

AFRICAN DEVELOPMENT FUND



MULTINATIONAL

**CONGO BASIN ECOSYSTEMS CONSERVATION SUPPORT PROGRAMME
(PACEBCo)**

(PCR)

Translated Document

RDGC/COGA DEPARTMENT

December 2017

PROJECT COMPLETION REPORT (PCR) FOR PUBLIC SECTOR OPERATIONS

I BASIC DATA

A Report Data

Report date	Date of report:	24 NOVEMBER 2017	
	Mission date (<i>if field mission</i>)	From: 30 October 2017	To: 15 November 2017

B Responsible Bank Staff

Positions	At approval	At completion
Regional Director	M. J. GHARBI	O. DORE
Country Manager	LAMINE NDONGO	A. M. LAMINE ZEINE
Sector Director	M. A. ABOU-SAABA	C. C. OJUKWU
Sector Manager	K. B. JOHM	A. EYEGHE
Task Manager	A. DAGAMAÏSSA	J. L. MOUBAMBA
Alternate Task Manager	A. B. DIOP	
PCR Team Leader		J. L. MOUBAMBA, Senior Agro-economist, Task Manager, RDGC.2/COGA
PCR Team Members		D. TILENGAR, Procurement Specialist, SNFI.3/COTD C. MOUKAYI-MOUKOUANGUI, Disbursement Assistant, FIFC.3/COGA S. NDTIFEI DOMANA, Regional Coordinator, PACEBCo

C Project Data

Project name: CONGO BASIN ECOSYSTEMS CONSERVATION SUPPORT PROGRAMME (PACEBCo)		
Project code: P-Z1-C00-10	Instrument number(s): 2100155014717	
Project type: Multinational	Sector: Environment	
Country: Multinational	Environmental categorization (2): Congo Basin ecosystems conservation	
Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)	Key events (Bank approved financing only)	Disbursement and closing dates (Bank approved financing only)
Financing source/instrument 1: ADF	Financing source/instrument 1: ADF	Financing source/ instrument 1: ADF
Date approved: March 2009	Cancelled amounts:	Original disbursement deadline: 30 June 2017
Date signed: July 2009	Supplementary financing: ECCAS	Original closing date: 31 December 2014
Date of entry into force: August 2009	Restructuring (<i>specify date & amount involved</i>):	Revised (<i>if applicable</i>) disbursement deadline:
Date effective for 1 st disbursement: March 2010	Extensions (<i>specify dates</i>): - From 1 January 2015 to 30 June 2016 - From 1 July 2016 to 30 June 2017	Revised (<i>if applicable</i>) closing date: 30 June 2017
Date of actual 1 st disbursement: 16 March 2010		

Financing source (UA)	Disbursed amount (UA)	Percentage disbursed (%)	Undisbursed amount (UA)	Percentage undisbursed (%)
Financing source/instrument 1: ADF: UA 32 000 000	25 265 569.52	78.95 %	6 734 430.48	21.05%
Financing source/instrument 2: ECCAS: UA 5 000 000	603 926.00	12.08 %	4 396 074.00	87.92 %
Other (e.g. co-financiers). Beneficiaries	00	00	00	00
TOTAL	25 869 495.52	69.91	11 130 504.48	30.09%
Financing source (UA)	Committed amount (UA)	Percentage committed (%)	Uncommitted amount (UA)	Percentage uncommitted (%)
Financing source/instrument 1: ADF	25 375 538.51	79.29 %	6 624 461.49	20.71%
Financing source/instrument 2: ECCAS	603 926.00	12.08 %	4 396 074.00	87.92 %
Other (e.g. co-financiers). <i>Add rows as needed</i>				
TOTAL	25 979 464.51	70.21 %	11 020 535.49	29.79 %
Co-financiers and other external partners: Not applicable				
Executing and implementing agency (ies): Economic Community of Central African States (ECCAS) / Central African Forest Commission (COMIFAC) / Programme Management Unit (PMU)				

D Management Review and Comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	A. LAMINE ZEINE		
Sector Manager	A. EYEGHE		
Regional Director (as chair of Country Team)	O. DORE		
Sector Director	C.C. OJUKWU		

II PROJECT PERFORMANCE ASSESSMENT

A Relevance

1. Relevance of project development objective

Rating *	Narrative assessment (max 250 words)
4	<p>The Congo Basin Ecosystems Conservation Support Programme (PACEBCo) is the African Development Bank's response to the concerns voiced by Heads of State during the 2005 Brazzaville Summit on the implementation of the Central African Forestry Commission (COMIFAC) Convergence Plan. PACEBCo supports 4 of the 10 COMIFAC Convergence Plan thrust areas concerning the concerted management of Congo Basin forests, namely: (i) ecosystems management; (ii) biodiversity conservation; (iii) development of income-generating activities and promotion of best practices in the exploitation of natural resources; (iv) capacity building, participation and information.</p> <p>PACEBCo is consistent with the options of the Economic Community of Central African States' Sub-regional Integration Assistance Strategy Paper (SIASP) 2009-2013 prepared by the Bank, which considered the environment as one of the three strategic thrusts of its intervention in the sub-region. It is in line with the objectives of Poverty Reduction Strategy Papers (PRSPs), and the strategic thrusts outlined in national environmental management policies and plans. The Programme is fully compliant with the Congo Basin Forest Partnership (CBFP) guidelines. It also draws from the NEPAD Environmental Action Plan (EAP-NEPAD) for Central Africa adopted in October 2007 by the 13th Ordinary Session of the ECCAS Heads of State and Government Summit.</p> <p>PACEBCo is a multinational and inter-sector programme that has succeeded in blending environmental and socio-economic issues and contributed to implementing ECCAS' General Environment and Natural Resource Management Policy. It also focuses on the Bank's environmental conservation and biodiversity management strategies, and climate change mitigation measures.</p> <p>Thus, PACEBCo's development objective remained relevant throughout the programme activity implementation phase.</p>

* For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory).

2. Relevance of project design

Rating*	Narrative assessment (max 250 words)
3	<p>PACEBCo was formulated and designed based on the needs expressed by COMIFAC and ECCAS member countries concerning the management of Congo Basin ecosystems, taking into account the various entities operating in these countries. Thus, to address the problems identified and given the programme's scope, the institutional set-up included several entities, particularly: (i) the use of a central entity, ECCAS, as Donee; (ii) the participation of national institutions in charge of protected areas; (iii) the use of national and international NGOs; (iv) the adoption of a landscape approach instead of administrative and geopolitical division; (v) reliance on the Bank's country offices to improve the processing of dossiers; and (vi) the implementation of the programme in close collaboration with the networks, beneficiaries and ministries of the countries concerned.</p> <p>PACEBCo is a multi-stakeholder, multi-site and multi-partner programme. The Programme's intervention and implementation methods hinged on the involvement and participation of stakeholders at all programme cycle stages. This participatory approach was strengthened during programme implementation through training, sensitization, and information and experience sharing with local communities, associations and networks in the programme area. An illustration of this is the establishment of multi-actor consultation frameworks in intervention sites.</p> <p>Some adjustments were made during programme implementation, particularly (i) during the mid-term review to cancel some activities due to the absence of co-financing by ECCAS; and (ii) to place national public institutions in charge of managing protected areas at the heart of the Economic Community of Central African States (ECCAS) and the Central African Protected Areas Network (RAPAC) agreement mechanism in place of the initial scheme involving direct contracting with NGOs. In addition, the Netherlands Development Organization (SNV) recruited to administer the Local Development Fund (FDL) was unable to fully monitor the implementation of micro-projects that can contribute to the sustainable promotion of the well-being of the population living around protected areas.</p>

3. Lessons learned related to relevance

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. How can a good institutional framework for project implementation be guaranteed?	<ul style="list-style-type: none"> - Set up a Management Unit with competent human resources that interacts directly with the Programme Officer and reports to the Project Owner during monitoring meetings; - Avoid the multiplicity and even duplication of actors, which slows down dossier processing and the responsiveness of such actors; - Clearly specify in the Programme Administrative Procedures Manual the dossier transmission channel as well as the role of various actors in the decision-making process; - Take into account the sub-regional institution's actual capacity to implement the programme while honouring its commitments concerning the mobilization of counterpart contributions and the monitoring of activity implementation. 	Bank/Donee
2. Does the involvement of national institutions in the implementation of programme activities enhance the relevance and effectiveness of the strategies adopted for the implementation of programme activities?	<p>The partnership strategy adopted by PACEBCo helped to: (i) promote the involvement of actors in the implementation of activities; (ii) enhance the accountability of beneficiary countries through the relevant government services; (iii) support the capacity building of the senior officers of government services involved in the programme; and (iv) support national policies on sustainable natural resource management.</p> <p>However, it should be noted that major constraints and difficulties related to this strategy limited the programme's performance. These difficulties are mainly due to: (i) the review of the initial institutional set-up to incorporate national institutions into the process, thus resulting in the extension of the different contracting and activity implementation timeframes; (ii) the multiplicity of actors who are not familiar with the Bank's procurement and disbursement rules and</p>	Bank/Donee

	<p>procedures. This caused delays in the justification of advances received, leading to the suspension of revolving funds; (iv) the long decision-making and monitoring chain caused difficulties in communication between actors and lengthened the dossier transmission channel as well as the decision-making timeframes.</p> <p>Moreover, the strategy was ineffective insofar as all programme activities were not implemented within the set timeframes and the partners that received resources under the Programme did not justify expenditure on time. This resulted in the suspension of revolving funds, thus slowing down the implementation of activities.</p>	
3. How can the programme better take into account the expressed needs of stakeholders?	Make a diagnostic and in-depth appraisal during programme preparation in each landscape by adopting the participatory approach. This appraisal will help to obtain a specific baseline situation for each landscape. The programme's branches in the landscapes will be provided with a budget and will coordinate the implementation of activities. A landscape action plan will help to better monitor the implementation of activities and the level of achievement of performance indicators. This approach is advantageous in that it only allows the implementation of activities related to the needs expressed by the beneficiaries.	Bank/Donor
4. What are the main constraints to PACEBCo's implementation?	<ul style="list-style-type: none"> - Lack of knowledge about PACEBCo implementation sites; - Limited access to programme implementation sites; - Poor mastery of AfDB rules and procedures, periodic reporting and expenditure clearance; - Weak capacity of partners to use the resources allocated to them; - Low level of involvement of PACEBCo focal points and COMIFAC national coordination units; - Low level of reporting on PACEBCo achievements; - Suspension of the revolving fund by the AfDB; - Failure of the Donor to provide counterpart funds. 	

B Effectiveness

1. Progress towards the project's development objective (project purpose)

Comments
<p><i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the RLF) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality in the project. Indicative max length: 400 words.</i></p> <p>PACEBCo's objective is to restore ecosystems, improve the population's living conditions and strengthen the institutions in charge of Congo Basin ecosystems. The programme is anchored on four components, namely:</p> <p>(i) Capacity Building of COMIFAC Treaty Institutions. This component comprises two sub-components:</p> <p>Sub-component 1: <i>Support to COMIFAC and its Affiliated Institutions:</i> the activities planned and implemented included institutional audits, the recruitment of experts, the formulation of the Mass Communication Plan, the review of the Convergence Plan, and the design of the Central Africa Sub-regional Forestry Research Strategy. Other activities relating to the Organization for Wildlife Conservation in Africa (OCFSA) Reform Plan and the establishment of a Convergence Plan Monitoring and Evaluation Database Platform were also implemented.</p> <p>Sub-component 2: <i>Implementation of Structuring Tools:</i> all planned activities were carried out, namely: support for the operationalization of the Central Africa Forest Observatory (OFAC), support for the preparation of the report on Central African Forest Ecosystem Outlook in 2040, the training of senior national officers at the Regional Post-Graduate School on the Integrated Management of Tropical Forests (ERAIPT) and the Garoua Wildlife School (EFG), and support to youth and women's networks, structuring and capacity building of OFAC, and the establishment of the Conference on the Dense and Humid Forest Ecosystems of Central Africa - CEFDHAC - (rural CEFDHAC) consultation platform.</p>

(ii) Sustainable Biodiversity Management and Adaptation to Climate Change. This component comprises two sub-components:

Sub-component 1: Strengthening and Promotion of Biodiversity Conservation: many activities were implemented under this sub-component, notably the formulation of development and management plans, the training of eco-guards and the sensitization of many rural communities, the mapping of landscapes, the demarcation of parks/reserves and nearby trenches, the installation of road signs, and the setting up of forest plantations, as well as the construction of infrastructure in each landscape, particularly the construction, acceptance and handover of five ecological research and study centres, three guard posts and four PACEBCo branch offices to beneficiaries.

Sub-component 2: Adaptation to Climate Change: the research activities carried out by the Centre for International Forestry Research – CIFOR - (Climate Change and Forests in the Congo Basin – COBAM - project) were completed and many publications are available at CIFOR, COMIFAC, PMU/PACEBCo and on the COBAM project website (<http://www.cifor.org/library4557/cobam-bilan>). Five REDD+ pilot projects were implemented.

(iii) Sustainable Promotion of the Population’s Well-being

The activities implemented under this component included the development and validation of 90 local development plans; the sensitization of 300 000 people and selection of 279 micro- projects for implementation under the Local Development Fund (LDF) in all the six landscapes, the sinking of 14 boreholes by PMU/PACEBCo following the withdrawal of the Regional Operator, the Netherlands Development Organization (SNV), and the issuing of the Bank’s no objection opinion at ECCAS’ request for the PMU to resume micro-project implementation. The forty-two priority micro-projects concerning the construction of schools, dispensaries and water points were implemented. All the nine multipurpose centres provided for were constructed, accepted and handed over to the beneficiaries.

(iv) Programme Management and Coordination

Many activities assigned to the Programme Management Unit (PMU) were implemented. These included: (i) the organization of two workshops on the capitalization of PACEBCo’s achievements in Oyala (Equatorial Guinea) and Kinshasa (DRC); (ii) the organization of PACEBCo’s Open Day in Libreville (Gabon); and (iii) the conduct of 2016, 2017 and programme closing financial audits.

The unanticipated outcomes were produced by a number of factors, namely lack of knowledge about programme sites and very limited access to sites. Besides the unexpected outcomes related to geographic features, mention should also be made of the insecurity that prevailed in some sites, which resulted in the extension of the deadline for the completion of activities and construction works, thus disrupting the activity implementation schedule and increasing operating costs. Another unexpected programme outcome that had a negative impact on the implementation of activities was the suspension of revolving funds due to poor expenditure clearance.

Despite some difficulties faced by the programme, significant progress was made regarding the sustainable promotion of the population’s welfare through the construction of facilities benefiting the population living around protected areas.

Regarding job creation, about 500 women were recruited to work on the construction sites of multipurpose centres, ecological research and study centres, and schools in the Volcanoes National Park in Rwanda and in the Maiko-Tayna-Kahuzi-Biega (MKTB) Landscape in DRC.

In forest plantations in the Virunga Landscape in Rwanda, women members of groups and associations were trained and supervised. They monitor the 3 076 hectares of forest plantations set up under the Programme.

2. Outcome Reporting

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (year) (A)	Most recent value (B)	End target (C) (expected value at project completion)	Progress towards target (% realized) (B-A)/(C-A)	Narrative assessment (indicative max length: 50 words per outcome)	Core sector indicator (Yes/No)
Outcome 1: Restoration of Congo Basin (CB) ecosystems	In 2009 346 747 square kilometres of the total surface area of the 6 programme landscapes	In 2017 50% of the surface area restored	45% of Congo Basin ecosystems are restored in 2015 and 70% in 2020, with respect to the initial target.	120%	The Programme financed activities relating to the delimitation and demarcation of the boundaries of protected areas and forest plantations, the training of eco-guards, and the training and sensitization of neighbouring populations. These activities contribute to restoring Congo Basin ecosystems.	YES
Outcome 2: Preservation of the ecological heritage of CB landscapes	In 2009 346 747 square	In 2017	25% of the ecological heritage of CB landscapes is	150%	The Programme provided efficient equipment to eco-guards to conduct environmental monitoring,	YES

	kilometres of the total surface area of the six programme landscapes, 15% of which is preserved	30% of the surface area preserved	preserved in 2015 and 45% in 2020.		combat poaching and promote the involvement of communities through the establishment of multi-stakeholder dialogue platforms. These activities strengthen local governance of natural resource management and, therefore, contribute to enhancing the population's awareness about the conservation of the CB's ecological heritage.	
Outcome 3: Women's participation in programme activities The population/women in the CB directly benefit from positive programme outcomes.	In 2009 The target CB landscapes and their populations estimated at 5.8 million, 55% of them women, 30% of whom participate in activities	In 2017 60% of women participate in activities	The percentage of the population/women directly benefiting from positive programme outcomes increases from 30%/ 45% in 2015 to 70%/90% in 2020.	200%	The involvement of women's groups and associations in forest plantation activities and the recruitment of women in infrastructure construction work teams in Rwanda and DRC generate income. The construction of infrastructure such as dispensaries, schools and boreholes enhances women's access to basic social services and has a positive impact on their living conditions. More than 60% of women participated in these activities and benefit from direct programme outcomes.	YES
Outcome 4: Increase in household incomes in selected landscapes	In 2009 The average monthly household income estimated at CFAF 800 000	In 2017 + 30% of income = CFAF 104 000	Household incomes increased by 25% in 2013 and will increase by 55% from 2018 = CFAF 124 000	54.54%	Jobs were created through the recruitment of women and men for reforestation activities in community forest plantations. To these jobs should be added those created by construction companies. Farmers and nursery growers were trained and settled. All these activities create jobs, generate incomes and, thus, improve household living conditions (54.54%).	YES
Outcome 5: Protection of animal and plant species registered in the CITES Appendix I and the Congo Basin species listed in the Red Book	In 2009 On the basis of 100 species	In 2017 14% decrease, that is 14 species	The number of animal and plant species listed in the CITES Appendix I decreased by 10% (indicator rectified at end-2014) in 2015. The number of CB species listed in the Red Book decreased from 12 in 2009 to 6 in 2014.	140%	Education, sensitization, training in sustainable natural resource management and the fight against poaching enabled the survival and restoration of species.	YES
Output 6: Building COMIFAC's institutional capacity	In 2009 0 senior officer trained	In 2017 104 senior officers trained	- At least 12 senior officers of COMIFAC and its	126.82% for training 100% for structuring measures	- Overall, 54 senior officers from COMIFAC member States were granted scholarships to undergo training at ERAIFT (14) and	YES

<ul style="list-style-type: none"> - Training of senior officers; - Adoption of audit reports; - Execution of the programme budget; - Establishment of a Convergence Plan Monitoring Platform; - Training of the senior officers from COMIFAC Member States in biodiversity data processing. 	<p>0 institutional audit</p> <p>0 Convergence Plan Platform</p>	<p>4 institutional audits</p> <p>1 Convergence Plan Platform</p>	<p>national coordination units trained in key areas and fully operational in 2012</p> <ul style="list-style-type: none"> - 20 senior officers from COMIFAC Member States trained in biodiversity data processing in 2012 and 50 in 2014 - The recommendations of the institutional study are adopted no later than end-2009 - COMIFAC and its partner institutions execute at least 75% of the programme budget on time in 2009 and 100% in 2010 - GIS established and operational in 2012. 		<p>the Garoua Wildlife School (40) and are serving in the countries</p> <ul style="list-style-type: none"> - The institutional audits carried out enabled COMIFAC bodies to adopt the recommendations and render them enforceable. - All activities relating to the capacity building of COMIFAC treaty institutions, particularly the provision of support to COMIFAC and its affiliated institutions and the implementation of structuring tools, were implemented and the related budget executed. - PACEBCo contributed to the financing of the Convergence Plan Monitoring Platform which is operational. - The senior officers of Member States, particularly COMIFAC focal points, were trained in the use of the Monitoring Platform. This Platform hosts/ centralizes data (collected and processed) on the biodiversity of COMIFAC Member States. 	
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<p>Outcome 7: Adaptation to and mitigation of the effects of climate change by:</p> <ul style="list-style-type: none"> - setting up forest plantations - implementing REDD pilot projects; - establishing and operationalizing ecological research and study centres; - Providing training in biodiversity protection and use. 	<p>In 2009</p> <p>0 hectare of forest plantation</p> <p>0 REDD+ micro-project</p> <p>0 person sensitized</p> <p>0 ecological research and study centre</p>	<p>In 2017</p> <p>3 675 hectares of forest plantations developed</p> <p>4 REDD+ micro projects implemented</p> <p>300 000 people sensitized</p> <p>5 ecological research and study centres established</p>	<ul style="list-style-type: none"> - The surface area of community forest plantations developed increased from 3 500 hectares in 2012 to 6 000 hectares in 2016; - 5 REDD pilot projects implemented in 2013 and 2016; - 6 ecological research and study centres established and operationalized in 2016 - The number of PTD increased from 20 in 2012 to 35 in 2014; - The rate of adoption of the themes disseminated is 75% in 2016; - The number of beneficiaries trained in biodiversity protection and use increased from 125 000 in 2014 to 300 000 in 2016. 	<p>91.87% for plantations</p> <p>80% for REDD+ micro- projects</p> <p>100% for the sensitization of the population</p> <p>80% of ecological research and study centres</p>	<ul style="list-style-type: none"> - The forest plantations set up in landscapes (3 076 hectares) helped to increase the surface area of forest plantations and to mitigate the effects of climate change; - Five REDD+ pilot projects were implemented, but not completed due to the non-replenishment of revolving funds of partners. - Five ecological research and study centres were built. Three ecological research and study centres were built in the Lwiro, Lomako and Eala landscapes in DRC. One centre was built in the Bomassa Landscape in the Republic of Congo and one in ACUA Sakhira in Equatorial Guinea. - Neighbouring populations were trained in sustainable biodiversity management modules, agriculture, livestock production, beekeeping and fish farming. 	<p>YES</p>
<p>Rating (see IPR methodology)*</p>	<p>Narrative assessment</p>					
<p>4</p>	<p>Despite the constraints faced during programme implementation, all the seven targeted outcomes reached an appreciable level. It should be noted that if the investments and actions implemented are well managed, they will have positive medium- and long-term impacts at the local level and in all landscapes, and would promote sub-regional integration in Congo Basin ecosystems conservation.</p>					

3. Output reporting

Output indicators (as specified in the RLF; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment (indicative max length: 50 words per output)	Core Sector Indicator (Yes/No)
Component 1: Capacity Building of COMIFAC Treaty Institutions					
Output 1: Diagnostic Study on the COMIFAC Executive Secretariat and its Partner Institutions (ADIE, ATO and OCFSA)	In 2017 1	In 2017 1	100%	The institutional diagnosis helped to determine the reforms to be implemented in the COMIFAC Executive Secretariat and its three partner institutions, namely the International Agency for the Development of Environmental Information (ADIE); the African Timber Organization (ATO); and the Organization for Wildlife Conservation in Africa (OCFSA). An organizational chart that is consistent with each institution's present context was adopted and implemented.	YES
Output 2: Support for the reform of partner entities	In 2017 2	In 2017 2	100 %	The report on the financial audit of OCFSA was validated and its reform plan implemented. Support to the Central Africa Forest Observatory (OFAC) helped to publish a biannual report on the state of forests and protected areas.	Yes
Output 3: Building COMIFAC's capacity in the key areas of communication, legislation, climate change, monitoring and evaluation	In 2017 5	In 2017 5	100%	The recruitment and placing of five experts at the disposal of COMIFAC's Executive Secretariat strengthened the human resource capacity of the entity and remedied the shortcomings observed during the institutional diagnosis.	Yes
Output 4: Training of the senior officers of the central and provincial services of the ministries in charge of forest management and other actors.	In 2017 200	In 2017 200	100%	200 senior officers of COMIFAC and the National Climate Council (CNC) were trained and provided with tools to support COMIFAC in implementing the Convergence Plan in ministries and in the decentralized services of Members States.	YES
Output 5: Formulation and implementation of	In 2017 4	In 2017 4	100%	Information mediums such as the Mass Communication Plan,	YES

<p>a mass communication plan on forest and biodiversity conservation and climate change in the landscapes concerned, as well as the production of leaflets, films and country and regional profiles</p>				<p>leaflets, the film on PACEBCo's achievements, and country and regional profiles were produced, which helped to increase the visibility of PACEBCo's achievements among beneficiaries. Communication activities also enabled the population and PACEBCo's beneficiary institutions to know the AfDB and ECCAS as the programme's technical and financial partners.</p>	
<p>Output 6: Revision of the COMIFAC Convergence Plan</p>	<p>In 2017 1</p>	<p>In 2017 1</p>	<p>100%</p>	<p>The COMIFAC Convergence Plan was revised and validated by all stakeholders during a regional forum.</p>	<p>YES</p>
<p>Output 7: Support of networks of youths, women, indigenous peoples and Members of Parliament in their sensitization activities and involvement in forestry issues</p>	<p>In 2017 1 5 10 6</p>	<p>In 2017 1 technical secretariat 5 network 10 fora 6 platforms</p>	<p>100%</p>	<p>1 technical secretariat was established and is functional. 5 regional networks were strengthened and equipped. These are the Youth Network for Central African Forests (REJEFAC), the African Women's Network for Sustainable Development (REFADD), the Network of Local and Indigenous Peoples of Central Africa (REPALEAC) and the Network of Parliamentarians for the Sustainable Management of Central African Forest Ecosystems (REPAR). Furthermore, 10 national fora were established, restructured and rehabilitated; 6 rural CEFDHAC consultation platforms were established and the capacity of indigenous senior officers built. These various forms of support helped to enhance the involvement and participation of civil society in discussions on forestry issues.</p>	<p>YES</p>
<p>Output 8: Prospective study on Congo Basin forest ecosystems potential by 2040</p>	<p>In 2017 1</p>	<p>In 2017 1</p>	<p>100%</p>	<p>The Programme provided support for the preparation of a report on elements of Central African forest ecosystems potential by 2040</p>	<p>YES</p>
<p>Output 9: Formulation of</p>	<p>In 2017</p>	<p>In 2017</p>	<p>100%</p>	<p>The Forestry Research Strategy Paper was</p>	<p>YES</p>

the Regional Forestry Research Strategy	1	1		prepared and validated by all stakeholders.	
Output 10: Study on forest taxation in Central Africa	In 2017 1	In 2017 1	100%	The report on the study on forest taxation was prepared and validated by all stakeholders.	YES
Output 11: Environmental education and training support	In 2017 54 senior officers trained	In 2017 54 senior officers trained	100%	54 students from the sub-region, 40 of them at the Garoua Wildlife School (EFG) and 14 at the Regional Post-Graduate School for the Integrated Management of Tropical Forests (ERAIFT), benefited from training and PACEBCo scholarships.	YES
Output 12: Equipping of higher forestry schools	In 2017 4	In 2017 4	100 %	4 schools equipped: ENEF Mossendjo (Gabon), ENEF (Gabon), IUSAE (Chad), and ISEA (DRC)	YES
Component 2: Sustainable Biodiversity Management and Adaptation to Climate Change					
Sub-component 1: Strengthening and promotion of biodiversity conservation	In 2017	In 2017	100 %		
Output 13: Diagnosis and updating of maps	14 maps of PAs 13 thematic maps 6 DMPs 25 LDPs 4 CLGs	14 maps of PAs 13 thematic maps 6 DMPs 25 LDPs 4 CLGs	100%		YES
	15	15	100%	In Cameroon: 1 DMP is available, 10 LDPs are available and 4 CLGs	YES
	11	11	100%	In Congo: 11 thematic maps were produced in the Nouabalé-Ndoki National Park (NNNP)	YES
	11	11	100%	In Equatorial Guinea: 1 DMP of MNAN was validated and 10 LDPs are available.	YES
	2	2	100%	In Rwanda: 1 Volcanoes National Park (VNP) DMP was validated and 1 LDP was prepared.	YES
	6	4	78%	In DRC: 2 DMPs were prepared and disseminated and 4 LDPs are available.	YES
	2	2	100%	In Gabon: 2 map series were produced, that is 1 on land use and 1 on micro-zoning	YES
	1	1	100%	In CAR: 1 DMP was validated.	
Output 14:	In 2017 4 000 000 hectares	In 2017 4 000 000		Number of parks delimited: 6	YES

Demarcation of protected areas (national parks)		hectares	100 %	Number of signs installed: 100 000	
Output 15: Training of eco-guards	In 2017 1000	In 2017 686	68.60 %	689 eco-guards were trained, that is 26 in Gabon , 511 in DRC , 50 in Rwanda , 32 in Congo , 42 in Equatorial Guinea , and 25 in Cameroon	YES
Output 16: Equipment for eco-guards	In 2017 686	In 2017 686	100 %	686 eco-guards were well equipped	YES
Output 17: Forest and agroforestry plantations	In 2007 4 000 hectares planned	In 2017 3 675 hectares developed	92 %	3 675 out of the 4 000 hectares of forest plantations planned were developed, 599 hectares of them in the Virunga and MTKB Landscapes in DRC and 3 076 hectares in the Volcanoes Landscape in Rwanda ; 6 nurseries with a capacity of 50 000 seedlings were set up in DRC .	YES
Output 18: Ecological research and study centres	5	5	100%	5 ecological research and study centres were built and handed over to beneficiaries. The mission assigned to these entities which are the first of their kind in the sub-region clearly illustrates the innovative character of this programme.	YES
Output 19: Guard posts					
Output 20: PACEBCo branch offices	3	3	100%	3 guard posts were built and handed over to beneficiaries to improve the working conditions of eco-guards.	YES
	4	4	100%	4 PACEBCo branch offices were handed over to beneficiaries. The buildings will be used by institutions operating in protected areas.	YES
Sub-component 2: Adaptation to Climate Change					
Output 21: Publications	In 2017 25	In 2017 25	100%	All the research activities carried out by CIFOR (COBAM project) were completed and publications related thereto are available at CIFOR, COMIFAC, PMU/PACEBCo and on the COBAM project website: (http://www.cifor.org/library4557/cobam-bilan). 4 country profiles were developed; 1 perceptions analytical study was carried out;	YES

				5 publications on vulnerability to climate change were issued; 1 action research protocol on ways of involving local actors in design and adaptation test was signed; 1 report on vulnerability analysis was prepared.	
Output 22: Design of pilot REDD projects	In 2017 5 planned	In 2017 4	80%	4 of the 5 planned pilot projects were implemented 1 document on methods of data collection in pilot sites was prepared.	YES
Component 3: Sustainable Promotion of the Population's Well-being					
Sub-component and activities					
Output 23: Local Community Development Plans (LDPs)	In 2017 60 planned	In 2017 90 prepared	150 %	90 LDPs were prepared and validated. The LDPs were used as a crucible for micro-projects implemented within the framework of the Local Development Fund (LDF).	YES
Output 24: Building the capacity of grassroots organizations and local communities and authorities	Training of 1 500 000 people, 40% of them women and 50% indigenous people, envisaged	600 000 people sensitized; 2 000 local organizations sensitized	40%	300 000 people were sensitized within the framework of LDFs through community radios and sensitization workshops. These information and sensitization activities resulted in the full support of the population for the establishment of LDFs.	NO
Output 25: Alternative activities to deforestation and forest degradation through a Local Development Fund	300 micro- projects envisaged	42 out of the 279 micro projects identified implemented	90%	279 micro-projects selected within the framework of the LDF in the six landscapes	YES
Output 26: Sinking of drinking water boreholes	23	23	100 %	42 priority micro-projects were implemented, of which 23 boreholes, 13 schools with 66 classrooms equipped with 2 640 desks, 13 administrative offices, 26 latrine blocks and 6 dispensaries were handed over to beneficiaries.	YES
Output 27: Schools	13	13	100%		YES
Output 28: Dispensaries	6	6	100%	9 multipurpose centres were handed over to beneficiaries. These socio-economic facilities provide access to basic social services and, thus, contribute to improving the living conditions of the population living around protected areas.	YES

Output 29: Multipurpose centres	9	9	100%		YES
Output 30: Management committees	20	20	100%	Management committees were established to ensure the sustainability of infrastructure.	YES
Component 4: Programme Management					
Output 31: Computer hardware and office equipment	134	134	100%	All computer hardware and office equipment, vehicles, boats, furniture and very small aperture terminals (VSATs) were procured.	YES
Output 32: Vehicles	17	17	100%		YES
Output 33: Motorcycles	14	14	100%	Two workshops on the capitalization of PACEBCo's achievements were organized in Kinshasa (DRC) and Oyala (Equatorial Guinea). These two workshops achieved great success among the partners involved in programme implementation.	YES
Output 34: Boats	3	3	100%	An Open Day organized in Libreville offered an opportunity to present PACEBCo's achievements in the sub-region to partners in a film lasting 23 minutes.	YES
Output 35: VSAT	7	7	100%		YES
Output 36: Solar equipment	36	36	100%		YES
Output 37: Generators	3	3	100%		YES
Output 38: Furniture	330	330	100%		YES
Output 39: Capitalization workshops	2	2	100%		YES
Output 40: Open Day	1	1	100%		YES
Rating (see IPR methodology)*	Narrative assessment				
3	Virtually all the activities programmed under Components 1, 2 and 4 after the mid-term review conducted in March 2012 were completed and the expected deliverables produced and made available. Overall, output indicators are satisfactory. However, it should be noted that under Component 3, income-generating activities were not implemented because the Service Provider incurred a significant time overrun in the implementation of activities and rejected the proposal to conclude a supplementary administrative agreement for the completion of all tasks.				

4. Development Objective (DO) rating

DO rating (derived from updated IPR)*	Narrative assessment (indicative max length: 250 words)
4	PACEBCo's development objectives were to support 4 of the 10 thrusts of the COMIFAC Convergence Plan regarding the concerted management of Congo Basin forests, namely: (i) ecosystems management; (ii) biodiversity conservation; (iii) development of income-generating activities and promotion of best practices in the exploitation of natural resources; and (iv) capacity building, participation and information. Considering the outcomes and outputs obtained at programme completion, these objectives were largely achieved. The conduct of financial audits and studies and the training of the senior officers of COMIFAC and its affiliated institutions helped to build their institutional capacity. The achievements made under Component 2 concerning the development of protected areas and the conservation of biodiversity in landscapes provided significant value added to these ecosystems that constitute the world's second largest green lung. Socio-economic infrastructure (drinking water supply points, schools, dispensaries and multipurpose community centres) have a real impact on the improvement of the living conditions of beneficiary local populations.

5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (e.g. farmers, students)
5.8 million beneficiaries Non-governmental organizations (NGOs) and civil society organizations (CSOs)	5.8 million beneficiaries	100 %	40%	Farmers, fishermen, forest users in the Congo Basin, local communities, trained senior officers of States, members of civil society, youths and women belonging to groups and associations.
COMIFAC and affiliated institutions	COMIFAC, affiliated institutions and Member States	100%	30%	Senior officers and staff of COMIFAC and affiliated institutions
ECCAS and Member States	ECCAS (Directorate of Integration)	100%	25%	Senior officers and staff of ECCAS (Directorate of Regional Integration)

6. Gender equality

Assessment of gender analysis performance in the operation (indicative max length: 250 words)
<p>The Programme recruited and placed a Socio-economist and Gender Specialist at COMIFAC's disposal. Besides this expert, it should be mentioned that women also held positions in the Programme as Legal Counsel, Local Development Expert, Biodiversity Specialist, secretaries and accountants.</p> <p>Gender equity was taken into account in the award of scholarships within the framework of agreements between ECCAS and training institutions (EFG and ERAIFT). An important selection criterion provided that women with the same qualifications as men should be given preference. Despite the limited number of female applicants at the start, 3 women won scholarships to study in the EFG and 2 in ERAIFT.</p> <p>The construction of infrastructure took into account priorities regarding support for women's activities in areas related to their health and economic activities. Dispensaries and multipurpose centres are a perfect illustration of achievements in which women and children are the primary beneficiaries.</p> <p>All the schools built with Local Development Fund resources have separate latrine blocks for girls, boys, and male and female teachers.</p> <p>Regarding job creation, about 500 women were recruited to work on the construction sites of multipurpose centres, ecological research and study centres and schools in the Volcanoes National Park in Rwanda and in the MKTB Landscape in DRC.</p> <p>In Rwanda, women belonging to groups and associations were trained and supervised and manage 599 hectares of forest plantations set up under the Programme.</p>

7. Unanticipated or additional outcomes *(add rows as needed)*

Description	Type (e.g. gender, climate change, social, other)	Positive or negative	Impact on programme (High, Medium, Low)
The sites selected for the construction of programme infrastructure are located in remote and conflict areas.	Long implementation time frames: delays in the construction and completion of infrastructure.	Negative	High
Partners' lack of knowledge about AfDB rules and procedures	Difficulties in implementing activities: periodic reporting and expenditure clearance.	Negative	High
The multipurpose centres built around protected areas serve as frameworks for promoting, developing and marketing local products.	Increased incomes and improvement of the living conditions of women.	Positive	High
The construction of dispensaries and water points around protected areas contributes to improving the health of local populations.	Improvement of health and lessening of the burden of household chores.	Positive	High
599 hectares of forest plantations managed by women's groups and associations	Job creation and mitigation of the effects of climate change	Positive	High
Weak capacity of beneficiaries to fully own programme achievements.	Post-programme management and sustainability of achievements	Negative	Medium
Extension of the programme closing date	Activity implementation time frame	Positive	Medium
Long period of suspension of the disbursement of revolving fund resources (more than 24 months) between February 2015 and March 2017 which seriously hampered the implementation of activities	Activity implementation timeframe: programme implementation delays	Negative	High
Delay and non-disbursement of all ECCAS counterpart funds	ECCAS' limited counterpart funds	Negative	High

8. Lessons learned related to effectiveness *(add rows as needed)*

Key issues (maxi 5, <i>add rows as needed</i>)	Lessons learned	Target audience
1. Was the Programme's institutional set-up consistent with the objectives to be achieved?	Programme preparation was rapid, but the strong and weak points of the key actors were not sufficiently taken into account during appraisal. This situation did not allow for the establishment of a more operational and very efficient institutional set-up during the implementation of programme activities. The landscape intervention approach rendered programme implementation even more difficult.	BANK /ECCAS
2. Was the multi-stakeholder partnership strategy developed during the implementation of programme activities effective?	The partnership developed during the implementation of PACEBCo's activities enabled the development of synergy in operations and encouraged the involvement of actors in various areas. However, the inability of some partners to justify the financial resources allocated to them revealed the limitations of the partnership. It became an obstacle which fundamentally called into question PACEBCo's financial governance. The consequence is that the programme had no revolving fund for more than two years.	BANK /ECCAS/PMU
3. What should be done to identify and have reliable partner institutions that comply with Bank rules and procedures?	It is necessary to have a list of credible partners and communicate with other technical and financial partners to ensure that the persons responsible for these institutions have the capacity to manage resources in accordance with Bank rules and procedures. Selection should be rigorous and based on well-defined criteria.	BANK /ECCAS/PMU
4. How can delays in the implementation of activities be avoided?	The construction of major facilities requires prior feasibility studies and should be planned during the first and second years of the programme. The institutional framework must be well mapped out to shorten the time frame for processing dossiers and facilitate decision-making.	BANK /ECCAS/PMU

1. Timeframes

Planned project duration – years (A) (as per PAR)	Actual implementation time – years (B) (from effectiveness of first disbursement)	Ratio of planned and actual implementation time (A/B)	Rating*
60 months	99 months	0.61	2
Narrative assessment (indicative max length: 250 words)			
<p>Initially planned to be implemented over a five-year period, programme implementation lasted 8 years and 3 months after grant approval. It should be noted that effective start-up of activities was delayed. PACEBCo was approved in March 2009 and the Grant Protocol of Agreement entered into force in August 2009. After fulfilment of conditions precedent, first disbursement was only effected on 16 March 2010. The programme was not planned and did not have a strict monitoring matrix during the first two years of implementation. Construction works, which comprised structural works in the four decentralized PACEBCo offices, the nine multipurpose centres, the three guard posts, the five ecological research and study centres and the forty-two social micro-projects (water supply facilities, classrooms and dispensaries) under the LDF were launched in the fourth year of the programme. Difficult access to some sites and insecurity in other sites in DRC considerably delayed the progress of works. The late justification of revolving funds also caused the suspension of the disbursement of revolving funds for twenty-four months, which considerably hampered the implementation of activities. In spite of all these difficulties, and thanks to the 39-month extension, the programme was able to make many procurements of goods, services and works. On the date of drafting the completion report, the level of programme physical implementation was very satisfactory, with an overall implementation rate estimated at 92 % as at 30 June 2017 for the activities selected during the mid-term review conducted in March 2012, and a 78.95 % disbursement rate for ADF funds.</p>			

2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A) (see II.B.3)	Commitment rate (%) (B) (see table 1.C – Total commitment rate of all financiers)	Ratio of median percentage of physical implementation and commitment rate (A/B)	Rating*
92%	69.91	131.59	3
Narrative assessment (indicative max length: 250 words)			
<p>Apart from Component 3 on income-generating micro-projects, PACEBCo’s expected outputs during the mid-term review conducted in March 2012 were achieved, although the programme’s budget was not completely used. The overall grant disbursement rate as at 15 November 2017 was 78.95%. In spite of many difficulties faced by the programme, this performance, which is well above the average, was achieved thanks to the completion of all the infrastructure construction works which represented 25 % of the grant, the firm determination of programme experts and, above all, continuous support of the PMU by the Bank.</p> <p>The unused 20% of ADF resources correspond to: (i) the amounts allocated for activities initially planned but not selected during the mid-term review conducted in March 2012; (ii) the activities of the Local Development Fund (LDF), especially income-generating activities (IGAs), not implemented by the operator, namely SNV, due to non-compliance with the timeframe for the execution of its micro-projects contract; (iii) the amounts not disbursed from the special accounts due to the suspension of disbursements, for 24 months, of funds for the completion of some activities (ECCAS-RAPAC, ECCAS-CIFOR/COBAM - REDD+ Projects agreements, forest plantations, etc.); (iv) the overestimation of the cost of activities under the ECCAS-RAPAC agreement and the overrating of the capacity of RAPAC to use the resources allocated to it.</p> <p>In addition, when the Bank consented to the last extension of the programme from 1 July 2016 to 30 June 2017, it was decided that there should be no further procurements of goods, services and works. This prevented the use of available resources.</p> <p>The total amount disbursed from the UA 32 000 000 grant as at 15 November 2017 was UA 25 265 569.52, of which UA 11 917 817.82, or 47.17%, in direct payments and UAC 13 347 751.70, or 52.83%, in special account advances. The amount of advances justified stood at UA 12 009 817.01, that is 89.97 %. The amount of advances not justified stood at UA 1 337 934.69. Some supporting documents are being processed at ECCAS and will be transmitted to the Bank. Reimbursements to partners and special account balances which will be returned to the Bank amounting to about UA 181 000 should be subtracted from this amount.</p> <p>Only UA 603 926.00, or 12.08%, of the UA 5 000 000 projected as ECCAS counterpart funds was committed and disbursed. This situation hampered programme resource mobilization.</p>			

3. Cost-benefit analysis

Economic Rate of Return (at approval) (A)	Updated Economic Rate of Return (at completion) (B)	Ratio of Updated Rate of Return to Rate of Return at Approval (B/A)	Rating*
18.04	20.00	110.86	3
Narrative assessment (indicative max length: 250 words)			
<p>The programme's financial and economic performance lies in the fact that the function of forests is to regulate the climate system and biological rhythms, especially by absorbing carbon dioxide (CO₂). They therefore create conditions conducive to agricultural, plant and animal (fishery and livestock products) production. In addition, forests in themselves are wealth through: (i) the carbon sequestration market and (ii) the development of timber and non-timber forest products. By ensuring the conservation and sustainable management of Congo Basin forests, PACEBCo also provides the people in these forests estimated at 5.8 million and even on the planet with the above-mentioned benefits. These benefits are both tangible and, above all, intangible. They are tangible financial impacts for the countries, in addition to the value added of various forest products that can enable them to implement climate change adaptation plans, reduce poverty and sustainably manage forest ecosystems.</p> <p>The dose-response analysis shows that the protection of only 1% of Congo Basin forests can safeguard 230 million tonnes of carbon. These benefits are tangible financial impacts for the countries. The financial impact of timber and non-timber forest products can be estimated at a minimum of more than CFAF 25.20 billion annually.</p> <p>Furthermore, the programme can be credited with many other benefits such as the creation of temporary and permanent jobs. Thus, a combination of all these benefits has helped to generate an equivalent overall financial impact of about CFAF 102.5 billion since 2016, and cash flow (NPV) of about CFAF 722.17 billion in 25 years (2009-2034), with an internal rate of return (IRR) of 14.06 %.</p> <p>At programme appraisal, economic performance assessed on the basis of reference prices with an average conversion factor of 1.09, over a 25-year period, revealed an 18.04 % economic rate of return (ERR) for the entire programme. The results of the calculation of the B/C to NPV ratio were way above the comparative benchmark values, standing respectively at 1 and 0, that is CFAF 3.01 billion and CFAF 803.03 billion. In light of all what was implemented under all the components, performance improved at programme completion and the rate of return stood at around 20%.</p> <p>Moreover, the sensitivity analysis showed threshold values (switching values) of -33.10 % and 7 years respectively for decline in production and late programme implementation. Regarding investments in Congo Basin ecosystems, production improved in spite of programme implementation extensions.</p>			

4. Implementation Progress (IP)

IP Rating (derived from updated IPR) *	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR) (indicative max length: 500 words)
3	<p>On the whole, programme implementation was satisfactory, considering that most commitments were honoured (cf. number of outputs achieved). It is however necessary to underscore the following facts that impeded the achievement of all PACEBCo objectives:</p> <p>(i) Fulfilment of commitments: all conditions precedent to effectiveness were fulfilled. However, there was considerable delay in the start-up of programme activities. Although the programme was approved in March 2009 and the Grant Agreement signed in July 2009, first disbursement of ADF funds was only effected in March 2010, that is twelve months after approval.</p> <p>(ii) Physical programme implementation procedures: the programme faced many challenges which considerably delayed its implementation, namely:</p> <ul style="list-style-type: none"> - the average performance of Programme Management Unit (PMU) experts and the resignation in quick succession of some of them negatively impacted programme performance; - lack of real communication between ECCAS, COMIFAC and the PMU, which are PACEBCo's management organs, led to slow processing of dossiers and monitoring of activities; - the lack, from programme start-up, of rigorous planning of activities and an operations implementation monitoring matrix; - the absence of prior feasibility studies on the proposed infrastructure led to poor knowledge of field realities, which made infrastructure construction difficult. Some sites were very remote and not easily accessible, thereby extending works execution time frames beyond the contractual periods;

<ul style="list-style-type: none"> - lengthy contracting procedures (10 to 14 months) owing to the absence of bidders in the landscapes selected by the programme, as contractors were more often in major urban centres; - the suspension of disbursements from February 2015 to March 2017 (25 months) due to long delays in justifying advances received by service providers greatly slowed down the implementation of programme activities; - service providers' unfamiliarity with Bank procurement and disbursement rules and procedures because of lack of prior training reduced their ability to use resources for the complete implementation of some of their activities. <p style="margin-left: 40px;">(iii) Financial implementation: programme financial management was based on a Bank-approved Administrative, Accounting and Financial Procedures Manual and a TOMPRO software. At programme completion, the disbursement rate of ADF funds was 78.95 %. The disbursement rate of counterpart funds was 12.08 %. The following facts hampered smooth financial implementation and negatively impacted programme performance:</p> <ul style="list-style-type: none"> - late production of supporting documents by programme partners; - the long request transmission channel: from Yaoundé to Libreville, then from Libreville to the Bank. It took plenty of time to sign requests and supporting documents submitted to the ECCAS headquarters; - partners did not repay special account balances to the Bank; - unjustified advance balances and expenses considered ineligible by auditors were not repaid to the Bank. <p>Concerning external programme audits, all audit reports for the 2010 to 2017 financial years were transmitted to the Bank which approved all of them, apart from the 2016 and 2017 and closing audit reports which are being reviewed at the Bank.</p>

5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. How can programme implementation time frames be optimized?	<p>1. ECCAS and the Bank considerably delayed the start-up of programme activities. It would therefore be advisable to:</p> <ul style="list-style-type: none"> - accelerate the fulfilment of conditions precedent to effectiveness and start-up of programme activities; - set up and train the Programme Management Unit upon programme preparation or appraisal; - speed up the disbursement of ADF and counterpart funds; - rapidly implement supervision mission and external audit recommendations. 	ECCAS/AfDB
2. How can procurement performance be improved?	<p>Contracting time frames were relatively long. They were about 3.5 months to 5 months on average for consultancy services and prudent shopping, and about 1.5 years (late definition of content of agreements, difficulty in providing security for mobilization advances, problem of technical capacity, etc.) for agreements that were, nevertheless, concluded through direct negotiation. This long delay in concluding agreements impacted the start-up of programme activities, considering that most of these activities were implemented by NGOs and sub-regional organizations. At the programme design phase, the capacity of these entities was not assessed to ascertain the risks related to their use and propose mitigation measures. To remedy this situation, it would be advisable to:</p> <ul style="list-style-type: none"> - with respect to infrastructure construction, have prior feasibility studies during programme preparation specifying the real costs of works; 	ECCAS/AfDB

	<ul style="list-style-type: none"> - depending on the procurement specificity, opt for an open contracting method adapted to each situation; - ensure that service providers have sound knowledge of Bank rules and procedures for procurement of goods, services and works. 	
3. How can efficient programme resource management be ensured?	<ul style="list-style-type: none"> - Prepare a good schedule of activities and budget estimates; - Prepare a periodic physical and financial implementation report; - Improve the compilation of payment request dossiers and their processing. The average number of days that elapsed between the date of receipt of requests and their payment was 30 days for more than 460 requests disbursed (68% of requests disbursed); - Improve the time frames for justification of advances received to better regulate Special Account replenishments. 	
4. How can the implementation of activities and the level of achievement of indicators be effectively monitored?	Prepare monitoring tools to assess progress towards expected programme outcomes.	ECCAS/AfDB

D Sustainability

1. Financial sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>The disbursement rates of ADF (78.95%) and counterpart (12.08 %) funds allowed for an output achievement rate of more than 92% with respect to the activities selected during the mid-term review conducted in March 2012. The programme's achievement rates can be considered satisfactory, despite the difficulties faced during the implementation of its activities.</p> <p>The programme's financial sustainability is reflected by the capacity of institutions (ECCAS, COMIFAC, national entities, etc.) and programme beneficiary groups and associations to establish alternative mechanisms in order to generate resources for the sustainability of the achievements made in each landscape. The setting up of Water Point Management Committees and Multipurpose Centre Management Committees is a support measure to enable beneficiaries to own the management tools and thus ensure the financial sustainability of the programme. For example, repair of water points will be carried out using resources generated through charges paid by water beneficiaries.</p> <p>During the implementation of programme activities, especially infrastructure and agro-forestry plantations, the local authorities and beneficiary populations were sensitized to ensure better ownership of investments made.</p> <p>Although the investments are justified and in line with the Congo Basin ecosystems conservation development objectives, their optimal use is a real concern as the Ecological Research and Study Centres, and Multipurpose Centres have not been equipped. The risk of deviating from the objectives of these facilities is high, especially as the beneficiaries (ECCAS, COMIFAC, States and national institutions) do not have the resources to operationalize them. Given this situation and the considerable amount of funds that will be cancelled, it is advisable that these resources be used under a second phase of the programme to consolidate its achievements.</p>

2. Institutional sustainability and strengthening of capacities

Rating*	Narrative assessment (indicative max length: 250 mots)
3	<p>The design of the institutional set-up, with ECCAS as Donee and general coordinator, COMIFAC as technical coordinator and a Programme Management Unit to ensure day-to-day monitoring of activities, was not, in itself, a major problem. On the contrary, it is the lack of ability on the part of the persons responsible for these bodies that hindered the smooth conduct and monitoring of the implementation of activities on the ground. It should be noted that the programme recruited and placed experts at the disposal of these coordination bodies at ECCAS (focal point, monitoring and evaluation expert, procurement expert and cash flow expert) and COFIMAC (monitoring and evaluation expert, communication expert, environmental experts, legal expert and socio-economic and gender expert). It should be noted that at the end of the programme, the three experts recruited at ECCAS for PACEBCo were not retained to ensure the sustainability of achievements. At COMIFAC, three out of five experts were retained, but did not have the resources to properly discharge their duties and, hence, monitor the management of PACEBCo achievements.</p> <p>At the end of the programme, many facilities were handed over to the institutions in charge of environment and biodiversity conservation, and the local communities of ECCAS beneficiary States which manage them through their decentralized services, notably in Rwanda, Cameroon, Gabon, Congo, Equatorial Guinea, CAR and DRC. A management model and sustainability factors were proposed for each type of facility constructed. However, the training of beneficiaries on specific themes is still necessary to ensure institutional sustainability and build capacity.</p>

3. Ownership and sustainability of partnerships

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>The multi-stakeholder partnership approach was the main intervention strategy for programme implementation. As part of this strategy, consultation frameworks were set up to validate the main programme activities in order to ensure better ownership and their implementation and sustainability. Throughout the programme cycle, national (ANPN, ICCN, INDEFOR, MINFOR, RDB, ACAP, DNAP and RAPAC) and international (WCS, WWF, IUCN, CIAE, CIFOR, SNV, etc.) partners were deeply involved in programme implementation through the signature of contracts and agreements. This approach built synergy in operations and fostered experience- and knowledge-sharing among beneficiaries.</p> <p>Furthermore, an ownership guide was prepared by the programme to serve as a model for sensitization on the various stages that lead to the selection of a management strategy specific to each facility as well as the management tools inherent in its implementation. The guide was designed as a technical support to help the various programme partners to prepare, in a participatory manner, a management, maintenance and upkeep strategy adapted to each facility in order to create conducive conditions for long-lasting and sustainable use. Some programme partners adapted this guide to their context and opted for management models that are consistent with the level of decentralization of their countries. The strong involvement of partners during programme implementation through participatory approaches attests to stakeholders' support for programme objectives.</p>

4. Environmental and social sustainability

Rating*	Narrative assessment (indicative max length: 250 words)
3	<p>The programme was classified under Environmental Category I. This categorization is justified by the presence of fragile protected areas which are home to vulnerable and endangered animal and plant species. It underwent an environmental and social assessment, in accordance with relevant Bank procedures. The main expected negative impacts are minor because they were taken into consideration in programme design and activities were proposed to mitigate their effects. The activities carried out under Component 2 of the programme, namely education, sensitization and training of the neighbouring populations in natural resource management contribute to reducing the pressure on natural resources and ensure the protection of biodiversity and fragile ecosystems. The sustainability of these outcomes is fundamentally linked to operations that improve the living conditions of the population, namely micro-projects implemented under the LDF.</p> <p>The programme trained 686 eco-guards on modules related to the protection of animal and plant species in protected areas to ensure their survival and regeneration.</p> <p>Many information and awareness-raising campaigns were conducted among the people living around parks to improve the level of their knowledge of natural resource protection and sustainable management. Furthermore, socio-economic facilities (schools, dispensaries, drinking water points, etc.) are infrastructure that directly benefit the people living around protected areas.</p> <p>Many Local Development Plans were prepared and income-generating activities were identified as alternative activities to poaching and deforestation.</p>

5. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
1. How can the facilities constructed be sustainably managed?	<p>1. At programme closure, most of the property procured was in a good state of repair and the buildings constructed were almost new. Thus, the following measures are required to ensure their sustainability:</p> <ul style="list-style-type: none"> - The beneficiary authorities should allocate an annual budget for the operation, maintenance and upkeep of facilities; - Provide assistance/support for the establishment and operation of Management Committees; - Provide assistance/support for the preparation of a facility management agreement; - Strengthen Management Committee members' capacity to own the management tools. 	ECCAS/States/dec entralized services / beneficiaries
2. Is the implementation of micro-projects an answer to the problem of conservation and deforestation?	The Local Development Fund (LDF) which was proposed under the programme is a means to facilitate access to Bank financial resources through micro-projects in order to improve the well-being of the people living around protected areas. Thus, micro-projects are production units considered as alternatives to deforestation and poaching because of the income that they generate.	ECCAS/States/
3. Apart from equipment to be provided, how can Ecological Research and Study Centres (CREEs) and Multipurpose Centres (CMs) be rendered profitable?	<p>The construction of Ecological Research and Study Centres (CREEs) is the first of its kind in the area of conservation in Congo Basin countries. Thus, to make them more profitable, it is necessary to:</p> <ul style="list-style-type: none"> - identify specific research themes for each centre, in collaboration with national and international universities and research centres; - establish a financial mechanism to ensure the operation of CREEs and the financing of research works; - establish an incentive mechanism for the award of research fellowships to students; - promote ecotourism and eco-development to generate income. 	ECCAS/States / national and international institutions

III

Performance of stakeholders

A Relevance

1. Bank performance

Rating*	Narrative assessment by the Borrower on the Bank's performance (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (indicative max length: 250 words)
3	The programme's outputs were largely due to the Bank's determination to support the Programme Management Unit in the entire activity implementation process. It is in this connection that management tools were developed to regulate the financial management of programme resources. Under Component 4 relating to programme management and coordination, the administrative, accounting and financial procedures manual was prepared and adopted, and the computerized accounting and financial management system established. The entire programme staff was recruited and took up duty at the PMU headquarters and in branches within the prescribed timeframe. However, the staff did not receive appropriate training in Bank rules and procedures to be efficient.

The Bank fielded many supervision missions which made constructive recommendations that helped to refocus programme operations, namely: (i) the resizing of activities; (ii) the revision of procurement methods to adapt them to the local context; (iii) the regular updating of the activity implementation schedule and the procurement plan; (iv) the adaptation of budget allocations to domestic market realities; and (v) the revision of the list of goods and services of the programme procurement plan to align it with ECCAS's financial constraints.

The Bank enabled the programme to benefit from two extensions of a total of thirty months and direct payment of salaries following the suspension of revolving funds for twenty-five months.

However, it should be noted that from start-up to March 2013, the programme suffered from the low level of supervision and monitoring of activities, and laxity in the processing of dossiers which had a negative impact on its performance. It is essential to specify that two years after start-up of activities, the disbursement and physical implementation rates were below 15%. The replacement of the Task Manager provided fresh impetus and enabled the adoption of a new efficient working method in the management and processing of PACEBCo's dossiers. This helped to improve the performance and achieve the current outcomes of the programme.

Comments to be inserted by the Bank on its own performance (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (indicative max length: 250 words)

The Bank supported ECCAS, COMIFAC and the PMU in the implementation PACEBCo's activities throughout the programme cycle, and its performance can be deemed satisfactory, in spite of some shortcomings, namely:

- (i) During programme preparation, many constraints linked to its implementation were not identified and there were no feasibility studies, whereas more than 25 % of investments were to be made in complex infrastructure works;
- (ii) During programme implementation, the Bank made a significant contribution only two years after effective start-up of activities. Many meetings were organized with ECCAS, COMIFAC, programme partners and the PMU for regular monitoring of activities. The Bank fielded twelve supervision missions during which discussions were held with the authorities on the problems faced in programme implementation and relevant recommendations to solve them were made.
- (iii) Concerning fiduciary issues, the Bank supported the programme to improve the management of its resources by preparing an administrative, accounting and financial procedures manual (AAFPM) and establishing a computerized management system (SGI-TOMPRO). The Bank fielded three fiduciary supervision missions and one disbursement mission.
- (iv) Following the withdrawal of the operator of the Local Development Fund, namely SNV, the Bank authorized the PMU to implement 42 priority micro-projects to build socio-economic infrastructure for the people living around protected areas.

Key issues (related to Bank performance, max 5, add rows as needed)	Lessons learned
1. How can programmes be better designed to facilitate their implementation?	1. During the design of a programme, the Bank should ensure that quality at entry assessment (preparation and appraisal phases) takes into account all the parameters that will facilitate its implementation. For programmes that comprise the construction of a high number of facilities, the Bank should ensure that there are prior feasibility studies to better assess implementation costs. The participatory approach should be reinforced through greater involvement of beneficiaries, civil society organizations and the private sector in programme impact areas. The value chain approach should be developed to link production areas to markets.
2. What measures should be envisaged to improve the programme's physical implementation and disbursement status within timeframes generally fixed at five years?	2. To improve performance (physical implementation and disbursement rates) during the implementation of future programmes, a number of measures should be taken during the programme cycle, namely: <ul style="list-style-type: none"> - from programme preparation, have the GVT or the beneficiary body designate a multi-disciplinary and competent team from within which members of the Programme Management Unit will be selected; - during the programme launching workshop, it is necessary to: (i) adequately train members of the Programme Management Unit in Bank rules and procedures for procurement of goods, services and works, disbursement and programme management; and (ii) in addition to the procurement plan which must be appropriate, prepare a schedule of activities whose implementation must be rigorously monitored by the Task Manager and the Programme Coordinator; - to implement the agreements concluded with public entities/NGOs, envisage the financing of activities based on a programme estimate instead of the payment of

	mobilization advances contingent upon the production of mobilization advance security that these entities have difficulties in obtaining because of their status.
3. How can the use of grant resources be improved?	3. Sometimes, a significant amount of resources is not used whereas all financing needs have not been met. This is often due to the suspension of special account disbursements. For future programmes, it is advisable that most disbursements, including salaries, be made through direct payment.

6. Borrower performance

Rating*	Narrative assessment on the Borrower performance to be inserted by the Bank (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (indicative max length: 250 words)
2.5	<p>PACEBCo was implemented under the overall responsibility of ECCAS. As such, ECCAS averagely ensured overall programme coordination by: (i) chairing the Steering Committee; (ii) approving the recruitment of the Programme Coordinator and the experts of PACEBCo's Management Unit and decentralized branches; (iii) ordering annual independent external audits; (iv) approving the programme of activities and the annual budget; (v) approving the training programme for senior officers of ECCAS Member Countries; (vi) conducting the mid-term review; and (vii) preparing the programme completion report.</p> <p>The Donee's performance was unsatisfactory for many reasons, namely: (i) inability to mobilize counterpart funds; (ii) weak capacity to implement the recommendations of the various supervision missions and financial audits; (iii) bottlenecks in processing dossiers; (iv) loss, and even disappearance, of the dossiers of some service providers; (v) low level of monitoring of activities on the ground; and (vi) inadequate knowledge of Bank rules and procedures.</p> <p>The level of ownership by PACEBCO's Focal Point within ECCAS was low. The performance of the cash flow, procurement and monitoring and supervision experts was not assessed periodically. These experts never transmitted their progress reports to the Bank.</p> <p>The technical coordination and the internal and external monitoring and evaluation system set up by the programme did not function effectively in spite of the recruitment of three monitoring and evaluation experts (ECCAS, COMIFAC and the PMU).</p> <p>Some positive factors notwithstanding, there is a need to point out the weaknesses noted within ECCAS in the implementation of PACEBCo, which include:</p> <ul style="list-style-type: none"> - the instability of its cash flow which did not allow for fulfilment of its counterpart contribution commitments; - the lethargy of COMIFAC Treaty institutions, especially ATO, ADIE, OCFSA and CEFDHAC, on which Donees relied for PACEBCo implementation.
<p>Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative, depending on available information). See guidance note on issues to cover (indicative max length: 250 words)</p>	
<p>Through the implementation of PACEBCo, ECCAS enabled:</p> <ul style="list-style-type: none"> - greater involvement of multidisciplinary actors in the implementation of programme activities, agreements and works and service contracts; - greater empowerment of beneficiary countries through national services and bodies responsible for the conservation of the ecosystems of countries of the Congo Basin; - the capacity building of senior officers of national services involved in programme implementation; - the provision of support for national sustainable natural resource management policies; - the strengthening of the sub-regional integration process through the implementation of activities in cross-border landscapes involving national institutions and communities living on both sides of protected areas. <p>The factors that were the driving force behind the implementation of PACEBCo by ECCAS include:</p> <ul style="list-style-type: none"> - the existence within ECCAS of the Department of Physical, Economic and Monetary Integration which comprises an Environmental and Natural Resource Management Service that provided the Programme Focal Point and hosted the PACEBCo Management Unit located at the headquarters in Libreville ; - the existence of COMIFAC, which is an ECCAS specialized institution, entrusted with the technical coordination of PACEBCo. PACEBCo is the African Development Bank's response to the concerns expressed by the Heads of State at the Brazzaville Summit in 2005 regarding the implementation of the Convergence Plan of the Central African Forest Commission (COMIFAC). COMIFAC has a Convergence Plan which defines the common intervention strategies of the States and Central Africa's development partners in the conservation and sustainable management of forest 	

ecosystems. In that connection, PACEBCo is placed under the technical supervision of COMIFAC through its Deputy Executive Secretary. PACEBCo has enabled national public institutions responsible for protected areas to once more play their rightful role as conservation leader in their respective countries. The technical (recruitment of 5 experts), logistical and financial capacity of the Executive Secretariat (ES) of COMIFAC has been significantly strengthened and the key public and non-governmental conservation actors now work in collaboration around a common agenda, which develops harmonization held dear by COMIFAC. However, mention should be made of the low level of monitoring of the implementation of programme activities by the ES of COMIFAC. This weakness is also witnessed in COMIFAC National Coordination Units which are virtually absent in the close monitoring of activities.

In light of the considerable achievements recorded by PACEBCo and the foregoing, ECCAS expresses the following wishes for the improvement of partnership with the AfDB:

- the financing of the preparation and implementation of a second phase of PACEBCo which would allow for the development and sustainability of the achievements of PACEBCo 1, while taking into account other themes that are of interest to the community, especially resilience to climate change and food insecurity;
- the consideration of the financial difficulties faced by ECCAS and its Member States in order to reduce the counterpart contribution to the financing of PACEBCo 2 to contribution in kind only.

Key issues (related to Borrower performance, max 5, add rows as needed)	Lessons learned
1. How can conditions for the start-up of programme activities be improved?	1. The five-year period fixed for a programme, starting from the date of its approval, is not often well understood by the Borrower. It is necessary during negotiations, to establish a schedule stating all the fixed dates acceptable to the Borrower, and rapidly create the required start-up conditions (recruitment of experts, means of working, resource mobilization, etc.).
2. How can programme implementation by the Borrower or Donee be improved?	2. The successful implementation of the Programme depends on the way it is managed. The Donee should provide the programme with a multi-disciplinary and competent programme management and procurement team. ECCAS should also take all the necessary measures to shorten the time required to sign contracts and process and transmit dossiers to the Bank. In addition to the procurement plan which must be updated regularly, the programme should prepare a schedule and a monitoring matrix for the implementation of its activities. The Programme Coordination Unit should ascertain the technical and organizational capacity of the entities with which it is supposed to sign agreements or contracts for the implementation of activities.

7. Performance of other stakeholders

Rating*	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers. See guidance note on issues to cover (indicative max length: 250 words)
3	PACEBCo did not have any other co-financiers apart from ECCAS. Throughout the programme cycle, the technical and financial partners (GIZ, PFBC, the World Bank, FAO, AFD, the European Union and UNDP), civil society, beneficiaries (people living around protected areas, elected representatives and local authorities) and service providers were involved the implementation of programme activities and workshops on the capitalization of outcomes. It is worth noting the creativity of some contractors such as BETA CONSULT responsible for preliminary and final design studies (PDS/FDS) and works control, which discharged all its duties in spite of the difficulties faced, namely: (i) availability of sites; (ii) supply of construction materials; and (iii) access to construction sites. The contractors that won construction contracts pre-financed the start-up of works and completed them at the programme closing date that was extended to 30 June 2017. However, the difficulties listed above caused slippages on contractual works execution time frames. Service delivery was satisfactory under ECCAS-CIFOR/COBAM (research and climate change), ECCAS-ERAIFT (doctoral training programme) and ECCAS-Wildlife School (training in wildlife management and conservation) agreements. The ECCAS-RAPAC agreement for the implementation of ecosystems management activities was overestimated in relation to RAPAC's weak technical and financial management capacity to implement the agreement. In addition, the ECCAS-SNV contract for the administration of the Local Development Fund was not executed in accordance with the contractual clauses. Only the selection of 267 micro-projects was carried out. The consultants recruited to conduct external audits produced audit reports for the 2010 to 2015 financial years that were acceptable to the Bank. The 2013, 2017 and closing reports are still being reviewed at the Bank.

Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)
1. How can the quality of service delivery by stakeholders during programme implementation be ensured?	1. The technical quality of service providers has a significant impact on the sustainability of their works and facilities. For future programmes, it is necessary to strictly monitor the procedures and processes of recruiting service providers. The control and monitoring of service delivery must be done by the required professionals at all decision-making and activity implementation levels.	1. Donee/Borrower/ AfDB/Service providers
2. How can other stakeholders be better involved to ensure ownership of outputs?	2. Local authorities, direct beneficiaries, civil society and the private sector should be involved in the programme cycle. Subsequently establish a mechanism that empowers them with respect to the management, maintenance and upkeep of outputs to ensure their sustainability.	2 Donee/ Borrower/ AfDB/Service providers

IV Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience
1. How can quality at entry of projects/programmes be improved to facilitate their implementation?	1. Project or programme design should be more participatory, involving Government or REC and Bank multi-disciplinary teams. There should be enough time for preparation and appraisal to grasp all the project parameters. For projects comprising infrastructure, it will be necessary to have prior feasibility studies for better cost assessment. The project logical framework should be realistic. Identify basic data properly to ensure that objectives are easily achieved and performance indicators are measurable.	AfDB/GVT/ECCAS
2. How can projects/programmes be implemented smoothly?	3. It was noticed that for PACEBCO and the other AfDB, GVT and REC projects, the following constraints reduced implementation performance: (i) slow project implementation and fulfilment of conditions precedent to first disbursement; (ii) weak implementation capacity of PIUs/PMUs which resulted in a high number of dossiers rejected by the Bank, especially those relating to disbursements and procurements; (iii) delays in the processing of project dossiers, their transmission to the Bank and the payment of invoices; (iv) difficulties in the timely mobilization of counterpart contribution for project financing; and (v) long delays in the procurement process. To overcome these constraints, GVTs and RECs should strive to shorten project implementation and procurement timeframes. The staff recruited for project management should be competent and well trained in Bank procurement and disbursement rules and procedures. The Bank and GVTs or RECs should establish a formal multi-disciplinary and participatory framework for monitoring and supervising projects in order to identify weaknesses in time, find appropriate solutions and, thus, avoid delays in the implementation of activities.	2. AfDB/GVT/ECCAS

4. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issues (max 10, add rows as needed)	Key recommendations	Responsible entity	Deadline
1. How can staff recruited by PACEBCo and placed at the disposal of COMIFAC be rendered operational?	The programme recruited five senior officers, four of whom were mobilized for COMIFAC capacity building. Considering COMIFAC's financial capacity, it is advisable to use the remaining PACEBCo funds to finance a second phase of the programme in order to retain this skilled staff and thus consolidate the achievements of Phase 1.	ECCAS/COMIFAC/AfDB	Immediate

2. How can the sustainability of assets acquired be ensured?	Institutional procurement capacity was strengthened (administrative buildings, vehicles, motorcycles, patrol boats, computer hardware and office equipment, VSAT, solar panels, drinking water points, studies and research works). To make sustainable use of these outputs, the beneficiary States should establish a permanent and sufficient annual budget for the operation and maintenance of buildings and equipment. The studies should be archived and placed at the disposal of the institutions concerned. For some assets, set up reliable management committees based on agreements between stakeholders.	ECCAS/COMIFAC/ STATES/AfDB	Immediate
3. How can facilities built (Ecological Research and Study Centres, Multipurpose Centres, etc.) be made profitable in a sustainable manner?	These facilities, which are major investments and operational, lack equipment. Considering the financial difficulties faced by the beneficiary States in equipping the facilities to render them operational, it would be advisable to use the remaining PACEB Co funds to finance this specialized equipment.	ECCAS/COMIFAC/ STATES/AfDB	Immediate
4. How can partnership relations be strengthened to ensure the sustainability of programme achievements?	Select those programme partners that greatly participated in programme implementation and include them in management committees. Give other local public and private bodies the opportunity to use the facilities in order to share operating and maintenance costs.	ECCAS/COMIFAC/ STATES/AfDB	Immediate

V Overall PCR rating

Dimensions and criteria	Rating*
DIMENSION A: RELEVANCE	
Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	3
DIMENSION B: EFFECTIVENESS	4
Development objective (DO) (II.B.4)	2
DIMENSION C: EFFICIENCY	
Timeframes (II.C.1)	3
Resource use efficiency (II.C.2)	3
Cost-benefit analysis (II.C.3)	3
Implementation progress (IP) (II.C.4)	3
DIMENSION D: SUSTAINABILITY	
Financial sustainability (II.D.1)	3
Institutional sustainability and strengthening of capacities (II.D.2)	3
Ownership and sustainability of partnerships (II.D.3)	3
Environmental and social sustainability (II.D.4)	3
AVERAGE OF THE DIMENSION RATINGS	3.10
OVERALL PROJECT COMPLETION RATING	(1,2,3,4)

VI Acronyms and abbreviations

Acronyms (add rows as needed)	Full name
AAFP	<i>Administrative, Accounting and Financial Procedures Manual</i>
ADF	<i>African Development Fund</i>
ADIE	<i>Inter-governmental Agency for the Development of Environmental Information</i>
AfDB	<i>African Development Bank</i>
AFD	<i>French Development Agency</i>

ATO	<i>African Timber Organization</i>
CBFP	<i>Congo Basin Forest Partnership</i>
CEFDHAC	<i>Conference on the Dense and Humid Forest Ecosystems of Central Africa</i>
CEMAC	<i>Economic and Monetary Community of Central Africa</i>
CIFOR	<i>Centre for International Forestry Research</i>
CNC	<i>COMIFAC National Coordination Unit</i>
COMIFAC	<i>Central African Forest Commission</i>
CSP	<i>Country Strategy Paper</i>
DGEPN	<i>General Directorate of Environment and Nature Protection</i>
DGPA	<i>General Directorate of Fisheries and Aquaculture</i>
DMP	<i>Development and Management Plan</i>
EAP	<i>Environmental Action Plan</i>
ECCAS	<i>Economic Community of Central African States</i>
EFG	<i>Garoua Wildlife School</i>
ENEF	<i>National Institute of Water and Forestry</i>
ERAIFT	<i>Regional Post-Graduate School for the Integrated Management of Tropical Forests</i>
ERR	<i>Economic Rate of Return</i>
ES	<i>Executive Secretariat</i>
EU	<i>European Union</i>
FAO	<i>Food and Agricultural Organization of the United Nations</i>
FFCO	<i>Financial Control Department</i>
GVT	<i>Government</i>
IP	<i>Implementation Progress (rating)</i>
IPR	<i>Implementation Progress and Results Report</i>
ISEA	<i>Higher Institute of Agricultural Studies</i>
IUSAE	<i>University Institute of Agricultural and Environmental Sciences</i>
LDF	<i>Local Development Fund</i>
LDP	<i>Local Development Plan</i>
MKTB	<i>Maiko-Tayna-Kahuzi Biéga</i>
NEPAD	<i>New Partnership for Africa's Development</i>
NGO	<i>Non- Governmental Organization</i>
NNNP	<i>Nouabalé-Ndoki National Park</i>
NTFP	<i>Non-Timber Forest Product</i>
OCFSA	<i>Organization for the Conservation of African Wildlife</i>
OFAC	<i>Central Africa Forest Observatory</i>
PACEBCo	<i>Congo Basin Ecosystems Conservation Support Programme</i>
PAR	<i>Project Appraisal Report</i>
PCR	<i>Project Completion Report</i>
PIU	<i>Project Implementation Unit</i>
PMU	<i>Programme Management Unit</i>
RAPAC	<i>Central African Protected Areas Network</i>
RLF	<i>Results-Based Logical Framework</i>
REC	<i>Regional Economic Community</i>
REFADD	<i>African Women's Network for Sustainable Development</i>
REJEFAC	<i>Youth Network for Central African Forests</i>
REPALEAC	<i>Network of Local and Indigenous Peoples of Central Africa</i>
REPAR	<i>Network of Parliamentarians for the Sustainable Management of Central African Forest Ecosystems</i>
SGI	<i>Computerized Management System</i>
SNV	<i>Netherlands Development Organization</i>
TFP	<i>Timber Forest Product</i>

UA	Unit of Account
UNDP	United Nations Development Programme
VPN	(Virunga National Park)
WB	World Bank

Required attachment: Updated Implementation Progress and Results Report (IPR) – the date should be the same as the PCR mission (Summary).

Table 1: Implementation Status of Programme Activities as at 30 June 2017

Component	Implementation Status	Remarks
Component 1: Capacity Building of COMIFAC Treaty Institutions	<p>Dimension 1: activity implementation rate: 100%</p> <p>Dimension 2: activity implementation rate: 100%</p>	<p>Sub-component 1: Support to COMIFAC and its Affiliated Institutions: the activities planned and implemented were: institutional audits (ATO, ADIE, OCFSA and COMIFAC ES), recruitment of experts, preparation of the Mass Communication Plan, review of the Convergence Plan and design of a Central Africa sub-regional forestry research strategy. Other activities related to the OCFSA Reform Plan and the establishment of a Convergence Plan Monitoring and Evaluation Database Platform were also implemented.</p> <p>Sub-component 2: Implementation of Structuring Tools: all planned activities were implemented, namely: support for the operationalization of the Central Africa Forest Observatory (OFAC), support for the preparation of the report on Central Africa forest ecosystem outlook in 2040, training of national senior officers at ERAIFT and EFG, support to youth and women's networks, structuring and capacity building of OFAC, and establishment of the CEFDHAC Consultation Platform (rural CEFDHAC).</p>
Component 2: Sustainable Biodiversity Management and Adaptation to Climate Change	<p>Dimension 1: activity implementation rate: 95 %</p> <p>Dimension 2: activity implementation rate: 90 %</p>	<p>Sub-component 1: Strengthening and Promotion of Biodiversity Conservation: many activities were implemented under this sub-component, notably:</p> <ul style="list-style-type: none"> - in Cameroon, most planned activities were completed (1 DMP, 10 LDPs, 4 LMCs, training of 25 eco-guards and sensitization of many rural communities); - in Congo, the activities that were fully implemented are: the mapping of landscapes, the demarcation of parks/reserves (119 Km), the training of 32 eco-guards and the sensitization of people living around parks on agriculture and livestock modules; - in Equatorial Guinea, the DMP of MNAN was completed, 10 LDPs were validated out of the planned 12, 42 eco-guards were trained in LAB modules and ecological monitoring, neighbouring populations were trained in sustainable biodiversity management modules, agriculture, livestock, beekeeping and fish farming; - in Rwanda, 3 076 hectares of forest plantations were created, the DMP of NVP was validated, demarcation activities were carried out (2 300 metres of border trenches, planting of 133 traffic signs, etc.), the LDP was prepared, 50 eco-guard were trained, 3 workshops were organized (wildlife dispute management, management of human-fauna disputes, sensitization on environmental education, etc.) ; - in the DRC, 2 DMPs were prepared and disseminated, 4 LDPs were completed, 511 eco-guards underwent three types of training (para-military, ecological monitoring and police investigation officer), 599 hectares of forest plantations were created in the Virunga and MTKB landscape, and 6 nurseries with a capacity 50 000 seedlings were created; - in Gabon, 1 training session was organized for 26 eco-guards. <p>Infrastructure was constructed in each landscape, notably five ecological research and study centres were completed and temporarily accepted (Lwiro, Lomako, Eala, Akoa Sakira and Bomassa). Only the final acceptance of these facilities is awaited. The three guard posts (Kampande, Kabatwa and Kanyararebe) and the four offices of PACEBCo branches were constructed and finally (Goma, Bukavu and Bayanga) or partially (Bansakusu) accepted.</p> <p>Sub-component 2: Adaptation to Climate Change: research activities carried out by CIFOR (COBAM Project) were completed and many publications are available at CIFOR, COMIFAC, PMU/PACEBCo and on the COBAM Project website: www.cifor.org/library4557/cobam-bilan. The five REDD+ pilot projects which started in March 2014 were not completed before 30 June 2016 due to the non-replenishment of partners' revolving funds. They have been closed down. A detail closure report will be prepared on each situation.</p>
Component 3: Sustainable Promotion	Activity implementation rate: 90 %	The activities implemented under this sub-component were: (i) 90 LDPs validated; (ii) sensitization of 300 000 people and selection of 279 micro-projects for implementation under the LDP in all the six landscapes, sinking of 14 boreholes by PMU/PACEBCo, following the withdrawal of the regional operator (SNV), and the no-objection opinion

of the population's Welfare		issued by the Bank at the request of ECCAS for the resumption of the implementation of micro-projects by the PMU. The forty priority micro-projects were implemented (classrooms, dispensaries, water points, etc.). The nine multipurpose centres were all constructed and temporarily (Akoga, Itébero, Kamituga, Bongadanga, Bansakusu, Tondo) or finally (Burera, Vitshumbi, Mambélé) accepted.
Component 4: Programme Management	Activity implementation rate: 95 %	Many activities assigned to the Project Management Unit (PMU) were implemented, and others are being implemented. The major problems being addressed are the timely justification of advances received by programme partners, the organization of two capitalization workshops and the conduct of the closing audit.
Expenditure categories		Implementation rates: Procurement of goods: 100 %; Procurement of services: 90 %; Procurement of construction works: 95 % LDF: 85 %
Disbursement rate		Overall disbursement of ADF funds: 78.95% as at 15 November 2017 ECCAS counterpart contribution: UA 603 926 out of UA 5 000 000. ECCAS has notified the Bank of its cash flow problems which did not allow it to honour its commitments under the Grant Agreement.