (4 to 5 years) in organization, monitoring and evaluation, training of actors in the basis and development of local environmental communication strategies.

## ANNEX

### Annex 1 : Mission terms of reference

#### **I - Preamble**

##### **Introduction**

The mid-term evaluation takes place in coherence with the updating of the logical framework for project intervention to which it should contribute.

Its objective is to assess the effects of the project and to formulate, on the basis of the lessons learned as well as the evolution of the local development context, recommendations of strategic scope for its management so that it takes place in better conditions and effectively achieves its objectives.

The implementation of the EELC Environment Project takes place in June 2015 in a triple context. First, the persistence of the effects of the drop in rainfall in the northern part of Cameroon in recent years which has caused the displacement of many populations in the Far North region. About 9,500 IDPs are still outside their villages of usual residence without any tenure security, making it difficult for such a population to participate in any climate change awareness and reforestation activity. Then there was the demographic boom and the scarcity of cultivable land which led to a large population of climate refugees from the Far North to the South of the North Cameroon region, as well as a massive displacement of populations within the region. The disappearance of certain forests by men through the excessive cutting of firewood and the production of charcoal continues to worsen environmental degradation and the scarcity of natural resources in most communities and has a negative impact on the project. Finally, that of the decline in the agricultural productivity of the populations, aggravated by the precariousness of the incomes and the difficult living conditions of the populations, which influences the rate of programming and execution of several actions of the project in favor of the beneficiary communities.

##### **Context**

The Evangelical Lutheran Church of Cameroon (EELC) is a church created through two Western Christian missions, the "Sudan Mission" and the "Norwegian Mission Society" who arrived in Cameroon in 1923 and 1925. In 1965, the EELC has been recognized by the Federal Authorities of Cameroon. The overall objective of the EELC since its creation is "to bring the salvation of God to the whole man": spirit, soul and body, through the preaching of the Gospel,



the administration of the sacraments of baptism and holy communion, teaching the word of God, diakonia and safeguarding the integrity of creation.

The central administration of the EELC is expected to help proclaim salvation in congregations by promoting activities to safeguard the integrity of creation. But the preservation of the integrity of creation is insufficiently taught to the faithful and the actions weakly carried out in the congregations. However, these congregations are mainly located in the rural areas of Cameroon, which, like the precarious environment of these populations, are experiencing the same socio-economic difficulties. The large demography that the country has experienced in recent years has had a great impact on natural resources, which are dwindling by the day.

The Lutheran Evangelical Church of Cameroon (EELC), which has a large part of its implementation area in the Great North Cameroon area, began in 2012 to reflect on environmental degradation and its impact on the life of the faithful in accordance with the objectives which it has set in the statutes of the Church. This is how "..... The safeguarding of the integrity of creation" is expressly mentioned in the Constitution of the EELC. This is the reason why the EELC Environment Project was initiated in 2014 and implemented since 2015 under the title "Awareness of climate change and combating desertification in the Great North of Cameroon".

The EELC Executive Board, in collaboration with the NMS / DIGNI want, through this project, to make their contribution to the fight against the advancement of the desert, deforestation and strengthen the resilience of the populations in the face of climate shocks and stress in the three regions of North Cameroon.

Initially for the first pilot phase of the project which ran from 2015 to 2017, the main objective of the EELC environment project is to "promote the awareness of populations of climate change, by helping them to identify sustainable alternative solutions to the different problems facing them".

**At this phase the specific objectives of the short-term project are to:**

1. Sensitize its faithful and populations of the targeted areas to the challenges of climate change and the fight for the preservation of the environment;
2. Train community leaders to identify sustainable alternative solutions to wood energy (improved stoves, biogas, solar energy, etc.);
3. Encourage people to reforest and use improved stoves.

In the long term, the project counts:

1. Develop strategies at the central level so that the EELC embarks on a path of sustainable environmental protection (fight against deforestation, pollution, bush fires, etc.);
2. That the local Church be considered as a strategic partner by the other actors of civil society and the government (the State) in the fight against climate change and mainly desertification.

In this context, interventions were carried out at the local level in 5 ecclesiastical districts. These are the ecclesiastical districts of Mbé, Gamba, Ngong, Garoua (1-3) and Maroua.

Subsequently, a funding agreement for the second pilot phase was granted to the project over a period of five (05) years, from 2018 to 2022. In addition to the mission defined in the first phase, that of contributing to the fight against deforestation and the advancement of the desert in the far north of Cameroon, the project will also work to strengthen the resilience of populations in the face of climate shocks and stresses.

To this end, the general objective for this phase is to “Contribute to the consolidation of the achievements of the pilot phase, by developing awareness and helping to strengthen the resilience of the faithful and populations of the ecclesiastical districts targeted by the EELC. to climate shocks and stresses by 2022”.

**The specific short-term objectives are to:**

1. Increase environmental information, education and communication among the populations and the faithful of the EELC of five to ten ecclesiastical districts pilot to the challenges of climate change for a change of behavior;
2. Increase advocacy efforts with the authorities in the pilot districts in favor of better consideration of the populations' resilience to climate shocks and stresses;
3. Reinforce the capacity of adaptation and resilience of the populations and the faithful of the 10 ecclesiastical districts pilot to climate change by the diversification of the incomes of the communities, the capacity building and the restoration of soil fertility through appropriate techniques;
4. Popularize the use of renewable energies and the use of improved stoves among the populations and the faithful of the 10 pilot ecclesiastical districts.

**In the long term, the project counts:**

1. Develop attitudes respectful of the environment and the adoption of environmentally responsible behaviors among individuals;
2. Stimulate a greater openness of beneficiaries regarding the application of new technologies in their land and their daily way of life;
3. And finally make the Church a privileged partner of the State and of associations of society in the fight against climate change and the advancement of the desert.

In addition to having the ambition to consolidate its achievements in the pilot zones of the first phase, the project has extended to five (05) new other ecclesiastical districts considered as priority zones in view of the severity of the climate crisis namely: Mouvouldaye, Boukoula (arrondissement of MBourha), Touroua and Garoua 2 (Mont Hermon) for the ecclesiastical region

North and part of the Center region, in this case the Ecclesiastical District of Emmaus (Wack).

### **Expected results of the project**

1. The faithful and the populations of the targeted areas have become aware of the reality of climate change in their communities and have developed adequate responses to each situation they face;
2. The populations are adopting new behaviors, namely: reforestation, the progressive abandonment of pesticides and improper logging, use improved stoves to reduce their footprint on the environment and adopt good agricultural practices;
3. Strategies are developed at the central level for the EELC to move towards sustainable environmental protection (fight against deforestation, pollution, bush fires, celebration of the creation day within the EELC, the introduction of a module on environmental education and communication in theological schools and institutes, etc.);
4. The local Church is considered a strategic partner by other actors of civil society and the government (the State) in the fight against climate change and especially desertification.

The project documents consist of a, in a document that defines the processing of trips, the practical management of seminars and the project material. NMS is funding the project with NORAD assistance through DIGNI as the main donor. NMS, the responsible partner vis-à-vis DIGNI / NORAD, supervised by their presence in Cameroon and the visits to headquarters. The Evangelical Lutheran Church of Cameroon (EELC) is responsible for the management and implementation of the project at the national level (in the 10 pilot ecclesiastical districts).

## **II - Scope of the evaluation and objective**

In order to ensure the successful implementation of the project and gain experience for the future, a mid-term evaluation is planned for 2019.

### **II.1 Scope of the evaluation**

The evaluation covers the period from June 2015 (project launch date) to October 30, 2019. It concerns all the four products and by-products of the project as well as their beneficiaries both at institutional and community level. The actors concerned by the evaluation are the sectoral

administrations benefiting from the action at central and local level as well as the communities and other beneficiary institutions from the ecclesiastical regions of the North and the Center of the EELC. The quantitative data taken into account are those relating to the PTA 2015, 2016, 2017, 2018 as well as that of 2019.

## **II.2 Objectives of the evaluation**

The objective of the mid-term evaluation is to assess the overall results of the project in relation to the targeted targets and to formulate, on the basis of the lessons learned as well as the evolution of the local context, recommendations of strategic importance to support and develop the achievements with a view to consolidating the achievements of the project with the target groups.

The evaluation should also make it possible to judge the level of local ownership of the Project and mutual responsibility for its results. The mission is specifically asked to assess the evolution of the project context by capturing new developments and their strategic implications. This evaluation should lead to relevant findings on the implementation system, the physical and / or financial assessments of the project, the recommendations deemed relevant based on the lessons learned from the implementation experience at both the strategic level and operational for project efficiency.

The evaluation process in itself should be a learning tool for project staff, the church (EELC), local communities and the NMS. The objective will be to draw lessons from the recommendations made and to take them into consideration for the later phase of the project, if necessary, and in particular in order to make the work sustainable during the gradual cessation of the project and the end of the external funds.

The detailed terms of reference for the mission are attached in Annex I.

## **III - Questions to be covered (Scope, possible tasks for the evaluation team)**

There should be a realistic balance between evaluation questions and the resources and time spent on evaluation. Therefore, taking the time to clarify the basis and purpose of an evaluation is a good investment. A common weakness of many mandates is that they want to answer many questions at once. This can easily lead to superficial assessments which are therefore not useful in a learning process. When discussing the mandate, it is important to ensure that the different parts of the evaluation agree on what is important, what is secondary and what can be left out. This may mean that some interests may give way to others.

### **III.1 Project design (relevance and quality)**

- Is the quality of the concept / objective of the project / logical framework relevant to the achievement of the expected objectives, taking into account the context of local, regional and national development?
- Are the logical framework indicators appropriate and of sufficient quality to assess the project's performance?
- Did the monitoring and evaluation system support effective project management, decision support and learning?
- Are there any institutional constraints that hindered the implementation of project activities?
- Is the management of human and financial resources sound and efficient?

### **III.2 Gather the immediate results of the project: has the project produced its results / results?**

- What is the level of collaboration between the administration, partners and beneficiaries?
- To what extent are the actions, results and effects of the project compatible with the needs of the beneficiaries and aligned with the priorities of the Church? (Were the measures taken appropriate to achieve the objectives)?
- What is the level of resource mobilization (human, material and financial), the cost of interventions linked to the results obtained and the level of budget execution?
- What adaptation, mitigation or resilience measures to climate change have the populations adopted?
- Does the church have sufficient plans on how to maintain and further develop the activities on which the project has worked?
- Does the content of the project strengthen:
  - o Local ownership for the effective application of good practices in the management of ecological ecosystems by giving local congregations and targeting populations the capacity to sustainably manage the ecosystems of their communities?
  - o The ability to adopt sustainable alternative solutions in the targeted areas in the fight against the advance of the desert exacerbated by the effects of climate change.

### **III.3 The intervention approach of the project**

- Did the training modules provide a better level of knowledge for the participants? Are the skills sought acquired?
- To what extent was the approach used appropriate for achieving the project objectives?
- What changes (or first signs of change) has the project made by referring to the outcome indicators?

- Did the recommended solutions lead to a change in the behavior of the faithful and of the populations?
- What were the success factors, good practices and lessons learned?
- In addition, the evaluation should refer to all the lessons that can be learned, including good practices that can be capitalized;
- Assessment of the point of view of the beneficiary target groups on the participatory approach implemented; collect their testimonies.

The additional contribution as a Church to help the State in the response to the climate crisis.

- The forces of the Church in mobilizing communities;
- Commitment or collaboration between the State, the Church and the communities
- Identify lessons of partnership between the government through MINEPDED, ANAFOR, CNLSS and local communities, congregations and the project
- Identify the best partnership strategy between the Church, the State and the populations so that there is a real change in sustainable behavior in the 2nd phase.
- Did the socio-cultural environment have a positive or negative impact on the performance of the project?
- Was there a factor external to the project that had an impact on the implementation, the achievement of results, the replication or the impact of the strategies?
- Identify successes and limitations, in particular problems and experiences and potential conflicts between farmers and ranchers. How to prevent?

#### **III.4 After analysis and interpretation of existing / current results**

- See if the theory of change is relevant / realistic and something to serve as guidance in the following (affirm or modify Chapter 7 of the RFP);
- Examine the risk management table in Chapter 8 of the RFP based on experience to date (Confirm or modify);
- Identify results, successes and constraints in an aggregated manner (Summary of the final report with comments)
- To what extent will the results (articulated in the final report / so far) achieved be sustainable?
- How will the project be self-managed and will it be guaranteed to continue)?
- Lessons and recommendations for the next phase.

#### **III.5 Expectations of NMS / DIGNI NMS plans a 2019 assessment in order to:**

- identify the successes and the limits of the project;
- give recommendations for the future;

- identify the lessons of the three-part cooperation between the government by the environment ministry, the local community and the congregation, and the project.

An internal project review scheduled for 2017 has been postponed due to the scarcity and delay of funds. We deemed that the 2017 final report (also covering 2015-2017) as well as the fact that the processing of the new PDs from 2018-22, including also the baseline study, was sufficient information to continue phase II. We thought that the evaluation team with a very tight schedule could provide little new information compared to what we already know. We also noticed that the amount of this evaluation was budgeted for 2017, with funds quite low compared to the realities that we found when setting up the costs. For phase II; there will be an external evaluation in 2019 and a final evaluation in 2022.

#### **IV - Methodology**

The team should use a participatory learning approach (PLA) and sensitive conflict as a method of assessment by:

- Study documents (Project document, financial reports and final activity reports, monitoring and evaluation of projects);
- NMS and EELC program policies (Due Diligence, Letter or Partnership Agreement, etc.)
- INTERVIEWS with beneficiaries, project staff, local authorities and the youth and women directorate, targeted district directors as well as target regions (North and Center).
- If possible, it is also asked to collect key stories or testimonials from beneficiaries.

#### **IV.1 Assessment process**

The methodology followed by the consultant will include the following steps:

1. Pre-mission information session: Information session for the evaluator by the Environment Project: ensuring a shared understanding of the project objectives and expected results, as well as the scope of the evaluation.
2. Interview with stakeholders: Meetings with project implementation partners, as well as with any other stakeholder in the project, such as local authorities. The project leader will provide a list of contacts, but the mission may also add other names to this list.
3. In the project area;
  - Individual interviews with certain beneficiaries, as well as with project staff, local committees, etc. ;
  - Field visit to appreciate certain activities carried out.
4. Post mission debriefing:
  - Meeting with the entire Steering Committee to present and validate the lessons and provisional recommendations of the summary (aide-memoire and presentation in digital and paper version);

- Delivery of the interim report.

5. Restitution to the Evangelical Lutheran Church of Cameroon of the final mid-term evaluation report.

#### **IV.2 Assessment methodology and tools**

The assessor must provide at the end of the assessment instruments and the final tools to be used to execute the assignment.

An exchange meeting to summarize the preliminary report (recommendations must be made for the head office, project staff and representatives of NMS).

#### **V - Reports**

All reports must be in English and French. A draft report should be presented to the EELC and NMS giving a week for comments. A final report containing conclusions, lessons learned and recommendations should be presented in print and electronic format. The report will include a 1 to 1.5 page summary with the main recommendations. The report should not exceed ten pages (30) and should be shared with stakeholders.

The characteristics of a good report are as follows:

- Clarity: Reflection on who will use the report, how the results will be used and what questions will be answered. The report should have a logical structure and a good summary.
- Relevance: The content must, in a complete and relevant way, answer the questions asked in the ToR.
- Credibility: The results must be considered probable and credible, because they are based on reliable methods and integrate different perspectives (triangulation).
- Utility: The recommendations must be considered useful and implementable and provided at the time of the "right".

#### **VI - Evaluation team**

The work must be carried out by a specially appointed team of two people (including at least one from outside the EELC and one from the EELC).

The proposal of the evaluation team is as follows:

- 01 team leader (The team leader should preferably be an African who has knowledge of church administration and the role of churches in Africa today);
- 01 person with relevant environmental skills.



### VI.1 Products expected from the mission

The consultant will be responsible for the preparation and delivery of the following products:

<b>deliverables</b>	<b>Document type</b>	<b>Report language</b>
Approaches and Methods	Initial report	English
Presentation of the report	Summary of the evaluation for an English translation. Paper and electronic version (max 10 pages) Final evaluation including standard data / tables	English

The contractual commitments of the mission will be fulfilled with the approval of the final report by the EELC

### VII - Calendar

The evaluation will be carried out in December 2019 (perhaps the second semester, between December 10 and December 30).

The team must submit a preliminary report by January 10, 2019 and the final report no later than January 25, 2019.

### VIII - Payment terms and specifications

(This payment schedule is indicative and must be completed by the NMS Project Advisor in accordance with his usual consultation payment procedures)

<b>%</b>	<b>STEPS</b>
<b>40 %</b>	The 1st installment will be paid upon signing the contract
<b>30 %</b>	The second installment will be paid after the presentation and approval of the 1st draft final evaluation report
<b>30 %</b>	The third tranche, following the presentation and approval (by the NMS advisor) of the final evaluation report

## **IX - Monitoring**

The project evaluation will be carefully studied and discussed both within the project, but also by the EELC and the NMS. The data collected, the recommendations will be used to improve the management of similar projects in the Church. It can be used as a reference for new projects. Participatory assessments can lead to empowerment, learning and skills development and can increase ownership and monitoring of results!

## **X - Annex: Specifications of consultants**

Composition of the evaluation team

### **a) Consultant profiles:**

The mid-term evaluation mission will be composed of a team of two experts (1 sociologist and 1 Environmental) according to the profile described below. She will be accompanied by a representative of the Environment Project evaluation unit and a representative of the project's accompanying ministry.

The mission will be composed as follows:

A Sociologist consultant, specialist in issues of social organization in rural areas and gender equality justifying experience on the issues of participation and exclusion (based on gender, ethnicity, and vulnerable groups ) as well as a practice in the evaluation of the effects of program interventions linked to questions of behavior change, chef de mission, with experience of at least ten years in evaluation as well as in the fields of ecology and local development including: social mobilization. The consultant will demonstrate a perfect command of the French language, knowledge of English would be considered an asset. Knowledge of the Environment Project and the region is desirable. The chef de mission will be responsible for organizing the mission, developing an evaluation plan and methodological approach, as well as distributing roles and responsibilities within the team and managing the team. . He / she will also be responsible for drafting and finalizing the provisional evaluation report and the final report. He / she may request a written contribution from the other members of the team. He / she will also be responsible for the restitution of the evaluation conclusions and recommendations to the stakeholders at the end of the on-site mission and to the partner in Stavanger, including the production of a PowerPoint presentation prior to the on-site debriefing.

A national consultant, environmentalist specializing in eco-theological issues, with experience in the planning, management and evaluation of community development projects of a participatory nature, fight against climate change and desertification, planning and management of resources natural. The consultant will have to prove a good knowledge of the French

language and will have experience of at least 5 years in the aforementioned fields and in particular environmental assessment. The national consultant will support the head of mission. A Sociologist consultant, specialist in issues of social organization in rural areas and gender equality justifying experience on the issues of participation and exclusion (based on gender, ethnicity, and vulnerable groups ) as well as a practice in the evaluation of the effects of program interventions linked to questions of behavior change, chef de mission, with experience of at least ten years in evaluation as well as in the fields of ecology and local development including: social mobilization. The consultant will demonstrate a perfect command of the French language, knowledge of English would be considered an asset. Knowledge of the Environment Project and the region is desirable. The chef de mission will be responsible for organizing the mission, developing an evaluation plan and methodological approach, as well as distributing roles and responsibilities within the team and managing the team. . He / she will also be responsible for drafting and finalizing the provisional evaluation report and the final report. He / she may request a written contribution from the other members of the team. He / she will also be responsible for the restitution of the evaluation conclusions and recommendations to the stakeholders at the end of the on-site mission and to the partner in Stavanger, including the production of a PowerPoint presentation prior to the on-site debriefing.

A national consultant, environmentalist specializing in eco-theological issues, with experience in the planning, management and evaluation of community development projects of a participatory nature, fight against climate change and desertification, planning and management of resources natural. The consultant will have to prove a good knowledge of the French language and will have experience of at least 5 years in the aforementioned fields and in particular environmental assessment. The national consultant will support the head of mission.

#### **b) Expected products of the mission**

The chef de mission will be responsible for preparing and delivering the following products:

During the field mission:

- ♣ Aide-Mémoire (max 10-15 pages): Summary of the key conclusions and recommendations of the mission.
- ♣ PowerPoint presentation (20 slides) of the key points contained in the Aide-Mémoire for the presentation of the debriefing at national level.
- ♣ The annotated content of the provisional evaluation report (max 5 pages)
- ♣ The chef de mission is responsible for consolidating the contributions of team members as well as taking into account the comments received during debriefings at departmental and

national level in order to produce a coherent evaluation report and provisional summary which will be submitted to NMS / DIGNI and EELC.

Post Mission

- ♣ Executive Summary (max 6-8 pages).
- ♣ Final Evaluation Report (max 20-30 pages including standard data / tables / graphs for which a model will be given to the chef de mission.
- ♣ Summary of the evaluation (500 words for the use of press releases at the corporate level of the EELC Environment Project).
- ♣ A monitoring matrix for the 'response management response' will be prepared during the mission.
- ♣ Following comments received on the provisional documents, the team leader will finalize the expected products with the contribution of the other team members and will deliver the products to the EELC Environment Project evaluation unit on the date. agreed.
- ♣ The Evaluation Unit is responsible for circulating the final report to all stakeholders.

The contractual commitments of the mission will be fulfilled with the approval of the final report by the evaluation unit.

### c) Terrain Conditions

The average distance between the project office in Ngaoundéré and the supported ecclesiastical Districts is 650 km. The most distant Ecclesiastical District, Rhumsiki, is 677 km from Ngaoundéré. Given the road conditions, the vehicles are traveling at 20 km / h.

The mission will be based at the Norwegian Camp at CIAIE, an ideal setting which is of acceptable comfort for the community and which generally accommodates members of national and international missions visiting the region. Rudimentary accommodation in local centers or peasant residential houses is generally used by project managers when they go to the field for several days.

### d) Work plan of the evaluation mission (provisional)

nbr days	ACTIVITIES
	Pre-Mission
1	Documentation review and telephone briefing with the Manager Of the EELC Environment Project
	Mission
	Ngaoundéré
1	Arrival of consultants in Ngaoundéré

1	Briefing meeting with the Executive Office of the EELC, the project staff, the NMS Field Coordinator in Cameroon Hypothesis workshop: Working meeting of the Evaluation Team (national consultants) to define the work methodology, the distribution of tasks, the review of the work calendar
1	Meeting with : Mgr Dr Ruben Ngozo, National Bishop of the EELC Mr. Oumarou Batouri Raphaël, Secretary General of the EELC Mr. Taki Tomkao, Financial Director of the EELC Mr. Betrogo Jacob, Comptroller General of the EELC NMS Field Coordinator in Cameroon Other projects
	In the Intervention Zone
1	Trip
1	Information workshop, Working session with the local project team, document processing
2	Meeting with the Administration, decentralized technical services and other projects and NGOs working in ecclesiastical districts
5	Working meeting in the field with the groups concerned by the actions of the project (traditional authorities, youth movements and women etc.) and the technical services at field level, visit of the project achievements
1	Compilation of information collected and additional reading of documents
1	Summary debriefing with the local project team, clarification of information, search for missing information document area
1	Trip
	Back to Ngaoundéré
2	Preparation of checklist, PowerPoint
1	Departure of the mission
	Post-Mission
5	Preparation of the Provisional Report and finalization of the report
<b>Total</b>	<b>20 days</b>

The mission will last approximately 20 days as follows:

This indicative and provisional calendar does not necessarily reflect the fees that will be paid to the consultants. A final schedule will be prepared at the start of the field mission and will be discussed with the Project staff and the Internal Consultant of the Environment Project.

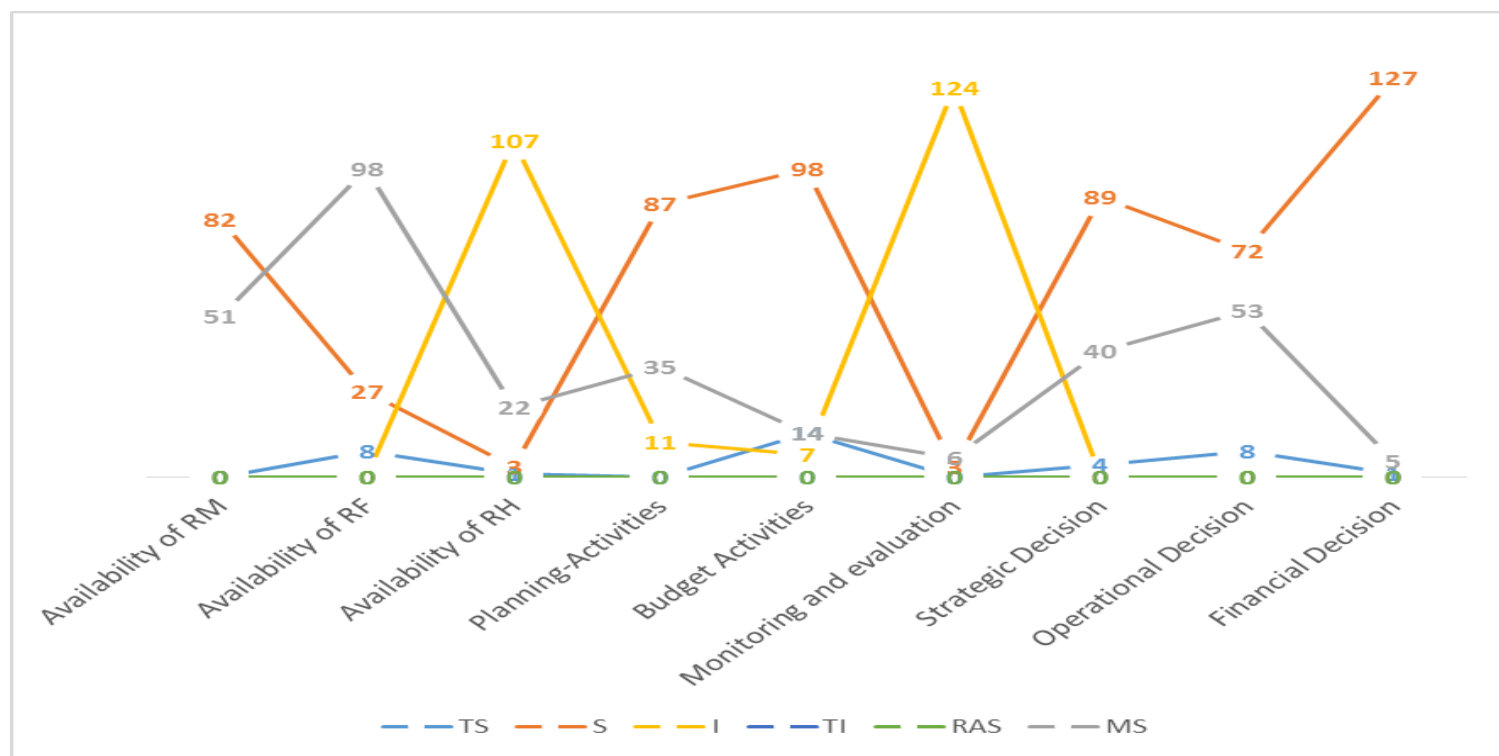
**Annex 2 : Assessment mission program**

<b>Days</b>	<b>Activities</b>	<b>Observations</b>
<b>20 December 2019 1 day</b>	preparatory meeting for the evaluation and updated schedule and TOR	<b>Ngaoundéré</b>
<b>3 January 2020 1 day</b>	Collection and dispatch of information documents for the evaluation	<b>Ngaoundéré</b>
<b>6 January 2020 1 day</b>	Travel and arrival of the Head of Assessment Mission to Ngaoundéré	<b>Ngaoundéré</b>
<b>7 January 2020 1 day</b>	Preparation of the evaluation methodology and tools by the evaluation team	<b>Ngaoundéré</b>
<b>8 to 9 January 2020 2 days</b>	Interview with the Executive Board, the CopiL and the NMS and signature of the evaluation contract	<b>Ngaoundéré</b>
<b>09 January 2020 1 day</b>	Departure trip to Garoua	<b>Garoua</b>
<b>10 January 2020 1 day</b>	Meeting with the North Regional Office Interview with the local committee for the popularization of improved stoves	<b>Localities of Pitoa Center and Korkae</b>
<b>11 January 2020 1 day</b>	Travel to Maroua Meeting with the Executive Office of the Ecclesiastical District of Maroua	<b>Maroua</b>
<b>12 January 2020 1 day</b>	Rest Cult	<b>Maroua</b>
<b>13 January 2020 1 day</b>	Visit the Laf reforestation site and meet the beneficiaries Return trip to Garoua	<b>Laf</b>
<b>14 January 2020 1 day</b>	Traveling to Babla Interview with beneficiaries Trip to Mbamé and Interview with beneficiaries Trip to Lagdo and interview with beneficiaries (local committee for the improvement of improved stoves)	<b>Garoua Ecclesiastical District 1 Ngong ecclesiastical district</b>
<b>15 January 2020 1 day</b>	Departure for Gamba	<b>Gamba Ecclesiastical District</b>
	Interview with the Local Environment Committee	<b>Mbé Ecclesiastical District</b>
<b>16 January 2020 1 day</b>	Ganani reforestation site visit	<b>Mbé Ecclesiastical District</b>
<b>17 January 2020 1 day</b>	Depart for Wack Interview with the Ndom Bénoué bush firefighting brigade	<b>Ecclesiastical district of Emmaus</b>

	<p>Visit of the NDom Bénoué reforestation site</p> <p>Interview with the Executive Office of the Emmaus District and the beneficiaries</p> <p>Return trip to Ngaoundéré</p>	
<p><b>18 January</b> <b>2020</b> <b>1 day</b></p>	<p>Departure of the assessor in Yaoundé</p>	<p><b>Ngaoundéré</b></p>
<p><b>20 January</b> <b>2020</b> <b>1 day</b></p>	<p>Return of the assessor to Ngaoundéré</p> <p>Debriefing evaluation mission and preliminary report to the EELC Executive Board and the CoPil - Project staff and NMS</p>	<p><b>Ngaoundéré</b></p>
<p><b>21 to 25 January</b> <b>2020</b> <b>5 days</b></p>	<p>Final evaluation report of the correction and delivery The main evaluator</p>	<p><b>Ngaoundéré and Stavanger</b></p>

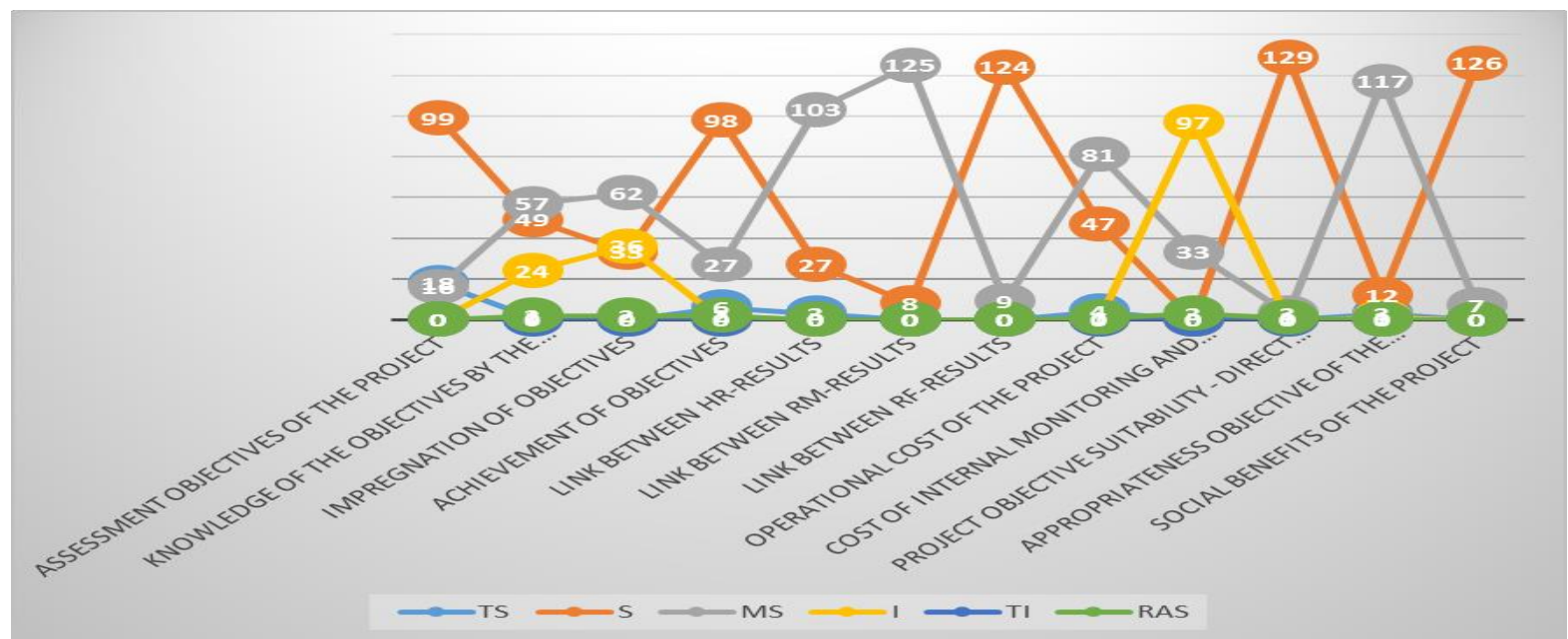
### Annex 3a : Analysis table and graphs

	TS	S	MS	I	TI	RAS	Totaux
Availability of RM	0	82	51	0	0	0	133
Availability of RF	8	27	98	0	0	0	133
Availability of RH	1	3	22	107	0	0	133
Planning-Activities	0	87	35	11	0	0	133
Budget Activities	14	98	14	7	0	0	133
Monitoring and evaluation	0	3	6	124	0	0	133
Strategic Decision	4	89	40	0	0	0	133
Operational Decision	8	72	53	0	0	0	133
Financial Decision	1	127	5	0	0	0	133

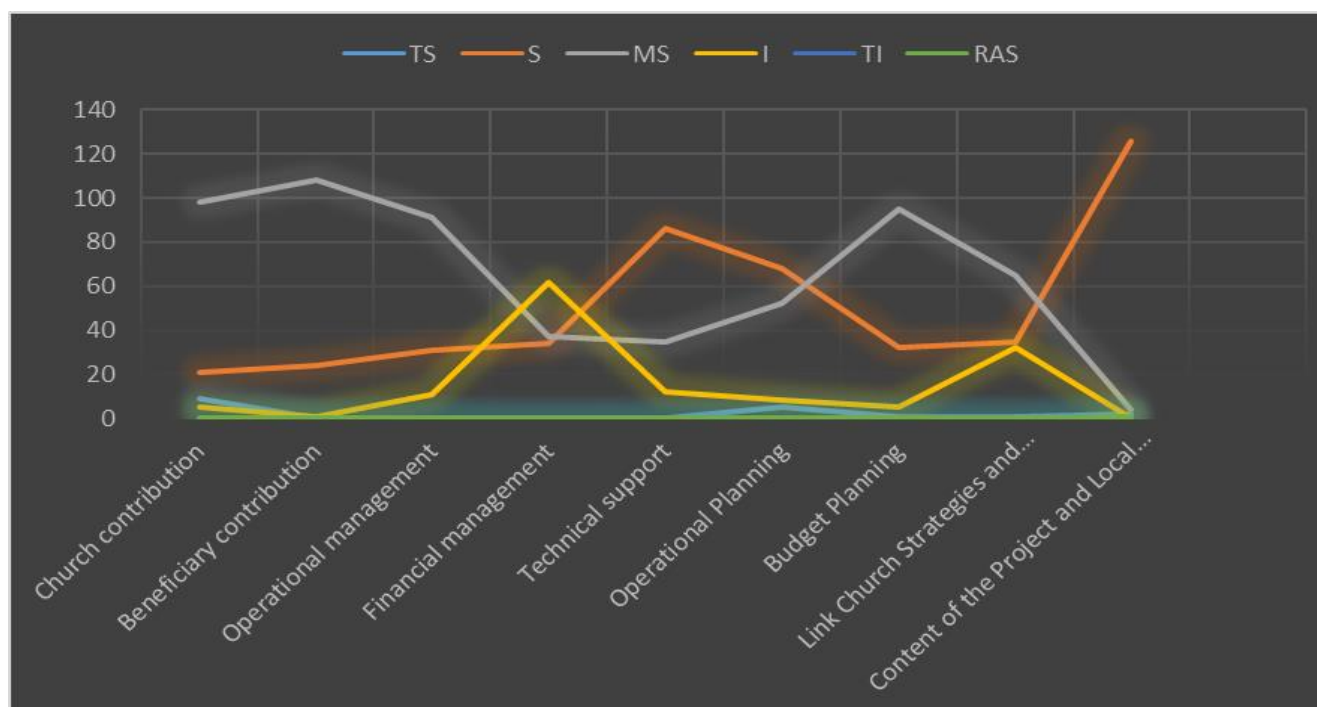




	TS	S	MS	I	TI	RAS	Totaux
<b>Assessment Objectives of the Project</b>	18	99	16	0	0	0	<b>133</b>
<b>Knowledge of the Objectives by the Beneficiaries</b>	1	49	57	24	0	2	<b>133</b>
<b>Impregnation of Objectives</b>	0	33	62	36	0	2	<b>133</b>
<b>Achievement of objectives</b>	6	98	27	0	0	2	<b>133</b>
<b>Link between HR-Results</b>	3	27	103	0	0	0	<b>133</b>
<b>Link between RM-Results</b>	0	8	125	0	0	0	<b>133</b>
<b>Link between RF-Results</b>	0	124	9	0	0	0	<b>133</b>
<b>Operational Cost of the Project</b>	4	47	81	0	0	1	<b>133</b>
<b>Cost of Internal Monitoring and Evaluation of the Project</b>	0	0	33	97	0	3	<b>133</b>
<b>Project Objective Suitability - Direct Beneficial Needs</b>	0	129	3	0	0	1	<b>133</b>
<b>Appropriateness Objective of the Project-Priorities Church</b>	3	12	117	1	0	0	<b>133</b>
<b>Social Benefits of the Project</b>	0	126	7	0	0	0	<b>133</b>



	TS	S	MS	I	TI	RAS	Totaux
<b>Church contribution</b>	9	21	98	5	0	0	<b>133</b>
<b>Beneficiary contribution</b>	0	24	108	1	0	0	<b>133</b>
<b>Operational management</b>	0	31	91	11	0	0	<b>133</b>
<b>Financial management</b>	0	34	37	62	0	0	<b>133</b>
<b>Technical support</b>	0	86	35	12	0	0	<b>133</b>
<b>Operational Planning</b>	5	68	52	8	0	0	<b>133</b>
<b>Budget Planning</b>	1	32	95	5	0	0	<b>133</b>
<b>Link Church Strategies and Project Activities</b>	1	35	65	32	0	0	<b>133</b>
<b>Content of the Project and Local Appropriation of Good Ecosystem Management Practice and the Fight Against Desertification</b>	2	126	4	0	0	1	<b>133</b>



### Annex 3b: The table of activities carried out

Strategic axes	activities	Achievements (%)	observations
<b>Axis 1</b> Planning, execution and monitoring-evaluation of Project activities	<ul style="list-style-type: none"> <li>- Writing of activity, financial and audit reports in January to February of each year</li> <li>- Planning meeting with Project stakeholders, namely facilitators, district directors, biblical and theological school officials, local environmental committees, administrative, traditional and political authorities</li> <li>- Adoption and validation meeting of action plans, activity and financial reports by the steering committee</li> <li>- Inventory of surviving plants and evaluation by the technical team of the state administration</li> <li>- Coordination of activities in the field</li> </ul>	<b>55%</b>	<p>The Project's internal monitoring and evaluation system is supported to:</p> <ul style="list-style-type: none"> <li>- effective management of the Project</li> <li>- the making and conduct of the Project's decisions</li> <li>- learning</li> </ul>
<b>Axis 2</b> Information, education and environmental communication for the faithful and populations of the 10 target districts of the EELC on the challenges of climate change and alternative solutions to environmental protection	<ul style="list-style-type: none"> <li>- Awareness campaigns in the Pilot Ecclesiastical Districts of the Project on the challenges of climate change and environmental protection</li> <li>- Training of community leaders in the identification of sustainable alternative processes and solutions (improved stoves, solar energy, biogas, etc., reforestation, community organization)</li> <li>- Sharing and exchange meeting to develop strategies to reduce the production and use of intensive charcoal and deforestation</li> <li>- Training in Environmental Education for students of biblical schools and the ILTM</li> <li>- Production and broadcasting of radio programs and information in the mass media</li> </ul>	<b>65%</b>	To continue with acuity in order to allow populations to adopt adaptation and mitigation measures to climate change
<b>Axis 3</b> Advocacy development and lobbying for reforestation and resilience with the administrative, traditional and political authorities of the pilot districts	<ul style="list-style-type: none"> <li>- Advocacy for reforestation with the administrative, traditional and political authorities of the new pilot Ecclesiastical districts</li> <li>- Information visits to administrative, traditional, political and NGO authorities for support and partnership</li> <li>- Lobbying with religious leaders of other denominations for the creation of a network of religious leaders for the environment</li> </ul>	<b>60%</b>	To redo with a deep analysis of all the stakeholders of the Project by Locality of intervention
<b>Axis 4</b> Strengthening the resilience and adaptation capacities of the faithful and populations of pilot districts to climate shocks and stresses	<ul style="list-style-type: none"> <li>- Acquisition of tree seedlings and planting in the Congregations of the 5 new Districts</li> <li>- Establishment of a tree seedling nursery in the locality with a capacity of 10,000 plants</li> <li>- Organization and formalization of local environmental committees of pilot ecclesiastical districts in association</li> <li>- Training of members of the Bureau of local environmental committees in the development of a strategic environmental communication program</li> <li>- Capacity building workshop of the executive offices of local environmental committees in leadership and organizational and management skills</li> <li>- Sensitization of the faithful and the population of the target district on climate-smart agricultural methods, adaptation to climate change and sustainable management of rural resources</li> <li>- Creation of bush fire fighting brigades in pilot sites of the Environment Project</li> </ul>	<b>50%</b>	Ongoing process. It is however necessary to note that the measures, actions, results and effects of the Project are to be adapted to the real demands of the populations, not in terms of the contributions of the Project, but in terms of the granting of these contributions to guarantee the achievement of objectives.
<b>Axis 5</b> Popularization of improved stoves and renewable energies among the faithful and populations of the pilot districts	<ul style="list-style-type: none"> <li>- Training workshop for women, young people and men in the manufacture and use of biogas and ecological coals in Garoua (PITOA)</li> <li>- Training workshop on the construction and use of improved stoves in target Ecclesiastical Districts</li> <li>- Construction and distribution of improved stoves within households in target ecclesiastical districts</li> </ul>	<b>50%</b>	Ongoing process

## Annex 4: Attendance lists

Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

Localités : BAME

14/01/2020

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.	Bourang B. Jaoir	Bame	responsable	693847866	
2.	Wainyng Clotine	---			
3.	Kenda Emik	Lamite Balda	Ancien		
4.	Nadyane Mice	---	maconesse		
5.	Kintna Elisabeth	Bame	Ancienne		
6.	Nguidam prosper	BAME	P.C.#		
7.	Havy# Rachel	BAME			
8.	MaKombé Jean Louis	BAME	animateur de district		
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Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

MBE: le 16/01/2020

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.	HAMADJIDDA Popy A	NBE	Posteur	696313043	
2.	FALLA MATHIEU	MBE	stagiaire	655444335	
3.	Inna Jacqueline	Foubarka	Evangeliste	658392853	
4.	Samaki Elie	Mazadou	Président	699815743	
5.	Yaya Zebede	Vouagne.s.	secrétaire	698207152	
6.	ROUMONÉA Angeli	KARNAPOLD	Catechiste	674149988	
7.	Djoumba FADINDO	Karnapold	Présidente	656675099	
8.	Siddi Madeline	MBE2	vis présidente		
9.	DALLÉ Pierre	Ngouyanga	Volontaire	693854666	
10.	INDIA Catherine	Nyssa	Volontaire	655521621	
11.	Oussoumanou B	Nyemi	Volontaire	693007942	
12.	Halimataou Juonne	MBE	Tres/DIST	694656000	
13.	Sirima Catherine B	MBE	Prate Cons/DIST	695501914	
14.	Sinda Madeline	Ngouyanga	Co-sim	6944601692	
15.	Laudji Sarahine	Ngouyanga	présidente	693972494	
16.	Souleymanou Nou	Bada-gada	catechiste	656519483	
17.	DUMAROU Simon	Nyessa	Moniteur	694784032	
18.	Noufom ABEL	Ngouyanga	Conseiller	698756682	
19.	Bouba Martin	Foubarka	PCA	693489480	
20.	Sadou Bobbo	Foubarka	catechiste	657835888	
21.	KADIA JEAN	Ngouyanga	Evangeliste	655683393	
22.	MBANTAYENE B	MBE	moniteur	656193945	
23.					
24.					
25.					

Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

Localités : LAF 13/01/2020

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.	SOUNDU Harzani	LAF	R. Laman	696423280	[Signature]
2.	JOVIVIO NESTOR	LAF	President	656408166	[Signature]
3.	BOLE ANDRE	LAF	R. eodime	698814378	[Signature]
4.	AMADOU DANIEL	LAF	Fidel EELC	695420036	[Signature]
5.	BARA EMMANUEL	LAF	Fidel EELC	693424431	[Signature]
6.	SIIDLA Tchitaham	LAF	Cultivateur	NA	[Signature]
7.	BADA Bernard	LAF	Cultivateur	658691197	[Signature]
8.	YALLARI Philippe	LAF	Fidel EELC	698097892	[Signature]
9.	Mamaï Kirabi	LAF	Cultivateur		[Signature]
10.	BAKARI Haasana	LAF	Cultivateur		[Signature]
11.	Leds bang DAVID	MISILIA	President		[Signature]
12.	ISSIAKOU	LAF	R. EELC	693857105	[Signature]
13.	Antilale Ayoubu	MINDIR	Pasteur	698880728	[Signature]
14.	AMADOU Bilay	LAF	Cultivateur	698295084	[Signature]
15.	Wouole Vernique	LAF	Menagere		[Signature]
16.	DJOMOU	LAF	Menagere	655786676	[Signature]
17.	Double	Rachd	menagere	655781329	[Signature]
18.	BELLO Doudou	MISILIA	Catechiste	693947679	[Signature]
19.	Bouba Mathieu	LAF	diacre	655839068	[Signature]
20.	SISSEE Kaigari	LAF	Cultivateur	655884582	[Signature]
21.	MAKAMOU Jean	LAF	Classon	658295935	[Signature]
22.	Loumar	MINSIF	Fidel		[Signature]
23.					
24.					
25.					

Evaluation à mi-parcours du projet environnement de l'EELC.

Liste de présence

Ngaoouderé Crefion centre

NO	Noms et prénoms	Lieu de provenance	Fonctions	Signatures N° Téléphone
01	ROPANA MICHEL	NGDERE	EVEQ ASSISTANT CENTRE	[Signature] 67402983 696516885
02	MAIOUA LAMBA Samcel	Ngaoouderé	Président Conseil Régional	[Signature] 656006173 673071110

Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

Localités : Babla

14/01/2020

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.	Stakai Samba	Babla	Volontaire	695866952	
2.	Godai Catherine	-u-	-u-	693789254	
3.	NAIMESSIN Stabline	-u-	-u-		
4.	Djoundé Bernadette	-u-	-u-		
5.	Telenou Anna	-u-	-u-	697465078	
6.	Tahita Mouta	-u-	-u-	695431418	
7.	Grou Lock NEIMA	-u-	-u-	667087111	
8.	Kouwe TIMOTHE	-u-	-u-	656644008	
9.	KAIKIE FIDELE	-u-	Volontaire	695888876	
10.	DJOURWE MOISE	-u-	-u-	695789206	
11.	SOUBROUMOU EMMANUEL	-u-	-u-	694932932	
12.	NGARANSOU	-u-	-u-	656059450	
13.	NAMOU NGARA	-u-	-u-	695186673	
14.	DIKONTOU PHILIPPE	-u-	-u-	690194088	
15.	HIDTANGOU FIDELE	-u-	-u-	695840092	
16.	* BOUBA NATHANAELE	-u-	-u-	699783112	
17.	LAOUMANGA	-u-	-u-	698614204	
18.	LAWA ALPHONSE	-u-	-u-	694542341	
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Fiches de présence Evaluation  
Projet Environnement EELC

Marcoue

N°	NOMS ET PRENOMS	RESPONSABILITE	N° TELEPHONE	SIGNATURE
01	WAYALE Philemon	DD	693675158	
02	Bailao Natacha B	SG	699865682	
03	PERAKOU Anne Lucie	Tresoriere	697324390	
04	BAIZOUMY NAPOLEON		697-53-28-50	
05	LDOUWOM DAVID	Beneficiaire	694-60-90-70	
06	MESSOU Edouard Sidas	Evaluateur	696642784	
07	YATA BOURNANG	EVK- Régional	699476191	
08	NOCKE Therese	Resp- operation	697523829	
09	NGIKINSHTON Marcel	Evaluateur	674537104	
10	Ebanda Ernst	Evaluateur	691780550	

Evaluation à mi-parcours du Projet Environnement de l'EEIC

Focus group : Liste de présence

Lagos

14 Janvier 2020

N°	Noms et Prénoms	Provenance	Responsabilités ou fonctions	Contact	Signature
1	Gracia Aboum	Lagos	Nadine	6375630	[Signature]
2	Neel Amadou	Lagos	Pichar	6583858	[Signature]
3	Anna Marie Ekan	Lagos	présid. ex	63062721	[Signature]
4	DAVISIEN Ekan	Lagos	Directeur	65493100	[Signature]
5	GABRIEL ELIABE	Lagos		6550775	[Signature]
6	Moroung Joseph	Lagos	Représ.	69346409	[Signature]
7	MOUSSA	Lagos		69992	[Signature]
8	Takoua MATHA	Lagos	Directeur	63060239	[Signature]
9	U. N. N. N. N. N. N.	Lagos	Directeur	63721010	[Signature]
10	Djoudatou	Lagos	Manager		[Signature]
11	Fali cile teichon	Lagos	Directeur	6555073	[Signature]
12	Nadjilani Aminou	Lagos	Manager	6556613	[Signature]
13	Bilalouki Aminou	Lagos	Manager		[Signature]
14	Louis de Jean Louis	Lagos	Directeur	69102204	[Signature]
15	Benjamin Gilbert	Lagos	Manager	6942079	[Signature]
16	AUMET HASSAN	Lagos	Manager	636356769	[Signature]
17	U. N. N. N. N. N.	Lagos	Directeur	698029689	[Signature]
18	Rosa Joseph	Lagos	Directeur	66945667	[Signature]
19	Bernard Joseph	Lagos	Directeur	69925394	[Signature]
20	YVES ROBERT PAUL	Lagos	Directeur	696686272	[Signature]
21	YVES ROBERT PAUL	Lagos	Directeur	696686272	[Signature]
22	YVES ROBERT PAUL	Lagos	Directeur	696686272	[Signature]
23	YVES ROBERT PAUL	Lagos	Directeur	696686272	[Signature]
24	YVES ROBERT PAUL	Lagos	Directeur	696686272	[Signature]

Evaluation à mi-parcours du Projet Environnement de l'EEIC

Focus group : Liste de présence

Cotonou

15 Janvier 2020

N°	Noms et Prénoms	Provenance	Responsabilités ou fonctions	Contact	Signature
1	ABOUSSA HARRY	Benin	Directeur	69377000	[Signature]
2	SALOMÉ S. S. S.	Benin	P. C. D.	69797353	[Signature]
3	OUTRESEI JON	Benin	Président	69516672	[Signature]
4	TOUZI ALBERT	Benin	Compte	69665501	[Signature]
5	MARIE-LOUISE	Benin	Directeur	65526620	[Signature]
6	SANDRINE	Benin	S. D.	69147721	[Signature]
7	ABOUSSA HARRY	Benin	Directeur	69377000	[Signature]
8	ABOUSSA HARRY	Benin	Directeur	69377000	[Signature]
9	LABI MATHIEU	Benin	Directeur	69555210	[Signature]
10	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
11	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
12	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
13	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
14	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
15	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
16	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
17	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
18	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
19	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
20	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
21	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
22	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
23	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]
24	ESPERANCE CLAUDE	Benin	Directeur	69300130	[Signature]

Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

Localité : PITOA CENTRE le 13/01/2009

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.	DIARAI BAIGITE	Pitua	Chrétiens	652260783	
2.	FABINATOU DUMBU	Pitua	Musulmans	693615868	
3.	KRAMIJA MAMBI	Pitua	Musulmans	698727059	
4.	ASSANTOU PAULINE	Pitua	Musulmans	698057377	
5.	SIMILBA SAKIB	Pitua	CHRÉTIEN		
6.	ALLAMALJANGOU	Pitua	CHRÉTIEN	699660000	
7.	NAVATE FLORE	Pitua	chrétien		
8.	DOUNDA CATRINE	Pitua	chrétien	696992231	
9.	KOYANI KAYE	Pitua	chrétien	653419111	
10.	LOUKOU MAMBA	Pitua	chrétien	698365244	
11.	MAMA MAMA	Pitua	musulmans	698205229	
12.	WABE RABATA	Pitua	musulmans	698647805	
13.	DOCTEUR KOUKI	Pitua	Musulmans		
14.	MOUTATIONS AICAR	Pitua	chrétienne	697713566	
15.	HAPINOU BAUKA	Pitua	chrétienne		
16.	AMINA JAY	Pitua	chrétienne		
17.	MAULI RABAN	Pitua	chrétienne		
18.	MOUTIARPEBARA	Pitua	Musulmans	697711056	
19.	ASSANTOU PAULINE	Pitua	Musulmans	698057377	
20.	L. OBI	Pitua	chrétien	69419340	
21.	Railhara	Pitua	Musulmans	6 74 474 934	
22.	BAUWALI MAMBA	Pitua	chrétienne	65266054	

Evaluation à mi-parcours du Projet Environnement de l'EELC

Focus group : Liste de présence

Réunion : Restitution / Debriefing mission Evaluation

N°	Noms et Prénoms	Provenance	Responsabilités ou Fonctions	Contacts	Signatures
1.					
2.	Telesam Adolphe	B. E	Ev. Nat. As	699308169	
3.	DUMARON BATOARI	B. E	Resp. Adm / S-G	696282386	
4.	NOCKE Thérèse	Ngagapendi	Resp. operat.	697523629	
5.	Ebanda Ebanda Ernst	Jamoué	Aut. Evaluation	691770550	
6.	Mupoto Edinno Piles	Ngacumdié	Evaluateur	694642736	
7.	M. GRINGHI W. M. M. M. M.	Yolé	Evaluateur	674537104	
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Evaluation à mi-parcours du Projet Environnement de l'EEIC

Focus group : Liste de présence

Localité: Coblench

Source: coln12-2

N°	Noms et Prénoms	Présence	Responsabilités ou Fonctions	Contact	Signature
1	YAYE BOURNANG	CGRYVAC	Exécutif Rég	68211111	[Signature]
2	BASSA Abraham	-	PCAN	68211111	[Signature]
3	Mou JANDA JAYDOU	-	Ex Rég AS	68211111	[Signature]
4	Balko Jacobi	De Bussa	collaborat	68211111	[Signature]
5	NDEKE Thérèse	Nguandou	Représent	68211111	[Signature]
6	Bourmandou JAYDOU	Collaborat	TR	098907731	[Signature]
7	NGOBISSA M	Nguandou	collaborat	68211111	[Signature]
8	SOUM SOUM SOUM	CGRYVAC	collaborat	68211111	[Signature]
9	MISSEK SOUM GILAS	Koumbou	collaborat	68211111	[Signature]
10	EDJANBA D. TRAVET	NG BANG	collaborat	68211111	[Signature]
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