

Country Portfolio Evaluation

Cameroon
2007-2008

Stakeholder Workshop

Yaoundé 15.2.2008

Agenda

- Background and Evaluation Framework
- GEF Country Portfolio Cameroon
- Results and Effectiveness
- Relevance of the GEF Support
- Efficiency
- Recommendations

Evaluation Framework (1)

- The GEF Council has requested its Evaluation Office to conduct Country Portfolio Evaluations (CPE) to
 - evaluate how GEF supported activities fit into the national strategies and priorities and the global environmental mandate of the GEF; &
 - provide the GEF Council with information on the results of GEF supported activities and how these activities are implemented.
- The CPE is a global process: Latin America (Costa Rica 2006), Asia and Pacific (Philippines, Samoa, 2007), Africa (Benin, Madagascar, South Africa et Cameroon 2008) etc.
- The CPE is highly relevant for the implementation of the Resource Allocation Framework (RAF)

Evaluation Framework (2)

- The GEF national Operational Focal Point provided logistical and administrative support.
- The CPE was conducted by an independent evaluation team under the management of GEF-EO using a combination of qualitative and quantitative methods.
- All national and regional projects were visited, key actors of enabling activities interviewed and 20 community meetings conducted.
- All national projects and all regional/global projects with significant policy-based and/or demonstration/pilot activities within Cameroon were selected for further analysis; i.e. excluding all pipeline activities.



Evaluation Office



GEF Country Portfolio Cameroon(1)

- 10 national projects (US\$ 25m = 5 completed & 5 ongoing) with a focus on Full Size Projects in the biodiversity focal area (65% of funds).
- 19 regional/global projects: 11 are considered in this evaluation (US\$79.3m = 5 completed & 6 ongoing) with a focus on international waters and biodiversity focal areas with some involvement in research on climate change.

GEF Country Portfolio Cameroon(2)

		Pilot Phase	GEF 1	GEF 2	GEF 3	Total
National projects		6.1	0.340	1.56	17.31	25.31
By focal area	Biodiversity	6.1	0.313	1.56	10.27	18.24
	Climate Change	0	0.27	0	0	0.27
	Multi-focal Area	0	0	0	0.2	0.2
	POPs	0	0	0	0.49	0.49
	SLM	0	0	0	6.35	6.35
By Implementing Agency	World Bank	6.1	0	0	16.62	22.72
	UNDP	0	0	1	0	1
	UNEP	0	0.340	0.56	0.69	1.59
Regional and Global		9	9.62	10.29	39.96	68.87
Co-funding ³⁰		6.43	0.07	1.46	218.8	226.76

Results & Effectiveness (1)

The GEF portfolio generated significant environmental benefits, but did not mitigate/ compensate the social costs associated with them

GEF supported projects (Biodiversity) ...

- enhanced the recognition of biodiversity conservation
- protected biodiversity on 24,300 km² (5 national parks, 44 community based natural resource management units and 37 community forests). Ongoing replication at national /regional level (PSFE & TRIDOM) will protect 300,000 km².
- caused the physical and economic displacement of 950,000 people from these areas, while local benefit (US\$ 0.11 per person year) from ecotourism, reforestation, community forests, apiculture etc. are not able to compensate for the income losses.

Results & Effectiveness (2)

Reforestation



Ecotourism



Results & Effectiveness (3)

GEF supported projects (International Waters) ...

- enhanced intergovernmental coordination in the Gulf of Guinea, the Lake Chad Basin and the Niger River Basin,
- enhanced capacity of various actors, produced a good number of baseline assessments, but strategic action plans are pending.
- pilot activities in demonstration plots are welcomed by the population, but their environmental relevance is unclear and are unlikely to be sustainable as no local ownership was observed.

GEF supported projects (Climate Change) ...

- played a catalytic role in view of our knowledge on forest margin benchmarks and factors shaping land use at forest-agriculture interfaces in the humid tropics.

GEF supported projects (Land Degradation) ...

- might provide an effective tool to combat land degradation and desertification, but field level implementation has not yet started.

Results & Effectiveness (4)

GEF support ...

- was instrumental for future planning, assisted in streamlining in view of international standards and best practice and enhanced capacities,
- enabled Cameroon to fulfill all its reporting requirements from all conventions, but some reports are pending
- sensitized the population on environmental issues.

2 Small Grant Projects on bee-keeping and indigenous non-timber forest products played a catalytic role in the NW Province and best practices have been replicated in hundreds of communities.

Unfortunately, several of the GEF and/or follow on initiatives closed down due to financial mismanagement - undermining sustainability.

The overall impact of EAs was limited: The 2007 National Capacity Self-Assessment concludes that USD 140m are needed to enable national actors to manage Cameroon's environment effectively.

Results & Effectiveness (5)

The sustainability of the GEF portfolio is at risk as the strategies put in place failed.

- The projected sustainability through follow-up projects, trust funds and NGO-actions has not yet achieved the desired results.
- The failures are mostly related to mismanagement of funds. Unfortunately, has this not resulted in any corrective actions and/or in enhanced supervision and might therefore continue.
- MINEP has been designated by the GoC as GEF focal point in view of the transversal nature of the GEF portfolio, but MINEP has one of the smallest operational budgets, its influence and coverage is limited and its role does not come from a position of strength.
- The PSFE provides the opportunity to enhance environmental governance, but it is too early to assess if this will be sustainable.

Relevance (1)

GEF's support is relevant to the national and international environmental agenda as national strategies & policies mirror international priorities

- + When Cameroon elaborated the new forest and environmental laws in 1992, it was in the privileged position to adopt strategies and laws considered to be international best practice.
- + As the forestry sector contributes 8.9% of GDP and 20% to the export revenue, forest related environmental issues are of relevance to and embedded in the PRSP. Therefore sustainable forestry and sustainable land management are important elements of the national rural development strategy.

Relevance (2)

Table 11: Relevance of GEF supported projects to action plans, strategies and programs

		National Environmental Action Plans							National Strategies and Programs			
	Short Name	TFAP	NEMP	NFAP	NBSAP	INC-FCC	NEAP	NAPCD	PRSP	DSDSR	PNDP	FESP
Short Name	Year	1991	1995	1996	1999	2001	2006	2006	2003	2004	2004	2005
REIMP												
Biodiversity												
CBD												
Adaptation 1												
UNFCCC												
Slash & Burn 2												
Slash & Burn 1												
LME 1												
Lake Chad												
Bamenda Highlands												
FESP												
Niger												
TRIDOM												
LME 2												
Biosafety 1												
Certification												
NCSA												
Tourism												
POPs												
SLM – PNDP												
TFAP	Tropical Forest Action Plan					PRSP		Poverty Reduction Strategy Paper				
NEMP	National Environmental Management Plan					DSDSR		Document for the Development of the Rural Sector				
NFAP	National Forest Action Plan					PNDP		National Program for Participatory Development				
NBSAP	National Biodiversity Strategy and Action Plan					FESP		Forests and Environmental Sector Program				
INC-FCC	Initial National Communication to the UNFCCC							Project is linked to action plan, strategy, etc.				
NEAPPR	National Energy Action Plan for Poverty Reduction							Project is delivering impacts to action plan etc.				
NAPCD	National Action Plan to Combat Desertification											

Relevance (3)

While the GEF portfolio is relevant for national and international priorities, however project identification and preparation is even under the RAF still externally driven and lacks country ownership

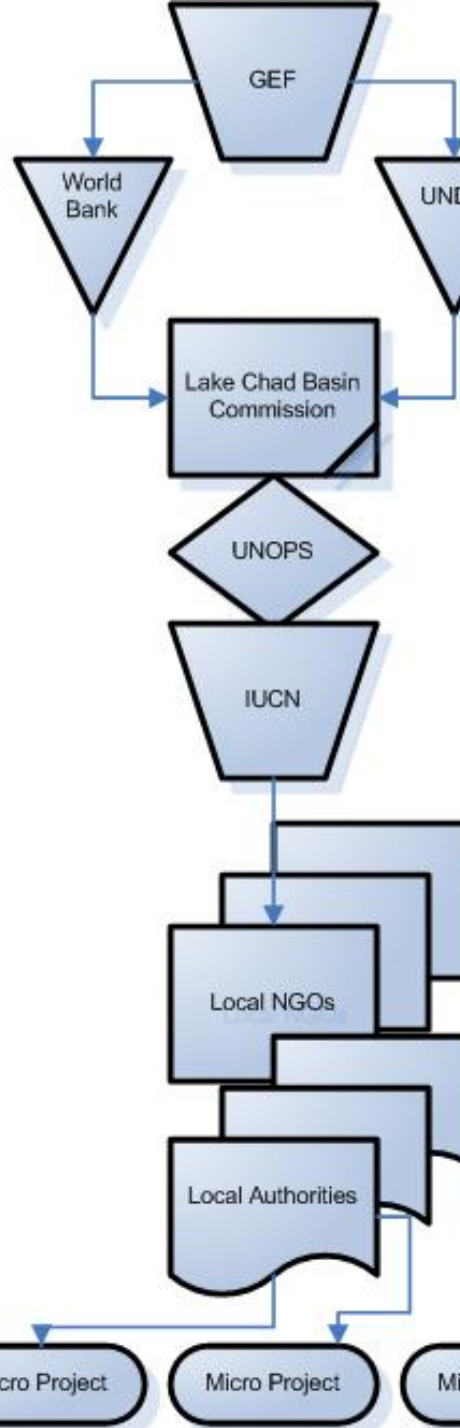
- As this reform agenda drew heavily on external experiences, technical support and financial assistance, ownership started at national level and has not always reached all de-concentrated structures.
- Concepts tend not originate from in-country stakeholders
- IAs elaborate programs which they considered to be useful before discussing with the government the implementation arrangements
- + But there is a beneficial change over time and the RAF is received as a positive step to enhance ownership of and local participation
- The slow adaptation of GEF Secretariat and the IAs to the new mode of delivery is considered detrimental.

Efficiency (1)

Complicated and costly application procedures and extreme high transaction costs reduced the efficiency. A significant number of operations experienced financial mismanagement. The performance of the GEF focal point in view of knowledge management, supervision and coordination allows for improvement.

- National FSP need ~ 3.6 years for preparation and ~ 5.2 years for implementation; i.e. they utilised 1.5 years more than scheduled.
- FSP preparation costs ~ US\$1m; i.e. 3-times the amount available.
- Regional FSP need ~ 3 years and national MSP and EAs, which are developed within existing frameworks 0.4 years for preparation.
- All stakeholders criticized the project preparation process: Project preparation is current too slow and there is danger that Cameroon will not be able to utilize its RAF allocation.

Table 16: Simplified matrix of management costs of the Niger Basin and Lake Chad Projects



Level	Fee %	Fee USD	Investment Budget	
GEF Secretariat			1,000,000	20,880
EA (World Bank & UNDP)	10	100,000		
IA (NBA & LCBC)	20	90,000		
UNOPS	10	182,000		
Service Provider (IUCN)	10	64,800		
Local NGO	10	51,120		
Village & local Administration	20	53,208		
Investment Budget	47.89		478,872	10,000



Efficiency (2)

Lessons learned

- Lessons coming from GEF projects both at the regional/global and national level have been disseminated and utilized in other projects.
- In some cases and especially in view of strategies and activities, which do not work, this sharing did not take place.
- One element which reduces the chance to use lessons learned of GEF supported project, is the extreme low level of documentation and knowledge management.

Strategic Planning

- There are ongoing attempts to establishing a mechanism to boost synergies between the portfolios of the various stakeholders, but the emerging synergy develops without government's leadership and ownership and is merely a donor driven exercise to enhance aid effectiveness in follow up of the Paris Declaration

Recommendations to the GEF Council

- 1: The GEF needs to moved beyond the rhetoric of country ownership and support empowerment of national stakeholders through a framework of mutual accountability under the RAF**
- 2: The GEF needs to undertake in the future a more thorough due diligence on socio-economic and institutional sustainability to ensure a balanced approach in line with international best practice.**
- 3: The GEF needs to strengthen supervision, documentation and transparency**

Recommendations to the Implementing Agencies

- 1: The IA needs to work more closely with country stakeholders to accept and enhance country ownership**
- 2: The IA needs to strengthen supervision, documentation and transparency especially of regional projects**

Recommendations to the Government of Cameroon

- 1: Clarify the roles and responsibilities of the GEF Focal Points and the GEF national committee and allocate sufficient funds for capacity enhancement to enable them to supervise the GEF portfolio**
- 2: In view to operationalize the RAF, the GoC needs to elaborate and justify in close collaboration with all stakeholders at national, decentralized and grassroots level its priorities for future GEF allocations**

Next Steps

- ☒ ● **September 2007 to November 2007:**
Fieldwork
- ☒ ● **End of January 2008:** Draft Report
- ☒ ● **February, 15, 2008:** National workshop
- ☐ ● **February, 25, 2008:** Deadline for comments
- ☐ ● **End of February 2008:** Final Report
- ☐ ● **March:** Synthesis report for Africa
- ☐ ● **April 2008:** Presentation to the GEF Council

Thank you for your attention!

**Comments
et Suggestions?**