

# Terms of reference for the final evaluation of the LandCam project

Centre pour l'Environnement et le Développement (CED)

Réseau de la lutte contre la faim (RELUFA)

International Institute for Environment and Development (IIED)

July 2022

---

## 1 The LandCam consortium

The LandCam project is implemented by 3 organisations: the Centre for Environment and Development (CED), the Réseau de Lutte contre la Faim (RELUFA) and the International Institute for Environment and Development (IIED).

The Centre for Environment and Development (CED) is an independent Cameroonian organisation working to promote environmental justice and protect the rights, interests, culture and aspirations of local and indigenous communities in Central Africa..

The Réseau de lutte contre la faim (RELUFA, Network for the Fight Against Hunger) is a platform of civil society and grassroots community actors created in 2001, which aims to address systemic problems that lead to poverty, hunger and social, economic and environmental injustices in Cameroon.

The International Institute for Environment and Development (IIED) is an independent research organisation that aims to deliver positive change on a global scale. IIED's mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others.

## 2 Context of the LandCam project

In Cameroon, as in other Sub-Saharan African countries, land is at the heart of a range of issues: it is the basis for life for people living in rural areas and meets many basic economic and socio-cultural needs; it supports a great number of commercial projects for the exploitation of natural resources and industrial food production, as well as major infrastructure projects; and it is also targeted for environmental protection through the creation of protected areas. These divergent interests are the source of considerable conflict between the primary users of rural areas and other stakeholders who covet the land for various activities. Indeed, these interests often appear to be incompatible, and the approach to their management does not enable their harmonious cohabitation. The living spaces of rural populations are increasingly reduced, while the commercial hold on Cameroonian land (logging and mining, infrastructure, agro-industry) continues to grow, giving rise to numerous social and environmental problems.

Faced with this growing pressure on land, it has become clear that the current land law, which dates from 1964, does not provide effective and sustainable solutions for the rational and inclusive management of land and its resources. Customary laws, which have long regulated access to and ownership of land, are not sufficiently taken into account, and customary rights are thus not recognised.

In this context, with land at the centre of conflicts across the country, a reform of the legal framework for land was announced by the Cameroonian government in 2011 - the reform is still underway today. The government's primary motivation was to promote so-called 'second generation' agriculture in order to boost the Cameroonian economy. This land reform is seen by civil society as an opportunity to provide solutions to the many land-related problems facing the country. The government has invited contributions from various actors in the process.

The LandCam: Securing Land Rights project was set up as part of initiatives to accompany this reform, funded by the European Union for a period of 6 years (February 2017 to January 2023). The project aims to contribute to the improvement of land and natural resource governance in Cameroon by formulating proposals for land reform, based on research activities and collaborative initiatives.

The project adopted an approach that was holistic, endogenous and inclusive. This meant working at all levels (local, national, international) and with the widest possible range of actors. The activities planned and carried out by the project were intended to be complementary, combining research and capacity building of key actors with policy advocacy at national level. These efforts aimed to bring together all stakeholders in the land issue in order to build consensus to take the reform forward, in a direction that would ensure the effective protection of rural people's land rights. The project tested pilot approaches to securing land and natural resource rights in selected sites and to support an inclusive debate at the national level on relevant law reforms.

## LandCam

LandCam works with key actors across Cameroon to find concrete solutions to challenges around land and natural resource management, through the establishment of good governance based on respect of rights and the implementation of realistic reforms of relevant laws. The project has monitored developments on the ground across the country and at the policy and legal levels, while sharing lessons from this work at national and international levels. This has involved developing innovative approaches to facilitate inclusive dialogue at local and national levels. As a result, new spaces have been created to facilitate debate and informed analysis of the many issues surrounding the land question. Figure 1 below shows the main groups that the project has engaged with.



Figure 1: Main target groups of the LandCam project

The project has carried out activities at the local level in almost all of Cameroon's 10 regions (except the Anglophone zone, due to the conflict and security context). Three pilot sites have been the main areas of project intervention: the Dja and Lobo department, notably the western and southern peripheries of the Dja Reserve, the Ocean department, and the Logone and Chari department (see Figures 2, 3 and 4 below). Beyond these pilot sites, and to take into account the particularities of land tenure issues in other regions, the project has relied on local CSOs to collect, analyse and test land tenure management tools adapted to the diversity of national contexts, in order to maintain social peace. This information is taken into account in the formulation of proposals for land reform.

Thus, the project's fields of intervention are broad. This comprehensive approach has enabled engagement with different groups of actors to document the diversity of situations, contexts and forms of pressure on land, and to further coordinate the proposals for reform. See Appendix 3 for examples of materials put out by the project.

#### Project's objectives:

##### *Overall objective (impact):*

**Better land and natural resource governance:** To promote effective, inclusive and transparent governance of tenure regimes for the mutual benefit and the peaceful coexistence of different right-



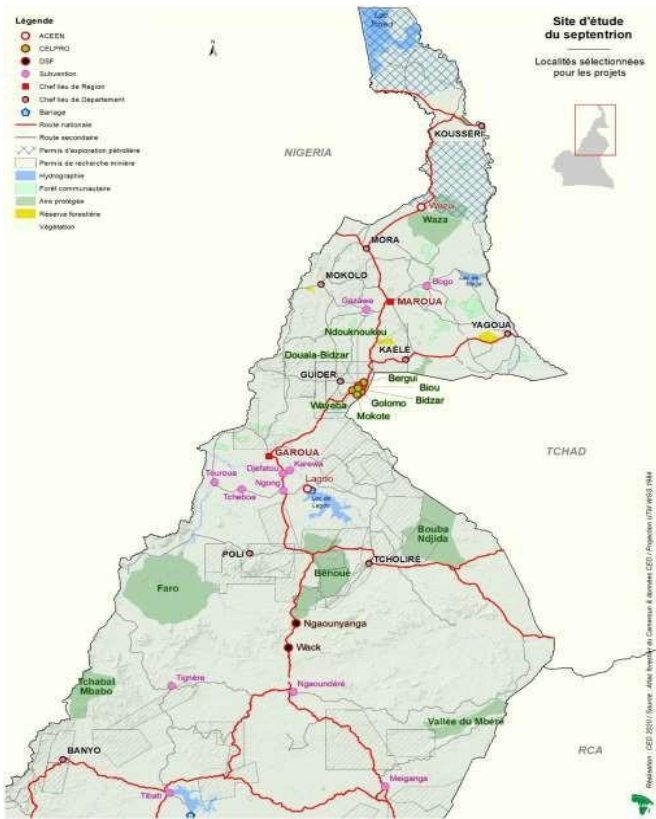


Figure 3: Project intervention sites in northern Cameroon.



Figure 4: Project intervention sites in the Ocean department

Project beneficiaries include:

- Rural communities facing various forms of pressure on land in the project's intervention zones
- Vulnerable social groups (indigenous peoples, youth, women, semi-nomadic and nomadic groups)
- Local civil society organisations - those who have received grants, and those who are partners and/or beneficiaries of capacity building activities
- Government actors at national and sub-national levels, including MINDCAF but also the following ministries MINMIDT, MINFOF, MINAS, MINAT, MINADER, MinJustice
- Media actors - journalists, radio, TV, written press, etc.
- University actors, such as students in relevant disciplines
- Agro-industries bordering communities in the project intervention zones
- Technical and financial partners
- Parliamentarians
- Traditional leaders and chiefs

The project worked in partnership with many national and international actors, including:

- REPAR (Network of Parliamentarians for the Sustainable Management of Central Africa Forest Ecosystems)
- RECTRAD (Network of Traditional Chiefs)
- International Land Coalition (ILC)
- NES/National Land Coalition
- Technical and financial partners (e.g. EU, GIZ, Première urgence internationale)
- Columbia Centre for Sustainable Investment (CCSI)
- International Institute for Sustainable Development (IISD).

### Budget and funding sources

The total budget of the project is EUR 4,507,985 It is funded 80% by the European Union and 20% by other partners, including: IDRC, ARCUS, ILC, GLA and FCDO.

## 3 Rationale for the final evaluation

In accordance with the LandCam contract and EU policy, an external evaluation will be carried out to assess the project's performance and achievements against planned objectives, expected results, targets and key indicators during the project's implementation period, i.e. 1 February 2017 to 31 January 2023. This evaluation is expected by the European Commission (EC), which has funded the project at 80%. The final external evaluation will cover all project achievements from February 2017 to January 2023.

### *Evaluation objectives*

Overall, the evaluation will aim to assess the global performance of the project and its achievements against 6 main evaluation criteria. More specifically, the evaluation will assess

- the relevance of the action in terms of project design: relevance of the objectives, the goal and the targeted results
- the performance and achievements of the project;
- its effectiveness in implementation (activities carried out, methodology, tools, etc.);
- the efficiency, including the management and administration of the project;
- the sustainability of the project and the durability mechanisms put in place to capture lessons learnt.

The questions that the evaluation should address are detailed below in the Criteria and Questions section. The evaluation will work in close collaboration with the project's implementing partners CED, RELUFA and IIED, and will be presented to the European Union delegation and other stakeholders in Cameroon.

The members of the LandCam consortium (CED, IIED and RELUFA) would like this final evaluation to be carried out by an external team of experts, while following a participatory methodology favourable to reflection and learning among the actors involved in the project. The evaluation aims to produce findings and conclusions on the performance of the project. The evaluation also aims to produce useful lessons and recommendations for the continuation of the different activities and approaches included in the LandCam project. Although a second phase is not planned, the approaches used by the project will continue to be applied by the consortium members. The evaluation will also highlight useful learnings for the EU in the design and management of future similar projects.

This final evaluation will look at the performance of the project against a series of evaluation questions on the approaches used and prioritised and the results generated. In this sense, the consortium encourages evaluative approaches that focus on exploring the mechanisms and pathways of change observed in the project, based on the assumptions initially generated by the project's theory of change.

Specifically, the evaluation will focus on assessing the effects and impacts of the project at the institutional and local level by demonstrating the benefits for the different target groups. The mechanisms for achieving these results, in particular the small grants mechanism, will be analysed in order to highlight the scope, effectiveness and contribution of such a mechanism to improving land governance at the local level.

The various research and studies carried out by the project will also be assessed to determine how they have contributed to the understanding and resolution of the land issues identified, as facilitated by the project.

In terms of the project's technical management, the contribution of the consortium members to the implementation of the project, the skills of the implementation teams and the effectiveness of the actions undertaken will be assessed to determine whether the project's technical management has been optimal.

## 4 Criteria and questions

The final evaluation will use the six OECD DAC evaluation criteria to assess the performance of the LandCam project: relevance; coherence; effectiveness; efficiency; impact; sustainability.

Using these criteria, the evaluation should specifically address the following issues:

- **Efficiency:**

- How did the working methods between the consortium members, and other project actors, help to achieve the observed results? What were the challenges and gaps? What could have been improved?

- What were the strengths and weaknesses of the structure used? How can the management model be improved?

- Were the resources used proportionate to the results achieved? Was the management of the project by the consortium team efficient?

- **Coherence:**

- How have the rationale and activity streams changed over the course of the project in response to changing political, economic and sanitary contexts?

- How did management adapt to circumstances - especially during the COVID crisis? How could the model have been more flexible?

- How coherent were the project activities between the different actors (consortium members, government, CSOs, local partners, communities, indigenous communities, networks)?

- Is the project coherent with other projects related to land, natural resources, etc., in Cameroon?

- **Relevance:**

- Did the project address the needs of the project targets at different levels; with emphasis on disaggregated local actors?

- Which actors were best targeted? Which ones were forgotten?

- Were the expectations of the different stakeholders met? How could the project have better met them?

- Has the relevance of the project been maintained given the different changes in the context, notably the COVID-19 crisis?

- **Effectiveness and impact:**

- How did the activity streams contribute to results, outcomes and impacts? Which components and approaches were most successful, how and why? Which were less successful and why?

- What are the main achievements of the project as perceived by the different actors involved in LandCam?

- Which actors were influenced, how (by what mechanisms - were the initial assumptions in the theory of change and initial documents validated)? Who has been omitted, or even antagonised?

- As the project has carried out actions in the context of the fight against COVID, what have been the effects/results of the actions taken?

- **Sustainability of results:**

- How will the impacts achieved be sustained following LandCam?



- How can the results, effects and impacts be sustained? How can the lessons of LandCam be scaled up - for other organisations, and other countries? Through what mechanisms?

The evaluation should report and clarify the main results and impacts of the LandCam project. The evaluation should also lead to lessons to be learned and lines of action for a possible continuation of the project, as well as recommendations addressed to each actor for the sustainability of the actions carried out.

## 5 Evaluation data collection and analysis

The evaluation of the LandCam project will be participatory in nature and will generate data through a combination of qualitative and quantitative methods.

The methodology will combine the review of the project's monitoring and evaluation components, including the full project proposal, annual narrative reports, the logical framework, data and reports on annual data collection in the pilot sites and interviews with key stakeholders.

Primary data collection will be primarily qualitative (through interviews, focus groups, participatory exercises and feedback mechanisms), but will also include quantitative data from the field (or web/email surveys).

Reviews and evaluations will involve a wide range of project stakeholders, from project team members to project beneficiaries/participants, key informants, champions and observers from other entities.

The evaluation will engage not only 'direct' project stakeholders, but also stakeholders who see the project from the outside - for example, teams from other resilience building projects operating in the same context.

### Evaluation Steering Committee LandCam

An evaluation steering committee will be set up within the LandCam consortium. It will be composed of at least two individuals from each LandCam consortium member, including the team in charge of monitoring and evaluation activities. The committee will act as a focal point and facilitator for the evaluation team.

### Final community-level data collection

LandCam is planning a final round of data collection in pilot sites in October/November 2022. This presents an opportunity for the evaluators to add some questions to the focus group interview tools.

### Events and dialogues

Some dialogue activities at national level (Land Tenure Week, Government-Parliamentary Dialogue) as well as at local level (between companies and communities) are planned for the period between September and December. The evaluators will have the opportunity to attend some of these events to collect data, if conditions are appropriate.

### Evaluation methodology and approach

The evaluation should follow the principles of realist evaluation. Evaluators are encouraged to propose innovative methods and approaches to highlight the results and mechanisms of the LandCam project.

## 6 Main cross-cutting considerations

1) Marginalised social groups (women, indigenous peoples, refugees, semi-nomadic and nomadic groups, etc.)

The project focused on pilot sites and on the most vulnerable and marginalised social groups, for whom land tenure pressures are most acute. This has meant taking into account women and indigenous peoples in land dynamics, and particularly in decision-making processes related to land. The evaluation will focus on these actions and the results obtained in terms of progress in reducing inequalities between men and women and reducing the marginalisation of indigenous peoples: Baka, Bagyéélis and Mbororos. The project has also taken into account vulnerable groups such as refugees and IDPs, and the evaluation will need to define the level and means of interventions, as well as the results achieved in relation to these target groups.

2) Capacity to influence policy decisions - what mechanisms and approaches have been successful? Why and how?

## 7 Results and expected deliverables

**1 Final evaluation report** (approx. 25 pages + annexes) in French. The evaluation report should contain (but not be limited to) the following sections

- Description of the project and the "intervention packages" - the activities undertaken by the project
- Description of the project's theories and approaches
- Description of evaluation approaches and data collection methods (e.g. systematic data collection/interviews, etc.), including how participants were selected, and the reasons for choosing these methods
- Descriptions of the contexts developing during the project
- Key evidence and analysis
- Main conclusions regarding the performance of the project
- Main lessons and recommendations for consortium members

## 8 Overall timeline

The evaluation is expected to be conducted between: 15 September 2022 - 10 December 2022.

## 9 Available budget and expected number of days

It is expected that a minimum of 50 person/days of expertise will be provided for a maximum budget of EU24,000 including VAT, fees, accommodation and per diem, national and international travel.

Local travel to the intervention sites and the costs of organising meetings will be covered and organised by the project.

## 10 Profile, application, and selection process of external consultant(s)

The final evaluation will be carried out by a team of external consultants. A senior external consultant (mission leader) will be responsible for the overall implementation and will coordinate the external team members in the design of collection tools, data collection, facilitation of group sessions and analysis of results, and the development of intermediate and final products. At least two senior experts and possibly one junior expert are required for this assignment

**The expected profile of the team of external consultants** is as follows

- Proven experience in external evaluation, change analysis ("change-oriented approaches") and in accompanying learning processes.
- Proven experience with development approaches and politics in Cameroon.
- Very good knowledge and practice of land issues and processes in Cameroon
- Knowledge of legislative advocacy processes and influencing dynamics at the national policy level in Central Africa.
- Proven practice in community capacity building concepts and actions, and social inclusion issues in Central Africa.
- Written and verbal fluency in English and French is imperative.

### **Instructions to apply:**

Deadline for submission of technical and financial offers by the applicant teams: **15 August 2022**.

In response to this call for tenders, the consultant(s) are invited to submit a technical and financial offer (maximum 5 pages excluding CV and budget) including:

- A **commentary on the terms of reference** and on the understanding of the evaluation issues, based in particular on a review of the provisional grid of evaluative questions contained in these terms of reference,
- A **methodology proposal** for the implementation of the evaluation, based on these Terms of Reference and the information in the Annexes. This should indicate a sound approach, and a work plan for data collection, analysis, reporting and other activities, along with writing.
- An overview of the **overall budget** including the number of days of external consultation, travel, local accommodation and per diem.
- The **CV(s)** of the proposed consultant(s).

### **The evaluation criteria**

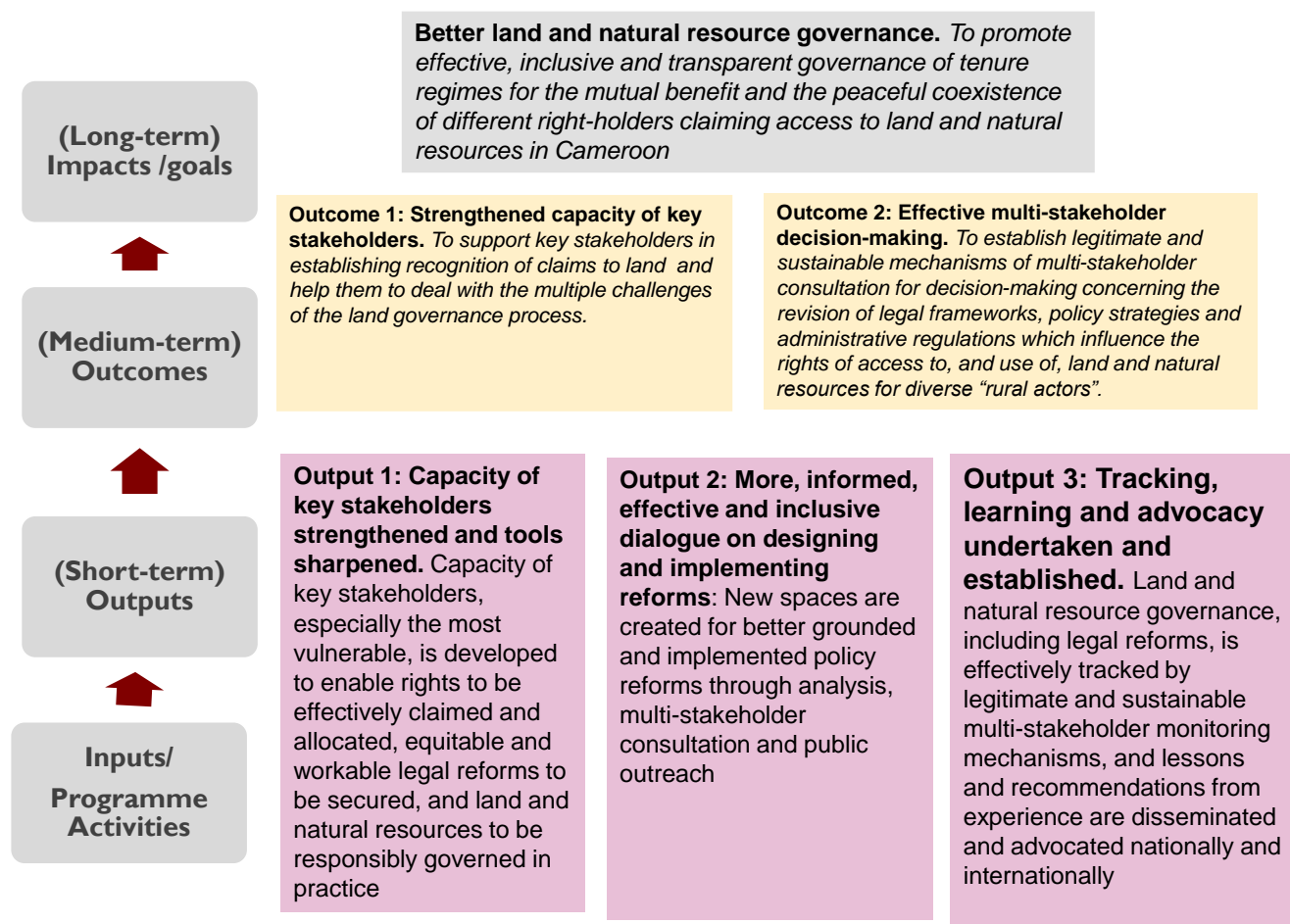
Following this call for tender, the selection of a proposal will be made by an internal committee within the LandCam consortium on the basis of following criteria (out of 100 points):

- Understanding of the terms of reference and the issues of the review (20 points);
- Quality of the methodological proposal (30 points);
- Financial offer (20 points);
- Suitability of the proposed CV(s) with the required profile (30 points).

**Please send your technical and financial offers in a single PDF document by e-mail before or on 15 August 2022 to all three addresses: [contact@cedcameroun.org](mailto:contact@cedcameroun.org) ; [info@relufa.org](mailto:info@relufa.org) ; [amaelle.seigneret@iied.org](mailto:amaelle.seigneret@iied.org)**

\*\*\*\*\*

Appendix 1 - Theory of change



## Appendix 2 – Logical framework

	Intervention logic	Indicators	Baseline  (incl. reference year)	Y Value  Reference date	Targets  (incl. reference year)	Assumptions	Sources and means of verification
Overall objective: Impact	<p><b>Better land and natural resource governance.</b> <i>To promote effective, inclusive and transparent governance of tenure regimes for the mutual benefit and the peaceful coexistence of different right-holders claiming access to land and natural resources in Cameroon, with a specific focus on the forestry areas of the country.</i></p>	<p>1. Extent of inclusiveness (per VGGT 5.5) in Cameroon's land policy reform process</p> <p>As per NTM scoring (Red, Amber, Green)</p>	<p>Point 1 = Point 2 = Point 3 =</p>		<p>One of the three area to improve of 1 score. No regressions.</p>	<p>Continued political stability in the country, continued momentum on land law reform process, continued policy space for project activities, government support for an inclusive process</p>	<p>Monitoring by the national level tracking mechanism established by project</p>
		<p>2. Extent to which new land policy reflects shared vision of what constitutes "legitimate tenure rights"</p> <p>As per NTM scoring (Red, Amber, Green)</p>	<p>Point 4 = Point 5 = Point 6 =</p>		<p>One of the three area to improve of 1 score. No regressions.</p>	<p>Continued political stability in project sites, government willingness to take on board inputs from different groups including civil society, traditional authorities, citizen groups</p>	<p>Monitoring by the national level tracking mechanism established by project</p>
		<p>3. Extent to which Cameroon public and private sector governance of investment in land aligns with VGGT Section 12 on responsible land-based investments</p>	<p>Point 7 = Point 8 = Point 9 = Point 10 =</p>		<p>One of the four area to improve of 1 score. No regressions.</p>	<p>Continued political stability in project sites.</p> <p>Investor willing to engage with project and engage in constructive dialogue with communities</p>	<p>National-level tracking mechanism,</p> <p>Annual parliamentary dialogue - qualitative feedback (cancelled)</p>

							for Y3, pending on covid19 for Y4)
Specific objective(s):	<b>Outcome 1: Strengthened capacity of key stakeholders.</b> <i>To support key stakeholders in establishing recognition of claims to land and help them to deal with the multiple challenges of the land governance process.</i>	1.1. Ability of communities and local CSOs in pilot sites to claim their rights to land and resources			Increase of at least 30% of the capacities of communities and CSOs, particularly those bordering agro-industries/major projects in pilot and off-site locations.	Political stability allows field-level activities Through engagement in training activities conducted by the project and inclusive dialogue processes, community members and CSOs gain knowledge and feel empowered to claim their rights.	<i>Annual data collection in pilot sites to track and assess community capacity:</i>
		Percentage respondents in target villages with perceived improved abilities as result of capacity building activities in the past 2 years (Ocean & Dja) Percentage respondents undertaking action to claim their rights (North)  Number of land-related complaints brought by indigenous people communities to the project in the pilot sites	59% in Ocean 6.3% in Dja  24% in North  57				Trained community and CSO leaders feedback to their wider communities and enable capacities of communities to claim their rights.
Outcome(s)							<i>Qualitative assessment of programme documents:</i>  Rapports de petites subventions



					Radio programme findings (recap programmes)
<p>1.2. Level of private sector and government capacity to engage with communities on gender-sensitive and inclusive investment models and benefit sharing arrangements, as per VGGTs, in relevant pilot sites</p> <p>Number of investors engaged in significant dialogues on gender and benefit-sharing issues and VGGT through project activities</p>	0 in Year 1		<p>5 land-based investors</p> <p>Holding 1 Land Tenure Week per year (covid allowing)</p>	<p>Continued / growing private sector interest in investing in natural resources.</p> <p>Private sector investors engaging with the project report improved knowledge on gender sensitive and inclusive investment and willingness to engage with communities and share benefits</p> <p>Testing practical approaches for action-based commitments contributes to strengthening private sector capacity in wider terms</p> <p>Private sector actors are willing to engage with project activities</p>	<p>Qualitative assessment of documents: new community development agreements, contracts and management plan vs ones produced prior to LandCam.</p> <p>Local Tracking Mechanism News tracking Dialogues reports</p> <p>Annual data collection in pilot sites to track and triangulate community perspectives of private and government actors' capacity (through 1.1 collections)</p> <p>Semi-structured interviews from private sector leaders <i>if possible</i></p>

						Rapports de petites subventions
<p><b>Outcome 2: Effective multi-stakeholder decision-making.</b> <i>To establish legitimate and sustainable mechanisms of multi-stakeholder consultation for decision-making concerning the revision of legal frameworks, policy strategies and administrative regulations which influence the rights of access to, and use of, land and natural resources for diverse "rural actors"</i></p>	<p>2.1. Percentage of all participants in national-level project-supported policy dialogues that are from key stakeholder groups, particularly disadvantaged holders of legitimate tenure rights e.g. women, indigenous peoples, youth</p>	0		<p>50% male, 50% female across activities</p> <p>All national dialogues, and local dialogues in pilot sites, to include representatives from indigenous people</p>	<p>High-level political will to engage with diverse stakeholders continues to exist, or can be maintained/developed through targeted interaction and generating momentum in key processes</p> <p>Sufficient momentum and buy-in from key individuals and institutions can be generated by the project</p>	<p>Quantitative assessment of documents: reports from the dialogue events and attendance lists</p> <p>Workshop reports at <u>national level</u></p>
	<p>2.2. Uptake of proposals taken up into policies from rural stakeholders and from project activities, including VGGT-aligned points, in drafts and adopted laws and policies. This includes: policy strategies, and laws and regulations in land and other natural resource sectors.</p>	0		<p>25 proposals from project and stakeholders are uptaken (see proposals under Output 2.2).</p>	<p>Land law reform process continues and comes to fruition</p> <p>High-level political will to improve land and natural resource governance and engage with project activities continues to exist, or can be maintained/developed through project activities</p> <p>Inclusion of LandCam proposals in the new land tenure law and subsequent decrees</p>	<p>National-level tracking mechanism set up by the project and quantitative assessment of proposal uptake from dialogue events in new legislation</p> <p>Local tracking + actualités</p>

							Nbr d'actions et de résolutions
	<p><b>Output 1: Capacity of key stakeholders strengthened and tools sharpened.</b> <i>Capacity of key stakeholders, especially the most vulnerable, is developed to enable rights to be effectively claimed and allocated, equitable and workable legal reforms to be secured, and land and natural resources to be responsibly governed in practice</i></p>	<p>1.1. In relevant sites, number of community groups (disag. men and women, youth, and indigenous peoples) supported through capacity building activities to improve land and resource governance</p> <p>Number and types of capacity building actions for: Communities CSOs</p> <p>Number of communities informed and sensitized by the project (Including small grants)</p>	0 in Year 1		<p>At least 25 (project) + 25 (small grants)</p> <p>40 by the project + 50 by the grants</p> <p>45 communities supported throughout the project period</p>	<p>Political stability allows field-level activities</p> <p>Willingness by local communities to engage with project activities</p>	<p>Project documentation including attendance sheets from meetings and reports</p> <p>Mission reports</p>

<p>1.2. In relevant sites, number and type of private sector commitments for more responsible and more sustainable business in natural resource sector</p>	<p>0 in Year 1</p>		<p>Two investors commit to VGGT-aligned responsible investments over project life</p>	<p>Continued private sector interest in natural resource investments</p> <p>Continued demand for community-investor dialogue</p> <p>Willingness of private sector to engage with project activities</p>	<p>Project documentation from LandCam team and company documentation</p> <p>Mission and workshop reports at <u>local level</u></p> <p>Local tracking : number of case to resolutions and types of resolutions</p>
<p>1.3. Number of forums (events) for capacity building for government officials, private sector staff, traditional authorities, CSO actors on gender-sensitive approaches to recognising local land rights and more inclusive natural resource investments</p> <p>Number of workshops on gender and benefit sharing involving the private sector and government actors</p>	<p>0 in Year 1</p>		<p>Private Sector: 2-3, Government officials: 10, Traditional authorities: 10, CSOs: 10 Over life time of project</p> <p>8 workshops for government &amp; investors</p>	<p>Stakeholders willing to engage in project activities and participate in events organised by the project</p>	<p>Project documentation : Mission and workshop reports, Nbr and types</p>

<p><b>Output 2: More informed, effective and inclusive dialogue on designing and implementing reforms:</b> New spaces are created for better grounded and implemented policy reforms through analysis, multi-stakeholder consultation and public outreach</p>	<p>2.1 Number of events promoting inclusive dialogue involving interactions with high level officials, number of actors in each of four key stakeholder groups (CSOs, private sector enterprises and associations, ministry level government actors, and parliamentarians)</p>	0 in Year 1		<p>Five inclusive dialogue events with broad participation from all stakeholder groups over life of the project (1 per year)</p>	<p>Space and demand for multi-stakeholder dialogue continues to exist, or can be sustained through effective stakeholder engagement by the project</p>	<p>Project documentation on dialogue events: workshop and dialogue reports at <u>national level</u> [<i>this is the annual parliamentary dialogue</i>]</p>
	<p>2.2. Number of proposals emerging from project through briefings, official events, technical assistance and government meetings</p>	0 in Year 1		<p>100 propositions by end of project</p>	<p>LandCam's ability to create spaces for new propositions towards improved land law</p>	<p>-</p> <p>Project documentation on dialogue events: workshop and dialogue reports at national level</p> <p>Local tracking : number of case to resolutions and types of resolutions</p>

<p>2.3. Number of key media actors (men and women) trained on policy and legislative reform processes through the project</p>	<p>0</p>		<p>15 journalists benefit from at least 2 trainings over the course of 5 years</p>	<p>Increased and better media reporting facilitates inclusive national policy dialogue</p> <p>Demand for capacity support among media actors, continued willingness of the media to report on land governance</p> <p>Continued space for media coverage of land and resource governance, including investment issues</p>	<p>Project documentation : media workshop reports</p>
<p>2.4. Number of land-related media mentions by journalists that benefit from training (see 2.3)</p>	<p>0</p>		<p>30 media mentions over five years</p>	<p>LandCam publishes studies that are relevant and topical</p> <p>Journalists training are negaged and effective</p>	<p>Press reports and journalist responses</p>

<p><b>Output 3: Tracking, learning and advocacy undertaken and established.</b> Land and natural resource governance, including legal reforms, is effectively tracked by legitimate and sustainable multi-stakeholder monitoring mechanisms, and lessons and recommendations from experience are disseminated and advocated nationally and internationally</p>	<p>3.1. Quality and relevance of evidence generated for annual themes in land-use tracking for target groups.</p> <p>Number of cases tracked and reported and land use changes in the flagship for local tracking.</p>	<p>0 in Year 1</p>		<p>At least 15 over the project period.</p>	<p>Continued space for independent monitoring of land governance</p> <p>Stakeholder exchanges on an ongoing basis and discussions at an annual multi-stakeholder event with key stakeholders to obtain qualitative feedback</p>	<p>Results from Local tracking Mechanism from the Flagship report</p> <p>Stakeholder feedback on annual tracking mechanism report of target groups: traditional leaders, and technical and legal advisors; directors; secretary general across the following ministries: land, mines, agriculture ( strategy rurale).</p> <p>Evaluation form at the end of each LandCam event at the Semaine du Foncier</p>
	<p>3.2. Number of national and/or local land tenure changes and policy reforms documented</p> <p>Land use change monitored linked to land-based investments</p> <p>Number of decisions</p>	<p>0</p>		<p>Annual report on land tenure policy changes captured by tracking mechanism with a vetted methodology and data comparable across years 2-5</p>		<p>Annual report = NTM</p>

	3.3. Number of views of online portal promoting project publications (proportion from global south)	Year 1 = 0. Year 2 = 840		1000 page views each year and 80% of survey respondent report finding website useful		Website stats and User survey
	3.4 Number of LandCam publications including briefing notes, how to notes, and other relevant research products	Year 1 = 0. Year 2 = 5.		13 publications by the end of the project		Project documents



## Appendix 3 – Examples of LandCam publications and products

The project has developed a website centralising our publications and news articles:  
[www.landcam.org](http://www.landcam.org)

Our research reports, policy briefs and practical guides can be found under the 'Publications'/'Library' tab.

Our blogs, events, videos and calls for proposals can be found in the 'Actualités'/'News' tab.

Some examples of publications :

### **Reforming land tenure in Cameroon: Avenues for action - Civil society land policy note**

[Short version in English](#)

[Short version in French](#)

[Long version in English](#)

[Long version in French](#)

### **Policy briefs**

[Droits fonciers des peuples autochtones au Cameroun : progrès accomplis et perspectives d'avenir](#)

[Indigenous peoples' land rights in Cameroon: progress to date and possible futures](#)

[Vers une loi équitable et efficace sur l'acquisition obligatoire des terres au Cameroun](#)

[Towards fair and effective legislation on compulsory land acquisition in Cameroon](#)

[Sécuriser les droits fonciers au Cameroun : ce qui n'a pas marché et ce qu'il faudrait faire](#)

[Securing land rights in Cameroon: what did not work and what should be done](#)

### **Reports**

[Résoudre les conflits fonciers par le dialogue : leçons aux marges d'une aire protégée du Cameroun](#)

[Resolving land-related conflicts through dialogue: Lessons from the outskirts of a protected area in Cameroon](#)

[Démocratiser l'observation terrestre pour améliorer la transparence en matière de gouvernance foncière](#)

[Democratizing earth observation to improve transparency in land use governance](#)

## **Guides**

[Intégration des questions foncières dans la conception des projets de développement rural et humanitaires](#)

[Mainstreaming Land in Rural Development and Humanitarian Projects Design](#)

[Guide à l'attention des communautés riveraines pour la mise en place des cadres de dialogue](#)

[Guide for local communities to establish dialogue platforms for companies](#)

## **Blogs**

[Disparition des langues autochtones au Cameroun : et si le problème était foncier ?](#)

[Disappearance of indigenous languages in Cameroon: what if the problem was linked to land?](#)

[La question foncière : un tendon d'Achille du nouveau Code pétrolier du Cameroun](#)

[Land: an Achilles' heel in Cameroon's 2019 Petroleum Code](#)

[La terre, mais pas que : les droits sur l'eau menacés](#)

[It's not just land: water rights under threat](#)

