

PROJECT EVALUATION SERIES

**Final Evaluation of the Project
“Sustainable Community-Based
Management and Conservation of
Mangrove Ecosystems in Cameroon”**

(GCP/CMR/030/GFF PSBC)

MANAGEMENT RESPONSE

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

November 2018

FAO. 2018. *Final Evaluation of the Project "Sustainable Community-Based Management and Conservation of Mangrove Ecosystems in Cameroon". Management Response*. Rome. pp.8 (www.fao.org/evaluation).

Licence: CC BY-NC-SA 3.0 IGO

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO, 2018



Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo>).

Under the terms of this licence, this work may be copied, redistributed and adapted for non-commercial purposes, provided that the work is appropriately cited. In any use of this work, there should be no suggestion that FAO endorses any specific organization, products or services. The use of the FAO logo is not permitted. If the work is adapted, then it must be licensed under the same or equivalent Creative Commons license. If a translation of this work is created, it must include the following disclaimer along with the required citation: "This translation was not created by the Food and Agriculture Organization of the United Nations (FAO). FAO is not responsible for the content or accuracy of this translation. The original Language edition shall be the authoritative edition."

Any mediation relating to disputes arising under the licence shall be conducted in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL) as at present in force.

Third-party materials. Users wishing to reuse material from this work that is attributed to a third party, such as tables, figures or images, are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

Sales, rights and licensing. FAO information products are available on the FAO website (www.fao.org/publications) and can be purchased through publications-sales@fao.org. Requests for commercial use should be submitted via: www.fao.org/contact-us/licence-request. Queries regarding rights and licensing should be submitted to: copyright@fao.org.

Management response matrix¹

Management response to the (evaluation title)					Date
Evaluation recommendation (a)	Management response (b) Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	Further funding required (Y or N) (f)
Insert title of section, if any					
Recommendation 1 The project invested heavily in community capacity building at the local level, but these efforts will need to continue to have a real impact. FAO should seek mechanisms to facilitate the continuation of activities at community level, through local actors or the mobilization of additional resources. Particular attention should be given to women for their effective engagement in sustainable mangrove management.	Accepted	If approved, integrate in the second phase of the project income-generating activities by women involved in the protection of mangroves. The second phase is planned but no funds have been received. Activities implemented by the project were not sufficient to reach its specific goal, i.e. to help local communities in the mangrove areas reorient their local economic activities towards activities that, while improving their living conditions, would support the conservation of this biodiversity of worldwide importance.	FAO	From August 2018 to December 2021	Y
Recommendation 2 The project contributed to raising awareness among stakeholders and populations about the specificity of mangrove ecosystems. FAO should continue to raise awareness among institutional actors to ensure that these ecosystems are taken into account in the preparation of development plans and other integrated planning documents.	Accepted	Disseminate the following documents to raise actors' awareness: <ul style="list-style-type: none">• master plan for research and monitoring of mangroves and of coastal ecosystems in Cameroon;• protocol of environmental and social evaluation in mangroves and of coastal ecosystems in Cameroon;	Cameroonian Government and FAO	From August 2018 to December 2020	N

¹Each column is cross-referenced to the bullet letters above.

		<ul style="list-style-type: none"> • mangroves in Cameroon: baseline study and management; • national strategy of sustainable management of mangroves and other coastal ecosystems in Cameroon; • atlas of mangroves in Cameroon. <p>In terms of specific actions that FAO will implement for the dissemination of those documents and also to ensure that mangroves are taken into consideration in management plans and in other planning documents, it is important to underline that FAO finalized the printing of those documents and that they will be sent to stakeholders. All electronic versions have been disseminated/shared. FAO contacted the Director of the Environmental Information and Documentation Centre (French acronym: CIDE) for dissemination of those documents on the website of the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED).</p>			
Recommendation 3 FAO should advocate with financial partners and/or Regional and Local Authorities (RLAs), so that these actors continue to support platforms for sustainable mangrove management. It should also establish a link between these platforms and the mangrove network. These platforms could constitute forums for political dialogue between stakeholders, in order to put in place a dynamic force of proposals to continue improving the political, legal and institutional framework for mangrove management in Cameroon.	Partially Accepted	<p>The project strengthened capacities of the (existing) platforms to also reach their independence. However, such independence has not been reached yet. For this reason, the following recommendations can be:</p> <ul style="list-style-type: none"> • FAO continues to provide support. FAO wishes indeed to obtain the approval and/or funding of the second phase of the project to continue to accompany them; 	Cameroonian Government, civil society organization and FAO	From January 2019 to December 2023	Y

		<ul style="list-style-type: none"> Government and Civil Society institutions will also be involved in this support; (existing) platforms will implement the lessons learned during training on capacity building. 			
Recommendation 4 FAO should continue to accompany MINFOF in advocating for the successful classification of protected areas and Ramsar sites supported by the project.	Partially Accepted	Once the files are delivered to the relevant services of the Public Administration, follow their progress. More specifically, during national events, FAO often meets with members of the Prime Ministry to gather information on the progress of such files. FAO support on this aspect ends once it can guarantee that meetings between different parties took place appropriately and that files were created in conformity with the corresponding rules and procedures. Although the project has come to an end, FAO as an Organization continues with the popularization of results even after the end of the project. It is in this context that FAO informs stakeholders on progress achieved regarding files during events (workshops, seminars, meetings, etc.).	Cameroonian Government	From August 2018 to December 2022	N
Recommendation 5 In the future, FAO should invest more, at the beginning of projects, in training implementing partners on its project management procedures. It should also conduct baseline studies and provide documents to be used during project implementation.	Accepted	Organize the workshop on partner's capacity building at the beginning of each project on the following aspects: <ul style="list-style-type: none"> FAO procedures on: i) LoA and payments procedures; ii) quality and contents of deliverables/reports; iii) payment steps according to reports approved by the Lead Technical Officer; iv) DSA rates applied to officers during workshops and field missions; 	FAO and GEF Unit	From August 2018 to December 2021	Y

		<p>v) items of the financial report and quality of invoices to provide to FAO, etc.</p> <ul style="list-style-type: none"> • GEF procedures. <p>In addition, the studies will enable the assessment of the project's added value compared to the initial situation.</p>			
<p>Recommendation 6</p> <p>MINFOF should transfer the permanent plot system to the Ministry of Scientific Research and Technological Innovation. In addition, synergy should be created between the network of permanent plots (managed by Cameroon Wildlife Conservation Society) and strategic documents, in particular the Master plan for research and monitoring of mangrove and coastal ecosystems of Cameroon.</p>	<p>Partially Accepted</p>	<p>Share the report on the follow-up of plots with the various sectorial administrations concerned: Ministry of Forestry and Wildlife (MINFOF), Ministry of Livestock, Fisheries and Animal Industries (MINEPIA) and the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) as well as with targeted partners. Each stakeholder should contribute according to his/her level of expertise.</p> <p>According to the plan, FAO is expected to share the report on the follow-up of plots. FAO can follow the process if the transfer has been made.</p>	<p>Cameroonian Government and FAO</p>	<p>From August 2018 to December 2019</p>	<p>N</p>