

Document of
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Report No: ICR00004458

IMPLEMENTATION COMPLETION AND RESULTS REPORT

TF011856

ON A

GRANT

FROM THE
GLOBAL ENVIRONMENT FACILITY TRUST FUND

IN THE AMOUNT OF US\$3.5 MILLION

TO THE

REPUBLIC OF CAMEROON

FOR THE

CAMEROON:NGOYLA MINTOM PROJECT (P118018)

December 4, 2018

Environment & Natural Resources Global Practice
Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective: May 30, 2018)

Currency Unit = Central African Franc (XAF)

XAF556.92 = US\$1

US\$0.001796 = XAF1

FISCAL YEAR

January 1 – December 31

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ABBREVIATIONS AND ACRONYMS

CAS	Country Assistance Strategy
CPF	Country Partnership Framework
DO	Development Objective
DSCE	Cameroon's Strategy Document for Growth and Employment (DSCE) 2010-2020
FY	Fiscal Year
GEF	Global Environment Facility
GOC	Government of Cameroon
ICR	Implementation Completion and Results Report
IGA	Income-Generating Activities
IP	Implementation Progress
ISR	Implementation Status and Results Report
IUCN	International Union for Conservation of Nature
LSM	Livelihood Support Mechanism
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool (GEF)
MINAS	Ministry of Social Affairs
MINEPAT	Ministry of Economy, Planning and Regional Development
MINFOF	Ministry of Forests and Wildlife
MP	Management Plan
MS	Moderately Satisfactory
MTR	Mid-Term Review
MU	Moderately Unsatisfactory
NGO	Non-Governmental Organizations
PDO	Project Development Objective
PIU	Project Implementation Unit
RFNg	Ngoyla Wildlife Reserve
S	Satisfactory
TOU	Technical Operations Unit
TRIDOM	Tri-National du Dja, Odzala, Minkebe
TTL	Task Team Leader
US\$	United States Dollars
UTO	Technical Operation Unit
WB	World Bank
WWF	World Wildlife Fund
XAF	Central African Franc (CFA)

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DATA SHEET

BASIC INFORMATION

Product Information

Project ID P118018	Project Name Cameroon:NGOYLA MINTOM PROJECT
Country Cameroon	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Revised EA Category Partial Assessment (B)

Organizations

Borrower Government Republic of Cameroon	Implementing Agency Ministry of Forests and Wildlife
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Project Development Objective (PDO)

Original PDO

The PDO is to improve the conservation and management of the Core Area* and improve access to income-generating activities for local communities in the project area.

*Core Area means the area(s), measuring in their aggregate no less than 160,000 hectares, within the Ngoyla Mintom forest massif, identified by the Recipient with the explicit agreement in writing of the World Bank to be classified and managed for conservation and low-impact community use.



FINANCING			
	Original Amount (US\$)	Revised Amount (US\$)	Actual Disbursed (US\$)
World Bank Financing			
TF-11856	3,500,000	3,500,000	3,497,990
Total	3,500,000	3,500,000	3,497,990
Non-World Bank Financing			
Borrower	0	0	0
Total	0	0	0
Total Project Cost	3,500,000	3,500,000	3,497,990

KEY DATES				
Approval	Effectiveness	MTR Review	Original Closing	Actual Closing
05-Apr-2012	11-Apr-2013	30-Jan-2015	30-Jun-2017	31-May-2018

RESTRUCTURING AND/OR ADDITIONAL FINANCING		
Date(s)	Amount Disbursed (US\$M)	Key Revisions
09-May-2017	2.49	Change in Loan Closing Date(s)
30-Mar-2018	3.26	Change in Loan Closing Date(s)

KEY RATINGS		
Outcome	Bank Performance	M&E Quality
Moderately Satisfactory	Moderately Satisfactory	Substantial

RATINGS OF PROJECT PERFORMANCE IN ISRs				
No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US\$M)
01	11-Jul-2012	Moderately Satisfactory	Moderately Satisfactory	0
02	16-Jan-2013	Moderately Satisfactory	Moderately Satisfactory	0



03	27-Jun-2013	Moderately Satisfactory	Moderately Satisfactory	.10
04	28-Jan-2014	Moderately Satisfactory	Moderately Satisfactory	.34
05	26-Jul-2014	Moderately Satisfactory	Moderately Satisfactory	.72
06	30-Jan-2015	Moderately Satisfactory	Moderately Satisfactory	.98
07	14-Aug-2015	Moderately Satisfactory	Moderately Unsatisfactory	1.19
08	03-Mar-2016	Moderately Unsatisfactory	Moderately Unsatisfactory	1.44
09	20-Oct-2016	Moderately Unsatisfactory	Moderately Unsatisfactory	2.02
10	19-Apr-2017	Moderately Satisfactory	Moderately Satisfactory	2.49
11	07-Apr-2018	Moderately Satisfactory	Moderately Satisfactory	3.26

SECTORS AND THEMES

Sectors

Major Sector/Sector (%)

Agriculture, Fishing and Forestry 60

Public Administration - Agriculture, Fishing & Forestry 21

Forestry 39

Social Protection 40

Social Protection 40

Themes

Major Theme/ Theme (Level 2)/ Theme (Level 3) (%)

Private Sector Development 100

Jobs 100

Finance 4

Finance for Development 4

Disaster Risk Finance 4



Social Development and Protection	29
Social Inclusion	29
Indigenous People and Ethnic Minorities	29
Urban and Rural Development	12
Disaster Risk Management	12
Disaster Response and Recovery	4
Disaster Risk Reduction	4
Disaster Preparedness	4
Environment and Natural Resource Management	57
Renewable Natural Resources Asset Management	42
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Environmental policies and institutions	15

ADM STAFF

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Project Team Leader:	Emeran Serge M. Menang Evouna	Cyrille Valence Ngouana Kengne
ICR Co Author:		Sanne Agnete Tikjoeb

- Due to system limitations at the time of this ICR, the name of the Project Team Leader at the time of approval, James Acworth, could not be included in the table above. Emeran Serge M. Menang Evouna took over as Project Team Leader shortly after approval in 2012.



I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

A. CONTEXT AT APPRAISAL

Context

- 1. Cameroon is endowed with significant natural resources, but the country's growth rate lagged behind the average growth rate for sub-Saharan countries.** Poverty remained widespread with about 40 percent of the country's population living under the international poverty line of US\$1.25 per day. Life expectancy dropped from 54.8 years in 1992 to 51.4 in 2009, and in 2011 Cameroon ranked 150th of 169 countries in the Human Development Index. Average 2003-2007 annual GDP growth was 3.3 percent, but due to high population growth this resulted in a very low per-capita growth of 0.6 percent. As a result, extreme poverty worsened, especially in rural areas.
- 2. Since 1995, and guided by the National Zoning Plan approved, Cameroon has expanded the permanent forest estate and the Protected Area network.** In 2011, the total area classified as permanent forest reached 8.72 million hectares, and an additional 4.5 million hectares were awaiting classification. The Ngoyla Mintom forest massif, a block of approximately 900,000 hectares of largely unexploited forest in southern Cameroon, is essential for the maintenance of biological connectivity between protected areas in three neighboring countries. This vast area known as the TRIDOM encompasses the Dja Wildlife Reserve and Nki National Park in Cameroon, the Minkébé National Park in Gabon, and the Odzale-Kokoua National Park in the Republic of Congo.
- 3. However, Cameroon was entering a period of major investments in large energy and transport infrastructure project, threatening the biodiversity and local livelihoods of the Ngoyla Mintom forest massif.** The Ministry of Forests and Wildlife (MINFOF) had made limited investments in protecting and managing the Ngoyla Mintom forest massif, and unregulated hunting was depleting the wildlife population. The imminent construction of a new international highway, and the likely development of an iron ore mine and associated railway and energy infrastructure within the project area, threatened to alter the existing local social dynamics and economics of land use. If left unaddressed, the growing pressure from differing interests in the natural resources of the Ngoyla Mintom forest could potentially lead to major conflicts, economic inefficiencies, and irreversible loss of biodiversity.
- 4. It was therefore critical to legally secure core areas of the Ngoyla Mintom massif and to put them under effective management, which was the overall objective of the Project.** The capacity of the Cameroonian government to effectively manage the complex set of land use objectives was low. Meanwhile, there was an urgent and growing need to bring together stakeholders with differing commercial and traditional rights of access to the natural resources in the Ngoyla Mintom. The project proposed to use participatory and equitable planning approaches to facilitating a shared vision for the classification and management of the area as a sustainable pathway to protecting the rich biodiversity and local livelihoods of the Ngoyla Mintom.
- 5. The rationale for Bank involvement** was based on the ability to bring to bear global knowledge and expertise in support of the Government of Cameroon's strategic priorities in the forestry sector. This Project followed more than two decades of World Bank engagement with the GOC in forestry and mining¹, and was in alignment with the

¹ Previous and on-going projects in the sector: a) GEF Biodiversity Conservation and Management Project: 1995-2002; b) a series of reforms implemented through structural adjustment credits (SACs) and the debt-relief initiative (HIPC); and c) The Forest & Environment Sector Program (FESP 2006-11), a national program designed by the GOC, to which donors decided to contribute with different instruments, in a coordinated manner. The Bank's contribution to the FESP included a Development Policy Lending (DPL) operation, funded by an IDA Grant (P070656: SDR 17,300,000) and GEF funding (P073020, US\$10 million).



Country Assistance Strategy for FY10-FY13, which focused on improving good governance. Specifically, under the Strategic Theme “Increasing Cameroon’s Competitiveness”, the project directly supported the achievement of sub-component 1 to “improve transparency, equity and sustainability in the use of natural resources, including protected areas”.

6. **The project would contribute to fulfill Cameroon’s commitments under the Convention on Biological Diversity and other biodiversity-related Conventions.** To address the underlying causes of biodiversity degradation and loss, Cameroon made the following commitment under the CBD and it is imbedded in its National Biodiversity Strategy and Action Plan Target 11: “By 2020, at least 30 percent of the national territory, taking into consideration “ecosystem representativeness”, is under effectively and equitably managed protected areas.”

7. **The project supported national development priorities outlined in key strategic documents,** such as the GOC’s Vision 2035, which emphasized that land use planning and management was essential to secure integrated and sustainable development. It was also aligned with the “Rural Sector” component of Cameroon’s Strategy Document for Growth and Employment (DSCE) 2010-2020, which sought to i) develop forestry production, ii) improve the quality of life, and iii) ensure sustainable management of natural resources.

8. **In summary, the project was strategically important** as a pilot to test alternative approaches to natural resources management and revenue sharing based on multi-stakeholder engagement and low-impact community use. This modest but critical GEF investment aimed to secure and manage core areas within the Ngoyla Mintom with the potential to generate important lessons and experiences that could be scaled up to inform future Bank investments in Cameroon and in neighboring countries.

Theory of Change (Results Chain)

9. The project’s theory of change is illustrated in *Figure 1* below.

10. This project builds on the efforts of the GOC to protect the natural resources in the TRIDOM area and develop their economic potential in a sustainable and participatory manner. It also supports on-going efforts by multiple international donors to advance the institutional and regulatory frameworks to conserve and manage the Ngoyla Mintom forest massif to the benefit of the environment, the local communities inhabiting the area, and the economic interests of the country.

11. The project aims to strengthen the institutional capacity of government entities and local NGOs on the ground in the Ngoyla Minton forest, and to demonstrate by piloting alternative livelihoods projects that sustainable benefits can be derived from a participatory approach in which decision-making processes are inclusive of all stakeholders with vested interests in the forest. These activities directly and indirectly will help protect the ecosystem of the Ngoyla Mintom and conserve the animal and plant species present in the forest as the foundation for shared and sustainable management of the natural resources.

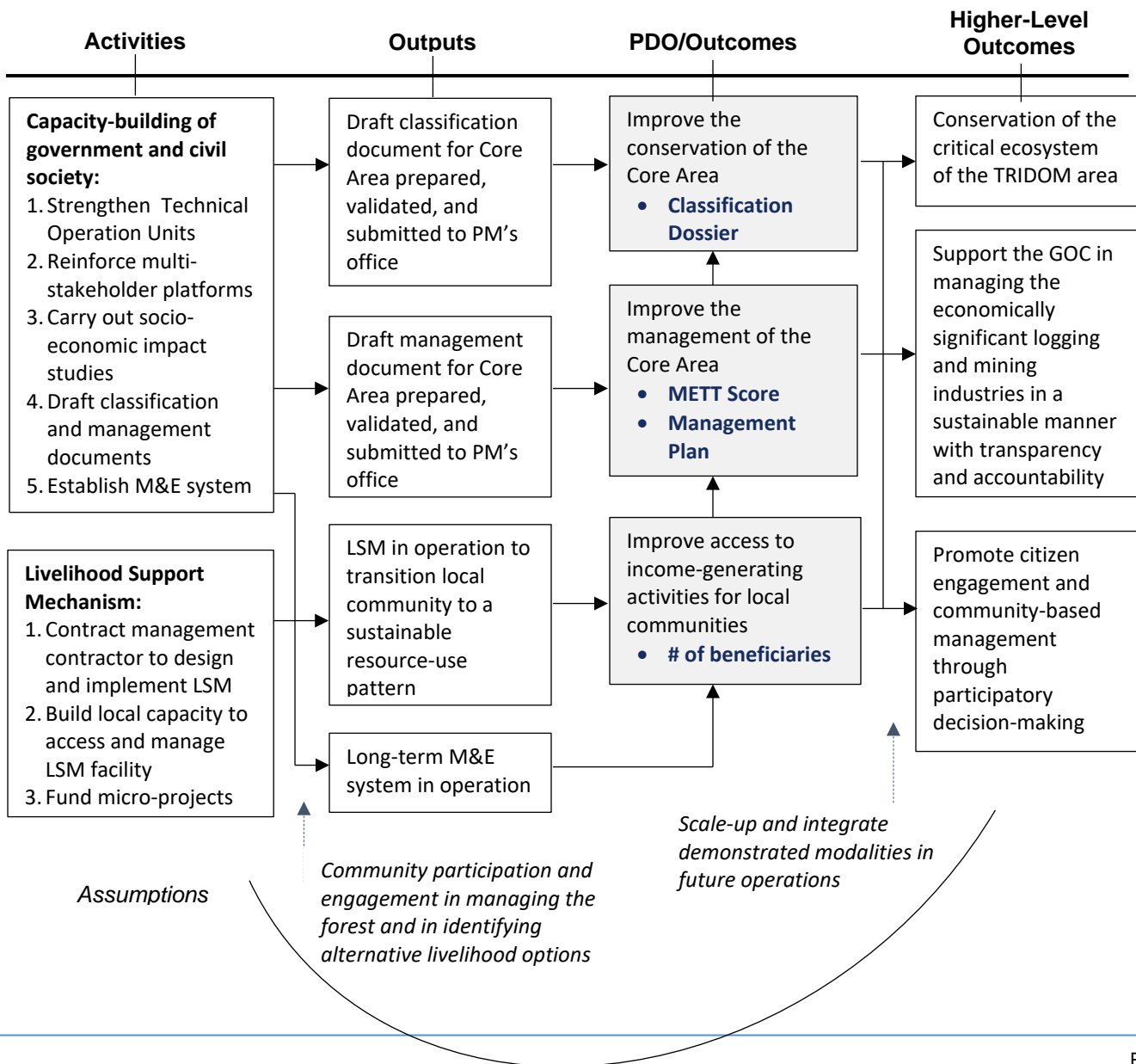
12. The project planned to make both non-structural and structural investments. First, project activities aimed to strengthen institutional capacity through investments in capacity building, training and awareness raising, impact studies, and technical assistance to facilitate a participatory approach for sustainable co-management of natural resources. Second, the project made structural investments in terms of income-generating activities aimed at improving the living conditions of local populations through alternative livelihood generation and in terms of basic community infrastructure.



13. Project outputs were clearly defined and linked to the PDO. Combined, realized outputs would improve the conservation and the management of a defined core area and improve access to income-generating activities for local communities, as constituted by i) a classification dossier to declare parts of the Ngoyla-Mintom forest massif as protected area, ii) a management plan to share the responsibility of managing the natural resources of the protected area for low-impact community-use, iii) a Livelihood Support Mechanism based on revenue-sharing in operation to transition local livelihoods to sustainable resource-use, and iv) a long-term M&E system in operation for on-going monitoring.

14. At a higher-level outcome, the project would help to conserve the ecosystem of the TRIDOM area, support the GOC in managing the forestry and mining sector in a sustainable manner with improved transparency and accountability based on enhance citizen engagement and community-based management.

Figure 1: Results Chain





Project Development Objectives (PDOs)

1. The project development objective is to improve the conservation and management of the Core Area and improve access to income-generating activities for local communities.
2. "Core Area" means the area(s), measuring in their aggregate no less than 160,000 hectares, within the Ngoyla Mintom forest massif, identified by the Recipient with the explicit agreement in writing of the World Bank to be classified and managed for conservation and low-impact community use. See further details on the Core Area(s) in Annex 7 Map & Core Area.

Key Expected Outcomes and Outcome Indicators

3. At project approval, the project had three development outcomes and four associated outcome indicators.

PDO Outcome (i): Improve the conservation of the Core Area

- *PDO Outcome Indicator #2: Conservation and management of Core Area (Classification) (Yes/No)*
 - ➔ Defined as "Draft Decree for Classification of core areas is prepared, validated, and submitted by MINFOF to Prime Minister's Office for endorsement."

PDO Outcome (i): Improve the management of the Core Area

- *PDO Outcome Indicator #1: GEF Management Effectiveness Tracking Tool (METT) score (Number)*
 - ➔ Defined as "GEF Management Effectiveness Tracking Tool (METT) score has increased by 50% over baseline value (26) for the core areas by project closure."
- *PDO Outcome Indicator #3: Conservation and Management of Core Area (Management Plan) (Yes/No)*
 - ➔ Defined as "Draft Management Plan for core areas is drafted, validated, and submitted to MINFOF for adoption."

PDO Outcome (ii): Improve access to income-generating activities for local communities

- *PDO Outcome Indicator #4 (CORE): Direct Project Beneficiaries (Number)*
 - ➔ Defined as "1,000 people (10% of population) are directly benefiting from the Project (primarily from Livelihood Support Mechanism)."

Components

Component I: Support for Participatory Planning and Management of the Core Area

(Estimated: US\$1.57 million – Actual: US\$0.81 million)

4. The objective of component I was to strengthen the capacity of the government and civil society to manage priority core areas proposed for conservation and low impact community use. Specifically, the activities planned under this component included: (i) Strengthen the capacity of government entities and civil society organizations to support participatory planning and management of the Core Areas; (ii) carry out studies on the socio-economic and environmental implications of proposed classification and management plans; (iii) validation among community stakeholders of the proposed classification and management of the Core Area, and (iv) preparation of classification dossiers and draft management plans (for possible implementation outside the Project) for the Core Area.



Component II: Design and Implementation of a Livelihood Support Mechanism

(Estimated: US\$1.40 million – Actual: US\$1.20 million)

5. Component aimed to design and pilot a Livelihood Support Mechanism (LSM) that would address immediate social and development needs of the local communities, including indigenous peoples with traditional use rights in the forest and those members of the community who stood to lose from reduced access to the forest resulting from the future classification and proposed management plans for the core area(s). Planned activities included: (i) Implementation of outreach, training, and capacity building activities for groups in and around the Core Area to improve their ability to access the Livelihood Support Mechanism, and (ii) evaluation of the LSM with a view to developing subsequent scale-up recommendations.

Component III: Design and Implementation of a Long-Term Monitoring and Evaluation System and Project Management

(Estimated: US\$0.52 million – Actual: US\$1.49 million)

6. Component III proposed to design and implement a long-term M&E system that would track social, economic, and ecological information for the Ngoyla-Mintom forest massif. The M&E system would be designed to provide a framework for monitoring socio-economic changes within the communities living around the larger forest massif, but investment on data collection of forest use and ecological indicators would focus on the core areas for conservation and low impact community use. In addition, project coordination, management and monitoring activities were also covered under this component.

B. SIGNIFICANT CHANGES DURING IMPLEMENTATION

Revised PDOs and Outcome Targets

7. The PDO and associated outcome targets were not revised.

Revised PDO Indicators

8. The PDO indicators were not revised.

Revised Components

9. The components were not revised.

Other Changes

10. The project closing date was extended twice. In the first restructuring (Level II) approved on May 10, 2017, the project closing date was extended nine months from June 30, 2017, until March 30, 2018. In the second restructuring, the project closing date was extended an additional two months until May 31, 2018.

Rationale for Changes and Their Implication on the Original Theory of Change

11. The first extension of the project closing date was approved to allow sufficient time to complete all planned activities. At the time, project implementation was quite advanced and the disbursement rate was at 69 percent. However, a couple of activities were still under implementation, including: i) Finalization of the management plan for



the Ngoyla Wildlife Reserve; ii) Completion of 12 sub-projects under the third funding round of the LSM, and iii) Construction of basic community infrastructure.

12. The second extension of the project closing date was approved to allow for the contracting of an auditor using project funds available for said purpose.

II. OUTCOME

A. RELEVANCE OF PDOs

13. **Rating: High**

Assessment of Relevance of PDOs and Rating

14. The development objectives of the project have remained highly relevant to the strategic priorities of the GOC as outlined within the context of the current Country Partnership Framework (CPF) for the period FY17 through FY21.² The Project addresses two of the three key pillars in the new CPF, namely i) closing poverty traps in rural areas and iii) improving good governance. The table below outlines how each part of the PDO aligns with the objectives of the World Bank’s continued engagement with Cameroon.

Table 1: Alignment between the PDO and the current World Bank - Cameroon CPF for FY17 - FY21

PDOs	CPF PILLAR	CPF OBJECTIVE
PDO #1: Improve the conservation of Core Areas PDO #2: Improve the management of Core Areas	Pillar III: Improving Good Governance	The Project supports the objectives of Pillar III by helping to improve the regulatory framework for protecting core areas of the Ngoyla Mintom forest and by promoting citizen engagement at the local level for more sustainable management of the natural resources for low-impact use.
		<i>Objective 11: Improved regulatory and institutional frameworks in key sectors.</i> The World Bank will support conservation and management of natural resources, and strengthen the Government’s capacity to mitigate and adapt to climate change. This will include support to the wood value chain in the East Region, which the Government aims to develop in a sustainable manner. <ul style="list-style-type: none"> ➔ The enacted Decree establishing the Ngoyla Wildlife Reserve and the draft Management Plan submitted for endorsement with the Prime Minister are important first steps to achieving improved regulation of the forestry sector.
		<i>Objective 12: Increased citizen engagement at local level.</i> The World Bank will support local councils and multi-stakeholder committees, and their use of user surveys to promote greater local transparency and accountability. <ul style="list-style-type: none"> ➔ Using the local councils and multi-stakeholder platforms, the project supported participatory community-based management and inclusive decision-making processes.

² The CPF for FY17-FY21 succeeded the CPS for FY10-FY13, which was extended until FY14. There was no CPS/CPF in FY2015-FY2016.



<p>PDO #3: Improve access to income-generating activities for local communities in the project area</p>	<p>Pillar I: Addressing Poverty Traps in Rural Areas</p>	<p>The Project supports the objectives of Pillar I by simultaneously addressing several dimensions of the multiple poverty traps diagnosed, namely: productivity; health and nutrition; education; social safety nets; and access to local infrastructure. The project supported the transition of local livelihoods dependent of illegal poaching and logging to more sustainable livelihoods by embracing a comprehensive approach to improve access to IGAs, which went beyond setting up a Livelihood Support Mechanisms to building basic local infrastructure.</p>
		<p><i>Objective 1: Increased productivity and access to markets in the agriculture and livestock sectors.</i></p> <p>➔ Environmentally sustainable and gender sensitive agricultural micro-projects, such as crop farming and apiculture, are piloted in poor communities of the Ngoyla Mintom forest, supported by simple market places and trade facilitation.</p>
		<p><i>Objective 2: Improved maternal and child health</i></p> <p>➔ 15 manually operated wells are providing access to clean water and sanitation.</p>
		<p><i>Objective 3: Enhanced access to education</i></p> <p>➔ A fully-equipped boarding home for indigenous Baka students.</p>
		<p><i>Objective 4: Expanded social safety nets</i></p> <p>➔ 34 social housing units available to vulnerable families.</p>
		<p><i>Objective 5: Improved access to local infrastructure</i></p> <p>➔ Erection of basic community infrastructure such as wells, latrines, classrooms, etc.</p>

15. **In addition, the project is also in line with current national policies and strategies.** First, the Rural Development Strategy for Cameroon, which under Strategic Goal #4 is “planning, equitable allocation and sustainable management of rural areas and natural resources”. Second, the Cameroon Growth and Employment Paper seeks to modernize forest production through development of permanent forest zones and forestry and wildlife resources. It specifically targets sustainable management of natural resources, including environmental management of rural activities, biodiversity management, and reforestation. Finally, under the National Biodiversity Strategy objective 11 states that “by 2020, protected areas represent at least 30 percent of the national territory”, and that those areas should be under effective and equitable management.

B. ACHIEVEMENT OF PDOs (EFFICACY)

16. **Rating: Substantial**

Assessment of Achievement of Each Objective/Outcome

17. This section is organized around each of the three outcomes included in the PDO.

I. Outcome (i): Improve the conservation of the Core Area

18. **The project has improved the conservation of core areas of the Ngoyla Mintom forest massif.** It has done so by strengthening the capacity of MINFOF and civil society organizations, and by preparing, validating, and submitting



a classification proposal for Ngoyla Mintom and associated technical notes for endorsement. These are the first critical steps in a carefully planned approach to protect and conserve the natural resources of the Ngoyla-Mintom forest in the long-term.

19. **Key to strengthening the institutional capacity at MINFOF was the establishment of a Technical Operations Unit (TOU) based in the field to monitor and coordinate activities in the area across donors and projects.** The TOU, which was established shortly before project effectiveness by Order No 17/PM on February 20, 2013, received financing for coordination meetings, annual planning workshops, and two anti-poaching campaigns organized in 2015 and 2017. As such, the project helped strengthen MINFOF's presence in the field and thereby improve conservation efforts in the Ngoyla Mintom forest massif.

20. **Two community-based consultation platforms established by the GOC, NGOMITRI and SYAMINGO, were utilized and strengthened in support of a participatory approach to conservation of the Ngoyla Mintom forest massif.** Extensive consultations with stakeholders were held to sensitize the participants and the community to the need for classification with restricted access as the best means to protect vulnerable forest resources for sustainable low-impact use. Furthermore, the two consultation platforms were used to draft and validate the classification dossier in multi-stakeholder meetings, which led to the establishment of the Ngoyla Wildlife Reserve.

PDO Outcome Indicator #2: Conservation & Management of Core Area (Classification) – Draft Decree for Classification of core areas is prepared, validated, and submitted by MINFOF to Prime Minister's Office for endorsement. Target achieved: Yes.

21. **The Project supported an on-going process to prepare a classification dossier in a participatory process involving all stakeholder with vested interests in the natural resources of the Ngoyla Mintom forest.** In early 2013, prior to Project effectiveness, MINFOF finalized the meso-zoning for the Ngoyla Mintom forest massif and allocated 51 percent for conservation concessions³. This led the World Wildlife Fund to begin organizing a round of local, sub-divisional, and divisional consultations to discuss the possibilities of the protecting parts of the Ngoyla-Mintom, with the last of those meetings held in September, 2013. In support of this process, the project financed a workshop in Mbalmayo on December 17-18, 2013, to review, finalize and validate the gazetting process. A draft Decree with associated technical briefing note were prepared by the Project. On December 30, 2013, the Classification Dossier was submitted to the PM's office for endorsement. International organizations such as WWF, UNDP, EU, and GEF supported various aspects of this process, and as such, the achievement was a collaborative effort to which the project played a valuable and incremental role. *Overall, this confirms that the achievement of the PDO can be positively attributed to the activities and contributions financed by the Project in consortium with other donors and building on the GOCs efforts since the approval of the national zoning plan in 1995.*

22. **Decree No. 2014/2383/PM of 27 August 2014 publicly announced the classification of the Ngoyla Wildlife Reserve (RFNg).** The Decree specifies that the RFNg is classified and managed in compliance with IUCN Category VI "Managed Resource Protected Areas", which allows for low-impact, sustainable community-use of forest resources, but explicitly excludes logging. The RFNg covers an area of 156,672 hectares in the aggregate (the specific coordinates are included in Annex 6). While slightly smaller than the 160,000 hectares originally intended under project preparation, the reduction is a result of the consultation process with local communities, who requested to have an agroforestry strip on the remaining area. This was deemed essential to their socio-economic activities and local

³ 49 percent was offered to commercial logging.



livelihoods as the classification would restrict access to the forest and change their usage pattern of forest resources (see also Section IV.B).

23. **The beneficiaries' satisfaction with the classification of the RFNg are mixed.** According to the beneficiary survey undertaken at the end of the project, 91 percent of beneficiaries are satisfied that the classification of core areas will allow for better preservation of the forest and wildlife resources by reducing the activity of illegal hunting and poaching. However, for some beneficiaries, the restricted access to animal protein have challenged their traditional livelihoods. Given the failure of micro-projects in livestock breeding, some beneficiaries are at risk of returning to their previous unsustainable use of forest resources.

24. **Assessing the impact of the classification of the RFNg on the biological conservation of plant and animal species in the core areas of the Ngoyla Mintom forest massif requires a long time frame.** As discussed in the final stakeholder workshop held in Mbalmayo, Cameroon on April 13, 2018 (see Annex 5), it could take upwards of 20 years to see the biological impact of the conservation measures promoted in this Project. However, it is important to reiterate that the establishment of a protected area, the Ngoyla Wildlife Reserve, is the first important step in the long sequence of events necessary to protect the natural biodiversity of the core areas, specifically, and of the Ngoyla Mintom forest, in general.

II. Outcome (ii): Improve the management of the Core Area

25. **The project has improved the management of core areas of the Ngoyla Mintom forest massif.** The final Management Plan was submitted to MINFOF for adoption on February 15, 2018 and is awaiting endorsement from the Prime Minister's Office. The MP was drafted using the multi-stakeholder consultation platforms to facilitate a participatory approach inclusive of all stakeholders with a vested interest in the Ngoyla Mintom forest resources. The MP was validated at a national level workshop held on August 22, 2017 and included a Business Plan for sustainable community-based low-impact use of forest resources that will enforce the classification of the RFNg while benefitting local livelihoods and commercial interests. This outcome fulfills PDO Outcome Indicator #3 and supports the achievement of PDO Outcome (i).

PDO Outcome Indicator #3: Conservation & Management of Core Area (Management) - Draft Management Plan for core areas is drafted, validated and submitted to MINFOF for adoption. Target achieved: Yes.

26. **While the MP has yet to be endorsed, management effectiveness of core areas in the RFNg has already improved.** The community-based process of bringing together stakeholders in a shared forum to discuss and agree on the collective responsibility for the forest resources in core areas of the Ngoyla Mintom has enhanced communication, knowledge, and collaboration for improved management of RFNg protected area. The networks and the capacities strengthened as part of this process are important outcomes in themselves, and they will be critical for the full implementation of the MP.

27. **Many concrete project activities have already improved management of the core areas, and increased the METT score by 92 percent over the baseline:** i) Socio-economic study of the Ngoyla Wildlife Reserve; (ii) identification of sacred, archaeological and tourist sites in and around the Ngoyla Wildlife Reserve; (iii) study on spatial occupancy in the core areas of the RFNg; (iv) inventory of resources in the Ngoyla-Mintom; (v) three missions of ecological monitoring and patrolling, and (vi) four operations of anti-poaching in the RFNg. In addition, one pilot initiative for community-based natural resource management is underway in Mintom following local and divisional meetings. These outputs are directly attributable to the project and have improved the METT Score (PDO Outcome Indicator



#1), which is a globally recognized measure of tracking management effectiveness of protected areas. At project closing, the project's METT score was 50, i.e. an increase of 92 percent over the baseline value of 26 at project start.

PDO Outcome Indicator #1: GEF Management Effectiveness Tracking Tool (METT) score has increased by 50% over baseline value (26) for the core areas by project closure (Number). Target 125% achieved (see Annex 1 for explanation).

28. **Establishing a long-term monitoring and evaluation system is one of the key outputs of the projects.** IUCN was sole-sourced to develop the M&E system as an integrated part of M&E by all donors active in the Ngoyla-Mintom and the Project Area. By using a shared evaluation framework, the project has contributed to the harmonization of data collection and analysis in the Ngoyla Mintom.

III. Outcome (iii): Improve access to income-generating activities for local communities in the project area

29. **The project provided access to income-generating activities for 667 beneficiaries in 43 micro-projects and improved access to clean water, sanitation, safe housing, and education for 586 beneficiaries in communities throughout the Ngoyla Mintom forest massif.** Targeted communications tools, such as posters and information meetings, built the awareness and capacity of local community members to access funds for micro-projects. In total, 1,253 beneficiaries directly benefitted from the Livelihood Support Mechanism, of which 50 percent were women, thereby fulfilling PDO Outcome Indicator #4 and associated sub-indicator.

PDO Outcome Indicator #4: 1,000 people (10% of population) are directly benefiting from the Project (primarily from Livelihood Support Mechanism). Target 125% achieved.

Sub-Indicator: % female beneficiaries. Target 100% achieved.

30. **This outcome fulfills PDO Outcome (iii), and indirectly supports the achievement of PDO Outcome (i) and (ii)** to improve conservation and management of the Ngoyla Mintom by offering alternative low-impact livelihoods to communities otherwise engaged in illegal and unsustainable resource-use patterns.

a. Income-generating activities (IGA)

31. **Funding of 43 micro-projects was carried out in a phased approach, guided by Local Development Plans approved by 30 village-level councils in a participatory approach, and supported by local capacity-building.** In Phase I, six micro-projects were approved mostly focused on husbandry. In Phase II, 25 micro-projects were approved, many of which were in agriculture in Mintom, some in husbandry, and a few in beekeeping and fish breeding. In Phase III, 12 micro-projects were approved, 11 of which were focused on agriculture in Ngoyla. The project was careful to apply lessons learned between each phase. For example, the six livestock projects funded in the first and second phase were not successful, and therefore in the third phase there was a stronger emphasis on setting up small family and community farms.

32. **The process of choosing the micro-projects was participatory with the technical support of the PIU team.** The financing agreements for the micro-projects of Phases 1 and 3 were signed directly between the PIU and the beneficiaries after no objection from the World Bank. For phase 2, a selection committee was established, which reviewed the micro-project proposals, on the basis of which some micro-projects were funded. The project brought together all the stakeholders, namely: NGO representatives (NGOMITRI, APIFED, OCBB), the PIU, the sectors involved (MINADER, MINEPIA and MINAS) and the local authorities. Capacity building sessions were organized by the PIU



focusing on the management of organizations, including financial management, procurement, community communication, and empowerment of beneficiaries.

33. **In total, 667 beneficiaries benefitted from IGA of which 347 were women and 199 were indigenous** (see also section II.E below). The end-of-project beneficiaries' survey shows that women are satisfied with their micro-project and optimistic that it will improve their livelihood. Beneficiaries, who engaged in beekeeping, cocoa- and plantain-growing, and fish breeding have yet to reap their first harvest as those are long-cycle crops. Other beneficiaries, who attempted to breed livestock, failed in their endeavor and some have since returned to hunting for animals in the Ngoyla Mintom.

34. **Yet, the true impact of the IGA goes beyond the micro-projects themselves, and to the capacities for collaboration and management developed at the community-level.** It is important to keep in mind that this was indeed a pilot approach financed with US\$225,000 to nurture the growth of alternative livelihoods. The project originally intended for the LSM to become self-sustaining through continuous revenue-sharing and capital campaigns, but perhaps this was an over-ambitious goal. In laying the foundation for the LSM, the project engaged in raising awareness and building capacity of local residents to access the LSM, and the implementation of the IGA themselves strengthened these capacities. As such, one of the key outcomes of the IGA is the experience gained in how to implement micro projects, how to establish and run small-scale community collectives and associations, and the shared team spirit from learning and cooperating together to improve the conservation and management of natural resources in the Ngoyla-Mintom.

b. Construction of basic and social infrastructure

35. **The project has improved access to water, sanitation, housing, and education for 586 community members in the project area.** It has done so by building 15 manually operated wells, by equipping 6 classrooms with desks, chairs, blackboards, etc., and by constructing 34 social housing units for vulnerable families and the Baka Student Home in Mintom, a boarding facility for indigenous students to attend school. According to anecdotal evidence from beneficiaries, this has reduced water-borne diseases in the communities.

36. **To ensure future maintenance of realized infrastructure project, all infrastructure has been transferred to the appropriate authorities.** The Baka Student Home in Mintom was handed over to the Ministry of Social Affairs (MINAS) in a ceremony held on March 29, 2018. Other infrastructure projects were also transferred to their respective sectoral ministries (Ministry of Education; Municipalities, etc.) on May 29, 2018.

Justification of Overall Efficacy Rating

37. **Overall efficacy is rated Substantial given the achievement of the three development outcomes, which are attributable to the project.** The project succeeded in facilitating a participatory approach to classifying and managing core areas of the Ngoyla-Mintom forest, which is the first critical step in protecting the vital and vulnerable natural resource base in the TRIDOM area. The LSM has improved access to micro-project funding, which piloted various alternative livelihoods for local communities, as well as to basic community infrastructure, which is essential to future sustainable development and growth in the local communities of the Ngoyla Minton.



C. EFFICIENCY

38. Rating: Modest

Assessment of Efficiency and Rating

39. The assessment below is organized in two parts: i) efficiency of design and implementation, and ii) economic and financial analysis. Given the specific country and sector context, many of the factors influencing efficiency were acknowledged as operational risks at the preparation stage. Project efficiency is rated modest given the inefficiencies recorded at the institutional level, which affected project implementation and outcomes.

a. Efficiency of design and implementation

40. **A number of issues affected efficiency of design and implementation:** i) high turn-over of TTLs, ii) the distance between the PIU and the field; iii) the delay in contracting a Management Agency to implement the LSM; and iv) issues regarding fiduciary and procurement compliance.

41. **Spanning six years from project approval to closing, the project was led by three different Task Team Leaders in the World Bank.** This high turn-over of TTLs was partly mitigated by the fact that all three Task Team Leaders were based in Cameroon, making closer cooperation with the PIU possible. The Bank team organized weekly meetings with the PIU based in Yaoundé.

42. **The PIU in Yaounde and the project site in Ngoyla Mintom were separated by roughly a day's drive.** The project planned to rely on office space and accommodation facilities to be completed by GOC as part of their in-kind contribution to the project. However, delay in the construction of such spaces caused early implementation delay.

43. **The project implementation phase was characterized by delays in some activities, mainly pertaining to the micro-projects and associated disbursement lag.** During the Mid Term review, it was agreed to reinforce the PIU with a Technical Expert with broad experience in rural development, who would work closely with the PIU on the implementation of the Livelihood Support Mechanism. Following this, the second round of funding for micro-projects was launched (see Section III.B for an explanation of the change of approach from using a Management Agency to in-house management of the LSM).

44. **Financially, the project did not leverage the full potential from counterpart funds and for the LSM concept.** The GOC contributed 55 percent of the amount committed at approval (see Annex 3), which meant that some of the GEF funds were redirected to cover M&E activities that should have been financed by the GOC. It also caused implementation delays as the steering committee did not hold timely meetings. At project approval, it was the intention to make the LSM a self-financed mechanism based on equitable revenue-sharing from all forest stakeholders. However, at project closure no additional financing had been secured to ensure the sustainability of the LSM, therefore it is unlikely that there will be additional rounds of funding for micro-projects.

45. **Lack of compliance with World Bank standard procurement and fiduciary policies caused inefficiencies at the operational level.** In particular, this affected the contracting of a Management Agency to design and implement the LSM (see Section III.B and IV.B).

46. **The project closing date was extended for less than a year (nine months) with no cost overruns.** The extension resulted in net efficiency gains as the project was able to meet all targets. These are indications of reasonable efficiency.



b. Economic and Financial Analysis

47. **Standard financial and economic analyses were not undertaken at the time of appraisal due to the nature of the project** to conserve biodiversity, the impacts of which are difficult to measure and monetize within the timeframe of the project - and even less so those at a country or global level.

48. **Yet, the project has brought about a range of environmental, economic, social and institutional benefits with positive economic returns.** Biodiversity in core areas of the Ngoyla Minton forest is now protected, which helps to preserve the fauna, wildlife, and natural resources of the areas with long-term benefits for the local and global environment. With relative modest resources, the Project has achieved conservation and management of undisturbed tropical rainforest and an important wildlife corridor, especially for large mammals such as elephants and the largest gorilla in the world, which is endangered.

49. **Economic benefits in the medium- to long-term include income from alternative livelihood activities.** In the 2014 beneficiaries' survey, undertaken at the start of the project, the average annual income is reported at approximately US\$100 per person. With approximately US\$225,000 disbursed to 667 beneficiaries of micro-projects this equals a grant of approximately US\$340 per beneficiary. This level corresponds to one year of potential income earnings for those who engaged in cocoa-growing, which in 2017 averaged US\$350 in the Ngoyla-Mintom area. As such, the project presents a real opportunity for beneficiaries to enhance their livelihoods. In the short-term, though, project beneficiaries who engaged in long-cycle crops, such as cocoa-growing may not yet have experienced a return on investment. Meanwhile, those engaged in illegal poaching and logging may have experienced an immediate loss of livelihood due to restricted forest access, and developing a sustainable alternative livelihood may take time and could potentially fail.

50. **The project has also delivered social benefits through improved access to water, housing, and education for men, women, children, and youth.** These improvements may translate into higher labor productivity, less illness, higher earnings, and advanced skills. Institutional capacity building has provided the enabling environment for more sustainable forest management, improved governance, and transparency in the forest sector going forward. These benefits have positive economic implications, even if placing a specific value to them is not possible.

D. JUSTIFICATION OF OVERALL OUTCOME RATING

51. **Rating: Moderately Satisfactory**

52. Overall project outcome is rated Moderately Satisfactory given the high relevance of the PDO to country priorities, the substantial achievement of the PDO, and the modest efficiency of the design and implementation.

53. It should be noted that an overall outcome rating of MS corresponds with the ratings for DO and IP of the last ISR from April, 2017. Moreover, the final supervision mission concluded with a similar assessment overall for project outcomes (Aide Memoire from May, 2018).

E. OTHER OUTCOMES AND IMPACTS



Gender

54. **The project proactively considered gender during project preparation and implementation.** First, the project sought to build the entrepreneurial capacity of women and youth and support them with the development and implementation of income-generating activities. Second, the project introduced gender criteria in selecting micro-projects for LSM financing. Consequently, the results framework was designed to include a core PDO indicator for female beneficiaries. Several women's associations were successful in obtaining funding for micro projects, and in total 347 women benefitted from income-generating activities. The beneficiaries' survey reported that women beneficiaries were optimistic about their future livelihoods as a result of the IGA.

Institutional Strengthening

55. **Institutional ties between the GOC and the Association of Indigenous Peoples Baka were strengthened.** Institutional strengthening was an integral part of the project and the outcomes are discussed under section II.B. However, one additional significant outcome, which was discussed in the final stakeholder workshop (see also Annex 5), arose from the strong involvement of indigenous Baka communities in the development process of the management plan and the implementation of project activities. The close collaboration between the Ministry of Forests and Wildlife (MINFOF) and Baka leaders resulted in the signing of a Memorandum of Understanding with the Association of Indigenous Peoples Baka on January 16, 2018 to recognize the partnership and ensure continued and growing involvement of stakeholders.

Poverty Reduction and Shared Prosperity

56. **Although there is no explicit evidence available, the project may have helped to reduce poverty and to increase shared prosperity for the 10 percent of the population living in the Project Area.** This includes 1,253 direct beneficiaries of which 51 percent are women and 573 are indigenous, who have benefitted from infrastructure improvements and income-generating activities to support their local livelihoods.

III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

A. KEY FACTORS DURING PREPARATION

57. **The project design was based on good diagnostics with realistic objectives, clearly structured components, and sound implementation arrangements.** Neither the PDO, the indicators, nor the components were restructured. This is a strong indication that project preparation and design was solid. The results framework was internally aligned with project objectives, and the indicators were adequate in tracking progress towards the PDO.

58. **Project preparation was based on close consultation with stakeholders on the ground.** The views and expectations of local community members helped inform the classification process and the targeting of the LSM.

59. **Overall implementation risk was rated High and related mainly to sector context and development of other economic interests, which were outside the scope of the project.** Within the scope of the project, the main risks identified and addressed included MINFOF's weak implementation and FM capacity. An assessment undertaken at project appraisal concluded that FM arrangements within the Ministry needed to be improved before grant effectiveness to satisfy the World Bank's minimum requirements under OP/BP 10.02. Following effectiveness, project-specific FM procedures were to be elaborated in the Project Implementation Manual and a Financial Management Adviser was to be recruited for the first year of project operations, and on a short-term basis



thereafter, as required. An accounting system would be procured, and an acceptable external auditor would be recruited. While the project team made every effort to mitigate those risk through tailored training and capacity building plans for MINFOF and the new PIU to be established, considerable challenges arose regarding FM, which may have impacted the efficiency of the project.

60. **The engagement of multiple donors in the Project Area was considered both a risk and an advantage.** A risk, because of increasing complexity of coordination between multiple interventions. An advantage, because it could provide synergy in capacity and resources to transform the area. The establishment of a TOUs at MINFOF to coordinate all projects in the area and organize regular donor coordination meetings between all project teams was designed to address this risk.

61. Arrangements for results monitoring were adequate, and the project was in a fairly advanced state of readiness at the time of project approval.

B. KEY FACTORS DURING IMPLEMENTATION

a. Factors subject to the control of the government and/or implementing entities control

62. **There was a significant delay in declaring project effectiveness.** The reason was that the Recipient delayed the mobilization of financial contribution towards the designation of key members to the Project Implementation Unit (i.e. civil servants from Ministry of Environment, Ministry of Economy, etc.), one of the conditions for project effectiveness. The Project was declared effective on April 11, 2013 – 12 months after project approval and two months past the original 90 days deadline of the GA.

63. **Lack of suitable working conditions for the PIU team members in the field level was one of the most important constraints facing project implementation.** The project planned to rely on office space and accommodation facilities to be completed by GOC as part of their in-kind contribution to the project. However, delay in the construction of such spaces caused early implementation delays. Following the Mid-Term Review (MTR) and the completion of said spaces, it was agreed to speed up implementation progress by deploying project teams and technical experts to the field on a rotational basis of 15 days each for a transitional period of 12 months. Each rotation was concluded with a progress report.

64. **The establishment of the dedicated Procurement Commission within the Project was considerably delayed.** This delayed the procurement process, including the recruitment of the Management Agency to lead the design and implementation of the LSM (see Section IV.B for details on procurement).

65. **The implementation approach of the Livelihood Support Mechanism changed from outsourcing to in-house management.** It was originally intended to be contracted to a Management Agency. However, due to procurement challenges (see Section IV.B), this approach was eventually dropped and the implementation of the LSM was brought in-house with the PIU. Given the initial procurement delay, the PIU had gone ahead and facilitated the first round of funding for six micro-projects. Later, when the approach of hiring a MA was dropped, two Technical Experts with expertise in rural development joined the PIU and were deployed to the field to work directly with local community stakeholders to build their capacity for accessing funding for micro-projects, and managing their implementation. While the implementation approach was significantly altered, it does not seem to have impacted the achievement of project objectives negatively - it did, however, cause implementation delay, but also generated savings.



66. **The savings generated from managing the LSM in-house at the PIU were applied towards a third round of funding for 12 micro-projects.** Lessons learned from the two previous rounds of micro-projects showed that livestock projects were not successful. Livestock farming had not previously been introduced in the project area, and the activity was not closely linked to the social customs and traditional knowledge of the beneficiaries.

67. **The Management Plan for the Ngoyla Wildlife Reserve, a key achievement under this project, stalled in 2015 when the Prime Minister suspended the process.** Logging concessions classified as part of RFNg were selected as an environmental compensation/offset area for conservation activities to be financed by the national mining companies. At that point, the only pending activities were the inventory of resources (fauna and flora) conducted by WWF and the participatory delineation of the reserve. Meanwhile, three preparatory studies had been completed, including socioeconomic studies, identification of sacred, archeologic and touristic sites, and land use planning. However, following an exploration phase in 2015, the mining companies never pursued any activities in the area, and in April 2016 MINFOF was able to lift the suspension to allow the MP work to continue.

68. **Counterpart funding from the GOC was 55 percent at project closing.** At project approval, the GOC committed US\$2.07 million in in-kind contribution. However, at project closing, GOC contributions amounted to approximately US\$1.1 million, equal to 55 percent of that planned. The delay in provision of counterpart funding caused i) delay in the timely holding of steering committee meetings, and ii) delay in execution of activities linked to that line of budget.

b. Factors subject to World Bank control

69. **The Bank provided adequate supervision of the project.** There was a fairly high turnover of TTLs. However, with all three TTLs situated in-country, the Bank team, the PIU, and the field had optimal conditions for frequent and close communication and collaboration. This may in turn explain the level of reporting in the ISRs, which to some extent lack a bit of candor to fully appreciate the issues affecting the implementation process. Most likely, any wrinkles in the implementation process were duly and timely addressed in person, during weekly meetings between the Bank team and the PIU, and through interaction between local stakeholders and key project personnel on the ground and in the field.

c. Factors outside the control of government and/or implementing entities

70. There were no significant factors impacting the project achievements outside the control of the GOC and the implementing agencies.

IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME

A. QUALITY OF MONITORING AND EVALUATION (M&E)

71. **Rating: Substantial**

M&E Design

72. **The theory of change of piloting community-based decision-making processes for a more sustainable and equitable management of the forest resources in the Ngoyla Mintom massif was clear and realistic.** Overall, the



results chain was clear with intermediate indicators linked to components, which underpinned their contribution to achieving the development objectives.

73. **Overall, the design of the results framework was adequate for assessing the achievement of project objectives and intermediate outputs.** Most of the indicators were specific, measurable, achievable, relevant, and time-bound (SMART). Indicators at the outcome level corresponded to the PDO, though they were mainly output-based. However, given the fairly modest scope of the project and the long-term perspective needed to measure the biological impacts of environmental protection this is understandable. Monitoring and evaluation was intended to be an integral part of the project as evident by Component 3, which was dedicated to designing and implementing a long-term M&E system for the Ngoyla-Mintom Forest Massif.

M&E Implementation

74. **The long-term monitoring and evaluation system of the Ngoyla-Mintom forest was outsourced to IUCN** to become part of a larger system for three projects operating concurrently in the project area. As such, the project benefitted from the scale and synergy of proven M&E arrangements, supported by a team of experts, who worked directly with members of the PIU to build capacity for M&E.

75. **Project funds were used to design a monitoring framework to assess social and participatory impacts of the project.** The M&E system monitored levels of participation and consensus reached over time among local stakeholders, including indigenous peoples, during the legal classification process and the preparation of management plans for core areas. It also monitored the number of beneficiaries accessing the LSM and the implementation of micro-projects. The consultation platforms were instrumental in implementing M&E at this local level, and participated in the follow-up of the implementation of micro-projects and provided rapid feedback information to the PIU, which made a difference on the ground in the day-today work.

76. **Internal monitoring and evaluation activities were undertaken by the PIU.** Activities focused on: (i) technical evaluation monitoring; (ii) financial evaluation monitoring; (iii) administrative evaluation monitoring, and; (iv) monitoring and evaluation of safeguarding measures. The PIU was supported by the TOU, relevant ministerial personnel to the extent possible given the remote project location, and consultants.

77. **External monitoring and evaluation activities were regularly carried out to assess project performance.** These consisted of World Bank missions to review implementation progress, audit missions by an approved audit firm, and control and evaluation missions by the Ministry of State Control and MINFOF. All these missions were regularly organized and the recommendations sent to the different stakeholders for action.

78. **Overall, the results framework was adequate for tracking progress towards project objectives.** Progress reports were regularly transmitted to the World Bank, in particular prior to the various consultations and implementation support missions.

M&E Utilization

79. **M&E data was used to track project implementation and performance.** Data was regularly collected and analyzed and used to track project performance against the indicators. The M&E tool was also utilized to track changes in forest cover and quality, and safeguards implementation. With on-going and continued collection, this data may be valuable in future policy-making at the regional and national level.



Justification of Overall Rating of Quality of M&E

80. The overall quality of the M&E system is rated Substantial. The justification is that the results framework was adequate in tracking progress towards the development objectives and that M&E was executed in a timely manner by a dedicated PIU.

B. ENVIRONMENTAL, SOCIAL, AND FIDUCIARY COMPLIANCE

81. **The project was classified as a safeguards category “B”- partial assessment, and triggered 7 operational safeguards policies**, namely: OP 4.01 Environmental Assessment; OP 4.04 Natural Habitats; OP 4.09 Pest Management; OP 4.10 Indigenous Peoples; OP 4.11 Physical Cultural Resources; OP 4.12 Involuntary Resettlement; and OP 4.36 Forests. As the project was primarily concerned with facilitating consultations with local communities, including indigenous and vulnerable groups, in proposing forest classification and management plans of core areas of the Ngoyla Mintom forest, no direct environmental impacts were expected.

82. **The main safeguards issue related to the local restriction of access to forest resources following the voluntary, consensus-based action towards classification of the Core Areas.** This would directly influence the future use of forest resources away from artisanal logging and illegal poaching and towards low-impact, sustainable community-based use. While this would impact the livelihoods of local community members, measures were agreed to mitigate the negative effects. One such measure included the addition of a strip of land for agroforestry, while another measure was the built-in access to alternative livelihood options.

83. **The micro-projects were implemented in full compliance with the Bank’s safeguards policies.** Complaints about land, damage, and contract management were received and processed through a grievance redress mechanism. The implementation of the complaints management mechanism started late, but once established it was functional.

Procurement & Financial Management

84. **Procurement experienced considerable delay, in large part due to the delayed instalment of a dedicated Procurement Committee within the PIU.** During the MTR, delays in the award and performance of most contracts were observed. In particular, the recruitment of a Management Agency to oversee the LSM, which accounted for over 35 percent of the project budget, was challenging. The first call for expressions of interest was published in February 2014, and the evaluation report sent to the Bank in January 2015. However, due to the receipt of a complaint in December 2014, the contract award was much delayed, the procurement process suspended until a resolution could be found, and the contracting was eventually abandoned altogether in favor of an in-house arrangement to manage the LSM funds.

85. **For the PIU to manage the LSM funds in a transparent and effective manner, the project established an independent amortization fund to handle all payment-related matters.** In general, the performance of the fund was rated satisfactory, although processing times at the fund level had occasionally slightly exceeded the limit of 14 days.

86. At the project level, however, FM was rated MU at the MTR due to irregular bookkeeping and the absence of supporting documents for expenditures amounting to XAF13 million, equal to approximately USD25,000. The project team followed-up closely with the PIU to submit all outstanding documentation and improve FM processes, including better classification and archiving of accounting documents.



C. BANK PERFORMANCE

Rating: Moderately Satisfactory

Quality at Entry

87. The Bank team employed due diligence in basing the project on a solid diagnostic foundation of Cameroon's development priorities, which remained highly relevant throughout the project period. The project team drew on the Bank's extensive experience in the forest sector by taking into account the lessons learned from previous projects and coordinating closely with other projects in the region. The results framework was mostly characterized by SMART indicators and was adequate in tracking progress towards the PDO.

88. The project was designed according to a 360 degree view of all stakeholders with interests in the forest resources, commercial or non-commercial. Close consultations with the GOC and other key stakeholders helped frame the priorities and institutional arrangements for community-based participation, upon which project outcomes ultimately rested. The design reflected key environmental, social, and economic issues affecting the region.

89. Provisions for safeguards were adequate at the design stage, whereas provisions for procurement and financial management could have been strengthened given the low capacity at MINFOF and the PIU.

Quality of Supervision

90. The Bank provided timely and adequate guidance to the Project. Implementation of project activities was supported by bi-annual supervision missions and a timely Mid-Term Review, and benefitted from the close proximity of all three TTLs based in-country. Task Team Leadership changed three times during the six-year period from preparation to closing, however the transitions were smooth and did not impact negatively on project implementation.

91. Overall, the Bank team provided timely and good-quality technical assistance to the PIU, addressing implementation issues, fiduciary incompliance, and other related project management issues as they arose. One aspect, which the Bank team did not properly consider was the targeting of micro projects to the local cultural and traditional context. Two aspects, which caused early micro projects to fail, were i) that livestock breeding had never been introduced before, and therefore the local knowledge and infrastructure was inadequate for such activities at the time, and ii) that the initial micro projects were arranged as community grants, ignoring the fact that the local community is strongly based around individual family units.

92. The Bank team was proactive in providing training and capacity building to the project team on procurement, FM, and safeguards. The Bank team maintained direct channels of communication with the PIU and held weekly meetings to follow-up on issues and offered support as needed. However, greater candor in reporting on project and implementation progress could have been transmitted in the ISRs.

93. Through the inherent efforts to build the capacity and collaboration of multiple stakeholders, the Bank team has helped to ensure adequate transition arrangements. Even so, for activities related to LSM micro-projects, financing expires with the closing of the project.



Justification of Overall Rating of Bank Performance

94. Overall Bank performance is rated Moderately Satisfactory. The justification is that the Bank team did not properly consider the local cultural and traditional context, which caused some of the early micro projects to fail.

D. RISK TO DEVELOPMENT OUTCOME

Rating: Substantial

95. **The Decree and Management Plan were the first critical steps in a carefully planned effort to conserve and protect core areas in the ecosystem of the Ngoyla-Mintom forest massif.** This outcome is fairly sustainable, as the GOC has showed a commitment to enforcing and patrolling the RFNg by setting up a conservation team (civil servants) in the massif. The presence of this team has been instrumental in raising local awareness and conducting anti-poaching campaigns. The RFNg has been in operation since March 5, 2015 and benefits from 17 eco-guards allocated to the reserve. MINFOF has allocated an annual average budget of XAF16 million to the enforcement and maintenance of the RFNg.

96. **The future operation of the LSM is uncertain and as such its impact on conservation outcomes is limited and short-term.** At project approval it was envisaged that the LSM could be a self-standing facility, managed by the community and sustained through revenue-sharing. However, at project closing, the capacity for running the LSM in the community is inadequate and no additional sources of funding have been identified. As such, the impact of the IGA on the conservation outcomes of the Ngoyla-Mintom forest is likely to be short-term, as also discussed in the beneficiaries' survey undertaken at the end of the project.

97. **In the short term, micro-projects have led to a reduction of illegal exploitation of forest and wildlife resources and enabled the abandonment of illegal hunting and fraudulent logging.** However, at the time of project closing, beneficiaries engaged in long-cycle crops are still awaiting their first harvest, and are calling for continued technical and financial support until then. For beneficiaries, who engaged in husbandry, the failed attempts at livestock breeding have reverted them back to the unsustainable resource-use patterns that the micro-projects were intending to end in the first place. As such, the project was not successful in providing a sustainable alternative to hunting bush meat, which raises questions about the sustainability of the project's contribution to the long-term preservation of wildlife in the Ngoyla-Mintom.

V. LESSONS AND RECOMMENDATIONS

98. **In the midst of competing interests, legally safeguarding the massif can be considered as an effective first step to limiting encroachment of agriculture and protecting the core area from the negative impacts of infrastructures, logging and mining activities.** Addressing nature conservation and livelihoods issues around protected areas is a very long-term process. Although, the massif is legally protected and has a management plan, a lot still needs to be done to stimulate and ensure it sustainable management. However, financial resources dedicated by the line ministry to conservation activities in the massif are limited and this could undermine the implementation of the management plan (including business plan). An effective mechanism for long-term financing of conservation activities in the massif, which often requires many years of sustained funding to achieve



conservation objectives would help to mitigate. For example, the development of partnerships with private sector could stimulate and enhance the financing of the massif.

99. **The viability of micro projects hinges on the presence of a local market base.** At the time of project preparation, the establishment of an iron ore mine inside the forest massif was considered “imminent”. However, at project closing the mining company had yet to take any concrete steps to this end. As the project did not address farming activities from a value chain perspective, it became difficult to create sustainability of especially husbandry micro-project in the absence of a market. Furthermore, micro project beneficiaries were previously engaged in subsistence living and illegal hunting and logging. Breeding livestock had never been introduced to the area before, and the idea was culturally different from the communities’ traditional way of life. Nevertheless, it is important to continue to invest in education and promotion of IGA to improve the livelihoods in communities which border the core area of the massif. Promoting the dialogue and breaking the barrier between nature conservation and agriculture around protected areas, should address agricultural activities from a value chain perspective, including link between agriculture and tourism.

100. **For income-generating activities to succeed they must be culturally adapted to the local context.** The first round of pilot projects failed because it was not adapted to the local context, but subsequent rounds absorbed early lessons learned and succeeded. The pilot projects failed for two reasons: First, the initial round of micro-grants were community-based, ignoring the individual nature and lifestyle of the local Baka tribe, who are traditionally hunter-gatherers and often move to new grazing areas. Second, the first six micro-projects in husbandry failed because i) the beneficiaries had no traditional knowledge of raising and caring for livestock, ii) the production of hog in an area with a Muslim majority population was inappropriate, iii) road access was inadequate to reach markets in a timely manner, and iv) the Baka tribe typically barter to cover their needs beyond subsistence living. In the second and third round of micro-projects, changes were implemented to ensure that the micro-projects were better adapted to the traditional lifestyle of each individual beneficiary.



ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. RESULTS INDICATORS

A.1 PDO Indicators

Objective/Outcome: Improve the conservation of Core Areas

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
GEF Management Effectiveness Tracking Tool (METT) Score	Number	26.00 01-Jan-2012	40.00 30-Jun-2017	40.00 30-May-2018	50.00 30-May-2018

Comments (achievements against targets): Target 125% achieved. The indicator was defined as an increase by 50 percent over the baseline value (26) for the core areas by project closure. The last METT evaluation report completed by MINFOF PIU for the core areas in February 2018 shows a METT score of 50. This is equal to a 92 percent increase over the baseline value. METT is one of the most widely accepted measures to assess protected area management effectiveness. It is used to report progress towards the Convention on Biological Diversity and the score is based on a rapid assessment of all six elements of management identified in the IUCN-WCPA framework (context, planning, inputs, process, outputs and outcomes).

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Conservation & management of Core Area (Classification)	Yes/No	N 01-Jul-2012	Y 30-Jun-2017	Y 30-May-2018	Y 30-May-2018



Comments (achievements against targets): Target 100% achieved. The classification of the Ngoyla Wildlife Reserve (RFNg) was announced by Decree No. 2014/2383 /PM of 27 August, 2014. The RFNg covers an area of 156,672 hectares. While slightly smaller than that originally intended under project preparation (160 000 ha), the reduction is a result of the consultation process with local communities, who requested to have an agroforestry strip on the remaining area, which was essential to their socio-economic activities and local livelihoods. The RFNg has been in operation since March 5, 2015 and benefits from 17 eco-guards allocated to the reserve with an annual average budget of CFA16 million from MINFOF. As such, the project has succeeded far beyond the target of merely submitting the draft decree for endorsement.

Objective/Outcome: Improve the management of Core Areas

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Conservation & management of Core Area (Management Plan)	Yes/No	N 01-Jan-2012	Y 30-Jun-2017	Y 30-May-2018	Y 30-May-2018

Comments (achievements against targets): Target 100% achieved. The draft Management Plan for RFNg was validated at the national level in a workshop on August 22, 2017 and submitted to MINFOF for adoption on February 15, 2018. As part of the preparation and implementation of the draft management plan, the following key activities were undertaken: (i) Socio-economic study of the Ngoyla Wildlife Reserve; (ii) identification of sacred, archaeological and tourist sites in and around the Ngoyla Wildlife Reserve; (iii) study on spatial occupancy in the conservation core area; (iv) inventory of resources in the Ngoyla-Mintom; (v) three missions of ecological monitoring and patrolling, and (vi) four operations of anti-poaching in the RFNg.

Objective/Outcome: Improve access to income-generating activities for local communities in the project area

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Direct project beneficiaries	Number	0.00	1000.00	1000.00	1253.00



		01-Jul-2012	30-Jun-2017	30-May-2018	30-May-2018
Female beneficiaries	Percentage	0.00	50.00	50.00	50.66
		01-Jul-2012	30-Jun-2017	30-May-2018	30-May-2018

Comments (achievements against targets): Target 125% achieved. At project closing, a total of 1,253 people directly benefitted from projects funded by the LSM. First, 667 people benefitted from income-generating activities to offer alternative livelihoods to those involved in illegal hunting and those expected to be affected by the classification of the Ngoyla Mintom forest. The LSM funded micro-projects in agriculture, husbandry, apiculture, and pisciculture. The impact of those projects vary significantly, with some beneficiaries still awaiting their first crops and other beneficiaries having returned to unsustainable resource-use practices. Second, 586 people benefitted from realized infrastructure projects, which included wells, classrooms, social housing units, and a boarding home for Baka students. As a result, the project has positively impacted access to clean water, sanitation, education, and safe housing, which are fundamental to improving the livelihoods of local communities and their engagement in alternative income-generating activities.

A.2 Intermediate Results Indicators

Component: Support for Participatory Planning and Management of the Core Area

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of stakeholder platform(s) meetings at which key stakeholders are adequately represented.	Number	0.00	10.00	10.00	14.00
		01-Jul-2012	30-Jun-2017	30-May-2018	30-May-2018

Comments (achievements against targets): Target 120% achieved. The indicator relates to PDO outcomes (i) and (ii). The project provided financial and technical support to two stakeholder consultation platforms established by the GOC: NGOMITRI, located south of Mintom, and



SYAMINGO, located east of Ngoyla. Between the two platforms, fourteen meetings were organized in which the main stakeholders were “adequately represented” – four meetings more than targeted. These platforms facilitated inclusive decision-making in the process of preparing the classification dossier and the management plan for the RFNg, as well as they provided the framework for building capacity among local stakeholders to access and manage the LSM. While the PAD does not specify what constitutes “adequate representation”, it specifically mentions the need to bring together the following stakeholders: representatives of local government, local communities and indigenous people living in the area, private-sector firms engaged in or interested in commercial exploitation of the area’s natural resources or in tourism operations; local and regional decentralized government entities, and; civil society organizations. Their participation at the meetings were logged in the M&E system developed for the Project, which provides the necessary verification.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Communications strategy	Yes/No	N 01-Jul-2012	Y 30-Jun-2017	Y 30-May-2018	Y 30-May-2018

Comments (achievements against targets): Target 100% achieved. Indicator relates to PDO outcome (i) and (ii). In the PAD, the indicator was defined as a communications strategy is developed and adopted and is being implemented. The communication strategy was validated in a public workshop held in March 2014. The communications strategy and outreach program supported all project activities. It encompassed information sharing on the legal framework for land management, forest classification and management, and raised awareness around sustainable natural resource management issues among local populations to lay the foundation for a conservation project to succeed.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Village Development Plans	Number	0.00 01-Jul-2012	30.00 30-Jun-2017	30.00 30-May-2018	30.00 30-May-2018



Comments (achievements against targets): Target 100% achieved. Indicator relates to PDO outcome (ii). The indicator was defined as the number of villages that have a Local Development Plan (LDPs) adopted by a duly formed “Local Committee.” At project end, a total of 30 LDPs were prepared to guide the use of LSM funds in planning various micro-projects. The preparation of LDPs by local councils was supported by the Management Contractor in charge of designing and implementing the LSM.

Component: Design and Implement a Livelihood Support Mechanism (LSM)

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Pilot Natural Resources Management Initiatives supported	Number	0.00	5.00	5.00	1.00
		01-Jul-2012	30-Jun-2017	30-May-2018	30-May-2018

Comments (achievements against targets): Target 20% achieved. Indicator relates to PDO outcome (i) and (ii). The indicator was defined as the number of successful community based natural resource management pilot initiatives with key forest user groups that had been financed by the LSM. However, at project closing, the initiatives had started but not completed. The project had intended that the LSM facility could support the establishment and operational costs of community groups that aim to undertake sustainable community management of natural resources.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Livelihood Support Mechanism Beneficiaries (a) Alternative Income Generating Activities (IGAs)	Number	0.00	500.00	500.00	667.00
		01-Jun-2012	30-Jun-2017	30-May-2018	30-May-2018
Number of indigenous	Number	0.00	150.00	150.00	199.00



people who are beneficiaries of alternative Income Generating Activity projects funded by LSM		01-Jan-2012	30-Jun-2017	30-May-2018	30-May-2018
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Comments (achievements against targets): Target 133% achieved. Indicator relates to PDO outcome (ii). The indicator was defined as the number of people benefiting from the Livelihood Support Mechanism in the form of alternative income generating activities (IGAs). The project financed 43 micro-projects in agriculture, husbandry, apiculture, and pisciculture for a total of 667 beneficiaries - of which 347 were women and 199 were indigenous (see also intermediate indicator #6). The IGA was carried out in phased approach, and the project was careful apply lessons learned to improve each round of projects. For example, the livestock projects funded in second phase were not all successful, and therefore in the third phase there was a stronger emphasis on setting up small family and community farms. For beneficiaries who opted for the cultivation of long-cycle crops, they have yet to see the first harvest of their product as is the case of beekeeping, cocoa- and plantain-growing, and fish breeding. The assessment undertaken at the end of the project found that the impact of the project on the conservation of biodiversity is likely to be short term as the micro-financing for future IGAs will stop with the closing of project. Target 133% achieved. The sub-indicator was defined as at least 30 percent of beneficiaries of IGA projects supported by LSM should be indigenous people. Even so, the target value was entered as an absolute number (150 indigenous people), which was 133 percent achieved at project closing. Measured as a percentage of the total number of actual beneficiaries of IGAs (667) supported by the LSM, indigenous people accounted for 30% of all beneficiaries. From this perspective, the indicator was also achieved. For an overview of the IGAs benefitting the Baka indigenous people, please see Annex 1.B.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Livelihood Support Mechanism Beneficiaries: (b) Infrastructure	Number	0.00 01-Jul-2012	500.00 30-Jun-2017	500.00 30-May-2018	586.00 30-May-2018
Number of indigenous people who are beneficiaries of	Number	0.00 01-Jul-2012	150.00 30-Jun-2017	150.00 30-May-2018	374.00 30-May-2018



Infrastructure Projects funded by LSM

Comments (achievements against targets): Target 117% achieved. Indicator relates to PDO outcome (ii). The indicator was defined as the number of people benefiting from the Livelihood Support Mechanism in the form of basic social infrastructure. All planned infrastructure projects were completed before project closing, and included: 15 wells, 6 equipped classrooms, 34 social housing units for the Baka indigenous people, 1 Baka Student Home in Mintom equipped for boarding. To ensure future maintenance of realized infrastructure project, all infrastructure will be transferred to the appropriate authorities. E.i. the Baka Student Home in Mintom was handed over to the Ministry of Social Affairs (MINAS) in a ceremony held on March 29, 2018. Other infrastructure projects were also transferred to other sectoral Ministries (Ministry of Education; Municipalities, etc.) on May 29, 2018. Target 249% achieved. The sub- indicator was defined as follows: At least 30 percent of beneficiaries of infrastructure projects supported by LSM should be indigenous people. In contrast, the target value was entered as an absolute number (150 indigenous people), which was 249% achieved at project closing. Measured as a percentage of the total number of actual beneficiaries (586) of infrastructure investments supported by the LSM, indigenous people accounted for 64% of all beneficiaries. From this perspective, the indicator was also achieved and the target exceeded by 34 percentage points. The overachievement of the target may be explained by the fact that infrastructure is a collective goods, and that the number of beneficiaries can increase quite rapidly once in use. For an overview of the community infrastructure that will benefit the Baka indigenous people, please see Annex 1.B.

Component: Design and Implementation of a Long-Term Monitoring and Evaluation System

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Long Term M&E System	Yes/No	N 01-Jul-2012	Y 30-Jun-2017	Y 30-May-2018	Y 30-May-2018

Comments (achievements against targets): Target 100% achieved. Indicator relates to PDO outcome (i) and (ii). The indicator was defined as: Long term, socio-economic and ecological change monitoring and evaluation framework established including baselines, and progress data that monitors functioning in the core area. At project end, a long-term M&E system had been developed by IUCN with baseline data from



2015 and progress data recorded for year 2016 and 2017.



B. KEY OUTPUTS BY COMPONENT

Outcome (i): Improve the conservation and management of the Core Area	
Outcome Indicators	<ol style="list-style-type: none"> 1. GEF Management Effectiveness Tracking Tool (METT) score has increased by 50 percent over baseline value (26) for the core area by project closure 2. Draft Decree for Classification of core area is prepared, validated and submitted by MINFOF to Prime Minister’s Office for endorsement 3. Draft Management Plan for core area is drafted, validated and submitted to Ministry of Forestry for adoption
Intermediate Results Indicators	<ol style="list-style-type: none"> 1. Number of stakeholder platform(s) meetings at which key stakeholders are adequately represented 2. Communications strategy is developed and adopted and is being implemented 4. Number of successful community based Natural Resource Management pilot initiatives with key forest user groups that have been financed by the Livelihood Support Mechanism 9. Long-term M&E system
Key Outputs by Component (linked to the achievement of the Objective/Outcome 1)	<p>Component I: Support for Participatory Planning and Management of the Core Area</p> <ul style="list-style-type: none"> - Created Ngoyla Wildlife Reserve (RFNg) of 156,000 hectares; - Refining the zoning of the Ngoyla-Mintom Forest Massif; - Created an agro forest and pastoral area, which did not exist previously, where local residents can conduct agricultural activities and initiate community forests; - Developed a management plan for the RFNg, including a business plan, using a multi-stakeholder participatory approach. The final Management Plan was submitted to MINFOF for adoption; - Initiation of the process to create a community managed hunting zones (ZICGC). Housed at the two Multi-Stakeholder Consultation Platforms NGOMITRI and SYAMINGO supported by the project, five such hunting areas were under preparation at the time of project closing – however, no agreements were formally signed; - 14 meetings with wide representation of all stakeholders with interests in the Ngoyla Mintom forest massif



	<ul style="list-style-type: none"> - Implementation of a conflict management mechanism. <p>Component 3: Design and Implementation of a Long-Term Monitoring and Evaluation System and Project Management</p> <ul style="list-style-type: none"> - Design and implementation of monitoring system measuring socio-economic assessment and ecological change in the project area; -
Outcome (ii): Improve access to income-generating activities for local communities in the project area	
Outcome Indicators	<ol style="list-style-type: none"> 1. 1,000 people (10% of population) are directly benefiting from the Project (primarily from Livelihood Support Mechanism) 2. % female beneficiaries
Intermediate Results Indicators	<ol style="list-style-type: none"> 2. Communications strategy is developed and adopted and is being implemented 3. Number of villages that have a Local Development Plan (LDPs) adopted by a duly formed “Local Committee” 5. Number of people benefiting from the Livelihood Support Mechanism, in the form of income-generating activities 6. Indigenous people who are beneficiaries of alternative IGA projects funded by LSM (at least 30 percent) 7. Number of people benefiting from the Livelihood Support Mechanism, in the form of Socio-economic infrastructure 8. Indigenous people who are beneficiaries of Infrastructure Projects funded by LSM (at least 30 percent) 9. Long-term M&E system
Key Outputs by Component (linked to the achievement of the Objective/Outcome 2)	<p>Component 2: Design and Implement a Livelihood Support Mechanism (LSM)</p> <ul style="list-style-type: none"> - Awareness raising and capacity building to inform potential beneficiaries how to access and manage the LSM; - 30 village-level Local Development Plans approved by local councils to guide the planning and implementation of LSM IGA and infrastructure projects;



- Alternative income-generating activities (IGA)

	Ngoyla (22 projects)				Mintom (21 projects)			
	Agriculture	Livestock	Beekeeping	Fish breeding	Agriculture	Livestock	Beekeeping	Fish breeding
Phase I	1					5		
Phase II	4	2	1	3	11	3		1
Phase III	11				1			
Total	16	2	1	3	12	8	0	1

- The project financed 43 micro-projects in three phases:
 - Phase I: 6 micro-projects – Phase II: 25 micro-projects – Phase III: 12 micro-projects
- Projects were approved for agriculture, husbandry, apiculture, and pisciculture.

Community infrastructure that will benefit the Baka indigenous people

- Baka Home Mintom for Baka students in Mintom with a capacity of 40 places. It should be noted that this home was retroceded by March 29 2018, to the Ministry of Social Affairs by MINFOF.
- Development and equipment of the Mintom Baka Community Home;
- Three blocks of two classrooms each, with a secretariat and office for the director, equipped with benches and tables in the localities of Alat-Makay, Assoumdele and Mabam;
- 39 social housing units for Baka populations in Assoumdélé and Mabam;
- 15 human powered wells in various locations.

Component 3: Design and Implementation of a Long-Term Monitoring and Evaluation System and Project Management

- Design and implementation of monitoring system measuring socio-economic assessment and ecological change in the project area.

**ANNEX 2. BANK LENDING AND IMPLEMENTATION SUPPORT/SUPERVISION****A. TASK TEAM MEMBERS**

Name	Role
Preparation	
James Michael Acworth	Task Teal Leader / Sr Forestry Spec.
Claudia Sobrevila	Senior Environmental Specialist
Salimata D. Follea	Operations Analyst
Paola Agostini	Senior Economist
Leoncie Niyonahabonye	Office Manager
Dahlia Lotayef	Program Coordinator
Cheikh A. T. Sagna	Senior Social Development Specialist
Aissatou Diallo	Senior Financial Officer
Gayatri Kanungo	Consultant
Kouami Hounsinou Messan	Senior Procurement Specialist
Emeran Serge M. Menang Evouna	Forestry Specialist
Enagnon Ernest Eric Adda	Financial Management Specialist
Jeanne d'Arc Edima	Team Assistant
Kolie Ousmane Maurice Megnan	Sr Financial Management Specialist
Nneoma Veronica Nwogu	Counsel
Ananie Cyrille Ekoumou Abanda	Forestry Specialist
Mountaga Ndiaye	E T Consultant
Supervision/ICR	
Cyrille Valence Ngouana Kengne	Task Team Leader(s)
Ibrah Rahamane Sanoussi, Monique Ndome Didiba Epse Azonfack	Procurement Specialist(s)
Celestin Adjalou Niamien	Financial Management Specialist
Virginie A. Vaselopoulos	Team Member
Sylvie Munchep Ndze	Team Member
Albert Francis Atangana Ze	Environmental Safeguards Specialist



FNU Owono Owono

Social Safeguards Specialist

Chrystelle Isabelle Mfout Tapouh

Team Member

B. STAFF TIME AND COST

Stage of Project Cycle	Staff Time and Cost	
	No. of staff weeks	US\$ (including travel and consultant costs)
Preparation		
FY11	8.572	91,447.14
FY12	7.698	122,415.43
Total	16.27	213,862.57
Supervision/ICR		
FY13	9.759	27,231.55
FY14	10.694	45,287.53
FY15	9.783	57,996.52
FY16	8.713	32,752.47
FY17	14.101	81,175.31
FY18	6.961	44,092.54
FY19	1.394	7,554.30
Total	61.41	296,090.22



ANNEX 3. PROJECT COST BY COMPONENT

Components	Amount at Approval (US\$M)	Actual at Project Closing (US\$M)	Percentage of Approval (%)
Component 1 # Strengthen government and civil society capacity for participatory planning and management of the core areas that are proposed for conservation and low impact community use.	1.57	0.81	52
Component 2 # Design and Implement a Livelihood Support Mechanism (LSM).	1.41	1.20	85
Component 3 - Design and implement a long term Monitoring and Evaluation System for the Ngoyla-Mintom Forest Massif; and Project Management	0.52	1.49	287
Total	3.50	3.50	100

Note: A closer analysis of project finances was conducted by the ICR team in collaboration with the project’s FM team due to the apparent discrepancy between approved and actual costs by component. It appears that some of the expenses initially grouped under Component 1 was included under project management in Component 3. Furthermore, the project covered some of the costs that should have been covered by the in-kind contribution from the GOC, though it does not seem to have taken away from the realization of other planned project activities.

Co-financing: At project approval, the GOC committed US\$2.07 million in in-kind contribution. At project closing, GOC contributions amounted to app. US\$1.11 million, equal to 55 percent of that planned.



ANNEX 4. EFFICIENCY ANALYSIS

Ex-Post Incremental Cost Analysis & Achievements

INCREMENTAL ACTIVITIES	BASELINE	GEF ALTERNATIVE	GLOBAL BENEFITS	INCREMENTAL ACHIEVEMENTS
Component 1: Strengthen government and civil society capacity for participatory planning and management of the core areas				Baseline: 7,736,000 GEF alternative: 9,307,000 Incremental: 1,571,000 Actual leverage (\$): 6.512,000 Actual leverage (%): 85%
Strengthen government and civil society capacity for participatory planning and management of the core areas	<ul style="list-style-type: none"> - Low capacity for community-based management - Lack of knowledge on the socio-economic implications of various classification scenarios - Two consultation platforms had been established - Slow progress towards a decision on how to classify and manage Ngoyla Mintom resources - Top-down approach to land use planning 	<ul style="list-style-type: none"> - Build the capacity of stakeholders and institutions through studies, training, awareness raising, and consultation - Complement on-going biological studies undertaken by the WWF to jointly identify core areas most suitable for conservation and low-impact management. - Facilitate a participatory community-based process of informed decision-making on how to preserve and manage the Ngoyla Mintom forest resources to the benefit of all stakeholders. - A more sustainable outcome then if one or a few stakeholders act alone. 	<ul style="list-style-type: none"> - Better understanding of the importance of conservation and management of the last vast expanse of rain forest in Cameroon, the Ngoyla Mintom massif. - Securing key corridors that link existing Protected Areas in the TRIDOM area - Protection of core areas of the last vast expanse of rain forest in Cameroon, the Ngoyla Mintom massif, with a rich and unique biodiversity home to endangered species and a valuable carbon sink. 	The project: <ul style="list-style-type: none"> - strengthened capacity for - reinforced existing consultation platforms with financial and technical support - undertake 14 multi-stakeholder consultations with wide representation - Completed background analyses, which allowed local communities to discuss and decide on the best possible classification and management of the core areas - Core areas of Ngoyla Mintom were classified as a protected area in a decree establishing the Ngoyla Wildlife Reserve (156,000 ha). - Management Plan prepared in a participatory approach
Component 2: Design and implement a Livelihood Support mechanism (LSM)				Baseline: 4,793,000 GEF alternative: 6,199,000 Incremental: 1,406,000 Actual leverage (\$): 1,609,000 Actual leverage (%): 34%
Design and	Traditional	Address immediate social and	Prevention of	43 micro projects



implement a Livelihood Support mechanism (LSM)	livelihoods continue with no LSM to pilot alternative livelihoods in micro projects.	development needs of the local communities and indigenous peoples.	illegal hunting and logging.	were funded to pilot alternative livelihoods with varying degrees of success and viability.
Component 3: Design and implement a long term Monitoring and Evaluation System for the Ngoyla-Mintom Forest Massif				Baseline: 2,883,000 GEF alternative: 3,406,000 Incremental: 523,000 Actual leverage (\$): 2,000,000 Actual leverage (%): 69%
Design and implement a long term Monitoring and Evaluation System for the Ngoyla-Mintom Forest massif	IUCN developed M&E system for several projects in the region	This component will finance incremental operating costs needed for: (a) the operation of the PIU; and (b) project monitoring and evaluation.	Common knowledge strengthened focus on sustainable forest management Good.	PIU established and operational. Design and execution of M&E adequate to track project implementation and achievements.
TOTAL				Baseline: 15,412,000 Incremental: 3,500,000 Planned GEF Alternative: 18,912,000 Actual GEF Alternative: 13,621,000



ANNEX 5. BORROWER, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

FINAL STAKEHOLDER WORKSHOP

Mbalmayo Relais April 13, 2018

Workshop Agenda:

- 1- Introduction of participants;
- 2- Welcome address of the representative of the Director of Operations of the World Bank and presentation of the workshop objectives;
- 3- Welcome address MINEPAT;
- 4- Presentation of development completion report process;
- 5- Presentation of the interim government contribution to the completion report, discussions and recommendations;
- 6- Presentation of preliminary findings of the study on strengthening the economic value of wildlife resources in the western forests of the Congo Basin.

1. Participants

The workshop participants were representative of the different stakeholders involved in the implementation of the Project:

- MINEPAT (Deputy Director of the North-South cooperation and framework)
- MINFOF (Regional Delegate MINFOF, UTO Coordinator of RFNg);
- MINEE (departmental Delegate);
- MINEDUB (departmental Delegate);
- MINFOF;
- MINTOUL;
- Technical and financial partner (WWF, IUCN);
- Mayor of Mintom;
- Organizations of civil society;
- Traditional leaders;
- World Bank Team.

The workshop was facilitated by Serge Menang of the World Bank team.

2. Word from the World Bank Director of Operations

The representative of the Director of Operations recalled that the Ngoyla-Mintom project is a welcome initiative, which helped to strengthen the sustainable management of the last massive rainforest of Cameroon namely Ngoyla Mintom. At the time this project will be completed (31 May 2018), we note that it will "sow a seed to germinate, grow and produce fruit in the conservation of biodiversity and the improvement of living conditions for local residents in the area." This is also what justified the close support of the World Bank for the project so that tangible and concrete results could materialize on the ground.



3. Word from the representative of MINEPAT

The representative of MINEPAT expressed appreciation on behalf of the GOC to The World Bank for financing the Ngoyla-Mintom Project. He urged workshop participants to make an objective assessment of the project implementation process and to remember the wish of the GOC to accommodate a new phase to support the initiative.

4. Presentation of the development of the completion report

A presentation of the process of the project completion report was made focusing on the project cycle and the major themes to emerge in the completion report.

About the project cycle, it can be summed up in eight steps:

- Country Partnership Framework;
- Identification phase;
- Preparation phase ;
- Evaluation phase or internal review of the Project;
- The approval by the Board of Directors of the World Bank;
- Execution and Supervision;
- Implementation Completion Report;
- Final evaluation of the Project.

The Project is now at the stage of the completion report / end of execution. Said completion report must be clear, concise, sincere and include the following: achievements, challenges, lessons learned and recommendations for sustainability of project achievements.

It was recalled that the Mbalmayo workshop is an integral and indispensable part of the development of the project completion report process. It is a key step since it allows to gather the opinions of actors who have played a role during the implementation of the project.

5. Presentation of the Government contribution to the completion report and recommendations

The representative of MINEPAT made a presentation of the GOC's contribution to the completion report. That contribution is to assess the performance of the Ngoyla Mintom Project with a view to its relevance, effectiveness, efficiency, sustainability and impact. It will also identify lessons learned from the implementation phase to benefit future interventions in the sector.

Key points raised during the discussion among all stakeholders:

- The valuation of engagement of local actors (civil society, local NGOs and platforms) in the implementation of project activities;
- The inadequate timeframe of five years for implementation of a biodiversity conservation project. For a better appreciation of conservation efforts and impacts of wildlife forest resources, the implementation phase should be at least twenty years;
- Better reflect the elements relating to the conservation of biodiversity (creation of the reserve, zoning, releasing the band agroforestry, development of the management plan for



the reserve, creating ZICGC) because it is a conservation project and use of forest and wildlife resources of the massif;

- Better reflect at the project level the collaboration with local development actors, who are supposed to support the sustainability of the achievements;
- Evaluate the cost of inaction and include in the Management Plan to strengthen its role as a conservation tool and ensure its implementation.

At the end of workshop, it was agreed that the Cameroonian will finalize its contribution by consulting once more the main actors. The final Government contribution will then be formally submitted to the Bank to inform the ICR.

6. Summary assessment of the project participants

The workshop participants discussed the following the topics:

a- Achievements / What were the key Project achievements?

- Creating Ngoyla Wildlife Reserve of 156,000 hectares;
- Refining the zoning of the Ngoyla-Mintom Forest Massif;
- Creation of agro forest and pastoral area, which did exist previously, where local residents can conduct agricultural activities and initiate community forests;
- Development of a management plan for the reserve, including a business plan;
- Initiation of the process to create a community managed hunting area (ZICGC);
- Design and implementation of monitoring system measuring socio-economic assessment and ecological change in the project area
- Implementation of a conflict management mechanism
- Construction and equipment of community home for Baka children in Mintom;
- The construction of social housing for the Baka communities;
- The creation of fish ponds;
- Well construction and classrooms.

b- What were the biggest challenges? And how were they solved?

Challenges	Solutions
The blocage of the elaboration of the RFNg Management Plan due to a request brought by CamIron.	
Collaboration between stakeholders was not adequately structured, but relied on adhoc interaction.	CSOs became represented in the Project Steering Committee. Annual Work Plan were strengthened to clarify the responsibilities of stakeholders in the implementation of activities.
Lack of access to project sites caused delays in the construction of social and community	The project terminated certain contracts and entrusted them to providers who had



infrastructure.	successfully executed work for the Project previously.
Difficulty in retaining a Management Contractor for the design and implementation of the LSM under Component 2 with a micro financing facility to benefit local and indigenous communities.	The project involved two experts and deployed them to the field.
Difficulty selecting microprojects to be funded by the LMS due to challenges in mobilizing members of community organizations to participate in the conduct of joint activities	The project involved municipalities and local CSOs, and mediated with the World Bank.
Difficulty securing timely mobilization of funding for the implementation of micro-projects at the level of the CAA.	Initiation of early funding requests
Difficulties mobilizing counterpart funds	45% mobilized
Difficulty mobilizing indigenous peoples in the implementation of micro-projects, including income-generating activities.	

c- Lessons learned / what are the key lessons learned?

- The essential involvement of public authorities and local stakeholders in the implementation of project activities;
- The core team of the project was in Yaounde and not on the ground. The residence on the site of Experts responsible for the Project implementation would guarantee close monitoring and help avoid some delays in the implementation of activities;
- Establish an accountability mechanism for the Baka leaders appointed to represent the Baka community in projects. The return to the communities was not always systematic. The local development aspects of the project (construction of social housing, water points, classrooms, etc.) have been left to MINFOF. Upstream involvement of line ministries in charge of these issues would have been beneficial.
- The difficult involvement of Baka communities in infrastructure construction process (social housing) and the difficulty in transporting materials to isolated project sites must be taken into consideration in planning future conservation initiatives.
- Taking into account the ongoing local knowledge in decision making and implementation of the Project;
- The strong involvement of indigenous Baka communities in the development process of the management plan and the implementation of project activities resulted in the signing of an MOU between the Ministry of Forests and Wildlife (MINFOF) and Baka leaders



- The implementation of a process of social communication between the different stakeholders would enhance monitoring efforts and improved the quality of the results;
- The approach of mobilizing communities with few resources.

d- Sustainability / how can Project achievements be sustained?

- Empowerment of local actors (NGOs, civil society and management structure)
- Ownership of project achievements by sector, i.e. teachers be responsible for the classrooms built; town halls be responsible for maintenance of water points built. For example, the Baka Mintom Home for children was returned to the Ministry of Social Affairs, which had already granted XAF 15,000,000 to build the enclosure. The Ministry pledged to promptly appoint managers to the Baka Mintom Home.
- Exploit synergies with other initiatives in the area;
- Improve connectivity and mobility for the marketing of farming products, i.e. by building rural roads;
- The RFNg was created. Now:
 - Need for financial resources. The GOC has allocated an average budget of XAF 16,000,000 / year;
 - The Management Plan and business plan must be implemented;
 - WWF could provide financial support and the WWF confirmed commitment during the workshop.
- Strengthen development projects in peripheral areas of the conservation zone;
- In a conservation project, evaluation of the impact cannot be validly after five-six years of implementation, hence the need for a second phase;
- The constant involvement of local communities in the conservation actions to manage the forest resources.



ANNEX 6. SUPPORTING DOCUMENTS

Project Documents:

- Project Appraisal Document. March 14, 2012 (Report No.: 66391-CM)
- Grant Agreement. November 9, 2012 (Grant No. TF011856)

Restructurings Papers:

- Restructuring Paper. June, 2017 (Report No. RES27732)
- Restructuring Paper. March, 2018 (Report No. RES32028)

Implementation Supervision Reports:

- Sequence 1-10

Aide Memoires & Mid-Term Review

Additional Documentation:

- Decree No. 2014/2383 /PM of 27 August, 2014 (see next page for a copy of the original Decree)

Additional online:

- Baseline studies by IUCN
https://www.iucn.org/sites/dev/files/content/documents/rapport_final_situation_reference_ngoyla_mintom_ok.pdf
- Functional framework
http://www.minfof.cm/documentation/RapportCHEUMANI_FINAL.pdf
- <http://www.minfof.cm/documentation/EIESNgoylaMintomfinal-Nov2011.pdf>
- Documentary developed by the project
<https://www.youtube.com/watch?v=V81VW3H9XBg>



Decree No. 2014 / 2383 issued on August 27, 2014

REPUBLICUE DU CAMEROUN PAIX - TRAVAIL - PATRIE

PRESIDENCE DE LA REPUBLIQUE YISA	DECRET N° 2014/2383 /PM DU 27 AUG 2014
13 AOU 2014 000139	portant création de la Réserve de Faune de Ngoyla
PRESIDENCY OF THE REPUBLIC	

LE PREMIER MINISTRE, CHEF DU GOUVERNEMENT,

Vu la Constitution ;
Vu la loi n° 94/01 du 20 janvier 1994 portant régime des forêts, de la faune et de la pêche ;
Vu le décret n° 92/089 du 04 mai 1992 précisant les attributions du Premier Ministre, modifié et complété par le décret n° 95/145 bis du 04 août 1995 ;
Vu le décret n° 95/466/PM du 20 juillet 1995 fixant les modalités d'application du régime de la faune ;
Vu le décret n° 2011/408 du 09 décembre 2011 portant organisation du Gouvernement ;
Vu le décret n° 2011/409 du 09 décembre 2011 portant nomination d'un Premier Ministre, Chef du Gouvernement ;
Vu le dossier technique y afférent,

DECRETE :

ARTICLE 1^{er}.- Le présent décret porte création de la Réserve de Faune de Ngoyla, située dans l'Arrondissement de Ngoyla, Département du Haut-Nyong, Région de l'Est.

ARTICLE 2.- La Réserve de Faune de Ngoyla a pour objectifs :

- d'assurer une gestion durable, en vue de sauvegarder les espèces animales, végétales et leurs habitats ;
- d'assurer la protection et le maintien à long terme de la diversité biologique et les autres valeurs naturelles de la zone ;
- de protéger les régimes des cours d'eau de la zone et leurs sources ;
- de promouvoir les sources potentielles de revenus à travers l'écotourisme ;
- de préserver l'intégrité des corridors de migration de la faune ;
- de contribuer à l'amélioration du bien être socio-économique des populations riveraines.

ARTICLE 3.- Le siège de la Réserve de Faune est fixé à Ngoyla, Arrondissement de Ngoyla.

ARTICLE 4.- Les limites de la Réserve de la Faune de Ngoyla sont définies ainsi qu'il suit :

Le point A (384033 ; 290564) dit de base de cette forêt se trouve près de la source d'un cours d'eau non dénommé.

A l'Est :

- Du point A, suivre les droites :
 - AB = 1,07 km et de gisement 116 degrés pour atteindre le point B (384998 ; 290093) ;
 - BC = 3,77 km et de gisement 152 degrés pour atteindre le point C (386778 ; 286768) situé sur la confluence de deux cours d'eau non dénommés ;



- CD = 2,76 km et de gisement 134 degrés pour atteindre le point D (388749 ; 284834) ;
- DE = 444 km et de gisement 188 degrés pour atteindre le point E (388117 ; 280441) ;
- EF = 2,27 km et de gisement 268 degrés pour atteindre le point F (385851 ; 280354) situé sur la confluence de la rivière Mié avec un affluent non dénommé ;
- Du point F, suivre en amont Mié sur 1,22 km, puis suivre son affluent de droite en amont sur 4,34 km pour atteindre le point G de confluence avec une rivière non dénommée ;
- Du point G (386686 ; 275334), suivre les droites :
 - GH = 4,27 km et de gisement 161 degrés pour atteindre le point H (388060 ; 271292) ;
 - HI = 3,45 km et de gisement 203 degrés pour atteindre le point I (386703 ; 268121) ;
 - IJ = 12,15 km et de gisement 191 degrés pour atteindre le point J (38523 ; 259351) ;
 - JK = 3,86 km et de gisement 232 degrés pour atteindre le point K (382764 ; 257002) situé sur la confluence de deux rivières non dénommées ;
- Du point K, suivre en aval ce cours d'eau sur 3,13 km pour atteindre le point L situé sur sa confluence avec un affluent non dénommé ;
- Du point L (382785 ; 254256), suivre en aval ce cours d'eau sur 2,48 km pour atteindre le point M situé sur sa confluence avec une rivière non dénommée ;
- Du point M (380736 ; 254953), suivre en amont ce cours d'eau sur 5,10 km pour atteindre le point N (380777 ; 250117) situé sur sa confluence avec un affluent non dénommé ;
- Du point N (380777 ; 250117), suivre la droite NO = 143 km et de gisement 174 degrés pour atteindre le point O situé sur le cours de la confluence de Mié avec un affluent non dénommé.

Au Sud :

- Du point O (380923 ; 248696), suivre Mié en aval sur 11,56 km pour atteindre le point P situé sur sa confluence avec une rivière de gauche non dénommée ;
- Du point P (371206 ; 249521), suivre la droite PQ = 3,00 km et de gisement 269 km pour atteindre le point Q situé sur la confluence de deux rivières non dénommées ;
- Du point Q (368206 ; 249480), suivre en aval cette rivière sur 2,22 km pour atteindre le point R situé sur sa confluence avec un cours d'eau non dénommé ;
- Du point R (366597 ; 250867), suivre en amont ce cours d'eau sur 1,51 km pour atteindre le point S situé sur la confluence de deux rivières non dénommées ;
- Du point S (365723 ; 249682), suivre la droite ST = 1,42 km et de gisement 277 degrés pour atteindre le point T. situé sur la confluence de la rivière Mésoméso avec un ruisseau non dénommé ;
- Du point T (364319 ; 249861), suivre en aval Mésoméso sur 5,57 km pour atteindre le point U situé sur sa confluence avec un affluent non dénommé ;



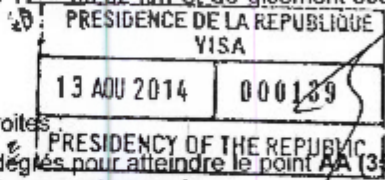
- Du point U (360461 ; 246321), suivre la droite UV = 1,15km et de gisement 270 degrés pour atteindre le point V situé sur la confluence de deux rivières non dénommées, affluents de Mésomésou ;
- Du point V (359308 ; 246321), suivre en amont l'affluent de droite sur 1,36 km pour atteindre le point W situé sur sa confluence avec un affluent non dénommé ;
- Du point W (357983 ; 246270), suivre la droite WX = 4,70 km et de gisement 259 degrés pour atteindre le point X situé sur la confluence de deux rivières non dénommées ;
- Du point X (355848 ; 245389), suivre en aval ce cours d'eau sur 3,15 km pour atteindre le point Y situé sur un cours.

A l'Ouest:

- Du point Y (352889 ; 244940), suivre la droite YZ = 55,82 km et de gisement 356 degré pour atteindre le point Z.

Au Nord :

- Du point Z (349186 ; 300638), suivre les droites :
 - ZAA = 3,71 km et de gisement 102 degrés pour atteindre le point AA (352814 ; 299844) situé sur le cours d'une rivière non dénommée ;
 - AAAB = 2,66 km et de gisement 110 degrés pour atteindre le point AB (355318 ; 298938) ;
 - ABAC = 3,24 km et de gisement 93 degrés pour atteindre le point AC (358552 ; 298790) ;
 - ACAD = 1,37 km et de gisement 109 degrés pour atteindre le point AD (359849 ; 298338) ;
 - ADAE = 1,17 km et de gisement 66 degrés pour atteindre le point AE (360927 ; 298808) ;
 - AEAH = 1,52 km et de gisement 168 degrés pour atteindre le point AH (361252 ; 297328) ;
 - AFAG = 3,02 km et de gisement 189 degrés pour atteindre le point AG (360782 ; 294349) ;
 - AGAH = 1,91 km et de gisement 126 degrés pour atteindre le point AH (362322 ; 293218) ;
 - AHAI = 3,00 km et de gisement 79 degrés pour atteindre le point AI (365262 ; 293794) ;
 - AIAJ = 2,94 km et de gisement 112 degrés pour atteindre le point AJ (367990 ; 292692) ;
 - AJAK = 7,46 km et de gisement 128 degrés pour atteindre le point AK (373879 ; 288111) ;
 - AKAL = 1,11 km et de gisement 93 degrés pour atteindre le point AL (374990 ; 288048) ;
 - ALAM = 2,66 km et de gisement 57 degrés pour atteindre le point AM (377212 ; 289 507) ;





- AMAN = 3,85 km et de gisement 84 degrés pour atteindre le point AN (381044 ; 289913) ;
- ANA = 3,06 km et de gisement 78 degrés pour atteindre le point A dit de base.

La zone forestière ainsi délimitée couvre une superficie de cent cinquante-six mille six cent soixante-douze (156 672) hectares.

ARTICLE 5.- Toute activité humaine susceptible de porter atteinte aux objectifs de la Réserve de Faune de Ngoyla ne peut être entreprise qu'au terme d'études d'impact environnemental dûment approuvées par l'administration compétente.

ARTICLE 6.- Les droits d'usage des populations riveraines seront définis d'une manière participative dans le cadre du plan d'aménagement de la Réserve de Faune de Ngoyla.

ARTICLE 7.- Le présent décret sera enregistré, puis publié au Journal Officiel en français et en anglais./-

Yaoundé, le 27 AUG 2014

LE PREMIER MINISTRE,
CHEF DU GOUVERNEMENT,





ANNEX 7. PHOTOS

View of pond and hives



Baka student home in Mintom





Construction of classrooms (before and after)



Construction of social housing (before and after)



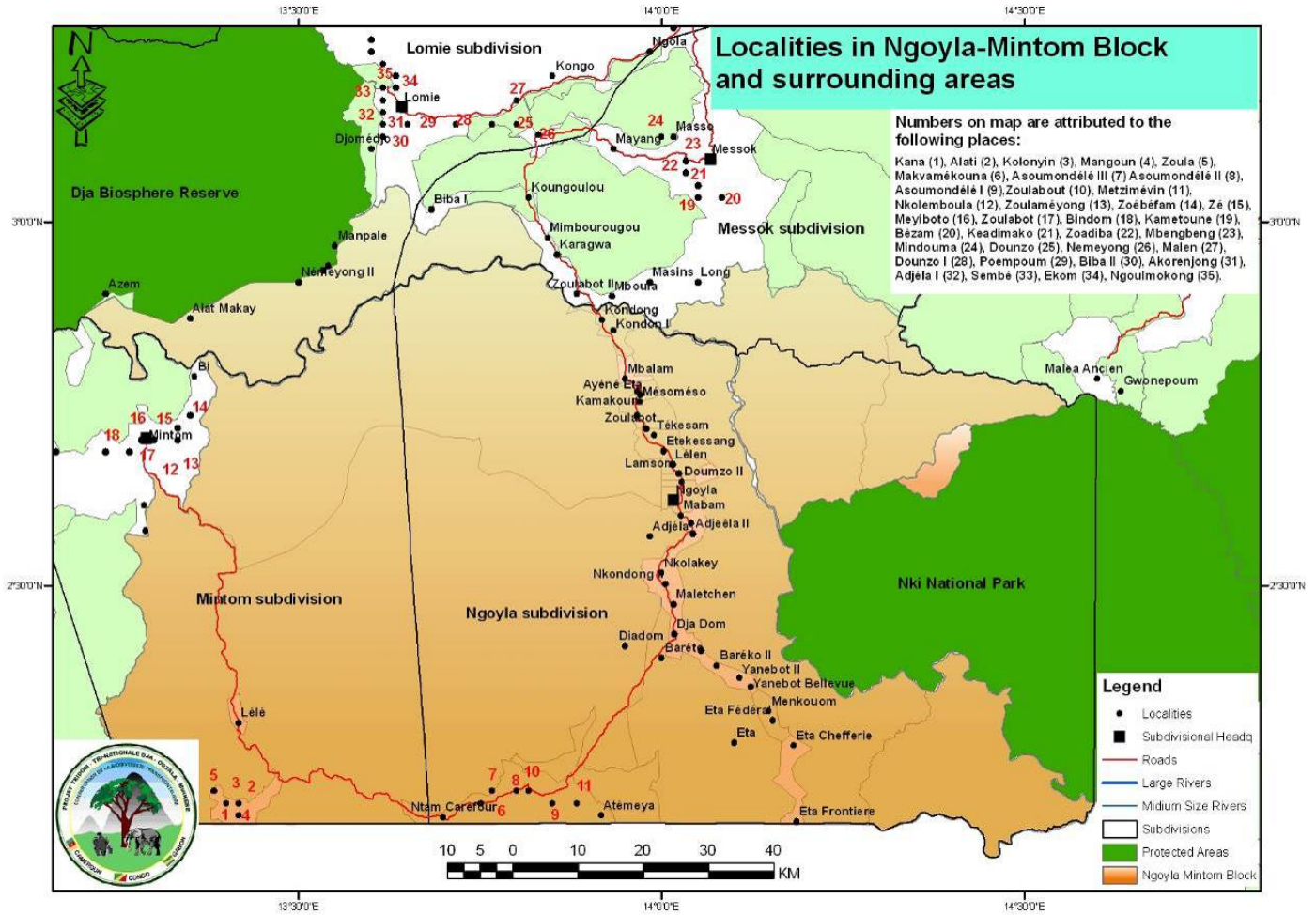


Construction of a manually operated well in Mabak (before and after)





ANNEX 8. MAP & CORE AREAS





CORE AREAS:

- Core Area means the area(s), measuring in their aggregate no less than 160,000 hectares, within the Ngoyla Mintom forest massif, identified by the Recipient with the explicit agreement in writing of the World Bank to be classified and managed for conservation and low-impact community use.
- Selection of the Core Area were guided by its high biodiversity conservation value and its role as critical corridor between the existing Protected Areas within the cross-border “Tri-National” (TRIDOM) zone between Cameroon, Congo and Gabon.
- These core areas within the Ngoyla Mintom forest massif were selected on the basis of biological surveys undertaken by Worldwide Fund for Nature (WWF) at the time of project approval.
- The Core Area(s) would be managed in compliance with IUCN Category VI “Managed Resource Protected Areas” to generate economic benefits for the country, but would explicitly exclude logging.
- The conservation model chosen for the core areas was based on sustainable use and community management that avoids opportunity costs, reduces costs of management and policing by outsiders, and minimizes conflicts between stakeholders.
- Empowerment of communities to manage and hunt wildlife sustainably in defined zones, to the exclusion of outsiders, would be prioritized, instead of trying to eliminate all forms of hunting.