

EUROPEAN UNION DELEGATION IN CAMEROON

FINAL EXTERNAL EVALUATION OF A "NON-STATE ACTORS" PROJECT: PROJECT NO. DCI-NSAPVD / 2009 / 200-767 "WASTE TO WEALTH PROJECT" IN CAMEROON, UGANDA, NIGERIA, SIERRA LEONE AND KENYA FROM 1 JANUARY 2010 TO 31 DECEMBER 2014"

EVALUATION OF THE IMPLEMENTATION IN CAMEROON

FINAL REPORT

MAY 2015

Prepared by

Senior Consultant evaluator: Bertrand TALLA TAKAM

With the supervision of:

Ms. Lios McGilchrist of LIVING EARTH FOUNDATION

&

Mr MOUAMFON MAMA of FCTV



Funded by the
European Union

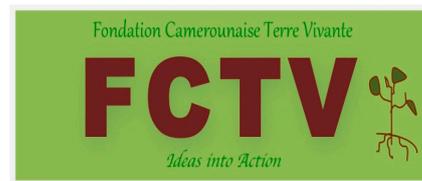


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LIST OF ACRONYMS

ADEC	Association d'Appui au Développement Communautaire (Community Development Support Association)
CARPA:	Conseil d'Appui à la Réalisation des Contrats de Partenariat (Support Council for the Realization of Partnership Contracts)
CTD:	Decentralized Local Authorities
CUD:	Douala City Council
CUA:	Urban District Community
CP:	Public - Private Partnership called Partnership Agreement)
FCTV:	Fondation Camerounaise de la Terre Vivante
GEI:	Large Industrial Enterprise
GICAM:	Employers' Association of Cameroon
TFPs :	Technical and Financial Partners
VSE :	Very Small Enterprise
AJEGBO :	Assainissement, Nettoyage, Hygiène et Salubrité Durable (Sanitation, Cleaning, Hygiene and Sustainable Sanitation)
LF:	Logical Framework
DIASPO House :	DIASPO House
ECOTEC:	ECO Technology
FCTV:	Fondation Camerounaise de la Terre Vivante
SWOT:	Strengths - Weaknesses - Opportunities - Threats
FJDD:	Fondation Jeunes pour le Développement Durable (Youth Foundation for Sustainable Development)
RBM :	Results-Based Management
CIG :	Common Initiative Group
LEF :	Living Earth Foundation
LFM :	Logical Framework Matrix
ATM:	Activities Tracking Matrix
EU :	European Union
NPE :	Nde Plastic Environment
CSO	Civil Society Organizations
PPP :	Public Private Partnerships
SEPO:	Accomplishments - Failures - Potentials - Obstacles
SMART :	Specific - Measurable - Achievable - Realistic -Time-bound
SOLIDARITE PKg:	Association for local development and contribution to improving the well-being of people
MEM :	Monitoring Evaluation Matrix
ECOTEC CIG	Environment Communication Technology CIG
FJDD:	Young Foundation for Sustainable Development
BB CORP	GENERAL PLASTIC COMPANY

INTRODUCTION

This report is the outcome of the "final external evaluation of the activity component of the WASTE 2 WEALTH project implemented in Cameroon¹" commissioned by LIVING EARTH FUNDATION UK through its local partner Fondation Camerounaise Terre Vivante (FCTV) with funding from the European Union Delegation in Cameroon to an independent senior expert consultant, Mr Bertrand TALLA TAKAM. The external field evaluation of this project in Cameroon in the city of Douala took place from 13 April to 1 May 2015.

For purposes of clarity, the report is structured as follows:

- ✓ An "executive summary" giving an overview of the main results of the evaluation;
- ✓ The methodological approach and implementation of the mission
- ✓ A brief analysis of the association and the presentation of the project / programme;
- ✓ The results of the evaluation in terms of relevance, efficiency, effectiveness, effects and / or impacts and viability.
- ✓ Findings and Recommendations
- ✓ Annexes

The evaluator would like to thank all actors and stakeholders who shared their experiences and thoughts and supported this evaluation. Without their vital contributions, the work could not have been accomplished.

¹ Contract [DCI-NSAPVD/2009/200-767](#) EU Project call No: Europe Aid/127763/C/ACT/TPS-1

EXECUTIVE SUMMARY

1.1. Key findings on the relevance of the programme (Section 4.1 of the report)

This objective was achieved inasmuch as the Programme remained too general and did not necessarily specify the extent to which the project's action was to contribute to the achievement of the MDGs in the city of Douala. The project is consistent with Government policies and EU strategies in Cameroon. LIVING EARTH and FCTV are quite experienced in the field of environmental management. The programme is attuned to the needs expressed by the inhabitants of neighbourhoods and councils concerned. The activities implemented greatly contributed in achieving the expected results and attaining the three specific objectives. It should be noted that there was a strong coherence of the institutional set-up.

However, there are still some weaknesses that undermined the relevance of this project, namely:

- An Intervention logic riddled with inconsistencies, particularly between the Specific objective, performance indicators and activities identified to achieve these indicators. (See p.19)
- A too complex logical framework with a plethora of results and activities to adapt.
- An under-estimated budget, whereas the intervention would have been more effective by limiting the number of targeted sub-divisional councils and neighborhoods to the number provided for in the grant contract.
- Little consideration of the following risks; i) direct health risks for workers resulting from traditional methods of transforming and melting plastics, ii) environmental risks associated with soil and groundwater pollution on plastic waste storage sites and iii) the unwillingness of local political authorities to provide land that could accommodate larger units for the collection, sorting and recycling of plastic waste.

1.2. Key findings on programme efficiency (Section 4.2 of the report)

The human and financial resources needed to successfully carry out the project were made available by all the stakeholders, on time. Also noteworthy was the strong contribution of the private sector. Budget planning was respected. There was a very high cost / efficiency ratio. All activities were also carried out within the estimated costs. The W2W project was given high visibility through the wide range of communication tools developed by the project.

Waste management should be perceived in future interventions as a cross-cutting project, as MINDCAF could propose strategies on how to acquire land for waste treatment, and MINEPAT being involved in the project at the strategic level, could review its national priorities by reconsidering the issue closely. MINH DU could better perceive the effects of constructions that ignore the environmental sustainability for future generations, and etc.

The resources available for the project should have included a development strategy for the semi-industrial system by acquiring a garbage grinder and a mechanical plastic melting machine to ensure the safety of workers. We noted a weakness on the part of FCTV in managing partnerships with municipalities.

1.3. Key findings on the effectiveness of the programme (Section 4.3 of the report)

Beneficiaries do have access to the results of the programme. Beneficiary satisfaction, be it the population or local authorities has been confirmed. The higher authorities (ministries, Yaounde City Council) and donors consider FCTV as a partner of choice.

The results expected from R1, R2, R3, R4, R5 and R6, as well as the specific objective were almost achieved.

In terms of positive achievement, the following points can be noted:

- Existence of an advocacy system that could permanently enhance the results of the action in the course of the project, and at the end of the initiative to identify the best exit and sustainable strategies of the action
- Good integration of the gender aspect, especially within the framework of trainings and the ongoing creation of RAVADEM and the continuity of the project in the field

Some weaknesses were noted here and there, namely:

- The population is still anxiously waiting for services and especially some municipalities who say they are still relying on the financial support of FCTV and its partners.
- Local authorities invested differently in the programme in terms of the project monitoring system where the dynamics was different and on the commitment of politicians to respect their own share of the co-financing.

1.4. Key findings on the impact of the programme (Section 4.4 of the report)

We note that the beneficiary population actually has increased access to some services and financial gains made available by the W2W project. However, it has been proven that the system of capitalisation and of data and impact collection is still weak and needs to be adjusted. There are many multiplier effects on health and social harmony in certain areas and also on the W2W project's ability to generate admittedly small but real incomes.

1.5. Key findings on the viability of the programme(Section 4.5 of the report)

Any project working in the field of social and solidarity economy is likely to have the required level of financial viability. The project helped to structure initiatives and development tools while creating multiple jobs. This viability is quite noticeable in SMEs visited several months after the end of the project. They are still functional and continue to work on the assumptions that waste treatment will account for the development and growth of their companies. The action empowered the beneficiary SMEs with equipment. Several indicators were not necessarily appropriate like on the quantity of plastic material collected, the number and the type of products made from plastics and waste and the volume of sales, etc.

FCTV is still present in the communities covered by the programme, where it has maintained its outreach, monitoring and mobilization activities. So part of the W2W project is still going on.

1.6. General conclusion ((Section 5 of the report)

Despite its very modest budget, the W2W project substantially achieved its objectives and expected results (see detailed analysis of the effectiveness) thanks to the permanent involvement of FCTV, LIVING EARTH and also many social organizations for the most part volunteers. This programme is in the extension phase under the partner COMIC RELIEF and we wish that an exit strategy should be clearly identified to structure viable companies which will continue to provide services efficiently at the local level.

This project restored the confidence of the residents of some neighbourhoods who had never had the opportunity of meeting with the authorities and expressing their needs on certain environmental and waste management issues. This project allowed the engaged Councils like Douala 3 and Douala 2 to make assumptions regarding the rest of the action. However FCTV still needs to play the role of accompanying CSO and be able to blend all its efforts on this new dynamics born of this project to carry out genuine advocacy actions through the structured RAVADEM so that the vision and good practices of this project should be integrated into local and national public policies ,

Significant achievements have been made including: the increased awareness of the inhabitants and their associations that their involvement and mobilization could lead to concrete development projects and improved living conditions; increased credibility of the partner associations and SMEs which for some are currently available on the market and offer various services in the waste management sector; capacity building of councils in terms of management of PPP contracts.

Despite some difficulties faced by FCTV in managing this project, the integrity of the organization and its intrinsic ability to act in total transparency and accordance with the project management rules, recognized by all actors cannot be challenged; of course weaknesses were identified but they can be overcome. Their constant concern to improve their know-how at all levels (micro, meso and macro) and ensure transparency in management, progressively made them a key player in Cameroon both at the strategic (with ministries and relevant funding agencies) and operational level (in the field) when it concerns slums development, projects on renewable energies and climate change, human rights in rural areas, etc.

Beyond the detailed findings, developed in this report, an essential aspect, which will determine the potential success of future urban development projects and which has been identified by many stakeholders interviewed, is that any "soft" action (Awareness raising, training, mobilization, etc.) must lead to concrete and tangible results:

- i) any training must be accompanied to ensure that it is fully carried out; otherwise the criteria for selecting beneficiary participants would not have been adapted and would not have enabled the right beneficiaries to be chosen for this project.
- ii) any training on the transformation of waste to earn money must be followed by a real economic project ensuring the start of activities for all actors who have shown a real interest in the business targeted.
- iii) any mobilization action must lead to concrete results in the form of micro-projects / micro-achievements, so that the population would see the real benefits of their involvement.

Only in so doing will the population develop confidence in the project and subscribe to it in their numbers.

1.7. Recommendations (Section 6 of the draft report)

The recommendations, which are presented in detail in section 6 are centred around six aspects:

- strategic recommendations for FCTV
- recommendations for the review of the intervention strategy
- operational recommendations for FCTV
- recommendations to the European Union Delegation.
- recommendations that FCTV could address to the Councils and partners
- recommendations to LIVING EARTH and COMIC RELIEF on the exit strategy (end of project)

METHODOLOGICAL APPROACH

2.1 Deliverables

The main objective of the final evaluation was to provide an independent evaluation of the progress and performance of the project vis-a-vis the objectives, including agreed activities; results and objectives of the proposed project, identify key areas of learning and reproduction and formulate relevant recommendations for the project partners and the Technical and Financial partners for the implementation of future projects.

2.2 Evaluation Methodology

General Approach of the evaluation

To achieve the objectives set by the specifications of this evaluation, the methodology of the mission was structured around various intervention methods and classical analysis instruments, whose main stages were as follows:

a) Scope of the evaluation and information on the programme

The evaluator met with Fondation Camerounaise Terre Vivante (FCTV) and had email exchanges with LIVING EARTH FOUNDATION UK in charge of supervising this evaluation on 13 April 2015, for a scoping meeting, to better clarify the expectations of stakeholders, agree on the objectives of the mission, highlight the most important issues to be examined, validate the general methodological approach proposed, confirm the timetable of the evaluation and identify additional documentation necessary for the accomplishment of this mission.

These meetings facilitated the collection of general information on the programme and on various guidelines to give to the mission before its actual commencement in the field.

b) Analysis of available documents

Available documents were analysed after identifying all relevant documentation. The documents essential for the evaluation were sent to the evaluator as the mission progressed. With this analysis, the consultant was able to have a perfect mastery of the project implementation in its various areas of intervention.

c) The selection of actors, target groups and beneficiaries to meet in the field and related logistic organisation

With the consultant's offer discussed beforehand with the FCTV team before the signing of the contract, actors, target groups and beneficiaries to be met in the field were selected in advance, even before the arrival of the expert in Douala, as well as part of the corresponding logistic organisation.

d) Interviews with stakeholders and beneficiaries

To achieve tangible results, **open or semi-structured, filmed and telephone interviews were conducted within the framework of the W2W Programme with 90 persons**. These interviews were conducted either individually or in "focus group". Besides that, **the 3 target councils were visited**: The Douala 2, 3 and 4, Councils as well as Public Private Partnership micro-projects and Development and Health committees set up in the neighbourhoods.

e) Interpretation of results

Interpretation of data and related results led to the drafting of analysis of the effectiveness, efficiency, relevance, internal organization, impact and sustainability of the initiative, succinctly outlining the evaluator's findings on the programme. This document was used as the basis for the final restitution

(below) and LIVING EARTH FOUNDATION, members of FCTV present and the evaluator discussed and commented on its key aspects.

f) *An analysis of the financial system implemented and a review of the quality of supporting documents and the accounting system used with recommendations for improvement*

An analysis grid for FCTV prepared by the evaluator was used to collect data and useful information on the procedures applied by FCTV. Additional information was gathered during the mission to Douala through exchanges with the local project team and comments on reports and documents made available.

g) *Meeting to restate findings*

A meeting to restate the draft report of the evaluation of the W2W programme was organized in Yaounde on 4 May 2015, in the premises of FCTV to present the summary findings and general recommendations. These debriefing meetings were used to present the initial findings of the mission and to get comments from participants, so as to consider them when preparing the final external evaluation report.

h) *Reporting*

The results of the mission have been progressively structured in the following documents:

- A brief note on the methodology used, limited to 2 pages (+ one page in the annex) as prescribed in the Terms of Reference;
- A final document on the methodology used for the external evaluation with all validated tools and programmes
- A draft report which is submitted within 8 days after the end of the mission in Douala. FCTV and its partners have 3 days to get comments from the various stakeholders and forward to the evaluator;
- A Final report, taking into account these consolidated comments should be transmitted 1 day after receiving them.

i) *Limitations of the Evaluation*

Although interviews were held with many stakeholders² and field visits conducted, the time allocated for the evaluation was limited considering the scope of the programme (210,000 beneficiaries in Cameroon, Nigeria and Uganda, with nearly 66,046 direct beneficiaries in the city of Douala in Cameroon, made up of community-based organizations, representatives of councils and decentralized services of the State, jobs created within the framework of the project, PPP micro developers and structured health committees, organizations benefitting from the capacity building plan in general spread over 23 neighbourhoods in Douala, multiple partners and associates involved ...) and this led to objective limitations of the evaluation. Moreover, shortcomings in specific capitalisation at the level of FCTV in Cameroon and a still weak approach in the analysis of the effects and impacts, did not allow for the verification of a number of advanced numerical results by FCTV

Other challenges faced by the evaluation included:

- The absence of an exit strategy or a defined approach for the withdrawal of FCTV
- The limitations of the evaluation thus included the lack of time to collect data directly and lack of reliable and verifiable data on some indicators of the project.

² Besides the members of LIVING EARTH FOUNDATION and FCTV in Cameroon, these interviews also involved public administration actors, local elected officials, development and health associations and committees, traditional authorities, representatives of the private sector, and many beneficiaries.

PRESENTATION OF FCTV AND THE PROGRAMME

3.1 Brief presentation of FCTV

FCTV, "Fondation Camerounaise Terre Vivante" is registered under the declarative tax system in Cameroon with head office located in Nkolbisson neighbourhood in Yaounde, and has By-laws that define the role and functioning of its statutory organs. The **Ordinary General Assembly** meets once a year. It validates in particular the annual financial report. This organ is complemented by a Programmes Department (**GP**), supported by project managers, whose number can vary depending on the number of ongoing projects. FCTV does not have a manual of procedures.

Mission & Vision

Mission: FCTV transforms ideas gathered at the grassroots into action through partnerships by building the capacities of all sectors of society to develop collaborative solutions to overcome environmental challenges hoping (to be completed by FCTV)

The vision is to strike a balance between poverty reduction and environmental protection through the sustainable use of natural resources.

Objectives of the association

- Develop ideas and skills of the local populations;
- Develop partnerships for better environmental management;
- Promote positive change by developing and supporting local communities and the administration;
- Actively participate in the protection of the environment and biodiversity
- Facilitate the effective enforcement of laws on forest and environmental management.

Its methods of action:

Its approach is based on: information, sensitization, training, support, advocacy and lobbying for participatory management that addresses the real concerns of the target communities; "Let us use our environment to create wealth".

The accounting organization is consistent and can guarantee transparent accounting, budgetary and financial management. There are Financial and Accounting Rules, a chart of accounts, a cash book, a ledger, a cash monitoring plan, budget tracking on Excel, a monthly bank journal and bank reconciliation statements. The accounting of FCTV is in accordance with the OHADA Accounting Plan and bookings are entered in the QUICK BOOK software for the recording of data and the production of all management, monitoring and control reports. The manual of procedures is currently being drafted.

3.2 Programme factsheet

Project Title: "Making money through the recycling of waste in Cameroon in the Douala 2, 3 and 4 Councils". With extension to NIGERIA and UGANDA.

Total project cost (A)	European Union Investment (B)	% of total eligible costs for EU's contribution (B / Ax100)
EUR 2,019,592	EUR 1,514,694	75%

The European Commission and the NGO LIVING EARTH FOUNDATION UK signed the related grant contract on 31 December 2009.

Total duration of the project	60 months <u>Implementation Period: 1 January 2010 to 31 December 2014</u>
Objectives of the project	Overall objective (s): Reduce the prevalence of poverty through sustainable development thereby contributing to the achievement of MDG 1 which consists of reducing poverty by 50% by 2015. In addition, the project will contribute in targeting 4 of the 7 MDGs (ensure environmental sustainability), by significantly improving the lives of slum dwellers by 2020. Specific objective: improve environmental sanitation services in nine poor urban communities in the city of Douala, Port Harcourt and Kampala, through public-private partnerships involving local authorities and social enterprises in favour of the poor.
Partner 1 - add as many rows as partners Partner 2 Partner 3	Name: Fondation Camerounaise De La Terre Vivante EuropeAid ID nr: CM 2008 GCE 2609672676 Nationality: Cameroonian Type of actor (NSA or LA): NSA Name: Living Earth Nigeria Foundation (LENF) – replaced by ANPEZ in August 2011 EuropeAid ID nr: NG 2008 CSD 2005216807 Nationality: Nigerian Type of actor: NSA Name: Living Earth Uganda EuropeAid ID nr: UG 2009 CVY 1601879252 Nationality: Ugandan Type of actor: NSA
Target group (s)	Poor entrepreneurs; leaders of committees and groups representing vulnerable groups of residents; members of CBOs; employees of Moïse; slum dwellers; local staff in the field of the authority; slum dwellers unemployed persons; consumption of services in the urban environment; policy makers in Cameroun, Nigeria and Uganda.
Final beneficiaries	210,000 slum dwellers in Douala, Port Harcourt and Kampala
Expected results	1. sustained environmental sanitation improvement, with subsequent benefits in the health and well-being of the inhabitants, in the nine target urban communities through improved service provision as a result of partnerships with local governments, the private sector and civil society. 2. The emergence of a skilled and effective business sector wherein social enterprises, founded by and in poor urban communities, derive wealth from the provision of environmental services and the derivative recycling and re-use activities. The role of women in this sector will be promoted. 3. Improve awareness of all stakeholders on the rights and entitlement of poor urban dwellers to a clean environment and of the potential to harness local cost-effective resources to deliver these rights. 4. Build the capacity of local authorities to engage in a public-private partnership (PPP) development, particularly with the less formal private sector. 5. Improve South - South linkages and networking between partners and associates to increase learning, dissemination of information, consensus-building and advocacy skills to influence policy makers. 6. Scale up the approach and methodology to other urban centres within the three target countries.
Main activities	<ul style="list-style-type: none"> • Support the 18 PPPs providing environmental improvements in 9 slums with 25,000 households • Build the capacity of 120 micro and small enterprises run by poor slum dwellers • Provide business training to 90 poor urban entrepreneurs • Provide functional livelihood skills training to 600 slum dwellers • Raise awareness on rights to a clean environment among slum dwellers • Support residents and vulnerable groups to advocate for rights to a clean urban environment • provide advocacy training and support to 180 urban community leaders • ensure available information resources on urban environmental rights to up to 210,000 slum dwellers •partnership training delivered to 90 local government officials • capacity building in project management for 9 councils addressing urban slum problems • the South - South dialogue and facilitated information-sharing • networking platforms for cross fertilization and exchange set up • 9 seminars on urban environment and poverty held • 3 national conferences on urban environment held • Publication of PPP tools and sensitization materials

MAIN RESULTS OF THE EVALUATION

4.1 Relevance

Analysis of the coherence with local and sectoral public policies in this area³

The project is consistent with the national sectoral strategies and policies of Cameroon; The following can be highlighted as obvious sources:

- Operational actions related to waste management in the Growth and Employment Strategy Paper (GESP) are almost absent but the W2W project still contributes to the growth and employment objectives of the country for the period 2010-2019⁴.
- The **Cities Alliance**⁵ project made available in conjunction with the analysis of the development problems of the city of Douala posed by the Douala City Council and its partners, the document **Development Strategy for the City of Douala and its Metropolitan Area developed in 2009** with the financial support of the World Bank under the supervision of the Cameroonian Government. This report raises as a strategic priority, the fundamental interest of making Douala, the pilot city for environmental management.
- It is in line with the MDGs and primarily targets MDGs 1 and 7⁶. It is in keeping with the social sector strategy, in its priority components (*youth employment, equity and gender equality, satisfaction of basic needs and social education*), which is among the priority sectors identified by the government and the donor community within the framework of the implementation of the HIPC Initiative and poverty reduction. This program is positioned to complement this approach.

The action is also in line with the legal and regulatory framework relating to the environment.

ARRETE N° 002 /MINEPDED DU 15 OCT 2012
fixant les conditions spécifiques de gestion des
déchets industriels (toxiques et/ou dangereux).

ARRETE N° 001 /MINEPDED DU 15 OCT 2012
fixant les conditions d'obtention d'un permis environnemental
en matière de gestion des déchets.

The relevance of the W2W Programme finally resides in its appropriateness in meeting the real needs and strong demand expressed by the residents and the authorities of the 3 municipalities and the twenty neighbourhoods that were eventually targeted by the action. This was confirmed during the interviews conducted by the evaluator, as well as by previous experience of LIVING EARTH and FCTV in the field of environmental management.

Consistency with previous projects implemented by FCTV and LIVING EARTH and complementarity with other initiatives carried out by the TFPs

The proposed action is a continuity of the experience gained in two projects implemented in Uganda between 2002 and 2008. First of all, Living Earth Foundation UGANDA was chosen as the implementation pilot point of UNDP Public Private Partnerships for the Urban Environment (PPPUE) project, a pilot project of the UNDP global initiative on Public-private partnerships. The objectives were to build the capacities of key stakeholders, especially the local authorities, sign innovative partnerships to implement pilot demonstration projects that address priority urban challenges in selected urban municipalities. The long-term partnership between LIVING EARTH FOUNDATION UK and Fondations Terre Vivante of Cameroon, Nigeria and Uganda were also of the opinion that the PPP approach should be replicated and developed.

Relevance of the institutional set-up of the W2W Programme

The institutional setup, which associates as real partners to the programme the sub-divisional councils of Douala II, III and IV, in which the targeted neighbourhoods are located, is in compliance with the specific objective of the W2W Project which consists of improving environmental sanitation services in 3 poor urban communities in the city of Douala, through Public-private partnerships involving local authorities and social enterprises in favour of the poor.

³ General details on the relevance in the annexes

⁴ See Growth and Employment Strategy Paper, especially: The "Executive Summary" "The GESP is presented as (...) iv) a framework for consultation and dialogue with the civil society, the private sector and Development partners." Visions and objectives. P. 33 : " Bring underemployment from 75% to around 40% in 2019 with the creation of tens of thousands of formal jobs per year in the next decade. "

⁵ Cf http://www.citiesalliance.org/sites/citiesalliance.org/files/CAFiles/Projects/0828_Rapport_CDS_final-141209.pdf. Page 19 and 20. I quote: "Naturally in the short-term, strategic priorities will be more modest and oriented towards the resolving of immediate problems: > Executing an implementation programme to improve drainage and reduce the risk of flooding; > Carry out an individual and collective sanitation programme; > Study a master plan for solid waste disposal and development of landfills to recover methane "(...)

⁶ See the Multi country form of the W2W project page 8 . Relevance of the initiative.

In line with international conventions

The management of waste and the environment is governed by laws and regulations. To thus comply with the obligations of International Conventions and Agreements on the regulation of waste legislation, the State of Cameroon has since the **United Nations Conference on the Human Environment in Stockholm in June 1972** enacted significant national legislative and regulatory instruments on waste management.

The relevance of the intervention logic

The project intervention logic centred on the "THREEFOLD" concept involving local authorities, the private sector promoting the development of neighbourhoods and beneficiaries and the Civil society, is largely based on the "New urban strategy" enacted in 1997 by the Cameroonian government. The World Bank (WB), European Union and French Development Agency (FDA) financed the elaboration of this strategy and participated in the coordination and steering committee on behalf of the Ministry of Housing and Urban Development (MINHDU).

These projects tried to involve as much as possible the private sector through Small and Medium-sized Enterprises (SMEs) in a rather complex environment and habits that try to appropriate the theme of "waste management to earn money" with a very repressive legislative context for new private actors wishing to participate in environmental management (**current struggle of the RAVADEM Network implemented within the framework of the W2W project by FCTV in Cameroon**). A National forum was organized towards the end of the project in 2014 to eventually share experiences and raise more awareness on the subject of using the Public Private Partnership as a legislative and regulatory factor that could help address the sanitation problems of cities in Cameroon by involving SMEs in the sector alongside HYSACAM while helping to create jobs

The relevance of the Logical framework of the project

The logical framework is very detailed and according to the addendum⁷ signed on 10 March 2014, extending the project period from 36 to 60 months and including two countries, namely SIERRA LEONE and KENYA, the logical framework and its internal budget lines were modified to get a final project cost of around EUR 2,019,592 with a contribution of EUR 1,514,694 from the European Union, representing 75% of the total cost of the project.

If this logical framework is broadly consistent in its structuring, **the overall objective** seems to be very open in line with MDGs 1 and 7, namely reducing the prevalence of poverty in the context of sustainable development and thus contributing to the achievement of MDG 1 in reducing poverty by 50% by 2015. In addition, the project will help target 4 of the 7 MDGs (ensure environmental sustainability) by achieving a significant improvement in the life of slum dwellers by 2020. This objective was achieved inasmuch as it remained too general and did not necessarily specify the extent to which the project's action was to contribute to the achievement of the MDGs in the city of Douala.

The specific objective is to improve environmental sanitation in 3 poor urban sub-divisional Councils in the city of Douala, thanks to public-private partnerships involving local authorities and social enterprises in favour of the poor. This specific objective attempts to be clear in the choice of indicators by projecting into the contribution of increasing effective basic and quality services provided by the Councils.

Analysis of the effective achievement of the objective indicators earmarked in the project

Objectives of the project	Envisaged indicators	Observations of the evaluator
Overall objective: reduce the prevalence of poverty in the context of sustainable development and	Demonstrable improvement of the well-being of slum dwellers in targeted communities	This indicator is confirmed in the field and according to the mid-term evaluation report made available. In all the neighbourhoods visited, the populations were interested in the issue of waste management in unhealthy and poor neighbourhoods where the HYSACAM mobile units cannot reach but regret the limited means of these units and are still uptight on their participation to sustainably strengthen these systems put in place for pre-collection, which contribute in considerably reducing the mounts of waste and cleaning previously blocked drains.

⁷ See addendum No. 3 signed with the European Union Delegation to Cameroon on 10 March 2014.

thus contribute to the achievement of MDG 1 by reducing poverty by 50% by 2015.	Increase cost-effectiveness in the delivery of urban services by the local government in Cameroon.	Other services were certainly financed by the TFPs on waste management but they cannot be used in the context of the project because of no proof of effective demonstration. Furthermore, the Councils themselves did not use the funding provided for the various PPP projects supported by the W2W project in Cameroon. However only the Douala 3 council envisages in the 2015 Budget, actions to support and monitor SMEs involved in environmental management. Source of information: Cooperation Office of the Douala 3 Council.
	Demonstrable improvement in the aesthetic appearance of urban slums	Several neighbourhoods were visited and some mountains of waste shown by the inhabitants no longer exist thanks to the work done by the health committees equipped by FCTV with funding from the European Union. Nevertheless, this indicator specified the project's ability to support advocacy efforts for the improvement of basic social services by the Councils through their PIB (Public Investment Budget) in the following sectors: public lighting, road rehabilitation. There are some changes on the electrification implemented by FCTV with their partners in the CLIMATE CHANGE Project.
Specific objective: improve environmental sanitation services in 3 poor urban sub-divisional Councils in the city of Douala, through public-private partnerships involving local authorities and social enterprises in favour of the poor.	Civil society groups and communities who think they are better served by local government services	The residents of the neighbourhood actually see themselves as better served. But these services also depend on the volunteering ability of these health committees which are still irregular because they are not specifically supported in the field. According to the memoranda of understanding signed between FCTV and the various health committees, 23 committees were equipped and have all largely contributed to a healthier environment in at least 20 neighbourhoods. To date, about ten committees regularly produce reports of field work conducted and on the number of Kg of waste collected monthly. Finally, this indicator applies very clearly to the sub-divisional councils, as we particularly note the effective awareness of the quality of services to be provided transformed into a concrete commitment by the Douala 3 and 2 councils.
	Increased understanding amongst poor urban residents of their rights and responsibilities to ensure healthy living conditions and increased awareness of their rights and privileges	Many workshops were organized for development stakeholders and municipal officials to enhance their understanding of the topic. But no capitalization plan as of now provides information on how many young people and women master or may know their rights and duties on environmental issues in the neighbourhoods covered by the project. It should however be noted that many communication initiatives such as music CDs, leaflets were distributed to broader targets sometimes outside the Councils earmarked in the Contract with the EUD. No initial analysis gives the percentage of persons who know their rights and duties, making it difficult to measure the growth of this percentage only on FCTV's action in the city of Douala in the W2W project.
	At least a 20% increase in capital investments on environmental sanitation issues in 3 targeted councils	The rate of increase in the Public Investment Budget could not be measured as such throughout the external evaluation. Furthermore, at the level of the Ministry of the Environment and from data analysis, in terms of projects funded by the 2013 and 2014 public contracts journal when compared to the city of Douala by the evaluator, no project was validated as an annual priority.
	6 effective partnership projects demonstrate the increased capacity of the government and stakeholder MSEs to act on environmental sanitation issues.	Six projects were actually funded and implemented. However, some of these micro projects were executed after the implementation deadline of 31 December 2014. These projects have proven their ability to influence the environment. Improved quality of service provision in pilot projects.
	Local government procedures in the delivery of PPP contracts are improved with regard to the transparency criteria	On the part of the Councils, training workshops and exchange visits were good tools to boost manners and habits in good governance and transparency in PPP contracts. Nevertheless, in the opinion of the Mayor of Douala 3, it would have been more judicious to support the process by defining the evaluation criteria of this transparency, by carrying out a concrete analysis of public contracts that followed for example. No analysis made by the W2W project shows an impact on this indicator because of their action.
	20,000 urban slum dwellers benefit from increased and more diversified income flow derived from service provision, technology innovation, recycling and environmental standards	According to reports from various workshops, field visits to CSOs implementing PPP contracts, reports from the Information Centre, attendance lists, impact collection reports and other documents and visual evidence, broadcast communication tools, more than 20,000 residents have benefited from the action of the project.

SOURCE: Bertrand TALLA TAKAM. Table drawn by the evaluator based on data collected and analyzed in the reports, while noting that for some only field observations and questioning of beneficiaries was used to confirm or refute these indicators.

The expected results, six in number are many and it is quite difficult to dissociate the project results of each country. Nevertheless, the formulation does not necessarily tie with the objectives because the planned activities did not achieve or cause any changes targeting all these indicators. But it is also certainly a strategic weakness on issues of leadership and building of advocacy processes to initiate changes at a larger or macro-economic level. Indeed, capacity building workshops for authorities took place, but no mechanism was put in place to ensure that the councils or ministries take into account the needs and concrete proposals of the populations committed. As proof, the Journal of Cameroon projects

is the official document for PPP projects implemented in general by councils, ministries or divisions and the region. From 2012 to 2014 no project on waste management in the city of Douala was integrated into this national policy document, neither was it done in the Councils of Douala 2, 3 and 4 following the analysis of their Municipal Budget. This is indeed the capacity to influence the political policy-maker.

The results are as follows:

- **RESULT 1. SUSTAINED IMPROVEMENT OF THE ENVIRONMENTAL SANITATION SYSTEM, WITH SUBSEQUENT BENEFITS IN THE HEALTH AND WELL-BEING OF THE INHABITANTS IN THE 3 TARGET COMMUNITIES; THROUGH THE PROVISION OF SERVICES AS A RESULT OF PARTNERSHIPS WITH LOCAL GOVERNMENTS, THE PRIVATE SECTOR AND CIVIL SOCIETY.**
- **RESULT 2: THE EMERGENCE OF A SKILLED AND EFFECTIVE BUSINESS SECTOR WHEREIN SOCIAL ENTERPRISES FOUNDED BY/IN POOR URBAN COMMUNITIES DERIVE WEALTH FROM THE PROVISION OF ENVIRONMENTAL SERVICES AND RECYCLING AND REUSE ACTIVITIES. THE ROLE OF WOMEN IN THE SECTOR WILL BE PROMOTED.**
- **RESULT 3: IMPROVED AWARENESS AMONG ALL STAKEHOLDERS INCLUDING LOCAL AUTHORITIES, ON THE RIGHTS OF POOR URBAN DWELLERS TO A CLEAN ENVIRONMENT AND OF THE POTENTIAL TO PROVIDE LOCAL COST-EFFECTIVE RESOURCES TO DELIVER THESE RIGHTS.**
- **RESULT 4: ENHANCE CAPACITY AMONGST LOCAL AUTHORITIES TO ENGAGE IN PUBLIC PRIVATE PARTNERSHIPS (PPP) DEVELOPMENT, PARTICULARLY WITH THE LESS FORMAL PRIVATE SECTOR. STRENGTHENING TECHNICAL AND ORGANIZATIONAL ABILITIES OF MUNICIPALITIES AND ADDRESSING STATUTORY LIMITATIONS WHICH WILL PLAY A VITAL PART IN ACHIEVING THIS RESULT.**
- **RESULT 5: IMPROVE SOUTH - SOUTH LINKAGES AND NETWORKING BETWEEN PARTNERS AND ASSOCIATES TO INCREASE LEARNING, INFORMATION DISSEMINATION, CONSENSUS BUILDING AND ADVOCACY SKILLS TO INFLUENCE POLICY MAKERS.**
- **RESULT 6: SCALE UP THE PROJECT'S APPROACH (AND METHODOLOGY) TO OTHER URBAN CENTRES WITHIN THE 3 TARGET COUNTRIES**

The activities proposed in the logical framework greatly contribute in achieving the expected results but do not necessarily help in achieving the targeted objective indicators.

Most of the Indicators are objectively verifiable and there are many direct effects on life in the neighbourhoods, the life of enterprises that were structured and supported by the project and finally a concrete change in the general mentality of some neighbourhoods⁸. Regarding the objective indicators⁹ of non objectively verifiable results of activities, here are some unrealistic examples:

- "3 fold increase of female employment by SMEs trained over 3 years (510 jobs - including 357 women; 25; 77 disabled young people (under 18)). This performance indicator was a very important but difficult to achieve impact given the low funding and low sustainability capacity of these activities which started¹⁰ very late, 6 months to the end of the project. Furthermore, according to the final report of Cameroon, only three groups were supported after the training
- The project envisaged a monitoring system for the contract in the 3 targeted Councils and each Council was supposed to be scored based on the following criteria: quality of service, user satisfaction and cost-effectiveness of the various PPP contracts. No information could be gathered during the project or after the end of the project at the time of the evaluation to confirm or refute this indicator¹¹.

⁸ See BRINJAL Report by Mr Roger Lewins on Micro-Enterprises in the Waste to Wealth Programme Cameroon, Nigeria, & Uganda Impact Assessment - Draft

⁹ Source: Bertrand TALLA TAKAM. Table drawn by the evaluator based on data collected and analyzed in the reports, while noting that for some only field observations and questioning of beneficiaries was used to confirm or refute these indicators.

¹⁰ PPP contracts were signed in Cameroon with targeted CSOs less than six to the end of the project. Case of the contract with Solidarité PK9 signed on 25 August 2015 and GIC NETE in the Douala 2 Council which is not yet completed because the Council has not been able to raise its share of the budget.

¹¹ See Table analysing the logical framework of the W2W Project in Cameroon in the annexes.

Finally, the budget was clearly underestimated and is not commensurate to the scope the Programme intended to cover. Regarding efficiency, we will see how FCTV adapted to overcome this weak point of its intervention proposal, but given the budget it would have been preferable to limit the number of sub-divisional councils and targeted neighbourhoods, in order to reduce the intervention which could be seen as very limited and build lasting impacts by completely creating one or two pilot neighbourhoods on the model of societal and environmental change pursued by the project. The location of PPP micro projects funded by the W2W Project indeed shows a dispersal of the action, which could only but complicate its implementation.

Analysis of other dimensions of the project design

Many additional actions not envisaged under the W2W Project were supported by the Partner **COMIC RELIEF**. It is for this reason that certain actions of Result 2 and 4 were extended with funding from the TFP COMIC RELIEF and will be completed in July 2015. These actions are well distinguished and specified in the reports sent to this partner within the framework of its collaboration with FCTV and LIVING EARTH UK.

The formulation of the project envisaged from the start to target 3 Councils and 5 neighbourhoods and build the capacities of these areas to produce better sustainable concrete results on the environment. But the issue is now one of the key priorities of the city of Douala given the observation made by the hospitals met, that 8 out of 10 cases of disease are due to malaria with relapses of nearly 70% regularly due to the flat location of the city of Douala and permanent water stagnation but mainly due to the poor waste management system implemented by HYSACAM. This is exactly why the project in partnership with the targeted councils chose to extend the project from 5 to nearly 30 neighbourhoods finally covered by the project in the city of Douala.

We note generally the remarkable effects on the different neighbourhoods but very minor in terms of effort and useful advocacy strategies deployed to address the dynamics by influencing policymakers. It would have been better to focus on a few neighbourhoods and concentrate resources there, to at the end propose concrete and significant changes. For each, a maximum of two pilot neighbourhoods would have been sufficient and the analysis of the performance indicators would have been better.

Findings on the relevance of the W2W Project

Strengths	Weaknesses
The project is in line with Government policies and EU strategies in Cameroon.	An intervention logic with contradictions, particularly between the Specific objective and performance indicators.
The experience of LIVING EARTH in environmental management.	A too complex logical framework with a plethora of results; some unsuitable indicators, with activities to adapt and risks to refine.
The Programme matches the needs expressed by the residents of the concerned neighbourhoods and councils.	An under-estimated budget, whereas the intervention would have been more effective if the number of sub-divisional councils and targeted neighbourhoods were reduced.
Activities which concretely contributed to the achievement of expected results and the three specific objectives.	Risks poorly taken into account; i) direct health risks for workers from traditional transformation and melting methods of plastic, ii) environmental risks associated with soil and groundwater pollution on plastics waste storage sites and iii) the weak political commitment of local authorities to provide land that could accommodate larger units for the collection, sorting and recycling of plastic waste.
Coherence of the institutional set-up	<u>The objective is too general and does not necessarily specify the extent to which the project's action could contribute to the achievement of the MDGs in the city of Douala.</u>

4.2 Efficiency

Quality and efficiency of the institutional and operational set-up of the programme

On the operational level, the Project helped to identify all the actors who confirmed to have played a fundamental role in the project in Cameroon.

LIVING EARTH FOUNDATION UK provided technical support and advice for the activities in the three implementation countries. Local government ministries responsible for the provision of services which are the subject of this action collaborated with the project by participating but showed proof of passive political commitment and did not provide any financial contribution to the actions envisaged in the selected municipalities. This situation was also due to the poor mastery by FCTV of the financial procedures in the Councils because any expenditure of the municipality is considered as a commitment under the Public Investment Budget for the current year, whereas when the contract was being signed, no commitment was actually possible from their part financial wise.

As the contract authority, LEF in partnership with FCTV coordinated all the actions normally under the strategic guidance of the Steering Committee, whose limitations are defined below.

The FCTV project team in the final analysis considered the steering committee as a constraint to the project. ***The project team felt that some authorities were retarding the progress of certain activities when their opinion was needed on financial matters or when there were no financial resources for their monitoring and support action in the field demanded by members of the monitoring and pre-selection committees.*** As a result, it seems necessary to clarify this kind of set-up as part of future proposals of FCTV by ensuring that it respects the guiding principle of internal development strategies to social organization, with the participation of all actors of the civil society, private sector and public administration being the only priority around the control of the activity by the existing local public policies on the subject.

Analysis of resources and the adequacy of means for activities implemented

Human Resources

The human resources required to successfully carry out the project were provided by all the stakeholders, be it the contracting authority (LIVING EARTH), FCTV, social organizations, SMEs, residents of the neighbourhoods and their Chiefdoms, associations of residents or the sub-divisional councils and their staff. Other actors, especially the Ministry of the Environment were also involved, each according to its sphere of intervention. Waste management should be considered in future interventions as a cross-cutting project, as MINDCAF could have proposed strategies on how to acquire land for waste treatment, and MINEPAT involved in the project at the strategic level, could review its national priorities by reconsidering the issue closely while MINH DU could better perceive the effects of constructions that disregard the environmental sustainability for future generations, and etc.

After analyzing the various documents made available to us (estimate, detailed budget, certificate of expenditure) the following facts were noted:

This project achieved its objectives and the expenditures were optimized

There was flexibility in the reallocation of resources;

There was a good budget management;

FCTV procedures on budget monitoring were well defined and were respected by the teams according to previous midterm audit reports of the W2W project in Cameroon: 100% of expenditures made respected donor standards.

Nevertheless, many delays were recorded, and proof of it is that the final reports of certain PPP contracts are still awaited.

The financial resources of the project were provided on schedule, both by the European Union Delegation, which greatly facilitated and supported the project with several addendums signed to this effect, with the last one signed in March 2014 extending the project period to 60 months instead of the 36 months initially agreed upon. The accounting software used by FCTV and LIVING EARTH FOUNDATION clearly differentiates the accounting for this project from other support and commitments with other projects implemented by FCTV in the city of Douala.

Control Procedures

The control of inputting and recording of entries was regularly done in compliance with OHADA regulations and accounting standards. The sequential control of cash receipts was done on a weekly basis, while the entries of the month were of course controlled monthly with a monthly financial report submitted to the LIVING EARTH FOUNDATION for the financial reporting. Most of the payments were primarily by cheque or wire transfer.

An auditor also comes yearly to check the proper application of accounting procedures, especially in relation to the standards set by the European Union. The general accounting and cost accounting system per project is in place and facilitates auditing of documents per project for FCTV.

The narrative and financial reports of the associations implementing the PPP contracts did not fully comply with the desired justification due to lack of experience, but the project could have gone a step further to support them through an internal social transformation approach of these CSOs since financial coaches were mobilized to provide support to these organisations to respect these procedures.

Contract award

FCTV's manual of procedures is currently being drafted. But FCTV together with the main partner LIVING EARTH FOUNDATION UK ensured compliance with the procedures of the European Union regarding the calls for expression of interest, evaluation and selection committees and respect of the procedures in force in Cameroon .

Relations / coordination with local authorities

Relations with the authorities of the 3 partner councils were quite cordial but were not clearly defined from the outset.

No decision formalizing the Steering Committee and its functions was given to any of the partners. *No partnership protocol agreement was signed with the Councils which were partners of the project, reason why the council workers felt that the way of working and tasks were not clearly defined by FCTV. If FCTV had formalized the COPIL, these problems would certainly not have arisen because each actor would have fully performed its role.* This situation certainly increased the misunderstandings. The technical Pre-selection committees or the Steering Committee were simply convened by FCTV and so the absence of a fundamental agreement committing the authorities also contributed in reducing their commitment because they could have within the framework of the global agreement at the start of the project included in advance this project in the PIB, and plan their possible contributions validated by the decision of the municipal council, which would have facilitated and enhanced the results of the PPP contracts signed late in the project.

Communication and visibility

The visibility of the EU funding, as verified by the evaluator on the sites was evident in all project activities. It was relatively good, as it constituted an information board for the PPP projects in the seats of these CSOs, on the material which was acquired in general for post training support in functional skilling, PPP projects and equipment to the health committees in general.

Similarly, the visibility of the programme was very important and depended on many factors, including especially:

- Publications: 8 training manuals produced in more than 100 copies, over 20 reports of workshops and national conferences
- A newsletter launched in the last year of the programme;
- FCTV and LIVING EARTH's WEBSITE on project activities: <http://www.fctvcameroun.org/> et <http://www.livingearth.org.uk/projects/waste-to-wealth-cameroon/> <http://wastetowealth.livingearth.org.uk/>
- Video media and picture databases of the programme;
- Publications in the print media as well as radio and television programmes;
- 13,000 flyers were distributed to at least 15,000 affected persons;
- 9 awareness campaigns were conducted, three of which were conducted by the Councils
- 6 radio programs and 10 television programs were broadcast
- Reelstands

In conclusion, FCTV gave wide publicity to the project and the financing of the European Union.

Some findings on the efficiency of the programme

Strengths	Weaknesses
Human resources provided by all the	Waste management should be perceived in future interventions as a cross-

stakeholders	cutting project, as MINDCAF could have proposed strategies on how to acquire land for waste treatment, and MINEPAT involved in the project at the strategic level, could review its national priorities by reconsidering the issue closely while MINH DU could better perceive the effects of constructions that disregard the environmental sustainability for future generations, and etc.
Volunteerism, compensated for the low budget allocated to the intervention.	Poor knowledge of financial procedures and financial commitments of the Councils and weak financial strategy for the sustainability of projects
Strong visibility. Clear and detailed activity reports on activities and results.	Varied involvement of the councils certainly due to the poor clarification of their obligations and the fact that the partnership was not formalized through a contract
Contribution of private sector actors and Good relations with all actors and stakeholders.	No partnership agreements with council authorities which caused a void
Budget and programme planning carried out within the envisaged budget. High cost / efficiency ratio.	Poor quality activity reports sent by the 6 PPP contracts.
Planning of activities and quality of monitoring and coordination. Programme implemented within the envisaged timeframe.	The resources available for the project should have included a semi-industrial system development strategy through the acquisition of a garbage disposal unit and a mechanical plastic melting machine for the safety of the workers.

4.3 Effectiveness

Relations between the recommended results and achievements of the programme

For details of results achieved, refer to the Annex on the analysis of the logical framework by the evaluator according to the various reports made available on the estimated actual effectiveness based on sources and indicators actually achieved in accordance with the envisaged project by highlighting the consolidated final report¹² and logical framework followed by LIVING EARTH FOUNDATION and FCTV on the amended project, according to the observations of the evaluator.

To this end, 29 main activities were carried out under 54 separate actions depending on the different results envisaged, which can schematically be summarized into six groups of results. An estimate in percentage terms was made based on the number of envisaged output indicators by results and key activities. These results are outlined in the following table:

Result Activities	Estimated percentage of achievement of the results of the W2W action ¹³
Cross Cutting Activities	
1. Baseline survey carried out in year 1	100%
2. Establishment of Project Advisory Group (steering committee)	100%
3. Visibility activities in years 1-3	80%
4. Mid-term review in year 2	100%
5. Final evaluation at the end of year 3	100%
Result 1 Activities: (This is Comic Relief Outcome 2):	
1.1 6 micro-projects delivering environmental sanitation services to 10,000 poor urban residents, implemented by social venture groups and MSEs in partnership with local authorities designed and in operation in years 2 & 3.	12 indicators to check on this result 1.1 Average implementation percentage of 75%
1.2 Establishment of 3 micro-project management committees in year 2 and ongoing mentoring and support in subsequent years	3 indicators for this sub-result 100%
1.3 Ongoing guidance and support to micro-projects, including conflict resolution and M&E.	3 indicators for this sub-result 100%
Result 2 Activities: (This is Comic Relief Outcome 1)	
2.1 Organizational Development analysis conducted for 40 social ventures and MSEs.	3 indicators for this sub-result 100%
2.2 Business training needs analysis carried out.	
2.3 Development and delivery of business training programmed to 160 managers/entrepreneurs in years 2 & 3	10 indicators to be checked Average percentage of completion 100%

¹² See Consolidated Report W2W FCTV and W2W Monitoring Evaluation Matrix FCTV / LIVING EARTH UK 2015

¹³ See table analysing the logical framework of the W2W project by the evaluator.

2.4 Provision of business advisory services to MSEs -intensively to 6 MSEs engaged in PPP contracts; extensively to at least 40 MSEs engaged in urban environmental sanitation related activities.	4 indicators to be checked Average percentage of completion 63%
2.5 Conduct functional skills training for 200 people working in MSEs engaged in urban environmental sanitation related activities in years 1 - 3.	7 indicators to be checked Average percentage of completion 100%
2.6 Provision of post training support to help participants engage in income generation or gain employment with MSEs within the pilot projects.	4 indicators to be checked Average percentage of completion 100%
Result 3 Activities: in partnership with (Comic Relief Outcome 3)	
3.1 Review of PPPs in Cameroon, Nigeria and Uganda published and publicized in year 1.	
3.1.1 Review of slum dwellers rights related to a clean and healthy environment	2 indicators to be monitored 100% success rate
3.2 Undertake awareness raising and civic education training on citizens' rights to a clean environment to at least 10,000 urban slum dwellers.	5 indicators to be monitored 100% success rate
3.3 Identification and ongoing support given to 30 residents' committees and 12 special interest (disability, HIV, etc) groups in the 3 target urban slums.	8 indicators to be monitored 100% success rate
3.4 Conduct advocacy training and activities on urban environmental rights to at least 60 youth, women and community leaders.	4 indicators to be monitored 87.5% success rate
3.5 Establishment of an information hub in each of the target cities and embedded within an appropriate local CSO	8 indicators to be monitored 100% success rate
Result 4 (EC result only)	
4.1 Training needs analysis assessment carried out among departments responsible for environmental services within local authorities in the 3 target councils	2 indicators to be monitored 100% success rate
4.2 2-day training programmes for local government officers responsible for contracting service providers conducted in each of the 3 target municipalities	5 indicators to be monitored 100% success rate
4.3 Ongoing mentoring and support to key local figures engaged in contract and project management for the 6 micro-projects	2 indicators to be monitored 100% success rate
4.4 Contract monitoring system devised and introduced in 3 urban municipalities by Year 2	1 indicator to be monitored 25% success rate
Result 5 (Comic Relief Outcome 4)	
5.1 Facilitate 2 exchange visits between target countries for key local authority, beneficiary and partner personnel Years 1 – 3	4 indicators to be monitored 100% success rate
5.2 National conference on service delivery in poor urban settings held in Cameroon in Year 3	3 indicators to be monitored 100% success rate
5.3 Networking platforms - web based, twinning, media- established (year 2) and operationalised to facilitate communication between stakeholders in each of the target countries	4 indicators to be monitored 75% success rate
Result 6 Activities:	
6.1 Two seminars per year on PPP and cost-effective urban environmental sanitation service delivery conducted for local authority leadership in each of the 3 target municipalities from year 2.	4 indicators to be monitored 100% success rate
6.2 Publication of PPP toolkits/manual	3 indicators to be monitored 95% success rate
6.3 Media campaign on project learning, including: (a) 12 radio programmes produced and broadcast (b) 1 film produced and disseminated through the internet (c) 1 music CD produced	5 indicators to be monitored 100% success rate 100%
6.4 Guidance notes and working documents	

The findings of the evaluation are as follows:

- **RESULT 1. Sustained improvement of the environmental sanitation system, with subsequent benefits in the health and well-being of the inhabitants in the 3 target communities; through the provision of services as a result of partnerships with local governments, the private sector and civil society.**

This result was achieved in that the 18 possible indicators from information sources were provided in terms of elements on activity implementation. It had a 91.7% success rate.

- **RESULT 2 : THE EMERGENCE OF A SKILLED AND EFFECTIVE BUSINESS SECTOR WHEREIN SOCIAL ENTERPRISES FOUNDED BY/IN POOR URBAN COMMUNITIES DERIVE WEALTH FROM THE PROVISION OF ENVIRONMENTAL SERVICES AND RECYCLING AND REUSE ACTIVITIES. THE ROLE OF WOMEN IN THE SECTOR WILL BE PROMOTED.**

This result covering 6 main activities was achieved in that the 28 possible indicators from information sources were provided in terms of elements of activity implementation. It had a 92.6% success rate.

- **RESULT 3: IMPROVED AWARENESS AMONG ALL STAKEHOLDERS, INCLUDING LOCAL AUTHORITIES, ON THE RIGHTS OF POOR URBAN DWELLERS TO A CLEAN ENVIRONMENT AND OF THE POTENTIAL TO PROVIDE LOCAL COST-EFFECTIVE RESOURCES TO DELIVER THESE RIGHTS.**

This result covering 5 main activities was achieved in that the 27 possible indicators from information sources were provided in terms of elements of activity implementation. It had a 97.5% success rate.

- **RESULT 4: ENHANCE CAPACITY AMONGST LOCAL AUTHORITIES TO ENGAGE IN PUBLIC PRIVATE PARTNERSHIPS (PPP) DEVELOPMENT PARTICULARLY WITH THE LESS FORMAL PRIVATE SECTOR. STRENGTHENING TECHNICAL AND ORGANIZATIONAL ABILITIES OF MUNICIPALITIES AND ADDRESSING STATUTORY LIMITATIONS WHICH WILL PLAY A VITAL PART IN ACHIEVING THIS RESULT.**

This result covering 4 main activities was poorly achieved since the 10 possible indicators from information sources were provided in terms of elements of activity implementation. It had an 81.25% success rate.

- **RESULT 5: IMPROVE SOUTH - SOUTH LINKAGES AND NETWORKING BETWEEN PARTNERS AND ASSOCIATES TO INCREASE LEARNING, INFORMATION DISSEMINATION, CONSENSUS BUILDING AND ADVOCACY SKILLS TO INFLUENCE POLICY MAKERS.**

This result covering 3 main activities was achieved in that the 11 possible indicators from information sources were provided in terms of elements of activity implementation. It had a 91.6% success rate.

- **RESULT 6: SCALE UP THE APPROACH (AND METHODOLOGY) OF THE PROJECT TO OTHER URBAN CENTRES WITHIN THE 3 TARGET COUNTRIES**

This result covering 4 main activities was achieved in that the 12 possible indicators from information sources were provided in terms of elements of activity implementation. It had a 98% success rate.

Beneficiary satisfaction

Overall, the beneficiaries interviewed confirmed their satisfaction with the results of the W2W Project, comments which nevertheless must be qualified. If in the spirit of the W2W project, the PPP contracts and support given to Health and development committees are a tangible result of the merit of the participatory and inclusive approach of the residents of a community, it should be admitted that for the latter, they are still often at the heart of their expectations. Other potential achievements due to sensitization, mobilization, field training, awareness campaign actions sometimes seemed secondary and came up only when the evaluator pushed further his questioning. These remarks should not however conceal the satisfaction of a majority of respondents on the improvements made and the services provided by the project, or the involvement of hundreds of people in the programme's success, often as volunteers. Nevertheless, the project could have done better by strengthening its advocacy plan structured around networks such as RAVADEM which should have been quickly legalized so that its legitimacy before the State in defending the interests of stakeholders in the sector will not be undermined.

The municipal authorities say they are particularly satisfied with the involvement of FCTV and the W2W Project, which enabled them to partially satisfy their constituents in terms of micro-projects, creating sustainable and temporary jobs, enabling actors involved to earn money - even if all stakeholders were hoping for more and think that the means available were insufficient - and also strengthening dialogue with residents and community associations to be better recognized by them. The Monitoring and control committees within the Councils played their role but in distinct ways. The Douala 3 Council could be considered the best in terms of its monitoring system of the CSOs and all the associations in general engaged in development projects, their ability to anticipate and interact with the over 104 traditional authorities to support collective local development initiatives and capitalize on best practices while planning priorities with the beneficiaries to implement - the sustainable management of the environment being part of these priorities¹⁴ - this approach was not fully taken into account by the Douala 2 Council while that of Douala 4 comes last because at the moment nothing is going on despite the fact that exchange visits were conducted and awareness was raised on environmental management strategies by the Councils of other countries.

¹⁴ See the Council Development Plan of Douala 3 elaborated with the participation of over 25,000 inhabitants.

Decentralized authorities (Ministries or the Douala and Yaounde City Councils) were particularly interested in the actions and the expertise of FCTV. Their commitment to take part in the various activities of FCTV in the city of Douala and to participate in the discussions at the National Conference held in 2014 are all signs of FCTV's capacity to act in the field, but they still need to have a wider transversal axis to capitalize on good practices, sharing of experiences at the local level, information from leaders and decision makers and therefore a general advocacy plan that can facilitate the conveyance of citizens' views guided by FCTV to be included in local and national public policies.

If, in this context, the W2W Project represents a significant element of the skills and recognition of the association, the latter however enjoys a credibility and legitimacy on sustainable environmental management issues that go far beyond this single intervention, which explains why actors like COMIC RELIEF, the Ministry of Forestry and Wildlife, Ministry of the Environment at national level, UN-HABITAT and DARWIN INITIATIVE, RAPAC, ECOFAC, etc. at international level have been actively working with this CSO for many years, with most of them actively seeking to extend their collaboration with FCTV. This also the case for new partners such as the Yaoundé City Council and smaller towns in the field of sanitation which suffer greatly from the problem of plastic waste with has clogged drains and water beds often overflowing in the Yaoundé 7 Council.

In conclusion, there is no doubt about the operational and technical abilities of FCTV and its partner LIVING EARTH FOUNDATION UK to carry out major projects in the areas of development and multi-stakeholder dialogue at the local (and national) level according to the persons met.

Beneficiaries' access to the results of the W2W Project

Beneficiaries have full access to the results of the project; only the information centre located very far off from the community at the heart of the city centre is hardly accessible to poor households of targeted underprivileged communities. The inadequate resources provided under the PPP contracts also limited access to pre-collection services especially in the field. For the Development and Health committees met, access to the service is dependent on the dynamics of development, the manners within the communities that have benefited from these materials and especially the level of civic engagement of the latter to continue alongside their Sub-divisional councils, this sanitation work through the Citizens Days instituted by all Partners Councils.

We noted there were actually financial gains, which is another learning component of the project. If we consider - that the project could enable people to easily earn a living it would be viewed as a learning assumption - which is considered as an achievement, but taken as the project objective to be achieved in the short term, it would be a failure in view of the habits of the local population and the dynamism of the city. Within the framework of the PPPs, the actors involved earned steadily for six months, an average income equivalent to 30 000 CFAF per actor for about fifty people recruited by 6 PPP projects. *But at the time of the external evaluation, it is clear that the PPP projects were not able in six months to create enough wealth to continue to remain on course in the generation of averagely 30,000 CFAF per person, hence the exhaustion of volunteers like the case of ECOTECH CIG which is now working alone or even FJDD and AJEGBO whose members left at the beginning of this 2015 on their own because of lack of financial resources and poor sales of derivatives. This weakens the effectiveness of the project and its sustainability in terms of changes in people.*

Some conclusions on the effectiveness of the project

Strengths	Weaknesses
The results expected from R1, R2, R3, R4, R5 and R6 were almost achieved, as well as the specific objective.	The inhabitants are still anxiously expecting the services and especially some municipalities who say they are still counting on the financial support of FCTV and its partners
Existence of an advocacy mechanism that will strengthen the results of the action and the continuity of the project after the end of the action to identify the best exit and sustainable strategies of the action	Local authorities invested differently in the programme in terms of the project monitoring system where the dynamics was different and on the commitment of politicians to respect their expected co-financing
Good integration of the gender aspect, especially with regard to training.	
Beneficiaries' satisfaction, be it the population or local authorities.	

The highest authorities (ministries, Douala City Council) and donors consider FCTV as "essential" for urban development.	
There is no doubt about the operational capacity of FCTV to successfully carry out major actions in the fields of urban development and multi-stakeholder dialogue at the local (and national) level with regard to the people met	
The ongoing creation of RAVADEM and the continuity of the project in the field	

4.4 Effects and impact

General assessment of the impact of actions carried out

First observation: Much information is available on the current situation but this state of affairs would have been better provided with the initial information related to the multiple indicators listed in the logical framework of this project. The availability of precise Baseline figures would have been used in evaluating the impacts of the intervention in each Council and each community. It was also reported within the framework of the project proposal in result 5 and in cross-cutting activities that an experimental model to measure the results of the PPPs would be defined and restitutions would subsequently have led to the collection of reliable data on the real progress of positive factors in the field only for the action of FCTV.

Unfortunately, this overview of the indicators envisaged for the project in the city of Douala does not exist, but we have a final overview from the mid-term evaluation, collection of data on the effects conducted by the project team and the impact report collected on a sample of ten business and communities, **checked and verified for the most part by the evaluator and sent by LIVING EARTH UK** This point should be strengthened in the future.

Potentially perceptible effects and impacts as described under the project and the reports produced by FCTV

- **Multiplier effect on social harmony:** By working in poor living environments, the project certainly had positive impacts on communities which have never received any external support - a positive and innovative shock for them- . Yes, the communities in some places and the residents testify to this in the case of the very dynamic Health committees. Thanks to sanitation actions carried out by the project, it is estimated that there was also a significant impact on the reduction of crime - reduction of hideouts for bandits-.
- **Multiplier effect on the local economy:** It can be affirmed after reading the various reports, following interviews and data collected by the evaluator, that many young women and students earned some money and some are still earning from the PPP projects that set up income-generating systems in the management of the environment. In particular young students who were trained during the project and accompanied to structure their businesses moved from the Ecology Club of the University of Douala to a company on 17 July 2014 under the name KEMIT ECOLOGY made up of about thirty active members. Some of these companies may apply for public contracts to provide various other environmental services, feed themselves as individuals, pay for their studies in the university and create temporary employment, etc ... This effect is largely achieved .
- **Multiplier effect on health:** According to the 2 health centres met in the project areas, 8 out of 10 patients suffer from malaria and its relapses due to the proliferation of mosquitoes. Cleaning the environment means improving the quality of life of residents and improving health thereby improving household savings. This observation is perceptible in some communities like the **Association Solidarité PK9**, but the effect which is certainly real could not be measured due to the absence of baseline or end of project data. Thanks to the effort of the Development Committees equipped by FCTV, more than a dozen drains and sewers that caused floods were cleaned. The city of Douala is very cosmopolitan and undergoing rapid urbanization in the opinion of all observers. Ground water is getting more polluted and we need sustainable environmental management strategies that require enormous resources and a strong political will to understand that in fact the new development priority should definitely be this hobbyhorse which is waste management. But the action could have sought to involve hospitals that find it very difficult to sometimes dispose of waste generated from the management of sick persons and drug residues.

- **Multiplier effect on social capital:** As mentioned above, the formalization of small businesses and companies was quite difficult, but the project was able to assist some companies formalize them, some of which are still present today on the local market. But we have no information to justify that urban migrants were accompanied during the project period to constitute themselves into SMEs.
- **Multiplier effect on the provision of urban services:** The action provided a model of cost-effective service provision, by using local resources for maximum effect. But this effect was reduced by the weak commitment of the partner Councils to support the PPP contracts as planned. But this is also certainly due to the absence of a prior strategic partnership agreement between FCTV and the Councils which were project partners as part of the project start-up activities.

" *The participatory approach adopted by the programme should have helped to strengthen social ties between the residents and also establish a continuous dialogue on the theme of environmental management between them on the one hand, the local public administration and development actors on the other hand. Regarding decentralized local communities, the W2W project could have relied on the planning experience of the Douala 3 Council to strengthen and propose to the Douala 2 and 4 councils to build their technical and organizational capacities by elaborating a pilot planned intervention and participatory environmental management strategy.*

- **From a gender perspective:** Although we do not have precise figures in this regard, except a few on the different trainings, the various documents that make reference to this and the interviews conducted confirm the interest of FCTV to involve women, this is especially the case of AFAC (Albino Womens' Association of Cameroon) both in sensitization, mobilization and training activities, as well as in the projects and PPP Contracts. People with disabilities were also direct beneficiaries of the actions of pre-collection and processing of plastic.

Some findings on the impact

Strengths	Weaknesses
Concrete improvement in the access of beneficiaries to some services and financial gains made available by the W2W project.	The study of the effects and impacts remains one of the weaknesses. FCTV's policy for collecting impacts on gender must be strengthened
Improvement of the "involvement of vulnerable populations in decision making at the municipal level and at the level of associations"	absence of a prior strategic partnership agreement between FCTV and Partner councils
Many multiplier effects on health and on social harmony in certain areas but also on the W2W project's ability to generate admittedly small but real incomes.	The participation of residents remains low for such an important issue in the city of Douala considering the low participation in public workshops in communities and the difficulty of the health committees to mobilise and convince.

4.5 Viability

Financial viability

While acknowledging that the financial viability of the project objectives is extremely difficult and could lead to the failure of numerous actions, this viability also resides in the capacity that RAVADEM could develop to resolve the issue of environmental management permit needed by the industry actors who were accompanied by the project but also and especially in the major interest that the Partner Councils will engage the Public Investment Budget in all transparency as PPP Contracts to boost the economy of this sector, develop viable companies and contribute to a cleaner environment and finally in the unifying capacity of FCTV around a common advocacy plan for all stakeholders to better act in the field vis-a-vis the most polluting industrial companies but with economic power.

(...) Citing these phrases of the project on the viability aspect, "the project will create a virtuous circle in which the needs for effective environmental services for the urban poor will be addressed through a process that will allow micro-enterprises to establish themselves as service providers in the urban environment ", we can say that we are still far from achieving this fundamental ideal except for projects working in the production of ecological coal (Case of KEMIT ECOLOGY) which for now, intends to demonstrate that there is a high potential market that can even be exploited with traditional techniques.

The sector of plastic melting or collection - sorting- recycling and resale are all sustainable sectors; but must necessarily pass through a semi-industrialization at least with the acquisition of appropriate melting equipment to safeguard the health of the workers supervised by the project and for the crushing of edible plastic, which will increase in the short term opportunities in the local market and the noticeable interest of young people in the sector.

The sector of plastic by-products is no exception but the communication strategy still needs to be supported to adapt or modify the natural habits of Cameroonians not very conversant with the use of products made from recovered plastic. The industry still has a long way to go in the opinion of some entrepreneurs in this sector.

From the experiences of very efficient structures like BELLOMAR CIG, there is no doubt that it will take some time if we want to stay on the artisanal level because it excels in the industry of waste oil processing for the production of many by-products such as liquid or hard laundry soap and toilet soap. Other types of waste can still be exploited, but the in-depth analysis of the market must be fully made to anticipate all risks and transform weaknesses to strengths for the future of this project and of its major assets.

Environmental and social sustainability

One of the main envisaged benefits of the project and which was achieved, was for it to act as a catalyst to improve the living conditions of the population through both service delivery and greater use of waste through recycling. **This has certainly contributed to the MDGs but considering the waste production capacity of the city of Douala, no State system has been effective talk less of the poor funding of this action.** The priority of the sustainability of this project for the sustainable improvement of the environment therefore resides in the ability of supported and strengthened associations to continue to build on the achievements of the project to at least limit while gradually readjusting the quality of life in their respective environments and challenging the authorities in charge of providing priority social services.

It is also clearly shown that the collection and pre-collection systems of household wastes by selective sorting proved to be the most appropriate in areas completely inaccessible to HYSACAM Trucks.

Cleaning, collection, recycling, composting and management of employees

As previously mentioned, the work of cleaning streets and gutters and collecting waste carried out by the project is generally perceived by the inhabitants as very effective. The production of waste is estimated each day at 1kg per resident in the city of Douala. Tricycles used to collect waste in neighbourhoods by the various PPP projects could collect 150 kg of waste a round and could easily make 4 rounds per day for 100 households covered. This data can however be put into perspective by international research which reveals that: (...) According to international data¹⁵ each adult individual produces about 370 kg of waste per year. Our lifestyles, feeding and consumption methods, factors that contribute to the increase in packaging and hence waste, greatly account for this. Meanwhile, individual capacities for disposal and storage of waste continue to decline each year in our cities.

The global analysis of the results within the framework of the evaluation was conditioned by the lack of baseline data and the poor information system of the project. Several indicators were not necessarily suitable and the monitoring indicators defined at the start of the project were not properly collected thereafter, with regard to the quantity of waste collected, treated in general, the number of products made from plastics and wastes and the quantity sold, etc.

The volume of waste collected is one of the indicators included in the logical framework of PPP projects but the monitoring system was not effective enough to clearly measure and produce accurate and verifiable data. There is also a lack of institutional memory and poor sharing of responsibilities between different actors which did not facilitate the sharing, ownership and use of data.

Ownership by beneficiaries

By law, each person producing waste is expected to manage his/her waste or face sanctions. It is possible to officially report people who poorly dispose of their waste and contribute in creating mountains of garbage in

¹⁵ https://www.cameroon-tribune.cm/index.php?option=com_content&view=article&id=89246%3Aaordures-menageres-comment-gagner-la-bataille&catid=3%3Adossier-de-la-redaction&Itemid=3

neighbourhoods, but the citizens' commitment is needed to play the game without fear of repression and a strong state influence is needed to ensure that the laws are respected by sometimes including the prosecution in court of persons caught red handed degrading the environment.

We have seen that the involvement and hence the degree of ownership of the beneficiaries varied according to the neighbourhood and types of residents (natives, settlers, tenants). Nevertheless, even if ownership still largely concerns the people particularly active and engaged, beneficiaries interviewed believed that before the Project no more than 30% of people on average were involved in development activities in their community. They think that the project through some micro projects was able to increase the degree of involvement to about 40% or perhaps even 50% in the most dynamic areas.

Institutional and political viability

This project effectively partnered with the councils and ministries on the issue of waste management in the city of Douala as many other partnerships. But the project had to go beyond proposing solutions and innovative systems.

Most of the issues addressed by the activity, such as the recognition of the right of all peoples to live in a clean and safe environment are already acknowledged. In fact, the respective local governments are signatories to universal rights and in addition made promises regarding the provision of sustainable services. However, the implementation and commitment to these policies leaves much to be desired. Thus, the project helped to raise awareness on the "rights" and legislation in favour of the urban poor to indirectly ensure that future policies take into account and commit to create multi-stakeholder discussion platforms.

Some findings on the viability

Strengths	Weaknesses
Financial sustainability is possible but require some conditions	Variable ownership of achievements of the W2W project by residents and municipal authorities depending on the targeted area.
Most of the issues addressed by the activity, such as the recognition of the right of all peoples to live in a clean and safe environment are already acknowledged.	financial viability of the project objectives is extremely difficult
Almost five months after the end of the project, the CSOs visited are still active in the neighbourhoods and a strong passion is inevitably being developed for some PPP projects	The global analysis of the results within the framework of the evaluation was conditioned by the lack of baseline data and the poor information system of the project.
The work of cleaning streets and gutters and collecting waste carried out by the project is generally perceived by the inhabitants as very effective.	Several indicators were not necessarily suitable and the monitoring indicators defined at the start of the project were not properly collected thereafter, with regard to the quantity of waste collected, treated in general, the number of products made from plastics and wastes and the quantity sold, etc.
The use of tricycles proved to be better in facilitating the collection and transportation of plastics and experience	
FCTV is still present in the communities covered by the programme, where it maintains its outreach, monitoring and mobilization activities and tries to innovate in other sectors such as renewable energy.	
RAVADEM may grow to address the issue of environmental management permits needed by the actors of the sector	
The manufacturing of Ecological Coal for now, demonstrates that there is a high market potential that can be exploited even with traditional techniques. The expo workshops were held.	
The project is a catalyst to improve the living conditions of the population through both service delivery and a greater use of waste through recycling	
The beneficiary residents think that the project through some micro projects was able to increase the degree of involvement to about 40% or perhaps even 50% in the most dynamic areas.	

GENERAL CONCLUSIONS

Despite its more than modest budget, the W2W project substantially achieved its objectives and expected results (see detailed efficiency analysis), thanks to the continuing involvement of FCTV, LIVING EARTH but also many social organizations for the most part volunteers. This programme is in the extension phase under the partner COMIC RELIEF and we wish that an exit strategy should be clearly identified to structure viable companies which will continue to render services efficiently and at the local level.

This project restored the confidence of the populations of some neighbourhoods who had never had the opportunity of meeting the authorities and expressing their needs on certain environmental and waste management issues. This project allowed the Douala 3 and 2 councils to formulate assumptions for the continuation of the initiative. However, FCTV still needs the insight to play the role of accompanying CSO and the ability to blend all its efforts and this new dynamics born of this project to carry out true advocacy actions through the structured RAVADEM so that the vision and good practices of this project should be integrated into local and national public policies

A great deal has been achieved including, among others: increased awareness of the inhabitants and their associations that their involvement and mobilization could lead to concrete development achievements and improvement in living conditions; increased credibility of the partner associations and SMEs which today for some are available in the market and offer various services in the waste management sector; building of the capacities of the councils in the management of PPP contracts.

The difficult and sometimes hostile-to-change environment, in which the programme evolved and which is still prevailing should not be underestimated: behavioural and mentality problems, both at the level of the population and their elected officials; wait-and-see attitude, passivity, and sluggishness; every man for himself attitude and lack of a cooperative spirit; culture of dependence on the State and donors; lack of financial resources; governance issues; dominant politicization; safeguarding achievements; ... corruption. The achievements of the project in the Councils therefore remain fragile unless strategies are sought to accompany these councils to build their economic capacities - through the decentralization and effective and progressive transfer of skills - and land (constitution of urban land reserves suitable for mass development actions and useful in the long run for the setting up of semi-industrial waste management and recycling units), a positive factor for the massive creation of permanent and socially acceptable jobs.

Some difficulties faced by FCTV in the management of this project cannot challenge the integrity of the organization and its intrinsic ability recognized by all actors to act in full transparency and according to the project management rules. Of course, weaknesses were identified but they can be overcome. Their constant concern to improve, their know-how at all levels (micro, meso and macro) and their concern to ensure transparency in management, has progressively made them a key actor in Cameroon both at the strategic (with ministries and relevant donors) and operational (in the field) levels when it comes to the development of poor communities, projects on renewable energy and climate change, human rights in the rural milieu, etc.

Beyond the detailed findings, developed in this report, an essential aspect, which will determine the potential success of future urban development projects and which has been identified by many stakeholders interviewed, is that any "soft" action (Awareness raising, training, mobilization, etc.) must lead to concrete and tangible results:

- i) any training must be accompanied to ensure that it is fully carried out; otherwise the criteria for selecting beneficiaries participants were not adapted and did not result in the selection of beneficiaries who were most interested in the subject.
- ii) any training on transformation of waste to earn money must be followed by a real economic project ensuring the start of activities for all actors who have shown a real interest in the target business
- iii) any mobilization action must lead to concrete results in the form of micro-projects / micro-achievements, so that the population sees the real benefits of their involvement.

It is only by so doing that the population will develop confidence in a project and subscribe to it in their numbers.

RECOMMENDATIONS

TO FCTV:

Strategic recommendations:

- The legal arsenals available on waste and environmental management are all strategic factors to exploit that can in themselves shape the future of SMEs set up while using the law to bring polluting industrial companies around a common goal of sustainable development through the management of waste produced.
- A strategic choice should be made for future FCTV projects between the strengthening of the actions of enterprises in certain neighbourhoods and councils and extending to new targets. A balance of both approaches is also possible, in order to avoid the abandonment of certain neighbourhoods/ councils that still need intensive support before becoming autonomous, while transferring their experience to other neighbourhoods. In any case, it seems important not to "abandon" a neighbourhood or a council before they are able to continue their environmental management development strategies with existing SMEs.
- The priority of the sustainability of this project for the sustainable improvement of the environment therefore resides in the ability of supported and strengthened associations to continue to build on the achievements of the project to at least limit while gradually readjusting the quality of life in their respective environments and challenging the authorities in charge of providing priority social services.
- Within the framework of the tripartite dialogue population / councils/ private sector, analyses should be made how the private sector could be better integrated into this dialogue, especially with regard to the conditions necessary for the creation of SME-SMI or artisanal units in poor communities and partnership for training and job creation.
- Similarly, all the SMEs need to have a pre-collection mechanism and can tap from cases that have worked like the JEVOLEC CIG in Yaounde which has been working in the pre-collection sector for over 10 years and which has a marketing approach that should be capitalized and disseminated more widely.

Strategic recommendations that FCTV could make to the competent authorities:

- In the same vein, land management should be anticipated to ensure the genuine sustainability of these projects which are found in urban areas and city centres whereas they require large land to store waste collected.
- Waste management should be perceived in future interventions as a cross-cutting project, as MINDCAF could propose strategies on how to acquire land for waste treatment, and MINEPAT being involved in the project at the strategic level, could review its national priorities by reconsidering the issue closely while MINH DU could better perceive the effects of constructions that disregard the environmental sustainability for future generations, and etc.
- The Councils should draw on the experience of the Douala 3 Council in participatory planning to develop and identify urgent priorities on the theme of waste management.

Operational recommendations:

- A joint advocacy plan for all stakeholders to better act in the field vis-à-vis the most polluting industrial enterprises but with economic power. In this vein, a partnership should be forged between FCTV, RAVADEM and Association Camerounaise des Professionnels de la Plasturgie - Cameroon Association of Plastic Processing Professionals (AC2P) for a continuous exchange of experience.
- The project approach should be simplified in terms of expected results and activities to be carried out. The logical frameworks should be simplified and an analysis of success criteria and performance and objective indicators should be best suited to achieve the desired changes. .
- Any intervention budget should be the result of a thorough and meticulous analysis of the resources needed, in order to prevent an underestimation that could prove detrimental to the proper implementation of any future projects while reconciling the needs of donors and TFPs.
- The involvement and role of each partner and associate should be clearly defined during the drafting of any proposal and be approved in advance, before the start of any new intervention.
- The institutional set-up and especially clarified partnerships should consolidate the achievements and commitments of local authorities even if they are voted out of office.

- Very clear and detailed reports on activities and results must always integrate more qualitative elements, especially the effects and impacts of objective indicators and actions carried out in the field by micro-projects supporting the initiative.
- A system to capitalize good practices should be set and documented with an overview, endogenous capitalizations and, an annual planning by FCTV would help clarify the changes according to the objectively verifiable quantitative indicators
- The visibility on the site where the micro-projects were implemented need to be improved.
- Integrate sensitization on the "live and act together" and "civic education and environmental protection" slogan in the outreach activities of the health committees.
- The sector of plastic melting or collection - sorting- recycling and resale are all sustainable sectors; but must necessarily pass through a semi-industrialization at least through the acquisition of appropriate melting equipment to safeguard the health of the workers supervised by the project and for the crushing of consumable plastic, which will increase in the short term opportunities in the local market and the noticeable interest of young people in the sector.
- The sector of plastic by-products is no exception but the communication strategy still needs to be supported to adapt or modify the natural habits of Cameroonians not very conversant with the consumption of products made from recovered plastic. The industry still has a long way to go in the opinion of some entrepreneurs in this sector.
- Waste recycling is a promising sector, with many options in terms of transformation. Also, a sector approach could be considered in order to explore all waste recovery possibilities.

To the EUD:

Strategic recommendations:

- Improve land management in Councils which do not have land reserves which could be a significant contribution in terms of local financial resources in view of the increasing value of land in urban and peri-urban areas for the starting of large autonomous waste management units and why not belonging to these Councils and offering services while recruiting massively.
- On a strategic level, there can be no action that guarantees success at the grassroots and in the communities, if the acceleration of the decentralization process at the top for increased resources transfer to councils is not simultaneously implemented. It should be recalled that according to the FDA 92% of councils in Cameroon are unable to finance themselves. There is a risk of seeing the population quickly demobilize, when they notice that their dialogue efforts do not lead to concrete improvements in their daily lives. Although we are aware of the difficulties inherent in this kind of exercise, we therefore suggest to development partners, active in the Multi-stakeholder Committee and its sectoral sub-groups, especially those involved in decentralization in Cameroon, to work towards a strengthening of the process of devolution of powers and resources from the central authority to the decentralized authorities.
- Finally, the contribution of the private sector, which has so far not been sufficiently optimized for the purpose of job creation and implementation of economic units (production and processing units with a high demand for unskilled labour, for example).
- These key points could define the guidelines of an evolution of the objectives and modalities of intervention of all actors involved in supporting development initiatives in Cameroon.

TO LIVING EARTH FOUNDATION UK

- Improve the monitoring and support of the project, to ensure a proper transfer of the project by July 2015 closing date by COMIC RELIEF.
- Support the rapid legalisation of RAVADEM and facilitate the acquisition of the environmental permit which will be used by all organizations and SMEs working in the environmental waste management sector

TO COMIC RELIEF

Exit strategy and recommendations

The findings of the evaluation led to the following recommendations:

- Conduct a strategic reflection on the possibilities of setting up a unit within RAVADEM that would allow easy grinding of plastic, melting for transformation and an overall marketing system for all member organizations to significantly reduce scale and production costs. In short, review the production techniques by introducing the mechanization of certain tasks to increase productivity.
- Define the priority of the project in terms of profitable development of the project and creation of productive and sustainable jobs.
- Completely review or redefine the waste management and waste recycling system in three (3) phases: supply of raw materials, industrial transformation and marketing. An entrepreneurial dimension of things seeking a gradual profitability of the recycling action is to be introduced in the project. The project would also benefit from ad hoc technical expertise to review the collection, cleaning and especially recycling system and thus make improvements. The evaluation thinks that the selected options -for very understandable reasons - over encouraged traditional methods. To ensure sustainability and durability, these methods should be reconsidered to improve the production conditions of workers and improve productivity.
- To make this project profitable and sustainable, it is important, in addition to improving productivity, to introduce an economic and commercial approach that would strive to make it more "business oriented". For the realization of this mandate, it is necessary to recruit a business development expert or economist with a much more micro / business management profile with a mandate to develop a marketing strategy including a marketing plan for the different products, conduct a market analysis to explore possibilities in terms of outlets for products (briquettes, compost, metals, paving, etc.)

Replicability : Generally, the *replicability* depends on several factors including:

- the relevance of the project in the targeted context and beyond,
- the options the model offers in terms of innovation and improvement of techniques and approaches
- simplicity and ease of understanding and implementation of the model,
- its degree of social and cultural acceptance,
- the financial viability and sustainability perspective,
- its adaptability,
- the codification and description of the model and its best practices as well as the capacity to disseminate the model.