



Report of the Environmental and Social Impact Assessment (ESIA) of:

Start-N-Light Africa Project: Electrification of Deprived Rural African Villages with the use of Solar Generated Power, third project phase 2021-2022

Project Site: Kabomboh, District of Kamakwie

Country: Sierra-Leone



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Global context of the Country:

Desk Review:

Based on the Global Environmental Facilities (GEF) Small Grant Program in their country programmed strategy for OP7; Sierra Leone has been ranked as the third most vulnerable nation after Bangladesh and Guinea Bissau to adverse effects of climate change¹. Economic fragility, low capacity to adapt to climate change and rapid urban population growth are among the factors for this predicament.



Sierra Leone is bounded on the North and East by Guinea, on the South East by Liberia, and on the South and West by the Atlantic Ocean, with a total boundary length of 1,360 km (845 mi), of which 402 km (250 mi) is coastline. The marine protected areas and several parts of Sierra Leone's coast and marine environments are under threat as visible signs of environmental degradation have emerged resulting from overfishing, pollution and erosion due to sea level rise. The low capacity and inadequate support to the Maritime administration are among the factors for lack of adequate monitoring of fishing activities. Pollution is attributed to the combination of

rapid population growth, as well as increasing land-based activities and poverty. Pollution mainly results from improper waste management generated by industrial, commercial and agricultural activities.

The increase in rural-urban migration in pursuit of opportunities for better quality of live has put enormous pressure on environmental resources and adversely affected the environment, agriculture, food security, and livelihoods of communities. The waste generated by population in urban cities and the clearing of forest for settlement creation contribute to the factors of climate change which adversely affects rural population because of their high dependence on rain-fed agriculture and natural resource-based livelihoods.

Climate change impacts is likely to continue to affect Sierra Leone in the future as already experienced during the intense rainfall of August 14th, 2017 which led to a landslide and attendant mudslide at Mount Sugar Loaf in Regent, Western Rural Area of Freetown, that killed 1,141 people and left more than 3,000 homeless.

The Country Programmed Strategy for SGP Sierra Leone draws from these national circumstances and takes into account gaps expressly mentioned in key national documents including the Sierra Leone's Medium-Term National Development Plan 2019-2023, Sierra Leone's Intended Nationally Determined Contribution (INDC), and the National Adaptation Programmed of Action (NAPA) for Sierra Leone.

After several policy reviews since 2005, key public institutions have been legislated and created with the responsibilities to manage forestry, wildlife, biodiversity conservation, and environmental protection. These include: Ministry of Environment, Ministry of Agriculture, Forestry and Food Security, Ministry of Lands and Country Planning, Ministry of Mines and Mineral Resources, Ministry of Energy, Ministry of Water Resources, Environment Protection Agency (EPA), National Protected Area Authority and National Mineral Agency.

¹ As a corporate programme of the Global Environment Facility (GEF), the GEF Small Grants Programme (SGP), implemented by United Nations Development Programme (UNDP) aligns its Operational Phase strategies with those of the GEF and co-financing partners, and provides a global portfolio of *innovative, inclusive, and impactful* projects that address global environmental and sustainable development issues.



Sierra Leone has a population estimated at 7.1 million, with 59 percent residing in rural areas and 41 percent residing in urban areas². The population continues to grow exponentially with the Western Area growing at 4.2 percent which puts considerable pressure on the infrastructure and other essential services.

Sierra Leone has a youthful population with persons under 35 years of age making up about 80 percent of the entire population. This scenario presents both opportunities and challenges. It presents a great resource offering opportunity to establish a solid foundation for development, if young people get the head start needed in life.

Investing in the health of children, especially girls, has a ripple effect on their families, communities and their future children. The challenges though are with the provision of quality education, standard healthcare and good jobs. Unfortunately, there is high unemployment for both skilled and unskilled workers. Although the Government of Sierra Leone and its development partners have made remarkable strides in solving these challenges facing young people through some policy interventions and actions, and reviewing a National Youth Policy, yet young people are still grappling with a few issues.

These include lack of relevant skills to compete in contemporary job market; limited development programmed for youth; exclusion from top-level decision making; inadequate access to finance; limited jobs and poor working conditions; inadequate policy and legislation that protect the welfare of young people; and drug use and abuse. The resultant effect in recent years has been continuous migration from rural to urban areas by Sierra Leonean youth to escape from the lack of opportunities besetting them in their communities.

For the Gaps/ Current Environmental Challenges and Vulnerability to Natural Hazards, the country is vulnerable to several natural hazards, including mudslide, droughts, floods and erosion, and tropical storms. Currently, among the main challenges are the severe flooding and coastline erosion along the coastal plains which comprised of estuarine swamps, terraces, alluvial plains and beach ridges. The erosion is linked to sea level rise but more importantly to the deforestation which has direct implications for Sierra Leone's capacity to generate electricity (siltation and reduced storage of dams & reservoirs) as well as significant health and livelihood impacts.

The Office of National Security (ONS) and the Metrological Agency have inadequate capacities to tackle the looming disaster risks around these vulnerabilities. Weather stations have been installed but they are few and cannot adequately provide early warning to farmers and general citizens. Specialized equipment like heavy bull dozers, excavators, treatment centers, ambulance services etc., to manage disaster and qualified personnel for disaster assessment and management are in short supply at the Disaster Department in the ONS.

The Water Management situation is a critical issue in most regions in Sierra Leone especially in the Western Rural and Urban Areas where almost 2 million people of Sierra Leone's population reside. There is an acute water shortage in urban and rural areas and water-hunger buildup has suddenly become a new phenomenon leading to conflict between different users (agriculture, livestock, domestic, industry). This has also negatively impacted the performance of students who spend long hours fetching water instead of staying at home to study. In Freetown, the Guma Valley Water company barely sustain its operations with what they generate, and the Sierra Leone Water Company (SALWACO) is heavily subsidized by government to keep it in existence. Due to inadequate resources exacerbated by low capacity of these entities to generate enough revenue to undertake capital intensive infrastructural development for water supply, holistic water management is a major challenge. Water supply to urban and rural areas is neither adequate nor does it have good quality

² Ibid. p. 4 and Sierra Leone 2015 Population and Housing Census



mainly due to poor supply network that are mostly broken or cut by people fetching water. Many localities have turned to groundwater facility, but the potential varies from one locality to another and there is no systematic monitoring of the resource in the whole country.

Sierra Leone is faced with the problem of rapid land degradation due to the traditional slash-and-burn farming method that engages 65% of its population, open livestock grazing, and more recently the ravage harvests and exportation of rare and threatened species of tropical hardwood spurred by swarms of foreign companies. This situation has induced deforestation, fluctuating rainfall and reduced soil fertility such that the population faces a steady decline in agricultural productivity which has resulted in hunger and malnutrition in many regions. Factors including logging, firewood collection and mining have been identified as direct causes of land degradation in the country. Consequently, hazards such as floods and droughts have become very frequent over the past decade. The capacity of the government to tackle these problems are limited thus requiring partner intervention.

Fishing in the marine environment is currently under exploited by the government albeit lots of illegal fishing by foreign vessels at high sea have been reported. The government loses over USD \$100 million each year to illegal fishing. Further assistance is needed as this sector has huge potential for economic growth to improve fish stock and exportation that will generate income for government. On the other hand, wildlife game reserve presents potential revenue generation for Sierra Leone, as well as for providing employment, food security and income for local communities. The sector is currently losing huge revenues due to poor management practices, lack of capacity and limited participation of communities.

Bio-energy accounts for 75% of energy consumption by 80 -90% of the country's population (both rural and urban). The utilization of firewood and charcoal as a source of energy are threatened by the deforestation and desertification in many parts of the country. However, little efforts are been made to put in place the sustainable utilization of firewood and charcoal energy. Unplanned Settlements and Waste management (Solid and liquid).

Due to inadequate opportunities in the rural areas, rural-urban migration has increased considerably and Sierra Leone's urban cities (especially capital Freetown) are developing at an unprecedented rate, with corresponding increasing demand for urban dwellings, increase in small-scale business/industrial activities and the resulting pollution. In Freetown, there are several major unplanned settlements accommodating large portion of the city's population (approx. 2 million people). There is a considerable urban degeneration due to poor housing facilities, poor coverage of water and sanitation as well as waste management. Most urban areas in the country do not have sewage system with adequate collection and treatment leading to pollution from sewage. In Freetown, 90% of the residents are served by on-site sanitation with severe problems of overflowing particularly during the rainy seasons. Similarly, small percentage of the generated solid waste is collected and disposed of in unsanitary manner resulting into heaps of uncollected waste in open spaces, streets, roadside drains, etc. This represents significant health hazards as well as a source of surface and groundwater pollution. Freetown City Council has identified new sanitary landfill facilities and work is underway to conduct an Environmental Impact Assessment (EIA). Among the better sustainable long-term solutions, should include a recycling of waste.

The mining sector contributes significantly to Sierra Leone's GDP over US\$150m per year. It is the fastest growing sector in the Sierra Leone economy. Although the large scale multi-national mining is relatively well managed but they also require increased monitoring both internally by Government for significant environmental (as well as health and safety and human rights) impacts. The situation with small-scale miners is very uncertain. Closer cooperation between relevant Agencies and harmonization of legislation are crucial in this respect.



The Road Transportation is essential to Sierra Leone's economic growth, but very little EIA or SEA works have been conducted on major roads development projects. Due to the large porous borders of the country, Sierra Leone loses millions of US\$ per year through 'leakages' from the natural resources sector (especially diamond and gold mining) but also agricultural products. In general, trade-related environmental issues and environment-related trade issues are receiving little attention in Sierra Leone. Sierra Leone is climatically a forested country but today the country has lost nearly 70% of its forest cover, with less than 5% of the original forest remaining in isolated forest reserves on tops of mountain and hillsides. There is no accurate assessment of the magnitude of the problem of deforestation, but it is generally perceived as a major environmental problem in the country. Forest resources are regarded as being seriously threatened through uncontrolled exploitation for different purposes such as agricultural expansion, commercial logging, fuel wood extraction, mining, woodcutting and charcoal burning etc.



Local context of the project site:

Kabomboh village is located about 5 miles from Kamakwie District. The most common youth is looking for opportunities to leave the village and come in downtown Freetown or elsewhere to find opportunities. That increase in rural-urban migration for better quality of life has put enormous pressure on environmental resources. The lack of committed youth and valuable workforce to sustain agriculture has affected the environment, agriculture, and thus the food security, and livelihoods of its communities.

Climate Change aspects:

The waste generated by population and other mining organizations in the uptown of the village and in urban cities is allowing the clearing of forest for settlement creation which contribute to the factors of climate change. That effectively affects the rural population of the district and with it the Kabomboh village . Because of their high dependency on rain-fed agriculture and natural resource-based livelihoods, climate change impacts are likely to be observed further in the future. The intense rainfall led to many landslides and attendant mudslide in the river sides in western part of the village. Different responsibilities to managing forestry, wildlife, biodiversity conservation, and environmental protection are not well observed by the local indigenous people. They lack knowledge of such concerns and are totally limited to the day-to-day food searching needs. The village has about 37 houses and is equipped of some solar panels from their ends. The biggest number of them is provided by Start-N-Light.

Kabomboh is also vulnerable to several natural hazards, including mudslide, droughts, floods and erosion, and big tropical storms. The erosion in riversides is more importantly affecting villagers, and the deforestation to finding new agricultural spaces and accessing lands. These difficult situations let them often think about alternatives to solving their hunger problems and lack of access to lands, which has direct implications for their need of much more capacity to generate electricity as well as significant health and livelihood impacts. They believe with good electricity, all their problems of producing, transforming and storing will be solved with it. That new lecture of adapting and diversifying activities is the paradigm shift that seems to guide Start-N-Light 's different tasks and engagement in that rural place of Sierra-Leone.

Gender balance and vulnerabilities:

Kabomboh as much part of Sierra-Leone has a youthful population with persons under 35 years of age making up about 80 per cent of the entire population. In rural areas this situation presents more challenges than opportunities. The necessity of a great resource offering opportunity to establish a solid foundation for basic social needs is threatened by several lack of skills for the youth in general and for the women in particular. Many young teenagers are exposed to drugs and hunger in certain situation. These factors have severe implication onthe health of children, especially girls, within their families. This is the unsaid communities' worse problem affecting their future. The lack of schools and good training/teaching equipment is equally a great challenge with the provision of quality education, standard healthcare and indeed there is no good jobs available for youth. Unfortunately, it results to a high unemployment for them, because of a big range of unskilled workers in certain activities. Although the Government of Sierra Leone and its development partners have made remarkable strides in solving these challenges facing young people through some policy interventions and actions, and reviewing a National Youth Policy, it is important to mention that the young people are still struggling with big issues particularly in Kabomboh village and its neighborhood.

We then noticed 1) the lack of relevant skills for the job market; 2) no development program for the youth ; 3) exclusion from all level of decision making; 4) no access to finance. Per consequence no welfare of young people. Start-N-light head office mentioned these problems to try to anticipate the continuous migration from rural to urban areas and abroad, and the illegal activities of Kamakwie youth in motivation to escape from the lack of opportunities in their communities.



Water scarcity:

As mentioned by the Global Environmental Facilities (GEF) Small Grant Program in their country programmed strategy for OP7, the Water Management situation is a critical issue in most regions in Sierra Leone especially in the Western Rural and Urban Areas where almost 2 million people of Sierra Leone's population reside.

In Kabomboh village particularly, there is an acute water shortage in areas and water-hunger buildup has suddenly become a new phenomenon leading to conflict between different villagers and other public or private users in such fields of agriculture and animal husbandry. With this difficult situation the performance of students who spend long hours fetching water instead of staying at home to study has also negatively been impacted. There is no presence of the Guma Valley Water company nor can we see the Sierra Leone Water Company (SALWACO). Their absence can be (partially) explained by the low capacity of these entities to generate enough revenue. For the water supply in the rural areas it means that **holistic water management is a major challenge in the whole country and totally absent in the village of Kabomboh**. Water supply to urban and rural areas is neither adequate nor does it have good quality mainly due to poor supply network that are mostly broken or cut by people fetching water.

Kabomboh is nowadays among the localities that have turned to groundwater facility, although the potential varies from one locality to another and there is no systematic monitoring of the water resources. It is also important to mention that **during dry seasons the scarcity of water is doubled**.

Energy insufficiency

We can read in the global context of the Sierra-Leone country that the Bio-energy accounts for 75% of energy consumption by 80 -90% of the country's population (both rural and urban). The utilization of firewood and charcoal as a source of energy are threatened by the deforestation and desertification in many parts of the country. However, little efforts are been made to put in place the sustainable utilization of firewood and charcoal energy. Unplanned settlements and insufficient waste management (solid and liquid) worsen the situation.

Due to inadequate opportunities in the rural areas, Kabomboh was lucky to see Start-N-Light starting operations in their village. The light along the roadsides and in the houses of the village is helping to make activities possible during nights. With a strong energy power, we definitely can secure compounds and facilitate new income activities. The villagers often fight against hunger and several other physiological issues, but with the provided energy, a diversification will be possible and education can be strengthened.

Health and Diseases control:

This assessment has helped us to experience the realities of Kabomboh and its nearest villages health situation. We noticed the lack of health centers while the closest health center is in Kamakwie about 5 miles from the village. We also couldn't find nowhere a chemist or any other way to buy medications or other pharmacy methods. People often suffer from illnesses but they have to figure out treatment solutions gathered from the bush. Many of them live with disabilities that are not treated.. The most regretful case is that of Elephantiasis, also known as lymphatic filariasis. In each village, some men or women have it. This illness is a very rare condition that's spread by mosquitoes according to specialists in public health. The common name is often used because if you have it, your arms and legs can swell and become much bigger than they should be. Your sex organs and breasts may also swell up. The affected skin can thicken and harden to look something like an elephant's skin.

As It's more common in tropical or subtropical areas, Kabomboh and its nearest villages are all facing this difficult situation. To better inform the different partners and the institutions cooperating with the Start-N-Light project, we have had discussions with some physicians on the causes of this Elephantiasis. Through their information, we recommend the support for these villages for new diagnosis measures to understand what is the particular reason in their case. Thus, usually, to get



Elephantiasis, you would have to be bitten by a lot of mosquitoes over a long time, in a country where certain types of roundworms are known to exist. It starts when mosquitoes infected with the roundworm larvae bite you. The tiny larvae survive in your bloodstream and grow. They finish maturing in your lymph system. They can live there for years and cause a lot of damage to your lymph system. This is what causes the swelling.

Also, elephantiasis can be disabling. Sometimes it's hard to move the affected body parts, which means it could be difficult to work. It might even be hard to get around in your home.

You might also worry about how your condition looks to other people. This can cause anxiety and depression. In a village where everything is a global concern, you finally got rejected and feel useless. Some people die earlier than we would expect and the others continuously suffer.



Picture of a Woman from Kamabee village suffering from Elephantiasis.



Discussion with the NGO Start-N-Light and the analysis of their report:

Start-N-Light Africa aims to the electrification of deprived rural African villages with the use of solar generated power. In their third project phase 2021-2022, Greentransformation2050³ was solicited to do the assessment of the investment impact that has been made by Weltweit e.V and EWS in Sierra-Leone, precisely in Kamakwie.

Background

START-N-LIGHT AFRICA is a non-profit organization registered in 2017 under the Sierra Leone companies ACT No. 5 of 2009 and is been formed as a company Limited by guarantee without a share capital. The key mission of this company is to create poverty-alleviating systems with technology that provides access to affordable and sustainable electricity to deprived rural village households in Africa through renewable source of energy. This new innovation gives families the opportunity to progress from mere subsistence to the beginnings of poverty alleviation.

The first activities in the project area started already before 2017 when the founder Mohamed Jah worked with the locals from the village on a power terminal that would charge batteries faster than other systems. The initial activities were financed with 9200 \$US (Le 69,000 000) from Start-N-Light own resources. For the second phase of the project Start-N-Light received 30.000 \$US from the UNDP-GEF and 4000€ from the Hand in Hand Funds through Weltweit e.V. The second project phase with its one year funding period began on the 31.10.2018 and closed on the 31.10.2019. The project had been granted another 9000€ from the EWS Schönau through its partner Weltweit e.V.. The funding amount was meant to be used for the new round of intensive trainings in electrical engineering and computer literacy.

The third and most recent project phase with external funding again granted through the EWS through the partnership with Weltweit began beginning of 2021. Start-N-Light was transferred **5000 € on the 25th of February and another 4250 € on the 29th of June.**

From **Start-N-Light** provided report, it is relevant to share some points mentioning that the project generally pursues the goal of promoting economic development in rural areas in Sierra Leone by improving living conditions through the development of entrepreneurial activities, with the provision of electricity from renewable sources that is largely self-sustaining in the long term. Therefore, the insufficiency of the energy power so far provided has not (yet) led consumers to generate incomes. The impediments cannot at this level of time bring the expected result for a better living condition. It's why finding relevant solutions to improving mechanisms of action from Start-N-Light is necessary. One important point to mention is that Mohamed Jah and his ideas to bringing change into that rural area would not be supported easily if carried out by someone different than him. His personality, charisma and social standing in the village is crucial. It is why, Start-N-Light is able to provide training that facilitates technology and knowledge transfer. But we noticed that the youth are not totally prepared to receiving such capacities, because of the lack of basically competencies in reading, writing and research.

Although the project intends to take a holistic approach, starting with ensuring light in households, streets lighting (security), Training (education), youth empowerment and administrative governance, and extending into the agricultural sector in terms of solar-powered micro-irrigation for food security and livelihood. **It is important to mention that there has been some effort to lighting streets, but its trace is insufficient in term of lighting for security, youth empowerment through education or other good local governance. Start-N-Light has a big intention to gambling all these relevant aspects, but the evaluator has noticed a strong need of capacity building and empowerment for Start-N-Light to succeeding into their core mission**^[kk1].

³ You will read below more about GT2050 and Mohamed Jah the person in charge of Start-N-Light.



“Start-N-Light strives for more efficient processing of the agricultural products produced through the provision and supervision of post-harvest machinery and better marketing through the organization of micro-cooperatives”.

The evaluator has made a visit to the farm. About 2ha was planted with cassava. But no processing approach is made. And no financing was made to build a processing or manufacturing system to harvesting and producing goods from cassava. During dry season, he noticed that there is equipment to facilitating irrigation with a solar pump system to providing water to farmer. But while he was doing the assessment, all equipment were removed from the river side because the project manager wanted to avoid the impact of the flooding on the materials.

Another project focus is the operation of a training center to ensure the maintenance of the PV installations (as well as the 25-45 KVA wind turbines planned) and the creation of job opportunities for young electricians. In the first phase of the project, a one-room training center for 20 men and women was created, which is now being expanded to 4 classrooms that can be taught simultaneously.

Start-N-Light maintains its commitment to the creation of a poverty-alleviating scheme through the provision of affordable and sustainable electricity. This project brings a lot of opportunities that enabled villagers get access to electricity and a digital learning platform for advance solar and basic computer training services.

Even though, there were serious challenges that had affected the regular training and the construction of 4 classrooms that was to be completed within six (6) months and was supported by EWS Schönau with € 9987 Euros in 2021. The funds were initially dedicated and budgeted for the following activities (1) Scholarship for trainees, (2) four classroom training site construction for six months (3) Community women business enterprise loan and xpansion of farm garden irrigation system, (4) Solar, Electrical Electronics & Computer Training materials, (5) Contracts extension for 4 training professionals. However, three out of five activities were started, some completed and other ongoing.

Talking about the constructions, it was noticed by the evaluator that they have not being finished yet and there is a need of providing more materials and funds to supporting the total execution of the tasks.

1. The construction of the 4-classroom training center is still ongoing with two classrooms near completion while the 2 are under construction since the initial construction plan was modified to meet to the district building standards. The completion time frame was also affected by the modification, climate condition with heavy winds and rains, as there was a storm that has been stronger than any storm before, and has destroyed people’s houses and unfortunately also some of the materials. It destroyed some materials kept at the construction site. Therefore, the budget had to be readjusted and the trainee’s scholarship funds had to be redirected to the construction.

2. Community women business enterprise loan and Expansion of farm garden with the help of solar-powered irrigation system to 1.2 hectares and land allocation to 120 women have been achieved through the creation of **Mayoho women Development Group** organization that was formed to carry out the functions of the women business enterprise loan scheme and expansion of the farm garden from 1.2 hectares in one village up to 2.4 hectares in two villages combined. Allocation of farmland from 120 women has now increased to 225 hardworking community women and counting in these two villages. Solar powered water pump irrigation was installed but removed due to other climate conditions. Reinstallation has now resumed but with challenges as the number of farmlands has increased.



3. Solar, Electrical Electronics & Computer Training materials and computer IT equipment are being set up and configured, new solar power inverter and batteries are being replaced and added for sustainability. Defective PV panels and cables were removed and refurbished.

The evaluator noticed that only nine (9) solar panel were installed and three (3) others in a total of twelve (12) were left to Freetown. The reasons mentioned by the project manager was that the batteries have not enough capacity to receiving the energy from all the panels.

In conclusion, the construction of the training center at Kabomboh village is to allow trainees to be with their families and still be trained. They are all part of the construction process. A wind turbine concrete tower has been erected, and upon completion, a 25-45 KVA wind turbine power system is expected to be installed. Water irrigation system for farmland is a critical part of the community developments and income generating which enables households to be able to pay for electricity as pre-paid meters have been tested during the dry season, calibrated and installed.

What emerged from the interviews with the beneficiaries of the project and the various parties concerned:

Methodology of the evaluation:

The process was constituted of four principal phases.

- **First (1st)** : Travelling (Going and Coming back) to the project site in Sierra-Leone
- **Second (2nd)**: Meeting with the beneficiary organization and the characters involved (Mayoho women grouping, trainees, construction contractors, men, youth and Start-N-Light team.
- **Third (3rd)**: Field visit and installation examination
- **Fourth (4th)**: Interviews and collection of proofs and valuable factors.

These different phases helped understand the evolution of the project, also technically answered to the different questionnaire. The main goal was to give a precise overview based on Strengths, Weaknesses, Opportunities and Threats that are in the execution of the project.

The evaluator prepared this report to give a global understanding to the partner organisation as well as any potential future partner organisation what they want to know in two basic things: 1.) The trustworthiness of Start N' Light organization and its main responsible. 2.) The kind of input/support that is needed to raise this projects potential for impact.

In the report the evaluator has described the project, its progress and its impacts by following the points and answering the questions that have been asked in the "Key aspects to focus on during the evaluation" document and the summary of activities presented in the ToRs. He obviously provided his point of view as an outsider by a) collecting facts and objective information b) by interviewing stakeholders and c) by giving his own judgement as an external expert.

He has provided in the core report and its annexe a lot of photos/pictures of all the relevant aspects. They are compiled in the photo book annexed to the report.

According to the evaluator discussion with the project manager, he started communications with Mohamed before he reached Sierra-Leone (Project Site in Kamakwie), he shared TORs and other relevant material to the assessment. He shared all the kind of information he wanted to collect during the evaluation before they met in Kabomboh. Also he prepared some advise and shared them with the trainees and the project constructions contractors. He followed up this evaluation, that consist: to improve the project by formulating the right learnings from former phases. And also provide advise after readings and reporting to improve the communication with the foreign partners. He – as an expert – gathered in two (2) boxes below all relevant tools and proofs to presents an unbiased view on the project in order to attract new collaborators.



Basical analysis:

- 1) The extension of the training center by 4 classrooms through a new construction located at the power terminal site in Kabomboh has started and is evolving. But the constructions have been stopped due to the lack of materials.
- 2) the traineeship: 5 people (1 woman) were trained during the first phase of the project. And 14 (5 women) during the second one. In the third phase 12 people (7 women) were trained and in the fourth and last phase from the project site to Freetown only 6 people (1 woman) were trained. So, we estimate a total of 38 people trained in basic computer skills and electrical engineering.

Target group, beneficiaries, stakeholders:

The direct target group are the 150-200 households in Kabomboh, Makanka and Kama B villages. The evaluator visited some villages and listed the names of the closest villages to Kabomboh (project sites) as follow: 1- Kalaya, 2- Kamayaha, 3- Kamabee, 4- Matonkapa 5- Masankorie, 6- Kamaforay, 7- Kabodogo, 8- Kamadjibi, 9- Kamawanka, 10- Kamabayo. This project impact goes to especially the children in the families by enjoying electrical light during nights, although the level of educated among them is low; that enables them to study in the future if more value is added to education with good school buildings, they are expected to benefit from the project more than the old people, as well as women who receive the possibility to crop on the irrigated test field. With a good power generated, women will be able to process good agriculture product, and young women and men alike are expected to benefit from the training activities directly or indirectly, while the greater community shall benefit at first indirectly from the start up opportunities for small business that the provision of affordable electricity shall create.

The regional government and the ministry of energy has already started playing their role in the project sustainability. With the meter system; Start-N-Light gives more interest to them to witness the development of private energy provider that will help to electrify the rural areas.

Through this evaluation and impact assessment of the project of Start-N-Light, our evaluator:

- a. found out the project was conducted as planned and achieved the actual results as communicated with the partner organization. Therefore, there are many challenges to fix out to successfully reach the targeted ambition.
- b. drawn lessons that help to direct the next phase of the project, by gathering answers to the different questions below. (See questions and their answers in the table 1).
- c. As the long-term goal of Start-N-Light is to become a business of scale that provides affordable energy to many villages, this evaluation focus on all special aspects that are conditional to reach this goal, especially those of organizational structure, communication, team management and financial management. Concrete suggestions from the evaluator were also made. See Competency GAP Analysis in the table 2)



Table 1 Key questions asked and different answers provided by the various beneficiaries of the project

N°	Key Questions	Answers provided by various beneficiaries
Relevance		
1	How much was the target group involved into setting the project goals?	<p>The target group is 100% involved into setting the project goals. About 8 women were involved in the process of the implementation of activities in the beginning. Nowadays we have up 22 women involved.</p> <p>There were 15 men involved in the beginning of the activities, today we have 30 men that are really helping Mohamed Jah while present or absent. A list with contact will be provided.</p>
2	How much are the project goals aligned with the official (development) plans?	<p>The local development plan of Kamakwie has made up the priorities of fighting against insecurity, helping children getting access to education and facilitating access to food to fight against hunger and food insecurity. They have understood that the access to electrical light is the best key solution to solving these issues up mentioned. Based to that, they personally mentioned that the project goals are totally aligned with their official development plans.</p>
3	How strong is the communication and coordination of activities with other local and international organizations?	<p>There is no communication and coordination of activities with other local and international organizations.</p>
4	How relevant are the project goals for the project country and its people, how much for Germany and how much for the rest of the world?	<p>As for the question on line 2, this is the global concern. What is relevant locally should obligatory be in the nationwide.</p> <p>We have 3 street lights in the Kabomboh village and the program to pay fees by the houses help everyone to take light to home. the number of houses that have light in Kabomboh is about 76 houses. The light installation started with 23 houses. Some of them were asked to pay bills and since then many resign to pay it. Nowadays only 9 houses have light. The condition is that whoever wants light have to provide cables. And for sustainability reasons they were asked to pay for the cable, whilst the checker is provided for free.</p> <p>So, before the meter system, they all had electricity but nowadays this system does not permit to some of them to have access to it.</p> <p>Some people rejected the project because they claim that they don't have money to pay about 5000 Leons franc (about 20cents USD) per month.</p>
5	Establishment of a student loan fund and corresponding allocation scheme of scholarship loans	<p>There is no loan and corresponding allocation schema of scholarship loans established due to the reallocation of funds.</p>
6	Extension of the solar-powered irrigation system to 1.2 hectares and land allocation to 120 women.	<p>We estimate the irrigation lands where women work (...Dry Land) is 100m on 75m it is near the construction of the unit. And the casava garden has 200m on 100m.</p> <p>The women work there according to the season and they harvest one time per year.</p> <p>At this step of the project, 225 women are authorized to go and work on that farm. This number of women is both Kalaya and Kabomboh farmers. A list of total people will be provided later.</p>
Effectiveness		
7	Were the project goals for the second phase achieved?	<p>There are 20 Potters with 50m between them placed. In providing electricity we have 2 administrative systems to follow in Sierra-Leon. They are:</p> <p>BAT: build and Transfer</p>



		<p>BAO: Build and Operate. We have 2 different types of license to do so for an organization: 1- Ordinary license, it allows to construct and run power system. <u>Consequences:</u> When the government comes to that area, they will take over your investment without compensation. 2- Measure license: it allows to build and operate. With that option, the government gives back options to resell it to the resident. So that doesn't take over the infrastructures.</p> <p>Start-N-Light has the aim to put a wind mill power to generate at least 35Kw during nights that will help alternate with the solar one.</p>
8	<p>What are the strength and weaknesses of the organization/implementing partner/tools being used etc. and are the strength being built upon while the weaknesses being tried to improve?</p>	<p><u>Weaknesses:</u> The light is insufficient They mentioned that the light is too expensive. They need support from the light providers. Unfortunately, there is no mechanisms to proceed to the collecting or to reuse of the money to solve circuit problems</p> <p><u>Strength:</u> They pay through a top-up canal to amend problem and repair damage. They pay for that and it is paid to the leaders of the groups. The money is taken to the community bank of Kamakwie where they have a primary account and a secondary account because they join hands with the village named KALAYA. The primary account is signed by the person named: Madam Mary Doumbouya.</p> <p>NB: KALAYA Village joined payment to Kabomboh with the hope that light will reach their village too. They fore step and plaid for light to their village.</p>
9	<p>Are the results of the activities communicated/presented/displayed in such a way that the direct and indirect target group understand their relevance?</p>	<p>The usefulness of light is good. As there is not enough or sufficient to them, they can't buy stuff like TVs, fridges or other devices of permanent use or facilitation. Light remains just for 4hours. They have light since December 2016. The main materials that they use to consume electricity are: lamps, less numbers of them use TV or fridge, about 80% use just phone chargers.</p>
10	<p>How much are the endeavor of the organization and implementing partner as an entity more effective than the actions by single persons from the target group or other organizations working on the same topic in the area?</p>	<p>There is no organization working on the same topic in the area. This gives to Start-N-Light an advantage to became leader for solar power provision into the village.</p>
11	<p>How good worked the communication and coordination between organization and implementing partner and between specific organs of both? Did everyone understand each other's role and reported on progress regularly?</p>	<p>Some of them have particular responsibilities in Leadership of women and Coordination. Role of passing information, collecting payment with the presence of the leader of the group (Women's leader: Mamy Condey Bangura and Man's Leader is Facinet Conteh). So, the communication goes but not toward a formal well-known system.</p>
12	<p>How much were lessons learnt from the second project phase</p>	<p>They were trained but few have the right materials to practice with no hazards and accident. They lack individual protection</p>



	<p>incorporated into the design of the current intensive trainings.</p>	<p>equipment. <i>The Training lessons were:</i> <ul style="list-style-type: none"> - Electricity Solar is solution, - How to use light in the community by the community, - Solar installation systems, - Dactylography Trainings, - How to write and read project, - Word processing and windows, - Attitudes and how to address people. Public speaking... </p>
Efficiency		
<p>13</p>	<p>Were the right materials bought for a competitive price? Are the project employees paid justified salaries or allowances? What kind of work is done voluntarily by how many people?</p>	<p>6 contracted men were remunerated to do the construction. Because they had the background to providing such services.</p> <p><i>The different challenges of the construction:</i></p> <ul style="list-style-type: none"> - Not enough materials, - Finance problems are always occurring that the mean raison because they don't hire many staff, - When doing the job, the payment is small as the project do not have enough money to pay workers. - They mentioned to be not fed during construction moment, and emphasizes the pleasure of workers rises with food, - They need enough materials and tools, - They don't have any safety equipment, and they are not able to be Safeguard, - No medical facilities and they are not insured, - They lack the first aid kits; in case of accident the damage can be fatal; - It remains a lot to finalize the construction, - No transportation materials to carry the materials. The materials of quality and of the good cost is found in the city of Freetown. So, carrying it from there is a huge problem. - During the dry season, big water issues occur. - Some of them are paid by task and that is not enough if the job had to last long before it continues.
<p>14</p>	<p>Are the materials, the established facilities, communication tools, planning and monitoring tools efficiently used by the project implementers?</p>	<p><i>In the construction of the project great office, we have about 25 people involved. Initially 90% of the entire youth were involved. Bringing blocks, cutting sticks, sand, stones and men assist to the cement activities. Some break stones like Mr. Sheka Cisse and the leader of the Youth Mr. Yaya Bangura. But we understand that there are no facilities established through communication tools, planning and monitoring tools efficiently during the project implementation.</i></p>
<p>15</p>	<p>What would be additional helpful tools?</p>	<p><i>The fences they put to secure materials are often taken over by the storm,</i></p> <ul style="list-style-type: none"> - Some electrical materials were stolen and other construction tools, - The matters are relied to the youth leader. He often takes the issue to the chief of the place and if a solution is not found, the issue is taken to upper position. - They mentioned that they need much more materials at once. Inflation really affects prices there. Everyday things become more expensive than the precedent day. Materials delivering is a total problem.
<p>16</p>	<p>How efficient is the network to other organizations, how much are the activities coordinated with other organizations (in the partner country and in Germany)? Did any</p>	<p><i>The organization has a poor efficient network to other organizations. Zero activity is coordinated with other organizations (in the partner country and in Germany). No synergy effects arise through such a coordination. As this is the first assessment made, it is difficult to present how much did the organization and implementing partner learn from</i></p>



	<p>synergy effects arise through such a coordination? How much did the organization and implementing partner learn from past experiences of other organizations?</p>	<p>past experiences of other organizations.</p> <p>However, there is a particular concern with the trainees you can read as follow:</p> <ul style="list-style-type: none"> - Some trainees are very Interested in getting support to pursue and further their education even if it is scholarship or fellowship. - some do not have any formal education but they want to learn any job skills and to get opportunities in Mentorship. - the biggest challenge was that all trainees have families to feed and children to take care of, so it could be difficult to stay a long time for a learning session. - The incentives were not enough, while some got some and others got none. <p>The trainees mentioned that the timing of trainings was not enough and they needed much more to better understand.</p> <ul style="list-style-type: none"> - They want more trainings in computer sciences, wood working (chairs, roofs, and so on),
17	<p>Were the provided financial means sufficient, not enough or over exaggerated to reach the project goals?</p>	<p>The provided financial means is not sufficient to reach the project goals. And it is important to draw a very good schema of accountancy with Start-N-Light leaders to really follow up with their financement.</p>
Impact		
18	<p>Where can signs of a longer lasting change for the target group be seen? Is this change also witnessed by other national or international entities?</p>	<p>There are many challenges to come over before we talk about longer lasting change. Please read them below.</p> <p><u>The different challenges that:</u></p> <p>Women face are:</p> <ul style="list-style-type: none"> - The Land accessibility issue - Difficulty to access markets with their products, - Difficulty to raise children or send them to school, their children spent much of their time home, lack of schools and teachers, - Need of machines that transform casava to facilitate the food processing, - Long distance between the market and the village, about 3 and half miles, - The lack of food and diet variety of items, - The micro credit loans is very fearful because of many family issues. They can't succeed in investment and they take them often to police or jail. Because of that fear they avoid processing with microcredits. - Health statue is becoming poor and sometimes they feel pain sooner as old, - They don't have access to medication, due to the lack of physicists and chemists, - The main illness is due to the lack of treatment as soon as any disease starts. - Water scarcity. And the water they use often comes from streams. The manual pumps often dries during dry season. The water is polluted by organizations in the upper towns and they are afraid of their health which is already threaten by many other factors. <p>Alert!!!</p> <p>1- There is a particular situation that women are facing in the project site and its closest villages. Their feet got fat and fat but they don't know what is the causes. Many of them have been attacked with this illness. The evaluator thought about elephantiasis, but there is a strong need of diagnosis.</p> <p>2- Family planning is not understood there, girls and women are in permanent danger while giving birth. Some loose lives due to</p>



		<p>the lack of health center. And it is impossible to access the facility to cure or to be treated.</p> <p>3- Less education and hurly marriage. The girls just got secondary and they are given to marriage often at 12 or 13 years old.</p>
19	<p>Did the project achieve any unintended impact on the target group and project environment that was nowhere mentioned during the planning? Can these impacts be related directly to specific project activities?</p>	<p>The project did not achieve any unintended impact on the target group and project environment that was nowhere mentioned during the planning. So, it will not be possible to show any related impacts directly to the specific project activities. Therefore, we can mention other challenges that men are facing in the project.</p> <p>Challenges Men face:</p> <ul style="list-style-type: none"> - First: lack of soil nutrients. They are obliging to apply fertilizer. They lack chances to access fund. - there is a crucial need of seeds. Sometimes there are no seed at all. - They plaid to partner for seeds to do agriculture or farming and support even for the light. - It will be difficult to talk about light if hunger threaten your family. - With women, people just manage to pay the spendings for cooking. - They lack health center. All the surround communities are facing this reality. Even if people got cholera or any other disease. - People suffer of feet problem that got fat and fat. (Particularly for women). - lack of Empowerment of youth to employment or to be able to do entrepreneurship, - They all have the capacity to learn new skills, but they don't have that opportunity. - Lack of Generated Incomes Activities, - Need of Land use support to help support family.
20	<p>Does the project show any signs of impact on a higher level, e.g., change of behavior of other organizations, change of official politics etc.?</p>	<p>Yes, the project shows many signs of impact on a higher level, e.g., change of behavior of other organizations, change of official politics etc. the behavioral change in structure, Change in technology, Change in people such as the motivation of new candidate to fulfil the requirement, promotion of result based activities, Energy transfer solicitation to other location, and request for more training and development for capacity building.</p> <p>Further, we have a total of 12 solar panel. Only 9 have been installed and the 3 others are in Freetown with Jah. There is no Commercial Center established yet. Because the Mayoho women grouping had to create that market. The resources are low and the organization is not able to provide a place where 200 and more women can go sell and sell their produce .</p> <p>Some women have started few businesses since the light was provided and the lands were irrigated. One woman has a fridge that she used to sell bombom sweet and cold water, with other drinks like gingembre. That is the business of one of the trainees of the program, her name is Saley Bangura.</p>
21	<p>Should the organization pursue other or additional impacts then originally aimed for?</p>	<p>Yes, the organization should pursue other or additional impacts then originally aimed. And it has to be centered to the youth empowerment in its sector of activities. Read here some challenges youths are facing.</p>



		<p><u>Challenges Youth face:</u></p> <ul style="list-style-type: none"> - The Daba youth pursue of hard physical jobs (farming) make them older soon, - They lack access to machines to reduce their pain and facilitate their productivity, - They lack education and do not have any places for youth empowerment and instructions, - Youth are often busier that they don't have time to take care of their children, - The lack of good food destroys their health, - They sometimes do big jobs and the farming do not succeed. That lead them to loans and finally we have nothing. Our major support are women with their casava production activities.
Sustainability		
22	How high is the level of usage of the provided resources by the target group? What mechanisms for maintaining this level are put in place?	The level of usage of the provided resources by the target group is low. Please read recommendations in the box below to develop a mechanism for maintaining this level and helping it to thrive.
23	How likely is the organization and implementing partner able to maintain its engagement when looking at the organizational structure (e.g., team management, financing, networking etc.)?	There is a strong willingness of effectively accomplishment of the deliverables. Mohamed Jah the project Manager and the first responsible of Start-N-Light is a reliable person. He is committed to bringing this project up and is trying all his best to maintain strong relationship with any relevant group for this project.
24	How much does the target group associate a positive change with the project and its organization? How much will it support the continuity of its mission?	The target group is motivated to associate a positive change with the project and its organization. They provide areas to facilitate agriculture. They are opened to the idea to support the installation of the project site and to protect materials.



Table 2 Start-N-Light Competency GAP Analysis (CGA) with evaluator recommendations:

For a good competency GAP assessment, we used the Critical Ecosystem Partnership Funds tracking tool (CEPF⁴) it is a Civil Society Organizational Capacity Tracking Tool read more in the annex A2 Excel sheet. In the charter below you will read the different recommendations we proposed in the second column:

N°	Current Competency	Recommendations to fulfil the GAP. We propose:
CGA 1: Human resources		
1	<p>1.1 Staff Numbers: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> Staff numbers are below the level required for effective delivery of the organization's mission but not so low that they are a serious impediment to the effective functioning of the organization.</p>	Staff numbers to be sufficient for the effective delivery of the organization's mission less than 60% of staff should be project staff or otherwise on short term contracts.
2	<p>1.2 Staff Experience: How many years of combined experience relevant to their positions do the staff of the organization have?</p> <p><u>Answer:</u> 10 to 50 years.</p>	Start-N-Light should hire skilled and experienced people to get at least a combined experience of 51 to 100 years with relevance to the positions the staff of the organization have.
3	<p>1.3 Staff Skills: Which of the following skills can be demonstrated (in terms of graduate-level qualifications or at least 2 years' practical experience by the organization's staff)?</p> <p><u>Answer:</u> Ability to manage the implementation of projects.</p>	<p>Start-N-Light to be up-skilled in:</p> <ul style="list-style-type: none"> - Ability to manage an organization. - Ability to set priorities for conservation action. - Ability to conduct a participatory appraisal with local stakeholders. - Ability to conduct surveys/ research with technological applications. - Ability to develop a Geographical Information System (GIS). - Ability to communicate nature conservation messages. - Ability to advocate changes to public policy.
4	<p>1.4 Human resources development: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization has no human resources development strategy; a few staff are provided with some mentoring or training on an opportunistic basis.</p>	A human development strategy to be in place, the organization budgets resources for it and actively fundraises for them, and all staff receive regular (at least semi-annual) mentoring or training in skill areas relevant to their positions in accordance with annual performance appraisals.
5	<p>1.5 Volunteers: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u></p> <ul style="list-style-type: none"> - The organization has one or more volunteers but they do not have clearly defined terms of reference (TORs) or workplans. - The organization has one to four volunteers, with clearly defined terms of reference (TORs) or workplans. 	The organization to have at least five volunteers with clearly defined TORs and workplans, and receiving structured training/ mentoring from other staff.
CGA 2: Financial Resources		
6	2.1 Total financial resources: Which statement best describes	Secured financial resources to be sufficient for the effective delivery of

⁴ TRACKING TOOL

Why does CEPF need a bespoke tool?

This section presents a bespoke 'tracking tool', designed for the specific purpose of monitoring the capacity of individual organisations over time. This tool draws heavily on the PROSE, the IDF and TNC's NGO self-assessment tool, and is also informed by the scorecard approach for rating Asian Elephant conservation projects developed by Jepson and Canney (2003). The structure of the tracking tool is based on the protected area management effectiveness tracking tool developed by the World Bank/WWF Alliance (Stolton et al. 2003), which provides a good model for structuring a repeatable tracking tool based on objective indicators.

The proposed tracking tool differs from the existing tools reviewed in the previous section in a number of ways. Most significantly, the principal purpose of the existing tools is to generate insights that are useful to the civil society organisations themselves. As a result, they typically employ a large number of indicators, to provide a high level of resolution in the identification of strengths and weaknesses, and the criteria for each indicator are frequently subjective (e.g. "strongly agree", "agree", "neutral", "disagree", "strongly disagree") and do not enable consistent application or meaningful comparison among organisations. In addition, almost without exception, the existing tools focus on organisations' internal capacity, and do not explicitly address the impacts of their work.

These issues are addressed by the proposed tracking tool, which does not attempt to measure all variables relevant to the organisational capacity of civil society organisations but, rather, uses a shortened list of indicators, and employs unambiguous, externally verifiable criteria for each. As a result of these modifications, the resulting tool will enable CEPF to monitor the impacts of its investments on institutional development of civil society organisations in a consistent, comparable and cost-effective fashion, and generate information that is relevant to CEPF management, Regional Implementation Teams and donor partners.



	<p>the financial resources of the organization?</p> <p><u>Answer:</u> Secured financial resources are below the level required for the effective delivery of the organization's mission but not so low that they become a serious impediment to the effective functioning of the organization.</p>	<p>the organization's mission in the short term to medium-term (one to five years).</p>
7	<p>2.2 Diversity of funding sources: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization's funding comes from at least two sources but a single source account for more than 80%.</p>	<p>The organization's funding to come from at least five sources with no one source providing for more than 20%.</p>
8	<p>2.3 Fundraising Capacity: Which statement best describes the fundraising capacity of the organization?</p> <p><u>Answer:</u> The organization is unable to prepare projected proposals without significant external assistance.</p>	<p>The organization to be able to prepare projected proposals with realistic goals and objectives, measurable indicators and well-developed logical frameworks, and responded to and won many tenders.</p>
9	<p>2.4 Sustainability strategy: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization has not begun to develop any sustainable financial strategy.</p>	<p>The organization to adopt a sustainable financial strategy and to develop at least one long term financing mechanism which accounts for at least 10% of the organization's annual income.</p>
10	<p>2.5 Organizational profile: Which statement best describes the profile of the organization?</p> <p><u>Answer:</u> The organization is little known among civil society organizations in the country where it operates since it has a low profile among the general public, government, donor agencies and the private sector.</p>	<p>The organization to be well known among decision makers in government donor organizations and the private sector, and to be often approached by them to collaborate on conservation initiatives or develop proposals for conservation projects, and have a high profile among the general public, and have a membership base among private citizens, totaling at least 3,000 members.</p>

CGA 3: Management Systems

11	<p>3.1 Organizational Structure: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization has no clearly defined organizational structure and lines of authority and responsibility are not clearly defined. No job descriptions exist for the staff.</p>	<p>The organization to have a defined organizational structure with clear lines of authority and responsibility. Job descriptions to exist for all staff positions, and regularly to review and update during staff appraisals and/or performance reviews. Staff to be recruited according to job descriptions and following a recruitment policy.</p>
12	<p>3.2 Administration procedures: Which of the following administration/ personnel management procedures are in place at the organization and consistently observed by staff? Note: 0.5 point for each.</p> <p><u>Answer:</u> Equipment Inventory</p>	<p>To put in place:</p> <ul style="list-style-type: none"> - Mechanism to monitor/ control the use of supplies - Procurement Policy - Leave and public holidays policy - Travel expenses policy - Disciplinary and complaints procedures - Standard operating manual
13	<p>3.3 Financial Management: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> Records of expenditure are not kept for projects.</p>	<p>Records of expenditure to be kept for projects and the expenses of all individual line items always to remain within the agreed budget.</p>
14	<p>3.4 Monitoring and evaluation: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> External evaluations of the organization's projects are undertaken occasionally, usually at the request of donors.</p>	<p>The organization systematically to monitor and evaluate the impact of its projects and to use the results to guide management and design of future projects. The results of monitoring and evaluation to be widely disseminated to stakeholders inside and outside of the organization.</p>
15	<p>3.5 Financial Reporting: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization has no system for preparing financial reports and statements.</p>	<p>The organization to produce regularly financial reports and statements, which it makes available to the board and management, and which are always complete and delivered on time. External audits to be conducted on an annual basis, and recommendations are implemented, and an annual financial report is published and made publicly available.</p>

CGA 4: Strategic Planning

16	<p>4.1 Governance: Which statement best describes the governance of the organization?</p> <p><u>Answer:</u> The organization has no board or independent body to provide strategic direction and oversight.</p>	<p>The organization to have a board that clearly differentiates between its oversight role and the role of management. The board members to be drawn from multiple sectors, and to be capable of carrying out functions such as fundraising, public relations, financial oversight and advocacy. Committees have to be formed to address specific issues such as campaigns, fundraising, financial sustainability, etc.</p>
17	<p>4.2 Mission Statement: Which statement best describes the mission of the organization?</p> <p><u>Answer:</u> The organization has a mission statement but it is imprecise or too broad, and does not provide clear direction for the organization.</p>	<p>The organization to have a mission statement that clearly expresses the central purpose of the organization. All staff are able to readily articulate the mission statement, which is widely identified with the organization by outsiders.</p>
18	<p>4.3 Strategic Plan: Which statement best describes the</p>	<p>The organization has a strategic plan with measurable indicators,</p>



	<p>strategic plan of the organization?</p> <p><u>Answer:</u> No strategic plan for the organization exists.</p>	<p>covering a period of at least three years, and actions are monitored against it. The plan is updated periodically, through a participatory process involving staff, board members and external stakeholders.</p>
19	<p>4.4 Relevance of projects: Which statement best reflects the situation within the organization?</p> <p><u>Answer:</u> The organization does not have a clearly defined mission statement and its portfolio of projects is totally lacking in coherence.</p>	<p>The organization to have a coherent portfolio of projects that are always consistent with its mission statement. Funding opportunities to be systematically screened against the organization's mission and strategic plan, and only pursued if they are in line with them.</p>
20	<p>4.5 Accountability to stakeholders: Which statement best reflects/ describes the role of the organization's stakeholders (government, local communities, other civil society organizations, etc.)?</p> <p><u>Answer:</u> Stakeholders are sometimes consulted during project design and implementation but they have no involvement in the decision making.</p>	<p>Stakeholders to be systematically consulted during project design and implementation, and to have a clearly defined role in decision making. The organization's stakeholders to be consulted during the development/ revision of its mission and strategic plan, and to have a clearly defined role in the decision making.</p>
CGA 5: Delivery		
21	<p>5.1 Governance: What is the largest annual budget of any project that the organization is currently implementing?</p> <p><u>Answer:</u> US\$1,000 to US\$10,000 per year</p>	<p>The largest annual budget of any project that the organization implements to be: > US\$10,000 to ≤ US\$100,000 per year</p>
22	<p>5.2 Relevance of projects to conservation, climate change, biodiversity objectives: Which statement best describes the projects currently implemented by the organization?</p> <p><u>Answer:</u> No project defines clear biodiversity targets/ conservation outcomes.</p>	<p>All projects to define clear biodiversity targets/ conservation outcomes based on global conservation priorities (IUCN Red List, Key Biodiversity Areas, WWF Ecoregions, etc.), and monitor progress towards them.</p>
23	<p>5.3 Delivery of project outputs: How frequently are project outputs delivered successfully and in the proposed quarter?</p> <p><u>Answer:</u> Less than half of the time</p>	<p>Always delivered successfully and in the proposed quarter.</p>
24	<p>5.4 Geographical reach: Which statement best describes the geographical reach of the organization?</p> <p><u>Answer:</u></p> <ul style="list-style-type: none"> - The organization has one or more field projects but they are directed from its base in an urban center. - The organization has one or more field projects directed from local field offices. - The organization has one or more field projects directed from local field offices, and coordinates at least one network of local NGOs, community-based organizations or other civil society groups, which is active in one or more regions of the country. 	<p>The organization to have one or more field projects directed from local field offices, and coordinates at least one network of local NGOs, community-based organizations or other civil society groups, which is active nationwide.</p>
25	<p>5.5 Collaboration: Which statement best describes the organization's collaborations with other civil society organizations, local or international?</p> <p><u>Answer:</u></p> <ul style="list-style-type: none"> - The organization does not have experience working with other civil society organizations. - The organization occasionally collaborates in joint initiatives with other civil society organizations on an ad hoc basis. 	<p>The organization to have working relations, and at least one on-going joint project with other civil society organizations. The organization also to participate in and to support at least one civil society coalition/ network and to play a leadership role in promoting coalitions/ networks.</p>
26	Current total score: 26/100	Need to up-skill >70/100



Who is Mohamed Jah the Project Manager and President of Start-N-Light?



Mohamed was born in Sierra-Leone precisely in Kabomboh. He was lucky after the civil war to travel as a refugee to the USA. After 15 years he came back to Sierra-Leone and started Start-N-Light. At his earlier beginning he was treated as a fool by the community. They could not understand how a very clever man could spend his days going back and forth to collect rubbish and every metal or electric cables. He wanted to take his people from darkness and to high light them with new ideas. To bring opportunity to the village and to facilitate representativity to the villagers.

Mohamed was trained by a small church in the village while his childhood. He learned a social approach to discussing matters in various faith as a Muslim. Since then, he has helped more than eight (8) people to travel to the USA for a sustainable life finding. He is determined to fight against poverty in his village it is why he is trying toraise funds from relatives, partners and other good canals. He is seen by the villagers as their great best hope. And according to him, he is working hard to transfer his competencies to youth so that he won't be the last best hope the village ever had.

This report particularly mentioned Mohamed, because however or particular is an idea, the person that stands for it is more relevant in front of partners. As the project manager, he comes (10 to 15 hours on way) to the project sight every two (2) weeks and can stay for three to four days. As he comes from downtown Freetown, he is confronted to difficult road travelling and the most of the time is consumed crossing a river. He is passionate about what he is doing and is ready to answer to every need of the villagers. Mohamed is not obliged to do so, but he decided to help thrive the village of his father and his mother both a Fulani and Limbanyi of Kabomboh where his great grand-parent arrived toward 1900. Mohamed explained how his great grand-father a trader of Pounder tobacco and Kola nuts were purchased by the limbayeys as cow's stealer and how he was threatened before he got integrated to the community. As time goes on, he (Mohamed grand-Father) succeeded to preaching Islamic education and converted many of the villagers to Muslim's faith. Mohamed is happy of being a successful part of this village and is working hard to getting it out of poverty.

Therefore, the evaluator has noticed many gaps within Mohamed's management system. He noticed a need of capacity building for the initiator and an economic safeguarding and strong administrative procedures. Due to the misappreciation of the Sierra-Leoneans 'money, the project team often face difficulties to buying items that support the project implementation. That day-to-day variation create budget deviation. And sometimes, due to the non-access to village when a traditional bridge is romped, Mohamed anticipated deviation of budget to solve the global issue that affects his project execution. The problem is that can be of huge consequences. Its why, he needs to be trained in solving issues without affecting his budget.

Before we present the results of the interviews in Sierra-Leone, let us introduce the NGO in charge of the assessment and the consultant who did the assessment.



History of the creation of GreenTransformation2050.

Green Transformation 2050, or GT2050, is a non-profit non-governmental organization based in Guinea. We are specialized in natural resources conservation, environmental and sustainable community development issues as well as the fight against climate change through an approach of adaptation, mitigation, and research on losses and damages resulting from climate change.

Green Transformation2050 was created by Alpha Oumar Kaloga in 2016.

Aside from his position of President of the NGO, he is a member of the Lead Negotiator Group of Africa. He is the current chair of the Consultative Group of Expert in the UNFCCC, which assists developing country Parties fulfil their reporting requirements under the Convention, and [supports](#) the implementation of the enhanced transparency framework under Article 13 of the Paris Agreement. See [here](#).

He has spent 16 years in Germany, working on environmental, climate change and development issues for the Green Climate Fund, and Germanwatch. During all this time he has built this project of being able to create, in Guinea, a bridge between the most vulnerable communities, the government, and project proponents in diverse areas that have direct or indirect impact on the people.

That is how the NGO came up. By recruiting and training Guinean staff he is building the NGO.

Guinea faces multiple challenges and the trade-off between the development imperative and environment protection is often unbalanced and biased by unsmart development. In creating GT2050, we understand ourselves, unlike many NGOs in Guinea, as a sort of think tank that informs its advocacy work, with the concerns and needs of the marginalized population and often forsaken biodiversity that represents the unique beauty of our country.





Strategic Plan 2020-2030 NGO Greentransformation2050

Mission :

Its mission is to promote good environmental management practices within communities. Also, to accompany a green and resilient transition in Guinea towards 2050 while emphasizing eco-citizenship, conservation, integrity and environmental diversity. The ultimate goal is to promote intergenerational equity and sound natural resource management in line with sustainable development goals and international obligations.

Vision :

«Towards an environmentally compatible, economically viable and socially equitable transformation of natural resources»

Value

- **Integrity**
- **Performance**
- **Innovation**
- **Environmental Responsibility**

Integrity: for Greentransformation2050, the integrity of citizen action in environmental management is one of the fundamental values that guide its choices and actions, it implies a notion of commitment and loyalty. People of integrity who can be counted on, whose choices of values are reliable and stable. Beyond that, it allows to build a strong trust in the defense of the integrity of the environment and of Biodiversity, in order to create a balance between the environment and its occupants.

The performance: Empowered young members that are forming a dynamic and motivated team. Involved in the same level to achieve the numerous objectives of the NGO Greentransformation2050. This is the core value of credibility to the execution of our agenda and deliverables towards our technical and financial partners. An irreproachable and constant efficiency in the execution of continuous actions for a healthy and liveable environment.

Innovation: A constant search for new solutions adapted to the resolution of environmental problems, in a constant dynamic of creation, research and sharing.

Environmental Responsibility: As one of our reasons for being, climate equity is at the heart of our ambitions. Making climate equity a priority for GT2050.

Global Outcome :

« Promote a societal paradigm shift for sustainable economic development while preserving the integrity of natural resources and environmental diversity in Guinea»

Specific Outcome:

- Advocate and advise decision makers and stakeholders on sustainable development and environmental issues through position papers, publications and awareness raising;
- Provide innovative expertise on the socio-economic and environmental management of the environmental impact of mining activities, through the analysis of regulatory frameworks, environmental standards, environmental impact assessment (Environmental and Social Management Plan - ESMP) in mines and industries.
- Elaborate beneficial national socio-economic development strategies and plans that integrate environmental standards ;
- Monitor and manage the natural environment;
- Provide technical and institutional assistance to vulnerable communities on financial mechanisms and facilitate access to various multilateral funds on development and environment;
- Provide expertise on climate change, adaptation, mitigation and resilience.

Strategic areas

- Biodiversity conservation: education of children, adults, environmental monitoring, improving knowledge
- Political advocacy: towards administrations, companies
- Economy: agroecology, other sustainable activities, sustainable industries, labels
- Governance of natural resources, protected areas: citizen participation in conservation, management
- Climate change: Adaptation, Resilience nexus Vulnerability. Renewable energy.
- Waste management and pollution control.
- Domestic and external mobilization of financial resources
- Ensure active and inclusive participation of civil society in actions related to the Convention on Biodiversity, the Framework Convention on Climate Change, the Convention against Desertification and the Sustainable Development Goals.



The responsible of GT2050: Who are Alpha Oumar Kaloga and Alpha Amadou Diallo



Greentransformation2050 was created by **Alpha Oumar Kaloga** in 2016. Alpha is member of the Lead Negotiator Group of Africa. He has a master; in Public Law, Political Economy, International Relations from Friedrich Wilhelm University and Bonn University in Germany.

He has 16 years of experience in the field of environment, climate change and development issues. He has worked for several institutions including the Green Climate Fund, Germanwatch. He is currently the chair of the Consultative Group of Experts under the UNFCCC and works for the Green Climate Fund as Regional Advisor for the country program division.

He has expertise in Project Development, Environmental Policy, Project Monitoring and Evaluation, a proven knowledge of multilateral funding modalities and mechanisms for Environment and Climate Change. He is the General Manager of Greendeeve_Sarl and Founding

President of Greentransformation2050.

Greentransformation2050 is a long-lasting vision for him. A vision that serves as a bridge between the most vulnerable communities, the government and decision makers. Being privileged to study and work in Europe, he was driven by the call to retaliate the blessing he received by working for social justice, environment protection and integrity and promotion of a culture of result-based reward engagement for the country, in which the majority of the young lacks perspective, sound environment to truly express themselves and do not receive any support from a fragile state.

His objective to creating GT2050 is to advocate for and promote a green economy development pathway that raises the environment and climate challenge. At the outset, the NGO was meant to articulate and implement in Guinea, best practice and experience he gained in Europe during his work with Germanwatch. In doing so, GT2050 intends to promote ambitious youth, and women to provide their shared contribution to the development of his country. Starting from scratch and until now.

Guinea faces multiple challenges and the trade-off between the development imperative and environment protection is often unbalanced and biased by unsmart development. In creating GT2050, we understand ourselves, unlike many NGOs in Guinea, as a sort of think tank that informs its advocacy work, with the concerns and needs of the marginalized population and often forsaken biodiversity that represents the unique beauty of our country.



Alpha Amadou Diallo graduated in Mining Engineering. Specialized in Environment and Occupational Health and Safety, he has nine (9) years of professional experience. He is currently the Executive Director of the NGO GREENTRANSFORMATION2050. This NGO piloted the “Participatory Biodiversity Management of the Haut Niger National Park (PNHN)” project for which he was responsible. This project of the Small Initiatives Program (PPI5) of the French Committee of the International Union for the Conservation of Nature (CF-IUCN) financed by the French Fund for the Global Environment (FFEM) benefited seven (7) villages including 2000 inhabitants around the Haut Niger National Park (PNHN).

He is the one who carried out the Social and Environmental Impact Assessment for Weltweit-Gesellschaft zur Forderung lokaler Initiativen e.V. Through this evaluation, the organization wants to find out if the project was conducted as planned and achieved the actual results as communicated with the partner organization.

Also, he is Associate Partner & Project Manager of GREENDEEVE Sarl. Here he is in charge of consultancy on Environmental Studies and Assessments, promoting Biodiversity and/or enhancing the environment in the eyes of the private sector, supporting the setting up and monitoring-evaluation of mitigation and adaptation to climate change. Also, he trains and supports companies and institutions in their Environmental Health & Safety policies. He leads a thinktank on clean and sustainable agriculture. Also, they are diversified in environmental technology and renewable energy and Consulting and Training.

In his background, Alpha was a teacher and researcher at the Higher Institute of Mines and Geology of Boké (ISMGB) of technical English for mines and geology. Then, Head of the Research & Development Department at FootPrint Business Solutions, a company specializing in Human Resources Management and marketing. From there, Executive Coordinator at Axiome Génie Conseil (AGC), a firm of global expertise in environment occupational health and safety in the workplace.

With his aptitude as Supervisor in Occupational Health and Safety, he has been leading the Health and Safety for All project since 2018, which trains up to 5,000 young people free of charge. He also has experience in Environmental Studies and Assessment.

Alpha has benefited four fellowships from YALI (Young African Leaders Initiatives) and was trained by the Weltweit-Gesellschaft zur Forderung lokaler Initiativen e.V. in Project Management and Sustainable Impact Investment in their program: Gefördert vom DAAD aus Mitteln des Bundesministeriums für Wirtschaftliche Zusammenarbeit und Entwicklung (BMZ). Financed by Deutscher Akademischer Austauschdienst / German Academic Exchange Service.

Alpha's values are: integrity, love and sharing. In his spare time, he accompanies minority communities and disadvantaged indigenous peoples in their access to a perfect social balance. Thus, he shares experience in spiritual circles on traditions in cultures and customs, emotional intelligence and conflict management. And he trains them in Interest Based Problem Solving Process, Interest Based Communication and Followership to preserve lasting peace.

Alpha is the bearer of the project which aims to “Contribute to the participatory governance of protected areas, classified forests and marine protected areas in Guinea with a view to successful conservation that is inclusive and promotes tourism”.



ANNEXE



GENERAL MEETING WITH KALAYA INHABITANTS



LIST OF WOMEN BELONG TO MAYOHO



LIST OF WOMEN BELONG TO MAYOHO



DISCUSSION WITH TRAINEES AND CONSTRUCTION TEAM



MEETING WITH KABOMBOH INHABITANTS

GENERAL



GENERAL MEETING WITH KABOMBOH INHABITANTS



GENERAL MEETING WITH KABOMBOH INHABITANTS



GENERAL MEETING WITH KABOMBOH INHABITANTS



GENERAL SITTING WITH KALAYA INHABITANTS



VISIT TOUR INTO THE MAYOHO CASSAVA FARM.



GENERAL SITTING WITH KALAYA INHABITANTS



VISIT TOUR INTO THE MAYOHO CASSAVA FARM.



ELECTRICAL METER STANDARD EVALUATOR.



THE ROOF OF A CLASSROOM.



VISIT TOUR INTO THE MAYOHO CASSAVA FARM WITH IST WOMAN PRESIDENT.



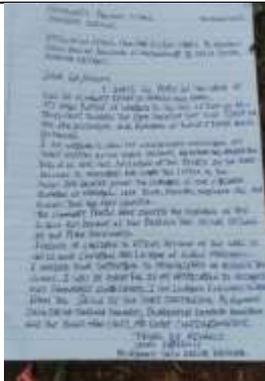
VISIT TOUR INTO THE MAYOHO CASSAVA FARM WITH IST WOMAN PRESIDENT.



VISIT TOUR INTO THE MAYOHO CASSAVA FARM WITH IST WOMAN PRESIDENT.



GENERAL MEETING WITH KABOMBOH INHABITANTS



A REPORT FROM KAMABEE ENGLISH SCHOOL TEACHER LOOKING FOR SUPPORT.



THE BRIDGE BETWEEN KABAMBOH AND KALAYA REBUILT BY START-N-LIGHT.



GENERAL MEETING WITH KABOMBOH INHABITANTS



A WOMAN TRANSLATING INTO SOSO LANGUAGE WHAT IS BEEN SAID FROM LIMBANYI.



VISIT TOUR OF THE PROJECT SITE, INSTALLATION AND CONSTRUCTION



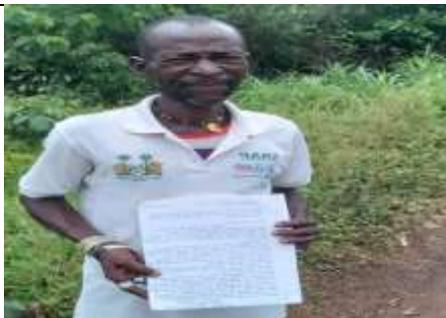
VISIT TOUR OF THE PROJECT SITE, INSTALLATION AND CONSTRUCTION



VISIT TOUR OF THE PROJECT BENEFICIARIES MATERIALS



ELECTRICAL METER STANDARD EVALUATOR.



KAMABEE ENGLISH SCHOOL TEACHER LOOKING FOR SUPPORT.



KAMABEE HOUSES VICTIM OF FIRE FROM VILLAGES CONFLICT.



KAMABEE ENGLISH SCHOOL TEACHER LOOKING FOR SUPPORT.



GENERAL MEETING WITH KABOMBOH INHABITANTS

