

Project Evaluation Series

13/2023

**Terminal evaluation of the project
“Sustainable forest management under
the authority of Cameroonian Councils”**

Project code: GCP /CMR/033/GFF

Management response

Management response to the terminal evaluation of the project "Sustainable forest management under the authority of Cameroonian Councils"					08/2023
Evaluation recommendation	Management response Accepted, Partially accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
Recommendation 1. FAO needs to urgently engage in an inclusive, participatory process to develop the project's exit strategy.	Accepted	Hire a national expert consultant to develop the project's exit strategy and promote its achievements and results.	FAO (Technical coordination of the project)	December 2022	No
Recommendation 2. FAO should consolidate the capacity building gains acquired to strengthen the pathway to the environmental and development impacts of the project.	Accepted	FAO has consolidated gains in capacity building through the following actions: <ul style="list-style-type: none"> • Capacity building of 189 municipal staff on forest carbon inventory and monitoring techniques. • Capacity building for municipalities on biodiversity inventory and conservation techniques. • Provision to all project municipalities of computers and GPS for data collection on biodiversity and carbon. • Establishment of the biodiversity and carbon database in all 	FAO, Ministry of Forest and Wildlife, Ministry of Environment, Nature Protection and Sustainable Development, Council Forest	December 2022	No

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		<p>targeted council forests.</p> <ul style="list-style-type: none"> Exchange with the Ministry of Environment, Nature Protection and Sustainable Development resulting in its commitment to host the biodiversity and carbon database server. <p>The project team focused on the revision of council forest management plans, which was the government's priority. This is why the business plans of NWFP groups developed after community trainings on the MA&D approach have not been implemented.</p>			
<p>Recommendation 3. FAO needs to come to an agreement with government partners (Ministry of Forest and Wildlife and Ministry of Environment, Nature Protection and Sustainable Development). No effort should be spared in ensuring joint FAO/Ministry of Forest and Wildlife field supervision visits are organized to assess progress and ultimately validate the nine revised plans. For those uncompleted, reallocate further resources to ensure all 17 council forest management plans undergo revision.</p>	Partially accepted	<p>After several exchanges took place on the draft LoA between the Ministry of Forest and Wildlife and FAO, the two institutions agreed on the need to carry out direct missions in the field. Thus, joint FAO/Ministry of Forest and Wildlife field supervision visits had been</p>	FAO	December 2022	Yes

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		<p>organized to assess progress activities on revised management plans.</p> <p>Nine revised management plans out of the 17 expected have been submitted by FAO to the Ministry of Forest and Wildlife for validation, given the time remaining for project closure and insufficient budget. However, of the eight remaining council forests, six have been the subject of carbon inventories and four of biodiversity inventories. Additional resources were needed to finalize the revision of the management plans of these eight council forests.</p>			
<p>Recommendation 4.</p> <p>In future projects, FAO should develop clear internal project guidelines which clarify the roles, scope and limits of different actors intervening in the project. These guidelines need to be agreed from inception and will clarify information flows between actors and the mechanisms for addressing disagreements and conflicts.</p>	Accepted	Recommendation well noted for future projects (OED and OSP will take note).	FAO	N/A	No
<p>Recommendation 5.</p> <p>FAO should review its matrix of responsibilities and clarify the modalities for addressing disagreements and conflicts within PTF.</p>	Accepted	Well noted.	FAO	N/A	No

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<p>Recommendation 6. FAO should establish a mechanism for monitoring the technical delivery of projects by the PTF to address underlying project performance challenges.</p>	Partially accepted	<p>FAO Cameroon has developed a project monitoring tool. The office has also developed an Excel file containing the symbol, the title, the person responsible for the daily monitoring of each project including LoA with partners, and his assistant (alternate focal point). The meetings to supervise these projects are chaired by the FAORep, others by the Programme Officer and the Administrative Officer.</p> <p>In addition, FAO Cameroon has hired a person and his assistant on LoA issues.</p> <p>However, those tools developed by FAO Cameroon can further be improved.</p>	FAO	December 2022	No
<p>Recommendation 7. FAO needs to strengthen the management framework for delivering projects of this magnitude through having a dedicated monitoring and evaluation team, procurement plan, specific financial management procedures and guidelines for partners and grievance mechanisms through which individuals who feel aggrieved can register their complaints.</p>	Partially accepted	<p>FAO Cameroon has put in place a dedicated monitoring and evaluation team and an operational M&E system which enables the project team to systematically collect, analyse and provide information for project decisions.</p> <p>FAO systematizes the integration of grievance</p>	FAO	December 2022	No

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		mechanisms in all projects' LoA. However, work is in progress at FAO Cameroon to ensure that these mechanisms take into account harm, bullying, harassment and other unproductive work practices.			
Recommendation 8. To government. The government needs to explore opportunities for a follow-on phase of this project to capitalize on and develop the gains achieved through this pilot initiative.	Accepted	Well noted. The same recommendation has been made during the last steering committee.	Ministry of Forest and Wildlife/Government	N/A	
Recommendation 9. To the GEF. Provide funding for a follow-up phase or subsequent project to guarantee impact.	Accepted	During project closure, FAO exchanged with the GEF Focal Point for a follow-up phase or subsequent project. It emerges from these exchanges that initiatives on the integrated landscapes management and sustainable food will be the first priority of the government and the GEF.	FAO	December 2022	No

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