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Government of Cameroon  
Global Environment Facility

PROJECT DOCUMENT

<b>Project title: Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon</b>		
<b>Country: Cameroon</b>	<b>Implementing Partner:</b> Ministry of Forestry and Wildlife	<b>Management Arrangements:</b> National Implementation Modality
<b>UNDAF/Country Programme Outcome:</b> Outcome 1. Support to a sustainable and inclusive growth		
<b>UNDP Strategic Plan - Integrated Results and Resources Framework:</b> Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation. Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.		
<b>UNDP Social and Environmental Screening Category:</b> Low	<b>UNDP Gender Marker:</b> 2	
<b>Atlas Project ID/Award ID number:</b> 00095686	<b>Atlas Output ID/Project ID number:</b> 00099740	
<b>UNDP-GEF PIMS ID number:</b> 5610	<b>GEF ID number:</b> 9155	
<b>Planned start date:</b> October 2017	<b>Planned end date:</b> October 2023	
<b>LPAC date:</b> TBC		
<p><b>Brief project description:</b> Cameroon’s rich species abundance has made it one of the world’s biodiversity hotspots; it ranks fifth in Africa for fauna and fourth for flora diversity. Bush meat and ivory poaching significantly threaten the biodiversity of this ecoregion. The project will focus on the portion of the Tri-national Dja-Odzala-Minkebe transboundary area found in Cameroon, an area that is richly endowed with around 191 species of large mammals including elephants, gorillas, and chimpanzees. The landscape is one of Africa’s elephant poaching hotspots. Local ivory prices have increased tenfold since 2005 and provide huge incentives for well-established criminal networks and local poachers. <b>The objective of this project is to strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience, and management with a key focus on the portion of the Tri-national Dja-Odzala-Minkebe transboundary area. The objective will be achieved through implementation of four interconnected components: (1) strengthening capacity for</b></p>		

Protected Area (PA) governance and IWT control, (2) improving management of globally significant PAs by national and local institutions, (3) reducing poaching and illegal trafficking of threatened species at the project site, and (4) knowledge management. The project will be implemented over a period of six years. The total cost of investment in the project is estimated at 29,710,281 USD, of which 3,907,500 USD constitutes grant funding from GEF. This project forms part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and falls under the GEF Programme Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9071). Under this programmatic framework, with the coordination through the programme steering committee, coordinated knowledge management and cross-fertilisation of the individual projects will be assured.

FINANCING PLAN	
GEF Trust Fund	USD 3,907,500
<b>(1) Total Budget administered by UNDP</b>	<b>USD 3,907,500</b>
<b>PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)</b>	
Government	USD 8,500,000
ZSL	USD 3,757,781
IUCN	USD 8,000,000
WWF	USD 5,000,000
AWF	USD 400,000
UNESCO	USD 125,000
<b>(2) Total co-financing</b>	<b>USD 25,782,781</b>
<b>(3) Grand-Total Project Financing (1)+(2)</b>	<b>USD 29,690,281</b>

SIGNATURES		
Signature: print name below  <i>Philip Ngwese</i>	Agreed by Government	Date/Month/Year: <b>01 DEC 2017</b>
Signature: print name below <i>Allegria Maria Del Pilar Baiocchi</i> Allegria Maria Del Pilar Baiocchi Représentant Résident 	Agreed by UNDP	Date/Month/Year: <b>03 OCT 2017</b>

## Table of Contents

<b>LIST OF ACRONYMS AND ABBREVIATIONS</b>	<b>5</b>
<b>SECTION 1. ELABORATION OF THE NARRATIVE</b>	<b>8</b>
<b>PART 1. SITUATIONAL ANALYSIS</b>	<b>8</b>
1.1. Threats, Root Causes and Impacts	9
1.2. The long-term Solution and Barriers to its achievement	13
1.3. Stakeholder analysis	20
1.4. Baseline analysis	25
<b>PART 2. PROJECT STRATEGY</b>	<b>32</b>
2.1 Project rationale and policy conformity	32
2.2 Project Goal, Objective, Outcomes and Outputs/activities	39
2.3. Incremental reasoning and expected global, national, and local benefits	50
<b>PART 3. MANAGEMENT ARRANGEMENTS</b>	<b>74</b>
3.1 Project implementation arrangement	74
<b>PART 4. MONITORING FRAMEWORK AND EVALUATION</b>	<b>78</b>
<b>PART 5. FINANCIAL PLANNING AND MANAGEMENT</b>	<b>83</b>
<b>PART 6. LEGAL REQUIREMENTS</b>	<b>85</b>
6.1. Legal context	85
6.2. Communications and visibility requirements	86
<b>SECTION 2. STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT</b>	<b>87</b>
<b>PART 1. STRATEGIC RESULTS FRAMEWORK</b>	<b>87</b>
<b>SECTION 3. BUDGET AND WORKPLAN</b>	<b>91</b>
<b>PART1. TOTAL BUDGET AND WORKPLAN</b>	<b>91</b>
<b>SUMMARY OF FUNDS (USD)</b>	<b>ERREUR ! SIGNET NON DEFINI.</b>
<b>ANNEXES</b>	<b>98</b>
ANNEX 1: MULTI-YEAR WORK PLAN	99
ANNEX 2: MONITORING PLAN	103
ANNEX 3: EVALUATION PLAN	108
ANNEX 4: GEF TRACKING TOOL (S) AT BASELINE	108
ANNEX 5: CO-FINANCE LETTERS AND LETTER OF AGREEMENT	109

ANNEX 6: TERMS OF REFERENCE FOR PROJECT STAFF/CONSULTANTS	117
ANNEX 7: TERMS OF REFERENCES – STEERING COMMITTEE	127
ANNEX 8: SOCIAL AND ENVIRONMENTAL SAFEGUARDS	131
SESP Attachment 1. Social and Environmental Risk Screening Checklist	137
ANNEX 9: UNDP PROJECT QUALITY ASSURANCE REPORT	143
ANNEX 10: UNDP RISK LOG	143
ANNEX 11: RESULTS OF THE CAPACITY ASSESSMENT OF THE PROJECT IMPLEMENTING PARTNER AND HACT MICRO ASSESSMENT	145
ANNEX 12: CAPACITY ASSESSMENT SCORECARD – MINISTRY OF FORESTS AND WILDLIFE (MINFOF)	146
ANNEX 13: STAKEHOLDERS INVOLVEMENT PLAN	154
ANNEX 14: TECHNICAL REPORTS FROM PPG PHASE [SEE ATTACHED PDF]	165
ANNEX 15: LIST OF STAKEHOLDERS CONSULTED [SEE ATTACHED PDF]	165
ANNEX 16: CONTEXT AND GLOBAL SIGNIFICANCE	166
1. Environmental context	166
2. Protected Areas	170
3. Socio-economic and political context	176
ANNEX 17: GENDER ANALYSIS	188
ANNEX 18: INDICATIVE PROCUREMENT PLAN	193
ANNEX 19: CARBON CALCULATIONS DETAILS – EX-ACT METHOD	195

## List of Tables

Table 1. Key stakeholder matrix.....	20
Table 2. Project risk assessment and mitigation measures.....	55
Table 3: Relevant GEF-financed and other initiatives .....	65
Table 4: Gender mainstreaming actions by Outputs .....	71
Table 5. Project Monitoring and Evaluation work plan and budget .....	81
Table 6. Designated Protected Areas in Cameroon.....	171
Table 7.: Designated and Proposed Protected Areas in Project Site .....	173
Table 8. Proposed Protected Areas under consideration in Cameroon (2016).....	174
Table 9. Relevant national strategies on natural resources management in Cameroon .....	186

## List of Figures

Figure 1. Threats, root causes, and barriers to effectively address poaching, IWT and unsustainable natural resources consumption in Cameroon and suggested UNDP-GEF strategies .....	19
Figure 2. Project Theory of Change .....	38
Figure 3. Institutional Arrangement graph .....	<b>Erreur ! Signet non défini.</b>
Figure 4. Protected Areas Network in Cameroon.....	170
Figure 5. Project Area: Cameroon Segment of Tri-national Dja-Odzala-Minkebe transboundary area.....	175
Figure 6. Map of key threats for biodiversity in the southern Tri-national Dja-Odzala-Minkebe transboundary area.....	176
Figure 7. Sectoral Contributions to GDP Growth, 2007-2013.....	178

# List of Acronyms and Abbreviations

AfDB	African Development Bank
AWF	African Wildlife Foundation
AWP	Annual Work Plan
CBD	Convention of Biological Diversity
CBO	Community Based Organization
CIFOR	Center for International Forestry Research
COMIFAC	Commission of Central African Forests ( <i>Commission des Forêts d'Afrique Centrale</i> )
CSR	Corporate Social Responsibility
DFNP	Non-Permanent Forest Estate ( <i>Domaine Forestier Non-Permanent</i> )
DFP	Permanent Forest Estate ( <i>Domaine Forestier Permanent</i> )
DRR	Disaster Risk Reduction
CAWHFI	Central Africa World Heritage Forest Initiative
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COAST	Collaborative Actions for Sustainable Tourism
ECCAS	Economic Community of Central African States ( <i>Communauté Économique des États de l'Afrique Centrale</i> )
GDP	Gross Domestic Product
GEF	Global Environment Facility
GESP	Growth and Employment Strategy Paper
GoC	Government of Cameroon
HDI	Human Development Index
IAS	Invasive Alien Species
IBA	Important Bird Area
ICER	Incremental Cost Effectiveness Ratio
ICRAF	World Agroforestry Centre
IMF	International Monetary Fund
INTERPOL	International Criminal Police Organization
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature
IWT	Illegal Wildlife Trade
JICA	Japan International Cooperation Agency
KBA	Key Biodiversity Areas

LAB	Lutte Anti-Braconnage “Anti-poaching actions”
LUP	Land Use Plan
MAB	Man and the Biosphere
MDG	United Nations Millennium Development Goals
MINATD	Ministry of Regional Development and Decentralization ( <i>Ministère de l’Aménagement du Territoire et de la Décentralisation</i> )
MINEPAT	Ministry of Economy and Regional Planning ( <i>Ministère de l’Economie, de la Planification et de l’Aménagement du Territoire</i> )
MINPROFF	Ministry for the Promotion of Women and Family ( <i>Ministère de la Promotion de la Femme et de la Famille</i> )
MINADER	Ministry of Agriculture and Sustainable Development ( <i>Ministère de l’Agriculture et du Développement Durable</i> )
MINEPDED	Ministry of Environment, Protection of Nature and Sustainable Development ( <i>Ministère de l’Environnement, Protection de la Nature et Développement Durable</i> )
MINFOF	Ministry of Forestry and Wildlife ( <i>Ministère des Forêts et de la Faune</i> )
MINIMIDT	Ministry of Mining, and Technological Development ( <i>Ministère des Mines et du Développement Technologique</i> )
MINTOUL	Ministry of Tourism and Recreation ( <i>Ministère du Tourisme et des Loisirs</i> )
NBSAP	National Biodiversity Strategies and Action Plans
NGO	Non-Government Organization
NIM	National Implementation Modality
NPFD	National Programme for Forest Development
NPM	National Project Manager
NTFP	Non Timber Forest Products
NWCTF	National Wildlife Crime Task Force
OCFSA	African Wildlife Conservation Organization ( <i>Organisation pour la Conservation de la Faune Sauvage en Afrique</i> )
ODA	Official Development Assistance
PA	Protected Areas
PAMETT	Protected Area Management Tracking Tool
PAS	Protected Area System
PASP	Protected Area System Plan
PCGBC	Programme for conservation and management of Biodiversity in Cameroon
PCU	Programme Coordination Unit
PES	Payment for Ecosystems Services

PFD	Program Framework Document
PIR	Project Implementation Report
PNGE	National Programme for Environmental Management ( <i>Plan National pour la Gestion de l'Environnement</i> )
PPG	Project Preparation Grant
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
PSFE	Sectoral Programme on Forest and Environment ( <i>Programme Sectoriel Forêt et Environnement</i> )
RBM	Results-Based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
ROSE	Réseau des Organisations du Sud-Est
SBAA	Standard Basic Assistance Agreement
SGP	Small Grant Programme
SNH	National Company on Hydrocarbons ( <i>Société Nationale des Hydrocarbures du Cameroun</i> )
SRHR	Rural Sector Strategy
STEP	Sustainable Tourism Eliminating Poverty Programme
TBR	Transboundary Biosphere Reserve
TRAFFIC	The wildlife trade monitoring network (a WWF-IUCN joint program)
TRIDOM	Tri-national Dja-Odzala-Minkébé area
UNDP	United Nations Development Programme
UNESCO	United Nations Organization for Education, Science and Culture
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
UTO	Technical Operational Units ( <i>Unité Technique Opérationnelle</i> )
VAT	Value Added Tax
WCS	Wildlife Conservation Society
WHS	World Heritage Sites
WWF	World Wildlife Fund
ZSL	Zoological Society of London

## SECTION 1. ELABORATION OF THE NARRATIVE

### Part 1. Situational Analysis

#### Introduction

Cameroon is located in Central Africa and shares borders with Chad, Central African Republic (CAR), Equatorial Guinea, Gabon and Nigeria. Its total area is 475,442 km<sup>2</sup>. It is endowed with a rich biological diversity within diverse ecosystems that are largely representative of main Africa's ecosystems, and includes in particular primary ecosystems such as savannah and tropical rainforest<sup>1</sup>. This is why Cameroon is often referenced as "*Afrique en miniature*". Its abundant biodiversity is characterized by a high level of endemism, a large diversity, and high frequency of new species discoveries. Cameroon's rich biodiversity has made it one of the world's biodiversity hotspots; it ranks fifth in Africa for fauna and fourth for flora richness<sup>2</sup>. The country is home to nearly 8,300 species of plants, 335 mammals, 542 fresh and saline water fish species, 913 birds, 330 reptiles, and 200 amphibians, many of which are endemic<sup>3</sup>. Most of the country's biodiversity is concentrated in the Guinean forest, which is renowned for its high number of endemic plant and animal species, and constitutes one of the country's key biodiversity hotspots. A large portion of Cameroon's biodiversity is protected by protected areas (PAs). The PAs of Cameroon are home to around 90% of the country's animal species, 95% of plant species, and 80% of the country's ecosystems<sup>4</sup>.

The territory of Cameroon includes ~22 million hectares of rainforests<sup>5</sup>. These forests are a source of food and fuel for millions of people. Forests management in the Republic of Cameroon comes under the legislative framework outlined by the 1994 forestry law<sup>6</sup>, whose goal is to enshrine the principals of sustainable forest management in national forestry and to reconcile development of the sector with social and environmental safeguards. Cameroon's forests are core elements of the Congo Basin forest ecosystem, the second largest remaining contiguous block of rainforest on Earth, covering almost 200 million hectares in Central Africa<sup>7</sup>. The Congo Basin has been inhabited by humans for more than 50,000 years and currently provides food, fresh water, and shelter to more than 75 million people belonging to almost 150 distinct ethnic groups. The Republic of Cameroon retains extensive forest cover: 42% of the total land area (equivalent to almost 22 million ha). 75% of that area is dense, moist forest that harbors the second highest biodiversity in Africa<sup>8</sup>. However, Cameroon's forest

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<sup>1</sup> <http://www.awf.org/country/cameroon>

<sup>2</sup> <https://portals.iucn.org/library/sites/library/files/documents/2016-026.pdf>

<sup>3</sup> <https://www.cbd.int/doc/world/cm/cm-nbsap-v2-fr.pdf>

<sup>4</sup> <http://www.wwf-congobasin.org/>

<sup>5</sup> <http://www.observatoire-comifac.net/?l=en>

<sup>6</sup> Loi n°94/01 du 20 janvier 1994 portant régime des forêts, de la faune et de la pêche, République du Cameroun

<sup>7</sup> <http://www.cifor.org/library/5884/the-forests-of-the-congo-basin-forests-and-climate-change/>

<sup>8</sup> <http://www.awf.org/country/cameroon>



ecosystems are threatened by unsustainable logging, poaching, and climate change. A synthesis of vulnerability studies shows that almost all forest landscapes in Cameroon are affected by the phenomena of rainfall variability and extreme weather events triggered by climate change<sup>9</sup>.

Lowland forests of South and East Cameroon contain key sites of exceptional value for conservation of critically endangered western gorilla, endangered common chimpanzee, forest elephants, and pangolins. The whole Tri-national Dja-Odzala-Minkebe transboundary area shelters up to 25,000 elephants and 40,000 gorillas and chimpanzees<sup>10</sup>. About 80,000 indigenous people (e.g. Baka ethnic groups) are an intrinsic part of the forest ecosystem and directly depend on the forests for their livelihood<sup>11</sup>. These forests also support livelihoods of people in the wider region and are vital for global climate regulation as a carbon sink and storage (estimated to store 326tC/ha)<sup>12</sup>.

*Please refer to Annex 16 on Context and Global Significance for more details.*

### **1.1. Threats, Root Causes and Impacts<sup>13</sup>**

The major threats for biodiversity in Cameroon result from anthropogenic and climate change impacts. The anthropogenic impacts include habitat conversion to agriculture, unsustainable and illegal logging, poaching (commercial and bush meat hunting), human-wildlife conflicts, mining, road construction and settlement expansion, and industrial pollution. Cameroon's economy, which has for long depended on biodiversity, is currently drastically affected by these threats.

Large numbers of globally endangered species, including critically endangered western gorilla, endangered common chimpanzee, threatened forest elephants and pangolins, are driven to critical population declines and even extinction due to unsustainable logging and illegal hunting<sup>14,15,16</sup>. In 2012, poachers on horseback (reportedly Sudanese horse militias) killed several hundred elephants in Cameroon in a matter of a few months<sup>17</sup>. Some studies suggest that during the 20<sup>th</sup> century, 80% of rainforests in Cameroon were converted to agriculture-forest mosaic<sup>18</sup>. International and domestic

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<sup>9</sup> <http://www.cifor.org/library/3166/forests-and-climate-change-adaptation-policies-in-cameroon/>

<sup>10</sup> [http://www.wwf-congobasin.org/where\\_we\\_work/priority\\_places/tridom/](http://www.wwf-congobasin.org/where_we_work/priority_places/tridom/)

<sup>11</sup> 2016/Rapport\_tendances\_profil\_determinants\_pauvrete\_2001\_2014.pdf, p. 42.

<sup>12</sup> Dkamela, G.P. 2010 The context of REDD+ in Cameroon: Drivers, agents and institutions. Occasional paper 57. CIFOR, Bogor, Indonesia.

<sup>13</sup> A detailed situation analysis is provided in annex 16, including environmental context, national PA presentation and socio-economic and political context

<sup>14</sup> <http://www.unep.org/vitalforest/Report/VFG-13-Forest-animals-threatened-by-habitat-loss-and-poaching.pdf>

<sup>15</sup> [http://d2ouvy59p0dg6k.cloudfront.net/downloads/lpr\\_living\\_planet\\_report\\_2016.pdf](http://d2ouvy59p0dg6k.cloudfront.net/downloads/lpr_living_planet_report_2016.pdf)

<sup>16</sup> See Annex 16. For more details on Environmental context (sub-section 1)

<sup>17</sup> <http://www.unep.org/unea1/docs/RRAcimecrisis.pdf>

<sup>18</sup> Norris, Ken, and Alex Asase. "Biodiversity in a Forest-agriculture Mosaic – The Changing Face of West African Rainforests." *Biological Conservation* 143.10 (2010): 2341-350. ScienceDirect. Web. 20 Apr. 2013.

demand for timber and minerals, high prices for wildlife products and IWT, extreme poverty of local communities, rapid population growth, government corruption, and low public awareness about the effects of IWT are main root causes of the threats to Cameroonian biodiversity<sup>19</sup>.

Though the Government of Cameroon attempts to manage forests sustainably by licensing large industrial logging concessions<sup>20</sup>, this practice has been largely unsuccessful, as large enterprises haven't always complied with the logging quotas. The annual rate of deforestation was just over 1% for the period 2010-15<sup>21</sup>. However, one issue that was not adequately considered as part of the management equation was that of widespread poverty faced by people in the region. Local people obtain fuel and food from the forest and clear it for agriculture. Illegal logging remains widespread in the country, and is the key threat for forests<sup>22</sup>. Improved efforts are therefore needed in law enforcement, tackling corruption, and formalization of the artisanal logging sector<sup>23</sup>.

Deforestation is causing soil erosion, desertification, and degradation of pastureland. Cameroon has an annual deforestation rate of around 0.6% according to the FAO (representing 20,000 ha of destroyed forest cover per year). Large foreign logging companies face few penalties if they violate logging regulations despite the efforts of ongoing law enforcement. Licenses are only temporarily suspended, as was shown in August 2016 during the suspension cases for four companies (SITAF, SCDC, South & FILS, and SOFIE): the Head of the National Control Brigade for Control Operations, said to the press that the suspensions would be lifted if the logging companies paid fines levied on them<sup>24</sup>. So, while 8% of Cameroon's forests are protected on paper<sup>25</sup>, the government has low capacity to enforce their protection. The palm oil and cocoa industries also pose grave threats to the remaining forest cover in the country<sup>26</sup>.

Poaching, overhunting and overfishing are exacerbated by rampant corruption in the government. Trophy hunting has caused severe declines in large carnivore populations since the 1970s. A study published in *Biological Conservation* concludes that "lions occurred at significantly lower densities in the hunting zones, and even in the national parks occurred at significantly lower densities than prey

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<sup>19</sup> Refer to annex 16.1 concerning the national environmental context

<sup>20</sup> See Annex 16 « policy and legislative context" for more details

<sup>21</sup> FAO, 2015.

<sup>22</sup> Fonds de partenariat pour le carbone forestier (2013), « Proposition de mesures pour l'état de préparation – Cameroun », online : <http://forestcarbonpartnership.org/cameroon>

<sup>23</sup> *Ibidem*.

<sup>24</sup> <http://www.flegt.org/news/content/viewItem/cameroon-publishes-data-on-illegal-logging-cases-and-fines/08-08-2016/22>

<sup>25</sup> See Annex 16. Legislative and institutional context (sub-section 3.7)

<sup>26</sup> [http://www.panda.org/wwf\\_news/?206114/Cameroon-biodiversity-hotspot-in-grave-danger-as-palm-oil-conglomerate-quits-sustainability-group](http://www.panda.org/wwf_news/?206114/Cameroon-biodiversity-hotspot-in-grave-danger-as-palm-oil-conglomerate-quits-sustainability-group)

biomass would predict”<sup>27</sup>. The country has a thriving bush meat trade even in protected areas and the government is not managing to control it<sup>28</sup>. Cameroon enjoys relative political stability compared to some other West African countries, but law enforcement personnel in PAs are often underpaid, poorly equipped, and end up colluding with poachers to supplement their income. Equipment (in terms of clothing, bedding, small travelling equipment, telephones, GPS, and compasses) is largely insufficient, much of it is provided by the personnel themselves<sup>29,30</sup>. IWT undermines the rule of law, nurtures corruption, disrupts communities and hinders economic development. It also one of the key threats for the regions' wildlife. For example, the forest elephant population has declined by 62% in the last ten years whilst huge numbers of pangolins are trafficked to markets in East and South East Asia<sup>31</sup>. Consequently, IWT threatens the integrity of the forest system itself driving poaching and depleting wildlife resources.

Cameroon is one of the countries that was identified as being most heavily implicated in the illegal trade of ivory at the 16<sup>th</sup> meeting of the Conference of the Parties to CITES (COP-16) in Bangkok, Thailand, in 2013<sup>32</sup>. Enforcement agencies from both Cameroon and Central African Republic indicate that significant amounts of ivory are trafficked across their respective boundaries from northern Congo and Gabon<sup>33</sup>. Cameroon has a legal internal ivory trade and received failing scores for compliance to its national legislation. Current policy in Cameroon permits ivory carving and storing of worked ivory with a license; only tusks weighing more than 5 kilograms are considered legal for ivory processing and possession<sup>34</sup>. In practice, Cameroon’s policy has not proved sufficient to deter significant levels of poaching and illegal internal ivory trade<sup>35</sup>. Cameroon is also subject to a CITES recommendation that countries verify with the Secretariat any permit issued by the government (CITES Notification No. 2012/021). Fraudulent permits represent a serious breach of compliance<sup>36</sup>.

National actions against poaching and IWT include strong penalties and significant fines: thus, 17 men convicted of poaching and illegal ivory trade in 2012 were fined with 77,169,060 FCFA (160,000 USD)

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<sup>27</sup> Croes, B. M., Funston, P. J., Rasmussen, G., Buij, R., Saleh, A., Tumenta, P. N., & De longh, H. H. (2011). The impact of trophy hunting on lions (*Panthera leo*) and other large carnivores in the Bénoué Complex, northern Cameroon. *Biological Conservation*, 144(12), 3064-3072.

<sup>28</sup> Koulagna Koutou, D. 2001. *Problématique De La Viande De Brousse Au Cameroun*. In BCTF Collaborative Action Planning Meeting Proceedings. Edited by: N.D. Bailey, H.E. Eves, A. Stefan, and J.T. Stein. Bushmeat Crisis Task Force. Silver Spring, MD. 319 pages. Available from [<http://www.bushmeat.org>]

<sup>29</sup> Michel de Galbert, national consultant, « La lutte contre le braconnage au sein des aires protégées du Sud Cameroun », 2016.

<sup>30</sup> See Annex 16 “protected areas” (sub-section 2)

<sup>31</sup> Maisels F, Strindberg S, Blake S, Wittemyer G, Hart J, et al. (2013) Devastating Decline of Forest Elephants in Central Africa. *PLoS ONE* 8(3): e59469. doi:10.1371/journal.pone.0059469

<sup>32</sup> <https://cites.org/fra/cop/16/doc/index.php>

<sup>33</sup> <http://www.traffic.org/home/2015/10/6/ivory-trafficking-on-nigeria-cameroon-border-targeted.html>

<sup>34</sup> Randolph, S. and Stiles, D. (2011). *Elephant Meat Trade in Central Africa: Cameroon Case Study*. Gland, Switzerland: IUCN. 70pp.

<sup>35</sup> LAGA, 2012, [http://www.laga-enforcement.org/Portals/0/Documents/Activity%20reports%202012/LAGA\\_Annual\\_Report%202012.pdf](http://www.laga-enforcement.org/Portals/0/Documents/Activity%20reports%202012/LAGA_Annual_Report%202012.pdf)

<sup>36</sup> Convention sur le commerce international des espèces de faune et de flore sauvages menacées. Examen des propositions d'amendement des annexes I et II. (2016) Online : <https://cites.org/sites/default/files/fra/cop/17/prop/F-CoP17-Prop-19.pdf>, p. 10.

and sentenced to prison terms of up to 30 months each. In April 2016, Cameroonian authorities incinerated 2,000 kg of elephant tusks and more than 1,753 art objects made of ivory seized from traffickers over the years.

The GoC has clearly identified the strengthening and consolidating of the national PA system as a priority for biodiversity conservation and preventing domestic and transnational IWT<sup>37, 38</sup>. However, despite strong commitment from the government, actions are seldom taken to remove multiple barriers to effective PA management and enforcement against trafficking and poaching. Legal inconsistencies and weak institutional capacity at the national and regional levels are compounded by the lack of management and enforcement capacity at the site level<sup>39</sup>. In terms of IWT, capacity and understanding among law enforcement agencies is low, regional collaboration is weak, and mechanisms to regulate legal wildlife trade are not being appropriately applied<sup>40</sup>. Still, international cooperation to tackle IWT exists. In 2007, the INTERPOL Working Group on Wildlife Crime recognized Cameroon's Wildlife and Parks Department for its work in uncovering the organizational structure and individuals directly responsible for the smuggling of large amounts of raw ivory from Cameroon to Asia, and the subsequent dismantling of this operation<sup>41</sup>.

**Project area (Tri-national Dja-Odzala-Minkebe transboundary area):** IWT and bush meat is considered as an important source of income in the Cameroon part of the Tri-national Dja-Odzala-Minkebe transboundary area. It is estimated<sup>42</sup> that harvesting of bush meat in the Congo Basin is ~645 kg per year per km<sup>2</sup> of habitat.

There is about 12 official mine sites in the area<sup>43</sup>: artisanal gold mining has been operational in the Lélé-Mbalam area for more than 15 years. The Ministry of Mining and Technological Development (MINIMIDT) has supported populations' gold mining by through the CAPAM project, which has already provided them with a motor pump. Other activities of this project include exploring and developing the potentially rich limestone deposit area. Artisanal gold mining affects forest degradation. When exploitation sites are contiguous, there is a risk of significant habitat destruction. The CAM IRON company obtained an operating/research permit for iron and related substances in Mbalam area (a mining area located south of the inter-zone Ngoyla-Mintom). Installation work is under way and significant immigration can already be observed in the area as populations seek

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<sup>37</sup> For a detailed presentation of national PA system, please refer to annex 16.1

<sup>38</sup> See Annex 16. "policy and legislative context" (sub-section 3.6)

<sup>39</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »

<sup>40</sup> Ibidem

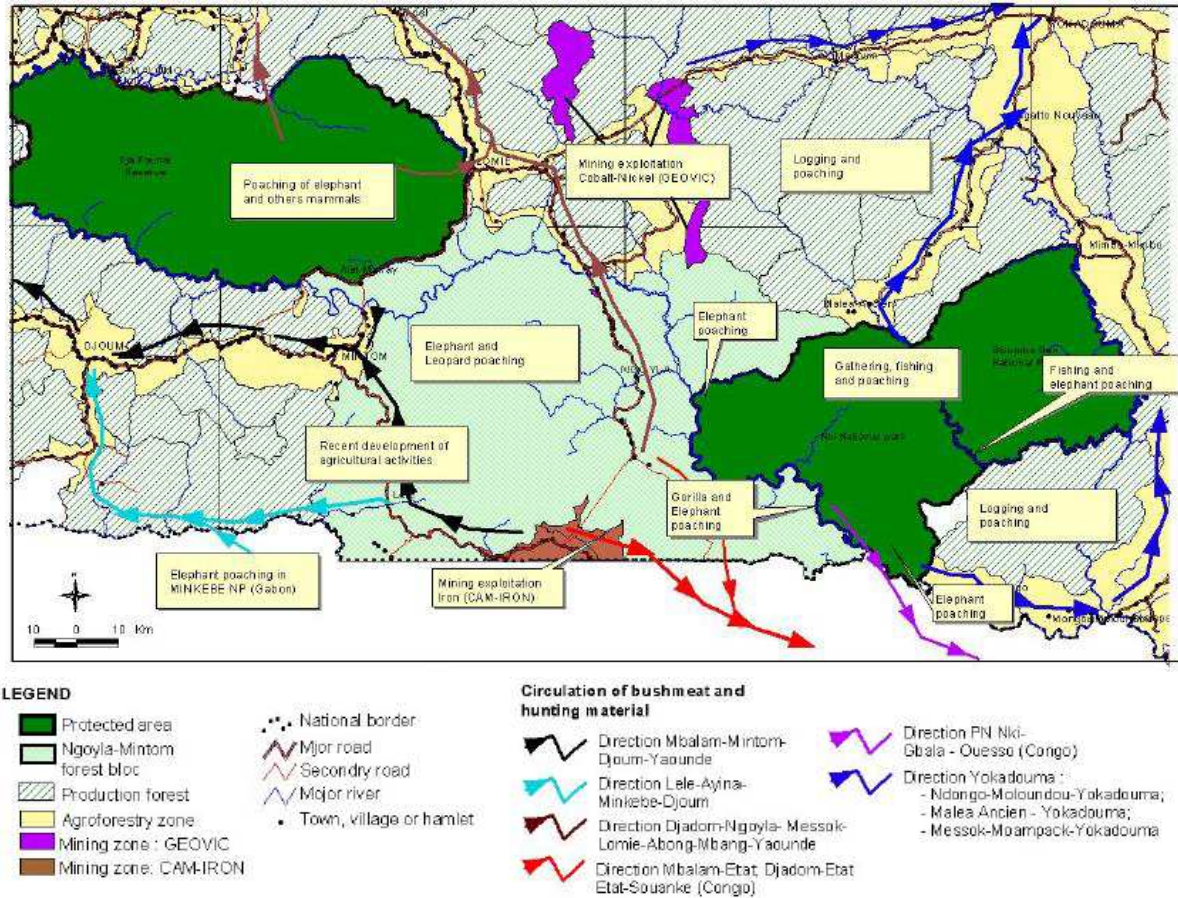
<sup>41</sup> <https://www.interpol.int/Member-countries/Africa/Cameroon>

<sup>42</sup> Fa et al. (2002)

<sup>43</sup> Exploitation minière en zone forestière au Cameroun – Technical report. Please, refer to page 28.

employment. The company encourages fast development of road networks in the region, which leads to intense trafficking of poaching products (meat and ivory) towards Djoum, Sangmelima and Yaoundé<sup>44</sup>. These new mining activities may lead to habitat degradation, water pollution, human population increase due to immigration, and intensification of poaching and IWT<sup>45</sup>. In the area of Mbalam, there is another gold mining company established in 2007. This mining site also attracted many immigrants in the area, with negative impacts on fauna, flora and overall water balance (Fig. 1).

Figure 1. Map of key threats for biodiversity in the Tri-national Dja-Odzala-Minkebe transboundary area<sup>46</sup>



## 1.2. The long-term Solution and Barriers to its achievement

### 1.2.1. Long-term solution

The UNDP-GEF Project *"Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon"* is an integral part of the Global Partnership on Wildlife Conservation and

44 Defo 2007a et 2007b

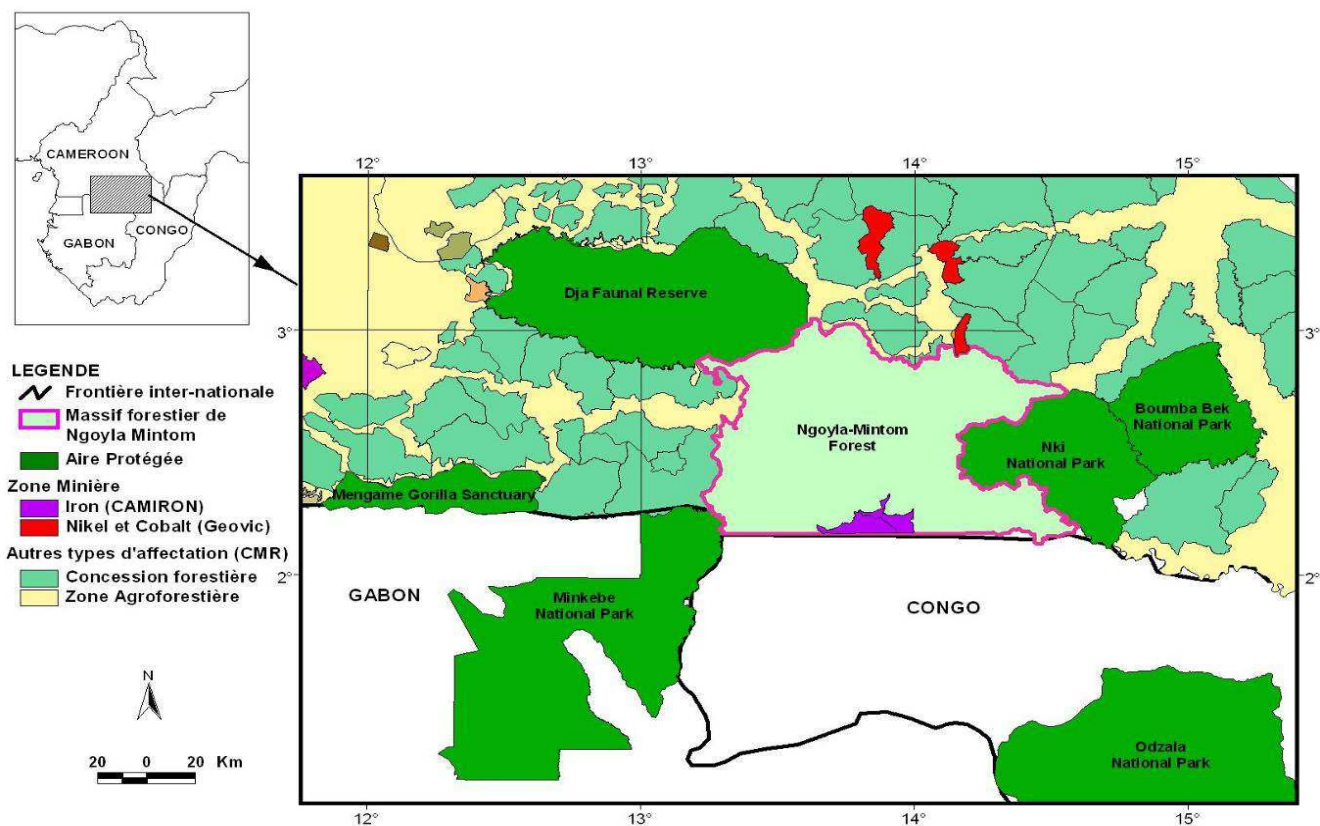
45 Rainbow, 2007

46 Base map: CETELCAF (2000). Field data from WWF Cameroon

Crime Prevention for Sustainable Development, or Global Wildlife Programme (GWP), initiated by the GEF. The GWP has come as a response to the urgent need to address wildlife poaching and illegal trade as a development issue that deprives countries of their natural assets. With a GEF grant of USD \$131 million over two phases, it aims to strengthen cooperation between development partners that will bring together biodiversity conservation, sustainable livelihoods activities, and poverty reduction. This partnership includes many contributing agencies: the Asian Development Bank, the International Union for Conservation of Nature, the United Nations Development Programme, the United Nations Environment Programme, the World Bank, and the World Wildlife Fund (USA). The GWP is implemented through country level 'child projects' that focus on designing and implementing national strategies to improve wildlife and protected areas management, enhance community livelihood benefits, reduce poaching, and eliminate illegal wildlife trade. The projects use an approach that creates stronger incentives for local communities to engage in protecting wildlife and for public-private partnerships to invest in sustainable local development.

The framework of the GWP provides a platform for Cameroon to strengthen conservation of globally threatened species by improving biodiversity conservation enforcement, management, and funding. The project will strengthen national regulatory and institutional frameworks, government and local authorities' capacity to fight poaching and IWT, and increase management effectiveness and financial sustainability of the PA system. The project will work with local and indigenous communities to involve them in the development of alternative sources of income to poaching, linking conservation to economic opportunities. Key project activities will be concentrated in the Tri-national Dja-Odzala-Minkebe portion of Cameroon, including existing PAs and inter-zone between them (Fig. 2) However, there are significant barriers to the country's ability to contribute to the long-term solution described above. The key barriers are briefly outlined below.

Figure 2. Project Area: Cameroon Segment of the Tri-national Dja-Odzala-Minkebe transboundary area<sup>47</sup>



### 1.2.2 Barriers to achieving the solution

Key barriers revolve around the weakness of the government and key agencies to control wildlife crime and destruction of habitats leading to decline large mammal endangered species, including the emblematic big five (the elephant, gorilla, chimpanzee, bongo and forest buffalo, as well as the giant pangolin). The barriers can be summarized as following:

**Barrier 1.** *Weak policy and regulatory frameworks for ecosystem and biodiversity management*, including insufficient information and tools to understand, regulate and combat IWT. Although Cameroon has enacted its second National Biodiversity Action Plan and four key strategies on Environment and Natural Resources Management (PNGE, PFSE, PCGBC, NPPD), real progress on their implementation has been slow due to suboptimal national regulatory and institutional mechanisms for implementation, mainly in terms of very little follow-up in the implementation or application of the regulation. These policy and regulatory inconsistencies prevent allocation of sufficient funding to PAs and wildlife agencies to fight poaching and IWT. Thus, a nationwide system for monitoring wildlife

47 PPG Consultant Report, « La lutte contre le braconnage au sein des aires protégées du Sud Cameroun » Michel de Galbert, July 2016



trade and wildlife crime needs to be developed and enforcement frameworks need to be strengthened through the creation of dedicated task forces to enable information sharing among agencies and avoid contradictory approaches.

**Barrier 2. Low capacity of government agencies and PAs to perform law enforcement and conservation management:** Cameroon recently developed the national wildlife strategy and emergency plan to combat wildlife crimes and other related offences<sup>48</sup>, however, the strategy is not implemented due to the lack of funding and capacities of the enforcement agencies. A major risk to be considered is when armed forces that are originally paid and recruited to participate in law enforcement are, in the end, involved in IWT-related activities and become the traffickers' accomplices. Due to the limited government capacity, there is lenient enforcement of wildlife crime in Cameroon, which is explained by judges' lack of awareness about environmental issues and corruption.

Forestry agents do not always know or understand forestry code properly and often get into conflicts with local communities regarding forest resources use. Law enforcement agencies do not have the necessary knowledge and skills to fight poaching and IWT at national, regional, and local levels. PA and wildlife agencies currently cannot fight poaching and IWT effectively due to: inadequate and insufficient staff; a lack of infrastructure, equipment, and vehicles for patrolling; a lack of appropriate management planning, low capacity to control poaching and IWT; the absence of a biodiversity and threat monitoring system; and insufficient transboundary cooperation with PAs in Congo and Gabon. Key stakeholders, including government agencies, find it extremely difficult to obtain viable administrative and technical information on biodiversity conservation<sup>49</sup>. Operating technicians are not encouraged to enhance their technical capacity for possible appointments to higher level positions because appointments are politically motivated<sup>50</sup>. Lack of collaboration between law enforcement agencies has seriously jeopardized enforcement efforts especially arrest, trial, and sentencing of criminals involved in poaching and IWT. In certain cases, there is an impression of impunity and lawlessness due to passive behaviour of the enforcement agencies. Poaching and IWT are increasingly amongst the most prominent security threats in Cameroon and the Central Africa sub-region<sup>51</sup>.

Only 10 of 28 existing PAs (36%) in Cameroon have approved management and investment plans. Most PAs are badly equipped – the vehicles and motorcycles to support anti-poaching and surveillance operations, basic field gear, weapons and ammunitions, compasses, GPS units, boots,

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<sup>48</sup> Republic of Cameroon 2012, National Biodiversity Strategy and Action Plan – Version II – MINEPDED

<sup>49</sup>Fa et al. (2002)

<sup>50</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »

<sup>51</sup> ANDERSON, Bradley et JOOSTE, Johan. Wildlife poaching: Africa's surging trafficking threat. NATIONAL DEFENSE UNIV FORT MCNAIR DC AFRICA CENTER FOR STRATEGIC STUDIES, 2014.



and backpacks to carry out field missions are all insufficient. Most poachers, especially those involved in elephant hunting and ivory trade, are heavily armed with sophisticated automatic weapons. Over the past 5 years, national parks in the northern Cameroon region have lost about 10 game rangers from confrontations with armed poachers. Rangers of the PAs are not trained in surveillance and anti-poaching techniques. PA staff has no experience in communications and outreach programs for local communities. The absence of a PA communication strategy has largely contributed to some of the ongoing conflicts between PA authorities and local people living from economic activities in the PAs. Currently, most PAs do not have biodiversity and poaching monitoring systems and means for their management (i.e. computers and software)<sup>52</sup>.

**Barrier 3. Poor involvement of local communities in biodiversity conservation (especially in the Tri-national Dja-Odzala-Minkebe transboundary area's inter-zone):** Taking a participatory approach to conservation (involving local communities) has been a main element for biodiversity conservation in Africa. Failure to respect social justice and recognize the significant role of local people in conservation is a substantial barrier to communities' involvement in species and habitat protection in Cameroon<sup>53</sup>. Communities living around PAs do not receive any significant benefits from conservation, which in turn has not fostered attitudes that are supportive of conservation practices. Wildlife and other natural resource co-management systems should be encouraged by setting up multi-stakeholder consultation platforms with participation of representatives of surrounding local communities<sup>54</sup>. It is essential to tackle these issues at the inter-zone scale, and to involve all of the actors present, including the private sector, CSOs, local authorities, etc.

There is a lack of communication between high-level authorities and local communities which do not have access to common communication channels such as newspapers and the internet. This creates a knowledge gap and a misunderstanding between national authorities and local people on conservation and natural resource use issues. Land use planning must take into consideration the interests of local communities who largely depend on natural resources for income generation and for their livelihoods. In the Tri-national Dja-Odzala-Minkebe landscape within Cameroon, indigenous forest people should be granted regular and controlled access to PAs, especially for cultural reasons such as visiting ancestral sites or harvesting on non-timber forest products such as wild mangoes, mushrooms, etc.

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<sup>52</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »

<sup>53</sup> Pimbert & Ghimire 1997, Diversity and sustainability in community based conservation, Paper presented at the UNESCO-IIPA regional workshop on Community-based Conservation, February 9-12, 1997, India.

<sup>54</sup> Antoine Justin Eyebe, Abe Eyebe Simeon, Kenneth Angu Angu, Dominique Endamana, 2012. Integrating Biodiversity Conservation into National Development Policy: A case study of Cameroon, PCLG Discussion Paper No 09

Some traditional practices, such as firewood cooking and palm wine making, have a negative impact on biodiversity<sup>55,56</sup>. As the population grows, these practices have drastically increased the rate of deforestation around urban areas. For instance, palm wine production by local people has increased after the cocoa crisis in 1990 and palm trees have drastically reduced the area of humid forest zone of Cameroon<sup>57</sup>.

**Barrier 4. Inadequate budget allocations for PAs and wildlife agencies:** It has been estimated that the cost of effective management of PAs in Cameroon is about 16 million USD per year<sup>58</sup>. Financial instruments for the funding of conservation in the country include the Public Investment Budget, the operating budget (BF), and special development funds for wildlife and PAs. The source of these funds comprises of (i) 30% for recoveries from licenses (e.g. hunting licenses, etc.), (ii) 40% for proceeds from fines, settlements, damages, public auction, and other seized objects, and (iii) 30% for collection of duties and taxes other than mentioned above<sup>59</sup>. Currently these funds are insufficient to support effective PA management and cover less than 40% of the necessary costs<sup>60</sup>. About 50% of the entire network of PAs in Cameroon is transboundary, which necessitates strong cooperation and coordination with neighbouring countries in both PA management and financing.

**Barrier 5. Limited transboundary coordination in planning and control of natural resource use and conservation:** Despite the efforts of the former regional TRIDOM project to develop a common management and monitoring system for the inter-zone of three countries, this cooperation is not efficient enough to control resource use and especially wildlife crime<sup>61</sup>. It takes too long for urgent information to be shared with appropriate authorities, especially across borders. Overall, planning for conservation and sustainable management in the inter-zone needs to be harmonized.

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<sup>55</sup> [http://www.ipsinternational.org/fr/\\_note.asp?idnews=5886](http://www.ipsinternational.org/fr/_note.asp?idnews=5886)

<sup>56</sup> Specht, M. J., Pinto, S. R. R., Albuquerque, U. P., Tabarelli, M., & Melo, F. P. (2015). Burning biodiversity: fuelwood harvesting causes forest degradation in human-dominated tropical landscapes. *Global Ecology and Conservation*, 3, 200-209.

<sup>57</sup> Antoine Justin Eyebe, Abe Eyebe Simeon, Kenneth Angu Angu, Dominique Endamana, 2012. Integrating Biodiversity Conservation into National Development Policy: A case study of Cameroon, PCLG Discussion Paper No 09

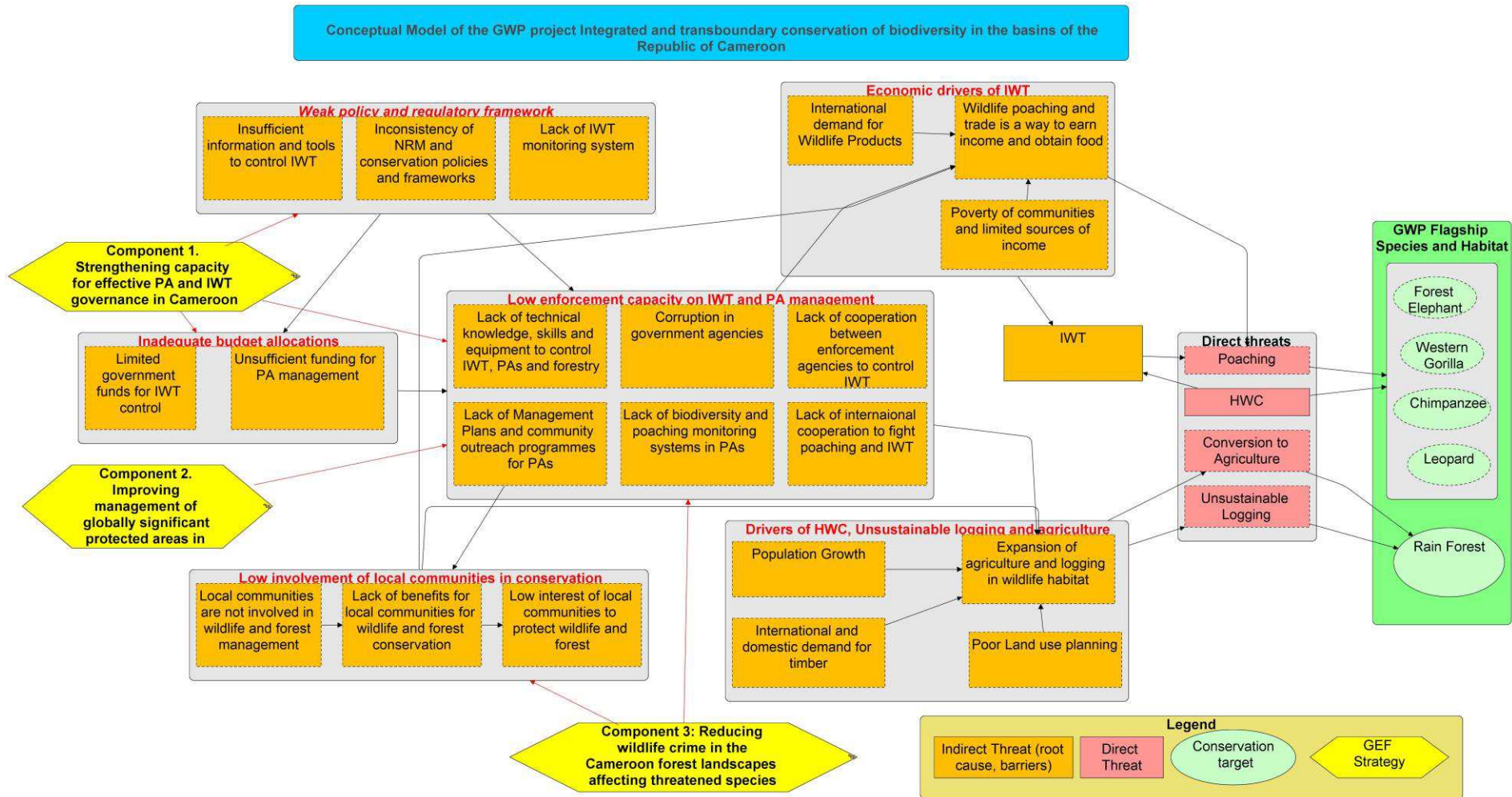
<sup>58</sup> Nlom, J.H. 2011. Etude sur les financements de la gestion durable des forêts au Cameroun

<sup>59</sup> Antoine Justin Eyebe, Abe Eyebe Simeon, Kenneth Angu Angu, Dominique Endamana, 2012. Integrating Biodiversity Conservation into National Development Policy: A case study of Cameroon, PCLG Discussion Paper No 09

<sup>60</sup> Ibidem

<sup>61</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »

Figure 3. Threats, root causes, and barriers to effectively address poaching, IWT and unsustainable natural resources consumption in Cameroon and suggested UNDP-GEF strategies



### 1.3. Stakeholder analysis

During the project preparation stage, a stakeholder analysis was undertaken to identify key stakeholders and assess their prospective roles and responsibilities in the context of the proposed project (see also the profile of institutions in description of the *Institutional Context* above). The table below lists the key stakeholder organizations, provides a summary of the responsibilities of each of these stakeholder organizations in the project implementation, and broadly describes the anticipated role of each of the stakeholder organizations in supporting or facilitating the implementation of project activities (Table 5).

The strategy to mobilize the key stakeholders requires differentiating the government actors (COMIFAC, RAPAC, MINFOF, UNESCO, GIZ, etc.) from the NGOs (IUCN, WWF, ZSL, WCS, etc.). A third category of actors includes the private sector, local authorities and CSOs.

IUCN, WWF and ZSL will be the responsible parties for the implementation of the project under different responsibilities.

*Table 1. Key stakeholder matrix*

Type	Envisaged key stakeholders	Role and expected involvement
National Government and intergovernmental subregional institutions	MINFOF (Department of fauna and protected areas)	The Department of Forest and Fauna is responsible for PA management across the country and supervises all the country's PAs. Implementing partner and main beneficiary of the project. MINFOF will play an oversight and guidance role in the project particularly as it pertains to conservation and sustainable management of key protected areas and ecosystem resilience and connectivity outside of protected areas (Component 1 and 2). This will be achieved through representation on the project steering committee and consultation with officials from the field offices.
	MINADER	The Ministry of Agriculture and Rural Development is in charge of elaborating, implementing and monitoring agricultural and rural development policies. MINADER will be involved in the agro-forestry and sustainable agricultural practices development aspect of the project. (Component 3)
	MINEPDED	The Ministry of Environment, Protection of Nature, and Sustainable Development is in charge of elaborating, implementing and monitoring environmental policies. In addition to being the GEF National Focal Point, MINEPDED will be involved through its presence in the project area, for instance on supporting the local population on NTFP. (Component 2 and 3)
	MINTOUL	The Ministry of Tourism and Recreation will be involved in eco-tourism development activities of the project. (Component 2 and 3)

	MINMIDT	The Ministry of Mines, Industry and Development of Technology will be involved in the sustainable natural resources management aspect of the project, through development of public-private partnerships with logging and mining companies in the area (Component 2 and 3). The Ministry has recently developed a strategic environmental and social evaluation of the mining sector in the country.
	Ministry of Justice	The Ministry of Justice will be involved in the project to secure that those involved with the illegal practices will follow the appropriate legal procedures. (Component 1 and 2)
	MINDEF	The Ministry of Defence will be an important asset to the project in terms of its knowledge and involvement with the borders control, an important aspect for the success of the project. (Component 2)
	MINEPAT	The Ministry for the Economy, Planning and Regional Planning is responsible for drawing up and implementation of the economic policy of the nation as well as regional planning. The Ministry will participate in the Project Board and will provide consultations and technical support to the project on the Outputs 1.1 (establishment of TBR in the Tri-national Dja-Odzala-Minkebe transboundary area ) and 3.3 (Integrated Management Plan for the Tri-national Dja-Odzala-Minkebe transboundary area)
	MINATD	The Ministry of Territorial Administration and Decentralization is responsible for the preparation, implementation and evaluation of the Government's policy on land administration, civil protection and decentralization. The Ministry will participate in the Project Board and will provide consultations to the project partners on the Integrated Management Plan for Tri-national Dja-Odzala-Minkebe transboundary area (Output 3.3). Also, the Ministry will participate in development of National IWT strategy (Output 1.2)
	MINPROFF	The mission of the Ministry is focused on promoting women and gender rights and equality, and protection of families and rights of children. The Ministry will participate in the Project Board and will be one of the main stakeholders for Output 4.1 (Gender Strategy).
	COMIFAC	COMIFAC is the regional institution in charge of forest area management in Central Africa. Its role in the project will consist in providing guidance in terms of cooperation with other countries on forest conservation. (Component 2 and 3)
	OCSFA	OCFA is the Organization for Conservation of African Wildlife ( <i>Organisation pour la Conservation de la Faune Sauvage en Afrique</i> ) ensuring regional cooperation on the fight against illegal wildlife trade. It was created in 1983 and focuses on transboundary wildlife trade. The organization will be involved in the support of regional cooperation on wildlife conservation by ensuring a continuous exchange of information and mutual support between member states on wildlife management policies. As of yet, OCSFA has encountered some management difficulties and is not currently operational, but if it manages to restart its activities it would represent a major support in the establishment of the transboundary cooperation necessary for the success of some project activities in Component 1 and 2 (such as output.1.1).

	INTERPOL	Since 2009, INTERPOL’s Regional Bureau is based in Cameroon, as a focal point for police co-operation across Central Africa and with each of the organization’s 188 member countries. They will be involved in training activities for PA staff as well as cooperation and patrolling on the Trans-TRIDOM Ouessou (Congo)-Sangmélima (Cameroon) route, and on the Oven-Djoum way (Output 3.2). (Component 2 and 3)
	RAPAC	RAPAC is the sub-regional technical body in charge of the implementation of the “protected areas” component of the “Plan de Convergence.” Its role will be to help to improve a transboundary conservation management in the area by providing its expertise on PA management in the region. (Component 1 and 2)
Development Partners	World Bank	The World Bank is developing a monitoring and evaluation project in the Ngoyla Mintom PA. This project will be able to benefit from the World Bank’s experience and results to improve its coordination and efficiency via cooperation. (Component 2)
	UNEP	The UNEP, as the implementation agent of the project GEF ID 5454 “Ratification and Implementation of the Nagoya Protocol on Access and Benefit Sharing (ABS) for the Member Countries of the Central African Forests Commission COMIFAC”, will coordinate activities with the project under development by the GIZ in support of ABS activities for the COMIFAC countries. Based on preliminary conversations with the GIZ, there is potential for coordination and collaboration around all three components, with emphasis on the following activities and outputs: i) Ratification of the Nagoya Protocol, ii) Sub-regional coordination, sharing information / experiences, and iii) Public awareness of key stakeholders.
	UNESCO	UNESCO MAB has been involved in the attribution of the Dja Reserve of a Biosphere Reserve status, and is expected to be involved in the development of a wider Biosphere zone covering the inter-zone of Cameroon, Gabon, and Congo, as a Transboundary Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area in line with the CAWHFI regional initiative. In this context, they will support consultation and coordination activities between the three countries using lessons learnt from management of the transboundary Sangha Tri-national Gamba-Mavumba-Conkouati landscape, and will provide their expertise on effective management and development strategy for the Transboundary Reserve. (Component 1)
	JICA	The Japan International Cooperation Agency (JICA) was established to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions. In the project area, JICA is involved in the establishment of sustainable livelihood strategies and natural resource management in Cameroon’s tropical rain forest and its surrounding areas. They will be able to provide their expertise in CBNRM in the context of this project. (Component 3)
	GIZ	GIZ has been working in Cameroon for more 45 years and has developed several programs and actions to work for forest conservation and management. The Rural Sector Development Strategy – Forest and Environment subsector (SDRR), also known as the ProPFE, is one of their projects. It aims to develop a sustainable management of forest resources. Actions to improve leadership skills for women were done,

		<p>workshops on the potential of forest landscapes restoration were conducted together with the MINFOF, help was providing to the Cameroonian government in its initiative to sensitize the population about REDD+. A document called “Second Generation of Forestry” which preaches the development of a sustainable forestry was published in July 2016 together with MINFOF and GIZ-ProPFE.</p> <p>The GIZ project is also considered by the project as one of the key baseline programmes in Cameroon (see Baseline Programmes section of the prodoc): GIZ notably implements a programme aiming to support the partner ministries in devising and implementing a sector strategy for environmental and forest conservation and works with the partners on continued development of policy and strategy guidelines and legal frameworks, as well as to design training programmes for the staff of public authorities and institutions at a decentralized level to impart the know-how needed to enable them to carry out working processes and fulfil their tasks in a more professional manner. GIZ funding for this programme is 22 million USD over 4 years (2016-2019).<sup>62</sup></p> <p>UNDP/GEF project will cooperate with GIZ team in realization of Component 1 (Output 1.2 National IWT Strategy and Output 1.3 Strengthening and capacity building for WCU) and Component 3 (particularly on the Output 3.3. on the Integrated Management Planning in the Tri-national Dja-Odzala-Minkebe transboundary area, development of conservation collaboration with logging companies and introducing SFM principles to local communities via joint consultations and planning, cooperation in development of training programmes for LE agencies and local communities, and support of pilot CBNRM projects. Potentially GIZ can participate in the Project Board.</p>
International Partners	WWF-CARPO	Support to the implementation of the project by co-financing and being responsible for some activities. WWF is already involved in PA management, including bio-monitoring, PA management plan development, community forest development, agro-forestry practices. It has been working in the field in that area for around 20 years and has developed a regional strategy for combating wildlife crime. WWF currently implements 2 projects in the region in Boumba Bek; one more project on land-use planning is implemented in collaboration with the EU. The WWF will have an important role in the project as a co-financer, responsible for a co-financing of 5,000,000 USD. (Component 2 and 3)
	WCS	Housed in Cameroon since 1988 and working there for more than 25 years, WCS-Cameroon has been the government's main conservation partner, assisting the Ministry of Forestry and Wildlife (MINFOF) in managing wildlife and its habitat in national parks and reserves. Its role in the project will be to assist in the cooperation with the government; to share expertise on PA management, biodiversity surveys, socio-economic surveys, assistance with the implementation of effective law enforcement programs, education, and sensitization; and to support livelihood initiatives. (Component 2 and 3)

<sup>62</sup> Personal communications of GiZ in Cameroon, for ProPFE (2016-2019)

	ZSL	ZSL implements projects in the Tri-national Dja-Odzala-Minkebe landscape. They are working to reinforce site-based protection of PAs by implementing the SMART approach to strengthen anti-poaching and adaptive management. They work across the landscape to tackle IWT through effective law enforcement, and engage and empower local communities in fighting IWT and sustainable resource management. ZSL will support implementation activities under the three components including: an intelligence-gathering network across in the project area; implementation of the SMART approach for strengthened law enforcement effectiveness; training of ecoguards and PA managers in data collection utilizing SMART, camera trapping, and ecological monitoring; and support of patrolling in the area. (Components 1 and 2)
	CIFOR	As an agency working to improve the conservation and management of forests, CIFOR will be a partner of the project and provide the know-how needed on sustainable forest management. (Component 2 and 3)
	ICRAF	The World Agroforestry Centre, via its West and Central Africa regional office, is based in Yaoundé and aims to enhance the livelihoods of smallholder farmers through increased income and non-income benefits from native trees and shrubs on their farms and in agricultural landscapes. (Component 2 and 3)
	IUCN	IUCN is experienced in partner mobilization and will be instrumental in stakeholder involvement as well as a social safeguard of the outcomes of the project. Its role in the project consists of co-financing it with a grant of 8,000,000 USD. They will be involved in activities such as providing livelihood-enhancing options to reduce deforestation and forest degradation, and organize community-based arrangement for management and equitable sharing of benefits accruing from various natural resources and forest management options. (Component 3)
	TRAFFIC	TRAFFIC - is the wildlife trade monitoring network – is a joint program an international organization involved in fauna and flora monitoring through the Wildlife Crime initiative of the WWF and IUCN. Its role will be to bring their expertise in bio-monitoring and anti-trafficking measures implementation. (Component 2)
	Local actors “Communes” (Mairies) Local Networks, Local CSOs (ROSE <sup>63</sup> , and other local authorities	The role of partners at the local scale will be to help the local implementation and integrate the local community. They intervene at local level in the natural resource management and conservation process. These authorities can create and manage council’s forests (“forêt communale”), which are a sustainable tool for forest management and planning. The project will focus on this issue through the eco-development program. (Component 3)
Private Sector	Natural resource extraction companies	A public-private partnership is slowly creating a synergy over sustainable use of natural resources. Many forest companies are getting involved in sustainable management and certification of their forestry concessions and are willing to support anti-poaching campaigns if trusted and motivated. (Component 2 and 3)



	such as Decolvenaere, Pallisco, TTS SCFS, Rougier	
	Agroforestry Cooperative of the Tri- National (CAFT)	CAFT is managing community forests in the area, working closely with local communities. It will be an important asset to the project to integrate the local community in project activities under Component 3.
OSCs and local NGOs	Observatoire des Cultures Baka et Bantou (OCBB)	OCBB is also working with indigenous people and can be an asset to secure their involvement in project activities; its role will be to help the integration of local communities to the project. (Component 3)
	Last Great Ape Organization (LAGA)	LAGA is specialized in wildlife law enforcement activities and will support the implementation of the enforcement strengthening aspect of the project by presenting its new model of interaction between NGOs and the GoC. (Component 1, especially Output 1.5)
	<i>Auto Promotion et Insertion des Femmes, des Jeunes et des Désœuvrés</i> (APIFED)	APIFED is involved into cultural development of Baka pygmies and promote a cultural event in Mintom. Its role in the project will be to help the integration of local communities to the project. (Component 3)
	Bantu and Baka pygmies	Key beneficiaries of the project. Implication of local populations contributes to an inclusive project management in the project area. During this project, communities will be involved in PA management plan development, and community forestry development (Component 3)

**1.4. Baseline analysis**

Without the GEF investment in the proposed project, the ‘business-as-usual scenario’ for the conservation of wildlife in the Southern and Eastern Provinces of Cameroon, their prey and the natural habitats is one where: (i) the numbers of endangered species (giant pangolins, elephants, etc.) continue to decrease; (ii) the ecological integrity of the forests, the natural habitats of elephants, further degrades as a consequence of IWT and unsustainable logging; and (iii) the low levels of monitoring, enforcement and prosecutions of illegal activities continue to undermine the effectiveness of localised conservation efforts across the area.

**1.4.1. Baseline National initiatives**

Cameroon has been a party to the Convention on Biological Diversity since its ratification in 1995. Cameroon has developed a National Biodiversity Strategy and Action Plan (NBSAP) as part of its

commitments under the CBD. Its first NBSAP was completed in 2000; however, it was not implemented due to various constraints. The current NBSAP proposes a new policy orientation to reverse and halt the current trend in biodiversity loss in order to establish a strong natural base that is indispensable for the country's socioeconomic growth. In that context, Cameroon's 2035 vision for growth and development highlights activities that are unsustainable within each of these sectors and their negative impacts on biodiversity. The NBSAP II will be implemented through to 2020 and contains 4 strategic goals, 20 national-level targets, and 10 ecosystem-specific targets, priority actions, timeframes for action, performance indicators, and actors/organizations responsible for implementation<sup>64</sup>. NBSAP II provides an orientation for the subsequent development of a Capacity Development Plan, CEPA Plan, and a Resource Mobilization Plan for its implementation.

Cameroon also initiated the development of a National Action Plan for the Conservation of Great Apes in March 2003 with the support of Great Apes Survival Partnership (GRASP) and other international NGOs. It aims to translate the political will of Cameroon to contribute to biodiversity conservation efforts and to define the concrete and urgent actions that must be undertaken for the conservation of the great apes species<sup>65</sup>.

As mentioned above, Cameroon is an active member of Central African Commission on Forests (COMIFAC) with national headquarter located in Yaoundé. It is committed to addressing IWT and reducing poaching through implementation of the COMIFAC Action Plan for Strengthening National Wildlife Law Enforcement (PAPECALF). Yet, support is needed to help the GoC meet these commitments.

Since December 2004, MINEPDED and MINFOF have been responsible for biodiversity, ecosystem conservation and forest management in Cameroon in line with Sectorial Programme of Forest and Environment (PSFE). These ministries have made a substantial contribution towards protecting the forests through the creation of national parks and other protected areas, and support for the management and oversight of the forestry sector. In addition, it has placed a moratorium on exploitation of a further 8,000 km<sup>2</sup> of biologically important forest in the inter-zone, zoned for logging in the national forest management plan, pending the outcome of negotiations on its ultimate use. The total state budget allocated for environmental protection and management in 2015 is estimated at ~ 10 million USD<sup>66</sup>, of which 72% comprises staff costs (salaries and associated taxes) and 28% comprises operational costs.

International NGOs have implemented various programs in the past years. Most notably, (i) the WWF implemented the Ngoyla-Mintom project, which aimed at ensuring the conservation of biodiversity

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64 <https://www.cbd.int/countries/targets/?country=cm>

65 <http://pubs.iied.org/pdfs/G04017.pdf>

66 An increase of 20% compared to the previous year. This amount is included in the state budget allocation for the Forestry Agency.

and maintenance of the carbon stock in the Ngoyla-Mintom forest block through the implementation of integrated and participatory land-use planning, participatory sustainable management of natural resources, and equitable benefit sharing with the local populations, including indigenous people; (ii) the ZSL, in partnership with the African Wildlife foundation, implemented the “Dja Conservation Complex” project, which seeks to ensure improved and sustained protection of the Dja landscape and help secure its status as a key stronghold for the great apes and African elephant; (iii) the IUCN has been active in the Tri-national Dja-Odzala-Minkebe landscapes over 10 years, carrying out activities ranging from anti-poaching to REDD+-related community-based actions and strategic actions to ensure rights based approaches to REDD+ at landscape, local, and national levels. Two IUCN projects are currently under implementation: “REDD+, agro-forestry et land-use” project for which IUCN funds 300,000 euros (318,241 USD) over 2 years, and the « sécurisation des forêts du DFP » project (8 million USD over 5 years).

Development cooperation agencies also implement programs in the region: the GIZ notably implements a programme aiming to support the partner ministries in devising and implementing a sector strategy for environmental and forest conservation and works with the partners on continued development of policy and strategy guidelines and legal frameworks, as well as to design training programmes for the staff of public authorities and institutions at a decentralized level to impart the know-how needed to enable them to carry out working processes and fulfil their tasks in a more professional manner. GIZ funding for this programme is 22 million USD over 4 years (2016-2019).<sup>67</sup>

Total baseline funding for 2017-2023 is thus expected to be around USD 80.318 million for national wildlife and forest conservation initiatives (including PSFE government funding: USD 50 million, IUCN projects: USD 8,318,241 million, GiZ project: USD 22 million).

#### ***1.4.2. Project area baseline programs***

##### **TRIDOM Project**

The UNDP-GEF project ‘**Conservation of trans-boundary biodiversity in the Minkebe-Odzala-Dja interzone in Gabon, Congo and Cameroon**’ (1583); known as the regional TRIDOM project began in 2009. The TRIDOM project implementation was carried out over seven years and was funded through two distinct phases in partnership with WWF, WCS and ECOFAC. The first phase covered Years 1 to 4 designed for the implementation of a suitable environment framework in terms of forest zoning plan, collaborative management agreements, management master plans, and financial plans and monitoring; its GEF budget allocation was 6,985,200 USD. The second phase, from Year 5 to 7, focused on the implementation of integrated operational management systems of the landscape; its GEF budget allocation was 3,132,297 USD.

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<sup>67</sup> Personal communications of GIZ in Cameroon, for ProPFE (2016-2019)

It was a conservation project aiming to preserve ecological functions of the Tri-national Dja-Odzala-Minkebe transboundary area and ensure in the long-term that the transboundary system of protected areas remains preserved. It has worked towards the following expected outcomes: (i) Land-use and the governance structures of a trans-border complex for biodiversity conservation and sustainable natural resource use are designed, endorsed and operational; (ii) Capacity to monitor trends in biodiversity, resource exploitation and ecological functions and to minimize pressures on natural resources is strengthened in Tri-national Dja-Odzala-Minkebe transboundary area; (iii) Benefits from community-based natural resource management contribute to poverty alleviation; and (iv) Sustainable funding is mobilized for the conservation and sustainable management of the area.

The project has achieved consistent targets such as the decrease in hunting in hotspots of the Tri-national Dja-Odzala-Minkebe transboundary area. The total percentage of the area without hunting for bush meat purposes is improved compared to levels at Year 1 through an effective law enforcement and collaborative management schemes with the private sector and communities. A strong demand shows that community-based hunting areas and community-based forests become the management tool at the permanent forest periphery as defined in land-use plans and at the periphery of the forest centre “without hunting”.<sup>68</sup> In each national segment of the Tri-national Dja-Odzala-Minkebe transboundary area, at least 50% of communities request the creation of community-based forest/hunting areas. The project also initiated the process for the area to benefit from international status as trans-boundary biosphere reserve of MAB UNESCO. The results on feasibility study and the road map for future actions were approved at the sub-regional level and ratified by the CPR n°6 de février 2014. Major parameters meant to consolidate operational rules in the integration of the master plan were identified.

For the Cameroon segment, a draft plan on land-use and occupation consensus has been developed, the Tri-national Dja-Odzala-Minkebe office for the implementation of a transboundary squad has been built, and a joint committee responsible for wildlife legal disputes has been implemented. The project also enabled the implementation of Monitoring and Anti-poaching Fight Units, and the implementation of a strategy for permanent monitoring.

Yet the project left some remaining gaps and needs, some project components have not been completed and need a follow-up, this concerns particularly the international and governance statute of the Tri-national Dja-Odzala-Minkebe transboundary area; determining recurring costs and local tracks of sustainable funding and action plans. There are some remaining gaps to the completion of the project objective and goals, such as;

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<sup>68</sup> TRIDOM Project Terminal Evaluation, October 2014

- The acquisition of an international status of a UNESCO MAB Transboundary Biosphere Reserve for the Tri-national Dja-Odzala-Minkebe transboundary area including the interzone (Cameroon, Congo, and Gabon);
- The development of economic opportunities linked to biodiversity conservation, especially through eco-tourism;
- The full implementation of the LAB Tri-national Dja-Odzala-Minkebe Strategy taking into account local communities implication and peace and security issues in Cameroon, Congo, and Gabon;
- The development of sustainable financing sources, including systematically the ‘polluter pays’ principle to finance continuous surveillance;
- The extension of forest management planning, of environmental and social impact studies, of the effective implementation of social and environment management plans;
- The capacity strengthening for local leaders and stakeholders.

### **Target Sites** (see Figure 2)

The proposed project’s targeted protected areas (Dja, Bouma-Bek, Nki, Ngoyla, and Mengamé) form a conservation area where all human activities are either forbidden or restricted. Total yearly budget from the government for the five PAs is 393 million FCFA (636,669 USD). They are bound through a vast interzone, which encompasses forest exploitation, sport and community hunting, agro-forestry areas, mining exploitation area or any other consistent activity. The project area covers two departments in the Eastern region: Boumba-et-Ngoko and Haut-Nyong. Seven districts are targeted: Mouloundou, Salapoumbé, Lomié, Messock, Dja, Messamena, and Ngoyla.

In the Southern region, there are two departments: Dja-et-Lobo and Mvila. Targeted districts are Bengbis, Djoum, Oveng, Mintom, Sangmelima, Meyomessala, Meyomessi, and Mvangan.

#### **(i) Dja Biosphere Reserve**

The Reserve is listed as a UNESCO Biosphere Reserve under the UNESCO Man & Biosphere Programme and is a model for other protected areas in the project zone. The Dja Reserve is considered by the UNESCO to be one of Africa's best-protected rainforests.

It is one of the two PA project areas that have developed a management plan, dedicated to large mammal and fauna protection and to anti-poaching activities in collaboration with the local population and ecotourism development strategies. The management plan is currently under review. Salaries and field expenses are absorbing about 85% of the total protected area’s budget, which is an obstacle for the rise in the number of patrol. Staff is usually very motivated by these missions for which they received military training; however, equipment is largely insufficient, particularly in terms of clothes, sleeping material, phones, GPS and means of transportation.

Staff must provide some parts of the equipment themselves and sometimes have to use public transportation to reach the entrances of the reserves, which has consequences in terms of rapidity. Dja Faunal Reserve has 12 weapons, one car, 8 motorbikes, a geographical information system, an internet connection and a satellite phone. During patrols, eco-guards are equipped with cyber trackers provided by the WWF to connect with the office.

The ZSL has been supporting the management of the Dja and its buffer zone for a number of years, through the provision of equipment, training, and technical support. They have worked with the Conservation Service to implement the SMART approach (a system for measuring, evaluating, and improving the effectiveness of wildlife law enforcement patrols and site-based conservation activities), to carry out wildlife inventories and bio-monitoring, and to strengthen law enforcement. The seniority and the importance of Dja faunal reserve, together with several partnerships (African Wildlife Foundation, Zoological Society of London, Sud HEVEA, WWF) has led to a concentration of the financial means in this reserve compared to other PAs. The total running costs in Dja faunal reserve reach 188 FCFA/ha (about 0.32 USD/ha), which represents 87% more than the PAs with the least financial means. Funding for protecting the Dja Conservation Complex under the initiative of ZSL is expected to be around 919,917USD in the next three years (with the financial participation of IUCN, DFID Illegal Wildlife Trade Challenge Fund, UK Government Darwin Initiative, European Union CAWHFI and the Arcus Foundation).<sup>69</sup>

(ii) **Nki National Park**

The national park is especially known for its large population of elephants and gorillas along with more than 265 species of birds. Around 22,000 people live around Nki; the largely rural population is mostly made up of Baka pygmies and ethnic Bantus.

Bi-national patrol operations are led with the Republic of Congo, as well as cooperation with Interpol. Nki National Park has no management plan; total staff counts 39 people, with 2 engineers and 37 eco-guards. Its equipment is also very limited: it has 6 firearms, 3 motorbikes, and a geographical information system. The scarcity of equipment is associated with similar issues to those in the Dja faunal reserve. The total running costs in Nki National Park reach 103 FCFA/ha (about 0.18 USD/ha).

(iii) **Boumba Bek National Park**

Around 33,000 people live around Boumba Bek National Park. The population is mostly made up of pygmies and ethnic Bantus mostly living in rural areas, of logging companies' workers who live in logging towns closer to sawmills and of Muslim merchants from the north of Cameroon, neighbouring countries and Mauritania. Boumba Bek National Park has a management plan dealing with mammal

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<sup>69</sup> Briefing on the Zoological Society of London's conservation programme for the Dja Landscape for UNDP, April 2016

and fauna protection, with anti-poaching activities in collaboration with the local population and with ecotourism development strategies; the plan will, however, be expiring in 2016. The staff reaches a total of 32 people, with 3 engineers and 29 eco-guards. It is subdivided in 4 sectors. Its equipment is also very scarce: it has 6 firearms, one motorbike, and a geographical information system. The total running costs in Boumba Bek national park reach 130 FCFA/ha (about 0.22 USD/ha).

IUCN is currently undertaking a project in Boumba Bek national park, aiming at “Reducing the illegal killing of elephants and other wildlife species in Boumba Bek National Park”, budget is 390,000 euros over 3 years (413,680 USD).<sup>70</sup>

(iv) **Ngoyla Wildlife Reserve**

The staff reaches a total of 6, with 2 engineers and 6 eco-guards. Ngoyla Reserve has no management plan and is the least equipped reserve. For instance, it has no weapons. The total running costs in Boumba Bek National Park reach 109 FCFA/ha (about 0.19 USD/ha).

The project entitled “Conservation and sustainable use of forestry and faunal resources of Ngoyla Mintom” is currently implemented by the GoC and the World Bank, and co-financed by the GoC and the GEF. The goal of the project is to contribute to the sustainable management of the main core of the Ngoyla Mintom forest, in favour of indigenous and local populations. The project will close in June 2017, total budget is 18.911 million USD over five years, so an estimated 3.8 million USD yearly<sup>71</sup>.

(v) **Mangame Gorilla Sanctuary**

The sanctuary has a management plan but it is not considering the future adjunction of the Kom National Park. The staff reaches a total of 21, with 2 engineers and 19 eco-guards (around 13 km<sup>2</sup>/staff). It is subdivided in 4 sectors. Its equipment is also very limited: it has no firearms, one car, three motorbikes, and no geographical information system nor internet connection. The total running costs in Mangame National Park reach 152 FCFA/ha (about 0.26 USD/ha).

(vi) **The inter-zone**

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<sup>70</sup> Personal communication IUCN, “Project “Reducing the illegal killing of elephants and other wildlife species in Boumba Bek National Park” : 390 000 € for 3 years; “REDD+, agro-forestry et land-use” : 300 000 € for 2 years, Projet de « sécurisation des forêts du DFP » : around 8Millions \$ over 5 years.

<sup>71</sup> <https://www.thegef.org/project/cbsp-conservation-and-sustainable-use-ngoyla-mintom-forest>

The inter-zone represents the forest areas in between the targeted PAs. It covers a surface area of approximately 1.3 million ha and is currently still largely covered with forests. These are made up of logging concessions and land intended for agro-forestry development. The ZSL is working with timber companies in the inter-zone to strengthen wildlife monitoring, protection, and law enforcement activities. Nothing is legally preventing the area intended for agroforestry from being cleared, either for villagers’ agricultural projects, by external pioneers, or by large agro-industrial projects (such as, for example, Sud Cam’s current project to implant 45,000 ha of rubber tree plantations after clearing). According to the IUCN, in the forest area of Djoum-Mintom, hunting is the second revenue-generating activity for local populations after agriculture<sup>72</sup>. Most of the population (63%) hunts occasionally, while 12% of them hunt regularly, and the rest seldom. However, hunting is the first revenue-generating activity for Baka and Kaka populations<sup>73</sup>.

Total estimates of baseline funding for project area initiatives in 2017 - 2021 is expected to be around USD 7 million, (including USD 3,183,345 from government<sup>74</sup>, USD 413,680 of IUCN funding<sup>75</sup>, USD 627,000 of WWF funding<sup>76</sup>, USD 919,917 of ZSL and partners funding, World Bank-GEF project funding: USD 1.9 million<sup>77</sup>).

## Part 2. Project Strategy

### 2.1 Project rationale and policy conformity

The project is in line with the GEF Focal Area Strategy and the Strategic Programme, and thus consistent with the objectives of, and will contribute to the outcomes and outputs of, the GEF 6 Biodiversity (BD), Land Degradation (LD) and Sustainable Forest Management (SFM) Focal Area Strategies.

For the *Biodiversity Focal Area*, the project will contribute to the expected outcomes and indicators of Program 2 of BD-1 and Program 3 of BD-2 as follows:

GEF-6 Biodiversity Results Framework			
Objective	Program	Outcome	Indicator

72 [https://cmsdata.iucn.org/downloads/sg\\_carpe\\_iucn\\_fy07\\_final\\_report\\_cew\\_cameroon.pdf](https://cmsdata.iucn.org/downloads/sg_carpe_iucn_fy07_final_report_cew_cameroon.pdf)

73 [http://www.cifor.org/publications/pdf\\_files/articles/Alngram1502.pdf](http://www.cifor.org/publications/pdf_files/articles/Alngram1502.pdf)

74 PPG technical report estimation of total yearly budget for each target PAs.

75 Personal communication IUCN, “ Project “Reducing the illegal killing of elephants and other wildlife species in Boumba Bek National Park” : 390 000 € for 3 years; “REDD+, agro-forestry et land-use” : 300 000 € for 2 years, Projet de « sécurisation des forêts du DFP » : around 8Millions \$ over 5 years.

76 Estimates from personal communications with WWF Cameroon “Activités et financement (montant) WWF en cours susceptible de servir de contrepartie »

77 <https://www.thegef.org/project/cbsp-conservation-and-sustainable-use-ngovla-mintom-forest>



<p><b>BD-1</b> Improve sustainability of protected area systems</p>	<p><b>Program 2:</b> Nature's Last Stand: Expanding the reach of the global protected area estate</p>	<p><b>Outcome 1.1:</b> Increased revenue for protected area systems and globally significant protected areas to meet total expenditures required for management.</p> <p><b>Outcome 1.2:</b> Improved management effectiveness of protected areas</p>	<p><b>Indicator 1.1:</b> Funding gap for management of protected area systems and globally significant protected areas.</p> <p><b>Indicator 1.2:</b> Protected area management effectiveness score</p> <p><u>Contribution of the project to the indicator:</u> Increasing number of Updated National PA and IWT Strategies approved by Government Improvements in capacity of key players as outlined in customized Capacity Development Scorecard Establishment of a Wildlife Crime Task Force, signature of an International agreement about transboundary BR signed by countries</p>
<p><b>BD-2:</b> Reduce threats to globally significant biodiversity</p>	<p><b>Program 3:</b> Preventing the Extinction of Known Threatened Species</p>	<p><b>Outcome 3.1:</b> Reduction in rates of poaching of rhinos and elephants and other threatened species and increase in arrests and convictions (baseline established per participating country)</p>	<p><b>Indicator 3.1:</b> Rates of poaching incidents and arrests and convictions.</p> <p><u>Contribution of the project to the indicator:</u> Increase of the total number of anti-poaching inspectors, brigades and posts in the project area, improve transboundary IWT combat effectiveness in the project area (PAs and inter-zone) through: - annual number of inspections and patrols; - annual number of seizures; - annual number of arrests; - annual number of successful prosecutions on poaching and IWT</p>

For the *Sustainable Forest Management Focal Area*, the project will contribute to the expected outcomes and indicators of SFM-1 as follows:

GEF-6 Sustainable Forest Management Results Framework			
Objective	Program	Outcome	Indicator
<p><b>SFM-1</b> <i>Enhanced Forest Management:</i> Maintain flows of forest ecosystem services and improve resilience to climate change through SFM.</p>	<p><b>Program a:</b> Integrated land use planning</p>	<p><b>Outcome:</b> Innovative mechanisms avoid the loss of high conservation value forest.</p>	<p><b>Indicators b:</b> Maintenance of the range of environmental services derived from forests (number of services maintained);</p> <p><b>Indicator c:</b> Enhanced sustainable livelihoods for local communities and forest-dependent people (% increase in income of women and men)</p> <p><u>Contribution of the project to the indicator:</u> METT Scorecard, Management Plan, Annual PA reports, Biodiversity surveys report, M&amp;E reports Elaboration of inventory data on wildlife population densities and revised management plan documents, as well as revised simple management plan for communities' forest</p>

For the *Land Degradation Focal Area*, the project will contribute to the expected outcomes and indicators of LD-3 as follows:

GEF-6 Land degradation Results Framework			
Objective	Program	Outcome	Indicator

<p><b>LD-3 Enhanced Forest Management:</b> Maintain flows of forest ecosystem services and improve resilience to climate change through SFM.</p>	<p><b>Program 4:</b> Scaling-up sustainable land management through the Landscape Approach</p>	<p>N/A</p>	<p><b>Indicator a:</b> Change in land productivity  <u><b>Contribution of the project to the indicator:</b></u>  Total area of wildlife habitat under official CBNRM and participatory SFM and SLM management increases, Total number of sustainable small businesses established by local communities in the project area increases, Annual number of proved wildlife crime cases reported by local people increases.</p>
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### **2.1.1 Rationale and summary of GEF alternative**

The Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (the ‘GWP’) provides the strategic context for this GEF-funded project. Within the overarching framework of this GWC, this project will support the Government of Cameroon in the implementation of a national strategy to improve wildlife and protected areas management, enhance community livelihood benefits, reduce poaching, and eliminate illegal wildlife trade.

The project aims to **strengthen the conservation of globally threatened species in Cameroon** and will be implemented at three geographic levels: at the national (central government) level in Cameroon; at a number of key sites within Cameroon that harbour globally significant biodiversity threatened by increasing rates of wildlife crime and poor management; and for a small and select number of activities designed to facilitate inter-country coordination between Gabon, Congo, and Cameroon (in the Tri-national Dja-Odzala-Minkebe transboundary area).

The alternative scenario proposed by the project is to strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience, and management and thus to improve the financial sustainability and strategic cohesion within government agencies and other anti-poaching institutions, while also dealing with increasing threats and risks to biodiversity in a shifting national economic environment, including increasing deforestation, degradation of habitat, and poaching. It is a response to the sharp increase in illegal wildlife trade volume globally, and the emergence of Cameroon as a key source country in regional wildlife trade networks as well as a significant transit country for transnational wildlife trafficking.

This includes diverting local populations from getting involved in biodiversity-harming practices by helping former poachers and hunters through the adoption of alternative livelihood options that link conservation to economic opportunity. This also involves removing systemic and institutional barriers to effective action to strengthen the management effectiveness of Cameroon’s PA system, while combating illegal wildlife trade, at national, local and landscape levels through improved regulatory and institutional frameworks, and enhanced and coordinated government action. Financial sustainability is a key element in ensuring the system’s overall effectiveness and sustainability.

The project Outcomes and Impacts will be achieved through implementation of four interconnected components (see details in the section 2.2).

- Component 1 addresses the need for a strengthened capacity to improve PA and IWT governance in the country. This will provide a framework at national level and capacity at institutional level that will support the effective implementation and overall management of National IWT Strategy, and strengthen protection of Tri-national Dja-Odzala-Minkebe transboundary area between Cameroon, Congo, and Gabon via establishment of Transboundary Biosphere Reserve;
- Component 2 focuses on improving the effective management of 5 globally significant protected areas in the TRIDOM area;
- Component 3 aims to reduce wildlife crime affecting threatened species in the Tri-national Dja-Odzala-Minkebe transboundary area via targeted law enforcement and development of CBNRM, SLM and SFM under an Integrated Management Plan;
- Component 4 exercises knowledge management and M&E framework for effective adaptive management and lesson learning and deals with gender mainstreaming issues. It will organize participatory M&E framework for the project and will facilitate learning from the project activities (see Incremental reasoning and expected global, national and local benefits sections for details).

The proposed project is a child project of the GEF initiated programme: “Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development”, which has come as a response to this urgent need to address wildlife poaching and illegal trade as a development issue that deprives countries of their natural assets. With a GEF grant of \$90,377,470, it aims to strengthen cooperation between development partners that will bring together biodiversity conservation, sustainable livelihoods activities, and poverty reduction. This project will contribute to the following Outcomes of the Global Wildlife Programme:

Alignment of the project with GWP components, outcomes and indicators & targets

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP GEF Indicators and Targets
1. Strengthening capacity for effective PA and IWT governance in Cameroon	Component 1. Reduce Poaching and Improve Community Benefits and Co-management	<b>Outcome 1:</b> Reduction in elephants, rhinos, and big cat poaching rates. Increase in detection/interception of poaching incidents and arrests	<p><b>1.1:</b> Reduction in poaching rates of target species at program sites.</p> <p><b>1.2:</b> Number of poaching-related arrests derived from enforcement operations at program sites (increase at first, then decrease over time)</p> <p><b>1.3:</b> Number of investigations/patrols at program sites that result in poaching-related arrests (increase at first, then decrease over time)</p> <p><b>1.4:</b> Increase in the proportion of poaching-related arrests that result in prosecution</p>

	<p>Component 2. Reduce Wildlife Trafficking</p>	<p><b>Outcome 4:</b> Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and products</p>	<p><b>4.1:</b> Increase in number of dedicated wildlife law enforcement coordination mechanisms at program sites</p> <p><b>4.2:</b> Increase in number of joint enforcement operations at program sites that involve evidence from, or investigations, in multiple jurisdictions or by multiple agencies</p> <p><b>4.3:</b> Increase in use of intelligence-focused guided enforcement operations at program sites</p> <p><b>4.4:</b> Increase in random routine inspections at program sites</p> <p><b>4.5:</b> Increase in proportion of arrest, prosecution, and conviction rates relative to seizures</p>
<p>2. Improving the effective management of globally significant protected areas in the forest landscapes of Cameroon</p>	<p>Component 1. Reduce Poaching and Improve Community Benefits and Co- management</p>	<p><b>Outcome 1:</b> Reduction in elephants, rhinos, and big cat poaching rates. Increase in detection/interception of poaching incidents and arrests</p> <p><b>Outcome 3:</b> Increase in integrated landscape management practices and restoration plans to maintain forest ecosystem services and sustain wildlife by government, private sector and local community actors, both women and men</p>	<p><b>1.5:</b> Increase in protected areas management effectiveness (METT) score for program sites</p> <p><b>3.1:</b> Increase in the number of policies, plans, and regulatory frameworks that support low GHG development (compared to baseline levels at start of project)</p> <p><b>3.2:</b> Increase in area of forest resources restored in the landscape, stratified by forest management actors (compared to baseline levels at start of project)</p> <p><b>3.3:</b> Increase in community benefits generated for managing forest ecosystems and restoration plans</p>
<p>3. Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species [site level]</p>	<p>Component 1. Reduce Poaching and Improve Community Benefits and Co- management</p>	<p><b>Outcome 1:</b> Reduction in elephants, rhinos, and big cat poaching rates. Increase in detection/interception of poaching incidents and arrests</p>	<p><b>1.1:</b> Reduction in poaching rates of target species at program sites.</p> <p><b>1.2:</b> Number of poaching-related arrests derived from enforcement operations at program sites (increase at first, then decrease over time)</p> <p><b>1.3:</b> Number of investigations/patrols at program sites that result in poaching-related arrests (increase at first, then decrease over time)</p> <p><b>1.4:</b> Increase in the proportion of poaching-related arrests that result in prosecution</p>

		<b>Outcome 2:</b> Increased community engagement to live with, manage, and benefit from wildlife	<p><b>2.1:</b> Decrease in human-wildlife conflict (HWC) as measured by incident reports</p> <p><b>2.2:</b> Increase in benefits<sup>78</sup> received by communities from sustainable (community-based) natural resource management activities and enterprises</p>
4. Gender Mainstreaming, Knowledge Management and M&E	Component 4. Knowledge, Policy Dialogue and Coordination	Outcome 6: Improved coordination among program stakeholders and other partners, including donors	<p><b>6.2:</b> Program monitoring system successfully developed and deployed</p> <p><b>6.3:</b> Establishment of a knowledge exchange platform to support program stakeholders</p>

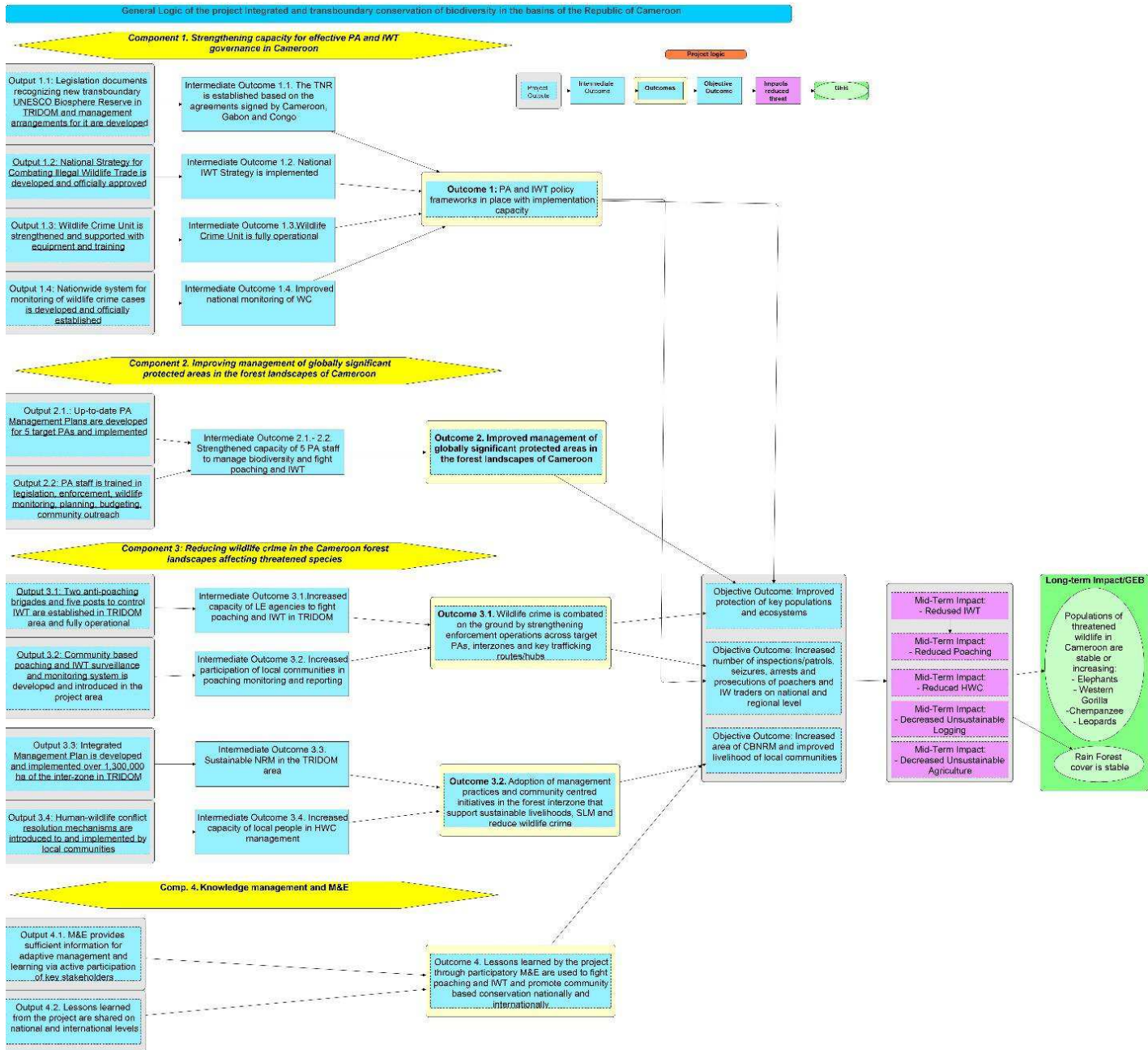
The total cost of investment in the project is estimated at 29,690,281 USD, of which 3,907,500 USD constitutes grant funding from GEF and 25,782,781 USD comprises co-financing from national government, local government, the private sector, NGOs, and UNDP.

In the **baseline situation**, a weak enabling environment, a lack of coordination between agencies, a lack of capacity and resources, and an inability to scale up successful models will mean that endemic poverty and a lack of economic alternatives will further contribute to unsustainable resource exploitation in Cameroon’s globally significant protected areas. It is likely that degradation and fragmentation of the Cameroon’s forests will continue. Existing PAs could lose the biological links between them, eventually becoming biological islands, leading to local extinctions, reduction in biodiversity, disruption of biological processes, genetic isolation and the loss and impairment of global environmental benefits. Wildlife trade, both illegal and legal will substantially increase or, at best, will continue unabated, resulting first in local declines followed by outright extinctions of key Cameroonian wildlife species, including elephants, gorillas, and rhinos. Illegal wildlife trade will continue to operate as organized crime, while legal wildlife trade will remain poorly regulated, raising few revenues for the state, and acting as a cover behind which illegal trade can flourish.

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<sup>78</sup> Includes capacity building, trainings, equipment, jobs, revenue and income, products such as sustainably harvested meat, etc.) at the local and community level from wildlife management, sustainable livelihoods and economic development (i.e. tourism and other natural resources management and conservation activities)

Figure 4. Project Theory of Change



## 2.2 Project Goal, Objective, Outcomes and Outputs/activities

The project goal is: *Populations of globally threatened species in Cameroon (elephant, pangolin, gorilla, chimpanzee) are stable or increasing.*

The project objective is *to strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience and management.*

To achieve the project objective, and address the barriers (see Section 1, Part I), the project's intervention has been organized into four components (three first is in line with the components presented at the child project stage and one - Knowledge Management and M&E - is added following recommendations of GEF 6) and aimed at the **following Outcomes:**

**Outcome 1:** PA and IWT policy frameworks in place with implementation capacity

**Outcome 2:** Improved management effectiveness of PAs in forest landscapes (specifically Dja, Boumba Bek, Mangame, NGoyla and Nki)

**Outcome 3.1:** Wildlife crime is combated on the ground by strengthening enforcement operations across target PAs, interzones and key trafficking routes/hubs

**Outcome 3.2:** Adoption of management practices and community centred initiatives in the forest interzone that support sustainable livelihoods, SLM and reduce wildlife crime

**Outcome 4:** Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally

A detailed review of each Outcome is narrated below.

### **Component 1: Strengthening capacity for effective PA and IWT governance in Cameroon**

**Outcome 1: PA and IWT policy frameworks in place with implementation capacity.**

**Total cost 7,685,624 USD; GEF 1,011,500 USD; Co-financing 6,674,154 USD**

To achieve this Outcome, effective national IWT policy framework will be developed and implemented. Under this Component, the preparation and enforcement of legislation recognizing the new transboundary UNESCO MAB Biosphere reserve in the Tri-national Dja-Odzala-Minkebe transboundary area (Cameroon, Congo, and Gabon) and outlining management arrangements will be completed. A National Wildlife Crime Unit will be strengthened with the mandate for enhancing government systems and institutional capacity for combating IWT in accordance with the new IWT Strategy. A nationwide system for monitoring wildlife trade and wildlife crime cases will be established and operationalized. The Executing Partner of this Outcome is the MINFOF. These Intermediate Outcomes will be achieved through delivery of the following Outputs (project's products and services):

Output 1.1: Legislation documents recognizing new transboundary UNESCO Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area and management arrangements for it are developed and submitted to the UNESCO Committee, and governments of Cameroon, Congo and Gabon for approval

**Assumption:** Legislation documents and management agreements about UNESCO Transboundary Site/Biosphere Reserve developed under this Output will be approved, signed and implemented by UNESCO Committee and Governments of Cameroon, and presented by Cameroon to Congo and Gabon. Thus, this Output will lead to establishment of the Transboundary Biosphere Reserve on the area of 147,000 km<sup>2</sup>. Governments of Cameroon, Congo, and Gabon support establishment of Transboundary Biosphere Reserve an intergovernmental cooperation agreement between Cameroon, Congo and Gabon to establish the Dja-Odzala-Minkébé tri-national transborder complex, covering a surface area of close to 150,000 km<sup>2</sup> or 7.5% of the Congo Basin was signed in 2005 ([http://pfbc-cbfp.org/news\\_en/items/rtp-tridom-enen.html](http://pfbc-cbfp.org/news_en/items/rtp-tridom-enen.html)). Moreover, UNESCO co-financing will be provided to support the process of the TBR establishment. This project will collaborate with GWP child projects in Congo and Gabon to achieve this outcome.

Activity 1.1.1: Analysis on potential institutional and management gaps and needs to enforce the legislation recognizing new transboundary UNESCO MAB in the project area and completion of the UNESCO Transboundary Biosphere Reserve (TBR) recognition process;

Activity 1.1.2: Development of justification documents and international agreements for TBR establishment and management (tri-lateral management plan) between Cameroon, Congo, and Gabon;

Activity 1.1.3: International meetings and discussions of the documents and agreements organized under the overview of Government of Cameroon about the TBR between the Governments of Gabon, Cameroon and Congo;

Activity 1.1.4: Development of the joint management model for the TBR (tri-lateral agreement and management plan), its discussion and process of approval with the countries, including implementation of transboundary agreements between Cameroon, Congo, and Gabon on joint anti-poaching and IWT enforcement activities in the TBR area (LAB protocols).

Output 1.2: National Strategy for Combating Illegal Wildlife Trade and support implementation of CITES is developed and officially approved

**Assumption:** The Strategy will be implemented by Cameroonian Government with allocation of appropriate funding (Intermediate Outcome 1.2).

This National IWT Strategy will aim at wildlife crime enforcement and mitigation principles in Cameroon. Furthermore, this Output directly supports the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), arguably one of the most important global instruments for addressing illegal wildlife trade. The CITES Strategic Vision 2008-2020 emphasizes the importance of national commitment to implementation of the Convention and its principles. National IWT Strategy will directly include and contribute to the implementation of the key decisions of the CITES CoP 17 via addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over elephant poaching and illegal trade on ivory (in the framework of the CITES-led National Ivory Action Plan).

Activity 1.2.1: Analysis of wild crime magnitude in Cameroon and current wildlife crime legislation and law enforcement procedures implementations. Identification of key gaps in the national IWT legislation, including the lack of definition of “wildlife crime” in the national legal corpus. Analysis of roles of different stakeholders in the IWT control in the country, level of inter-agency and inter-sector collaborations on IWT issues, actual involvement of NGOs and local communities in the process;

Activity 1.2.2. Development of key strategic principles, goals and objectives for the National IWT Strategy; identification of strategic partnerships and key steps to achieve national IWT control goals, including



obligations on CITES implementation. Drafting of the IWT Strategy and discussion of it we key national and international stakeholders to ensure common understanding of the wildlife crime impact and synergy in the strategic approaches to fight it. After discussions and editing the final draft of the Strategy will be submitted to the Government for official approval and implementation;

Activity 1.2.3: To achieve effective implementation of the IWT Strategy, the project will invest in the development of wildlife crime legislation proposals to cover legislation gaps. Developed legislation proposals will be submitted to the Government for official approval and improving of wildlife crime enforcement.

Output 1.3: Wildlife Crime Unit is strengthened at the Department of Protected Areas and Wildlife of the MINFOF and supported with training and equipment

**Assumption:** *WCU will be fully operational with allocation of appropriate staff and funding from National Government.*

Activity 1.3.1: Development of proposals for strengthening WCU at the Department of Protected Areas and Wildlife of the MINFOF based on the successful models implementing in Tanzania and Kenia. The proposals will include WCU ToR (intelligence, investigations, detection, analysis and enforcement capacity), staff structure, budget proposal, assessment of capacity and equipment needs, and work plan for 5 years of activities;

Activity 1.3.2: Facilitation the process of strengthening the WCU with the Government (discussion and approval of developed proposals with extended mandate, assistance in the recruitment of WCU additional personnel);

Activity 1.3.3. Technical and training support for WCU, including purchase of computer and field equipment, and delivery of training programmes on legislation, procedures, intelligence, surveillance and prosecution techniques to tackle wildlife crime. Key activities of the WCU at national and local levels will be supported by the project;

Activity 1.3.4. Development of cooperation of WCU with other law enforcement agencies and public (police, customs, immigration service, border guards, national security, NGOs, local communities) via signing collaboration agreements, development and implementation of joint enforcement plans and protocols for information exchange on wildlife crime issues.

Output 1.4: Nationwide system for monitoring wildlife crime cases is developed, officially established and implemented

**Assumption:** *The monitoring system will have allocated staff and funding to support effective WC monitoring at national and provincial levels.*

Activity 1.4.1: Creation of a secure wildlife crime database and data gathering system centralizing all recorded crimes and responsive actions undertaken, building upon the one being developed by ZSL, CITES and TRAFFIC. Cameroon has no centralized database for the collection of criminal or judicial records related to wildlife and environmental crime. Lack of a centralized database makes it difficult to track information in regards to IWT criminals, weapons, vehicles, and tools used, and potentially re-used, in the commission of these crimes. Suggested system on the base of WCU will allow law enforcement agencies to collect, store, retrieve and analyze information on wildlife crime and the persons involved. Special staff will be allocated at the WCU for the system management (at least 3 persons). Key capabilities of the system should include:

1) The ability to consolidate multiple data sources, i.e. records from various jurisdictions allowing for the search, access and use of all records by authorized personnel;

- 2) Secure and encrypted web-based storage of data and records, with automated backup systems;
- 3) The ability to interface and either feed into or make use of current data collection systems including WEMS and SMART;
- 4) A standardized interface that is easy to use, encouraging timely and accurate data entry and use at multiple levels within the organization;
- 5) Allows for the easy identification and purging of inactive or obsolete records in accordance with established policies and protocols;
- 6) Should be flexible and expandable to allow for implementation in other agencies with a view to becoming the national records database for the Cameroon government. The above capabilities would be based upon established criminal justice standards including the Global Justice XML Data Model (Global JXDM), the National Information Exchange Model (NIEM), and the National Institute of Science and Technology (NIST) standards.

Activity 1.4.2: Presentation of the IWT monitoring system to the government and enforcement agencies for demonstration of its abilities and official approval.

Activity 1.4.3: Training workshops on the IWT monitoring system implementation for WCU and other enforcement agencies. Implementation of the system needs to be accompanied by qualified users. Special training program for WCU and other law enforcement agencies will be developed and implemented under the project support.

## **Component 2: Improving management of globally significant protected areas in the forest landscapes of Cameroon**

**Outcome 2: Improved management effectiveness of PAs in forest landscapes (specifically Dja, Boumba Bek, Mangame, NGoyla and Nki)**

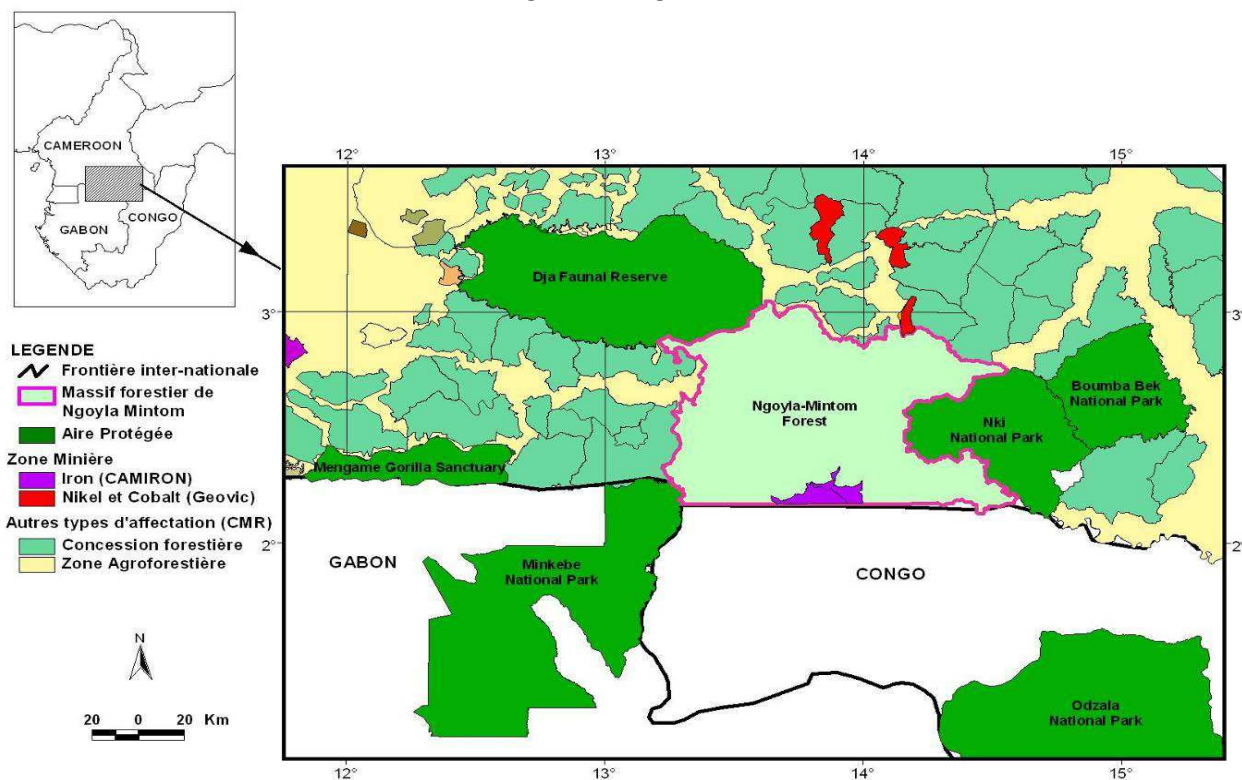
**Total cost 9,269,895 USD; GEF 1,220,000 USD; Co-financing 8,049,895 USD**

To achieve this Outcome, the project will support detailed biodiversity surveys that will determine critical conservation and IWT sites; undertake threat/risk assessments and establish project baselines for poaching of target species in 5 targeted PAs. Based on obtained data, PA management plans will be updated and strengthened for the Boumba Bek, Nki, Mangame, Ngoyla Wildlife Reserve PAs covering 1,258,012 ha (Fig. 5). In parallel, the capacity of the five PA will be developed to improve management, ensure appropriate application of PA and IWT legislation and enforcement measures, and improve planning, budgeting and equipment. PA staff will be trained in controlling poaching and other illegal activities through implementation of the SMART approach<sup>79</sup>, preventing unsustainable exploitation of bush meat, securing wildlife populations and assuring PA integrity. These trainings will be elaborated following the previous trainings provided by the United States Government and with the support of UNODC, Interpol and other relevant institutions. The Executing Partners of this Outcome are UICN, ZSL, MINFOF, WWF and AWF.

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<sup>79</sup> <https://www.zsl.org/conservation-initiatives/conservation-technology/smart-spatial-monitoring-and-reporting-tool>

Figure 5. Target PAs



Following Outputs will be delivered by the project to achieve the Outcome in 5 target PAs.

Output 2.1: Up-to-date PA management plans for five target PAs (Dja, Boumba Bek, Mangame, Ngoyla Wildlife Reserve and Nki PAs) are developed and implemented

**Assumption:** updated MPs will be implemented by the PAs with sufficient funding from Government and International NGOs (Intermediate Outcome 2.1)

Activity 2.1.1: Evaluation of effectiveness of existing PA management models in five target PAs, including co-management, to provide a baseline for the development of improved PA management plans;

Activity 2.1.2: Identification of critical conservation and IWT sites, population and ecosystem status baselines and update of threat/risk assessments (including IWT) in the four target PAs (except of Dja) using existing data collected by different organizations and local communities as a basis for management planning;

Activity 2.1.3: Assistance to the PA managers in the development of management plans for four target PAs (except of Dja that has updated MP) using participatory method (involving local and indigenous communities, private sector and other stakeholders) and approval of the plans by local communities and key stakeholders;

Activity 2.1.4: Facilitation of the approval of the management plans in project areas via presentations and meetings of the PA staff with government officials;

Activity 2.1.5: Development and signing of MOUs between Protected Areas authority (MINFOF) and NGOs on the joint management of target PAs. Implementation of the MOUs will provide target PAs with

continuous support for implementation of the management plans from International NGOs (WWF, ZSL, IUCN) working in the Tri-national Dja-Odzala-Minkebe transboundary area;

Activity 2.1.6: Support of initial implementation of the management plans in 5 target PAs via repair of the PAs HQs (providing water/electricity/ internet), repairs of permanent control posts (at least 2 control posts at strategic sites within each target PA), and providing of field equipment for law enforcement and wildlife monitoring (computer equipment, vehicles, GPSs, radios, camera-traps, field uniform and other field equipment). Also, the PAs will be supported with initial operational funds to organize anti-poaching patrolling and IWT watch on the posts in the frameworks of updated management plans (see table below). It will include introduction of SMART and camera-trapping systems to monitor wildlife populations in the PAs for better planning and implementation of LAB patrols, and analysis of the needs in terms of surveillance within the CAM Iron concession. This activity will be implemented in cooperation with ZSL and WWF that are active in the area.

Output 2.2: PA staff is trained in legislation, enforcement, wildlife monitoring, planning, budgeting, community outreach and human resource management

**Assumption:** PA staff will use obtained knowledge and skills for effective PA management and IWT combating.

Activity 2.2.1: Analysis of the capacity needs of five target PAs in legislation, enforcement, wildlife monitoring, planning, budgeting, community outreach and human resource management;

Activity 2.2.2: Organization of trainings for target PA staff on anti-poaching techniques, intelligence network, combat training and acquisition of transport, communication, monitoring equipment for eco-guards in each PA, and incentive payment systems. The programme of trainings will be formulated following the previous trainings from the United States Government, in order to complete the trainings of PA staff and to train new staff. Following trainings are proposed: law enforcement measures pertaining to wildlife and forest offences; prosecutorial and judicial capacities to respond to wildlife and forest crime; factors that drive wildlife and forest offences, and the effectiveness of preventive interventions, and; the availability, collection and examination of data and other information relevant to wildlife and forest crime. Trainings of the PA staff for the development of budgeted operational plans for each targeted PA by introducing the zero-poaching approach and toolkit; Following the trainings provided by the United States Government, these trainings will be provided with the support of UNODC, Interpol and other relevant institutions for the purpose of using their experience in this field and in the region.

Activities planned in each target PA to deliver Outputs 2.1 and 2.2 are shown in the Table below:

Name of PA	Urgent PA needs	Planned activities to deliver Outputs 2.1 and 2.2.	Budget per activity (USD)	Total budget for component 2 for each PA (USD)
Dja Biosphere Reserve	Lack of law enforcement equipment, needs funding to support anti-poaching patrolling	<u>Equipment purchase and building repairs</u> : 1 4x4 DW vehicle, field equipment for anti-poaching and wildlife monitoring, repair of HQ and 2 posts	110,000	160,000
		<u>Operational support for patrolling</u> : gasoline, parts for cars, per diems for rangers	50,000	
Boumba Bek	No MP exists; Lack of law enforcement equipment, needs staff trainings and funding to support anti-poaching patrolling	<u>Management planning</u>	30,000	205,000
		<u>Equipment purchase and building repairs</u> : 2 motorbikes, field equipment for anti-poaching and wildlife monitoring, repairs for 2 posts	110,000	
		<u>Training</u> : 20 of staff will be trained	15,000	
		<u>Operational support for patrolling</u> : gasoline, parts for cars, per diems for rangers	50,000	
Mangame Gorilla Sanctuary	No MP exists; Lack of law enforcement equipment, needs staff trainings and funding to support anti-poaching patrolling	<u>Management planning</u>	30,000	185,000
		<u>Equipment purchase and building repairs</u> : 1 motorbike, field equipment for anti-poaching and wildlife monitoring, repairs for 2 posts	90,000	
		<u>Training</u> : 19 of staff will be trained	15,000	
		<u>Operational support for patrolling</u> : gasoline, parts for cars, per diems for rangers	50,000	
Ngoyla Wildlife Reserve	MP needs revision; Lack of law enforcement equipment, needs staff trainings and funding to support anti-poaching patrolling; needs a ranger camp in key habitat	<u>Management planning (update of existing MP)</u>	15,000	465,000
		<u>Equipment purchase</u> : field equipment for anti-poaching and wildlife monitoring	25,000	
		<u>Training</u> : 6 of staff will be trained	5,000	
		<u>Construction</u> of one ranger base camp	400,000	
		<u>Operational support for patrolling</u> : gasoline, parts for cars, per diems for rangers	20,000	
Nki National Park	No MP exists; Lack of law enforcement equipment, needs staff trainings and funding to support anti-poaching patrolling	<u>Management planning</u>	30,000	205,000
		<u>Equipment purchase and building repairs</u> : field equipment for anti-poaching and wildlife monitoring, repairs for 2 posts	110,000	
		<u>Training</u> : 20 of staff will be trained	15,000	
		<u>Operational support for patrolling</u> : gasoline, parts for cars, per diems for rangers	50,000	

**Component 3: Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species [site level].** The Executing Partners of this component are WWF, ZSL, MINFOF, IUCN and AWF

**Outcome 3.1: Wildlife crime is combated on the ground by strengthening enforcement operations across target PAs, interzones and key trafficking routes/hubs.**

**Total cost 6,081,659 USD; GEF 800,400 USD; Co-financing 5,281,259 USD**

To achieve this Outcome, enforcement capacity in the project area will be strengthened to proactively target criminal activities, support criminal investigations and prosecution of wildlife crime cases. A wide network of local informers on poaching and IWT will be developed and supported to provide law enforcement agencies with information for sting operations and targeted patrolling.

Output 3.1: Two anti-poaching brigades and five posts to control IWT are established in Tri-national Dja-Odzala-Minkebe transboundary area and fully operational.

**Assumptions:** *established brigade and posts will be supported by government and donor funding to control poaching and IWT.*

Activity 3.1.1: Development of proposals for establishment of two anti-poaching brigades in the Tri-national Dja-Odzala-Minkebe transboundary area for patrolling and sting operations and participation in transboundary anti-poaching operations in the framework of LAB agreement between Governments of Cameroon, Gabon, and Republic of Congo signed in 2005. The proposals will include ToR for the brigades (patrolling, intelligence, investigations, detection, interception of poachers and IW traders), staff structure, budget proposal, assessment of capacity and equipment needs, and work plan for the first 5 years of the brigades' activities. The proposals will be submitted to the Government for official approval and establishment of the brigades;

Activity 3.1.2: Recruitment of the brigades' agents (12 inspectors for two brigades) will be done among the wildlife and forest crime enforcement staff of the MINFOF authority. The brigades will function under supervision of WCU. The agents will be trained in advanced law enforcement techniques and surveillance and provided with necessary field equipment (vehicles, field uniform, communication equipment, poacher detection devices, etc.). The brigades will implement regular 10 to 15 days-long patrolling in the area in cooperation with PAs staff and police and will organize sting operations based on the information received from local informers. Initial operations of the brigades will be supported by the project. The brigades will also participate in the joint transboundary patrols in the area with brigades from Congo and Gabon based on the inter-government agreement on IWT control (see Output 1.1.);

Activity 3.1.3: Establishment of 5 permanent posts for wildlife trafficking control in the area on Ouesso (Congo)-Sangmélima (Cameroon) and Oven-Djoum routes. Simple infrastructure will be constructed for each post (staff building and checking platform) and equipped with special tools (scanners to detect wildlife products and weapons, INTERPOL I-24/7 system, detection dogs). The posts will be provided with police, border guard, and MINFOF inspector staff and will work in full collaboration with anti-poaching brigades, WCU and PAs in the area. The post staff will be trained in the advanced wildlife and weaponry detection techniques used by INTERPOL **and with their support**. Inter-ministerial cooperation between MINFOF and MINEFI in Yaoundé and Douala (airports and ports) to control wildlife trafficking will be facilitated via inter-agency agreements and joint enforcement plans;

Output 3.2: Community based poaching and IWT surveillance and monitoring system is developed and introduced in the project area

**Assumption:** *local communities will participate in monitoring and reporting of poaching and IWT cases provided by financial and other incentives from PAs, wildlife agencies, and antipoaching brigades.*

Activity 3.2.1: Expansion of intelligence gathering networks base on local informers in the targeted area and along the IWT routes in the country, and equip them with communication means. The project in cooperation with ZSL will expand an existing community surveillance around the Dja and Mengame PAs. This will allow to develop and implement a wide network of local informers on illicit and illegal activities in the project area. This will require the

development of a system of incentives for local informants and their connection to regional enforcement agencies. Two approaches will be implemented to develop informant network : i) identify informants, train them and let them evolve in cities and villages in the project area as detectives and get from them all the information on the movements of poachers and IWT traders (2-3 people per village will be trained to IWT surveillance); ii) sign a memorandum with telephone operators for the establishment of an anti-poaching hotline which is made available to populations of the project area and develop a system of compensation for any conclusive information leading to the arrest of a poacher. Community base poaching and IWT surveillance tools such as ExCiteS will be implemented for the network. ZSL will continue to manage and expand an intelligence gathering network across after its establishment in the project framework in Dja, Djoum and south towards the Gabon border, and along the Djoum-Mintom road, coordinating with ANPN in Gabon to share intelligence and coordinate activities;

**Outcome 3.2. Adoption of management practices and community centred initiatives in the forest interzone that support sustainable livelihoods, SLM and reduce wildlife crime**

**Total cost 4,038,369 USD; GEF 517,530 USD; Co-financing 3,540,839 USD**

To achieve this outcome promotion of participatory forest management and SLM involving local communities who live in and around the inter-zone will be done based on the Integrated Management Plan (IMP) developed for the Tri-national Dja-Odzala-Minkebe transboundary area. Designated buffer zones to reinforce the core PAs through the adoption of CBWM, SFM, and SLM practices by communities and more effective management of human-wildlife conflict will be proposed in the framework of the IMP. The project will develop activities that allow people to participate in development of sustainable sources of income based on CBWM, SFM and SLM as sound alternatives to poaching, IWT and illegal logging. The project will also support the involvement of young people and former poachers in conservation activities through associations such as ABRAT<sup>80</sup>.

In order to promote sustainable management practices and community-based initiatives in the forest inter-zone, the project will work with the Cameroon GEF Small Grants Program to channel grants to forest-dependent communities to pilot sustainable livelihoods based on SLM, SFM and CBWM to i) reduce deforestation, IWT and unsustainable bush meat exploitation; ii) promote participatory forest management, and iii) resolve human-wildlife conflicts.

Output 3.3: Integrated Management Plan is developed and implemented over 1,300,000 ha of the inter-zone in the Tri-national Dja-Odzala-Minkebe transboundary area with participation of local and indigenous communities

**Assumption:** *local stakeholders will implement IMP to receive legal, long-term and sustainable benefits from natural resources in the Tri-national Dja-Odzala-Minkebe transboundary area*

Activity 3.3.1: The project will invest in development of Integrated Management Plan for the entire inter-zone in the Tri-national Dja-Odzala-Minkebe part of the Cameroon (1,300,000 ha). For the sustainable management proposes the inter-zone will be divided in several functional zones: PA buffer zones, wildlife migration corridors, community forests, agricultural and industrial areas. Each functional zones will have designated regime of land use with smaller sub-zones for particular land use (e.g, bush meat hunting, agro-forestry). Each local community in the inter-zone (the area has about 60 local communities) will have clearly designated management area for sustainable use of wildlife, forest resources and biodiversity-friendly initiatives (e.g., sustainable game and bushmeat hunting, ecotourism, harvest of forest fruits, honey production, sustainable aquaculture and multiple use tree plantations in degraded forest). The IMP will be developed using participatory approach with involvement of key stakeholders (indigenous communities,

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<sup>80</sup> Association des Braconniers Reconvertis de la TRIDOM

PAs, business companies, logging concessions, MINFOF, etc.) in the planning process of proposed sustainable development in the Tri-national Dja-Odzala-Minkebe transboundary area. Relevant agreements on sustainable forest and wildlife management will be developed and signed between local communities, PAs, forest concessions, mining and hydropower companies and relevant government agencies based on the customary rights of local people on forest and wildlife. The agreements will also include revenue-sharing mechanisms between local communities and private sector companies to provide a flow of benefits to communities from commercial activities in the framework of corporate environmental and social responsibility programmes. Sustainable NRM mechanisms (like FCS and REDD) will be implemented in cooperation with local logging and agribusiness companies to ensure allocation of the most valuable parts of the forest as no logging zones via moratorium agreements. Currently due to WWF efforts ~1,000,000 ha of forest in the interzone are under FSC certification, however, only ca. 120,000 ha of the area are currently under SFM. The project will use FSC mechanism to facilitate FSM implementation in the entire interzone via the IMP. Also, a set of local rules and regulations will be integrated in the IMP using local traditional knowledge on sustainable use of wildlife and other biological resources. Overall, the IMP will create management basis for conservation and sustainable use of wildlife, forest and other natural resources in the inter-zone. Developed IMP will be officially agreed with key stakeholders and approved by the MINFOF. Implementation of the IMP will be managed by TRIDOM Sustainable Development Council (a public participatory management body that will be established under the project) with representation of key stakeholders of the area under supervision of the MINFOF. This activity will be implemented by the project in cooperation with WWF and GIZ that have successful experience of sustainable management planning and practice in the Cameroonian part of the Tri-national Dja-Odzala-Minkebe transboundary area;

Activity 3.3.2: The project will support active integration of local communities in the implementation of the IMP via training programmes on CBWM, SFM and SLM. The training programmes on sustainable livelihoods with special focus on sustainable CBWM will be developed and implemented by the project to show local communities that wildlife have considerable legal economic value and effective alternative options to poaching and IWT exist and can provide them with more robust, legal, and sustainable profits. The programmes will include CBWM (sustainable game and bushmeat hunting), Non-Timber Forest Production, sustainable agriculture. Special training programme on wildlife oriented tourism will be developed and suggested to former poachers in the project area in cooperation with the Mount Cameroon Ecotourism Organization (Mount CEO) and other companies that has significant experience in ecotourism in Cameroon: traditional local hunters will be trained to serve as guides, souvenir makers and entertainers for tourists given their unique tracking skills, knowledge of wildlife and amazing cultural traditions. The project is going to train ~500 local people in total. Ex-poacher willing to develop sustainable livelihood and legal income will be the main target group for the project. To involve them in the CBWM and other activities the project will work with associations of former poachers who are already offering economic opportunities in conservation and surveillance to former poachers (ABRAT<sup>81</sup>);

Activity 3.3.3: Other way to integrate local and indigenous communities in the IMP implementation will be development and support of pilot projects on CBWM, SLM and SFM in collaboration with GEF Small Grant Programme. Special attention will be devoted to sustainable wildlife management projects, including community-based trophy and bushmeat hunting, and certification of the sustainable wildlife production for selling on local and national markets. Another priority will be development of small scale community oil palm and cocoa plantation on degraded lands to avoid clearing of rain forests via Farmer Field School system (<http://www.fao.org/farmer-field-schools/en/>). Each pilot project will develop a 5-year business plan that will be evaluated by local small business experts before receiving funding for implementation. The demonstration projects will be used as learning centers for local people interested in developing CBWM, SLM, SFM and other alternative income sources other than poaching and illegal wildlife trade. At least 10 pilot projects sites will be implemented in the project framework.

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<sup>81</sup> Association des Braconniers Reconvertis de la TRIDOM



Output 3.4: Human-wildlife conflict resolution mechanisms are introduced to and implemented by local communities in the PAs' buffer zones

**Assumption:** *local community will use HWC solutions developed by the project to protect crops and livestock and avoid killing of valuable wildlife*

Activity 3.4.1: Targeted human-wildlife conflict analysis in the project area through participatory approaches. This will help to collect and systemize information on HWC in the Tri-national Dja-Odzala-Minkebe transboundary area, identify hotspots of the conflicts, and found key triggers of the conflicts. The information will be integrated in the IMPs (Output 3.3) for appropriate land use planning that will help to mitigate and avoid HWCs;

Activity 3.4.2: Development and implementation of appropriate solutions to human-wildlife conflicts with local communities. Based on the best experience of HWC management in Africa and analysis of conflict situation in the area the project in cooperation with ZSL and WWF will develop appropriate strategies to mitigate or avoid the conflicts. Main attention will be paid to protection of local community crops from elephants and big apes and development of compensation mechanisms in cooperation with private sector and other potential donors. HWC management demonstration projects will be implemented based on the solutions with 5-10 local communities in the project area.

#### **Component 4: Gender Mainstreaming, Knowledge Management and M&E**

**Outcome 4: Lessons learned by the project, including gender mainstreaming, through participatory M&E are used to fight poaching and IWT nationally and internationally**

**Total cost 1,261,786 USD; GEF 172,000 USD; Co-financing 1,089,786 USD (M&E budget).** The Executing Partners of this Outcome are MINFOF and IUCN.

Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting;

Activity 4.1.1: Involve women and women organizations in the project M&E. This will be done via targeted women's organisations for involvement in this project activity. It involves integrating a gender perspective into the project M&E with a view to promoting equality between women and men, and combating discrimination. It also implies to provide the necessary tools and knowledge needed for women to engage meaningfully;

Activity 4.1.2: Consider women participation in the Grievance Redress Mechanism. When developing the GRM, the project will ensure equal access for both men and women to express their concerns about the project. Gender disaggregated monitoring of grievances of local people will be recorded;

Output 4.2: M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation

Activity 4.2.1: Development of a M&E system and communication tools.

Output 4.3: Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels

Activity 4.3.1: Participation to regional fora on wildlife crime and best practices dissemination;

Activity 4.3.2: Development and support of the project, and dissemination of monthly bulletin among communities, other key stakeholders, and mass media;

Activity 4.3.3: Development of publications at the end of the project to report on the project success and failures and systemize lessons learned during the project implementation

### **2.3. Incremental reasoning and expected global, national, and local benefits**

The project will deliver global environmental benefits resulting from GEF's biodiversity financing, ensuring sustainability and growth of globally significant biodiversity targeting species such as forest elephants, western lowland gorillas, rhinoceros, giant pangolins, etc. The conservation of these endemic species is not only important to Cameroon, but also worldwide, since they are endangered and emblematic. GEF funding will mitigate the global biodiversity losses that continue to be observed in the project area because of on-going commercial wildlife trade. The loss in biodiversity increases the vulnerability of forestry ecosystems to changes in climatic conditions, and reduces its capacity to maintain resilience not only of the ecosystems but also of Pygmy and Bantu populations living in the area. Conservation efforts have largely focused on creating and managing PAs, but it is also important to consider the impacts of biodiversity conservation on the wellbeing of people living near the PAs. It is estimated that the project will improve management of landscapes and thus maintain globally significant biodiversity and the ecosystem goods and services that it provides to society over 2.5 million hectares which represent the area covered by target PAs and the interzone. Moreover, the project will introduce sustainable land management in production systems (agriculture, rangelands, and forest landscapes) over the 1.3 million hectares of the interzone via Integrated Management Plan for the Tri-national Dja-Odzala-Minkebe transboundary area. The improved management of landscapes has been estimated to have a potential of mitigating up to 3.5 million tCO<sub>2</sub>eq over the project period. The project aims to protect ~7,500 ha from deforestation over the whole project area via IMP, and SFM projects of local communities, moratorium agreements with logging and agribusiness companies based on FSC and REDD mechanisms. Carbon calculations have been undertaken as per the Ex-Ante Carbon balance Tool (Ex-ACT), details are available in Annex 19 of this document<sup>82</sup>.

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<sup>82</sup> The project site has a total area of 2,558,412 ha, with an interzone (open for logging) of 1,350,872 ha. Deforestation rate in the Tri-national Dja-Odzala-Minkebe transboundary area is estimated by WWF, during the last two decades (1990-2010) to be very low, ~ 0.19%/10 years, or 0.02%/year, or 511 ha/year. Given this deforestation rate total area deforested in the project site for 6 years without the project may be projected as 3,066 ha. In addition to the average deforestation rate, mining projects and hydropower projects planned in the project area may lead to the additional forest clearances, for a total of about 22,000 ha in the Chollet site (hydropower project), and in Mbalam mining site over the next 6 years (~3,670 ha/year). The total deforestation for 6 years without the project is thus estimated to be about 25,066 ha (or 4,178 ha/year). The project activities will focus on the development of law enforcement capacity of five PAs and other LE agencies in the area will allow considerably decrease deforestation due to illegal logging; Integrated

In addition to supporting the protection of the previously mentioned species and their habitat, other global environmental benefits of the project will include sustaining ecosystem and landscape integrity, soil conservation, habitat consolidation, and maintenance of forest and vegetation cover. This implies investing in effective co-management of the targeted PAs and strengthening local support and compliance. Therefore, the project will also generate local benefits, including increasing revenue and economic development for local communities. In this regard, this project will actively contribute to GEF-6 strategy's Outcome 1.2: improved management effectiveness of existing and new protected areas and Outcome 3.1: Reduction in rates of poaching of rhinos and elephants and other threatened species and increase in arrests and convictions.

Global environmental benefits will also emerge from capacity building as well as from a coordinated approach to integrated landscape management, involving all stakeholders in the area, and eventual implementation at a regional scale, with Congo, Gabon, and CAR. The project will generate these benefits by helping to build fundamental management capacities needed to generate revenues, by implementing management and business plans and by ensuring an enabling institutional and policy environment that is conducive to adequate and dependable financial flows to PA system managers. It will complement other biodiversity-enabling activities that are getting underway in the project area and in the region by lowering poaching and IWT. Finally, the GEF financing will play a catalytic role, which will increase the capacity of Cameroon to meet its obligations under the Convention on Biological Diversity (CBD).

The anticipated long-term benefits of the GEF investment may be summarized as follows:

Component	Baseline Scenario (BAU without the GEF project)	Alternative (with the GEF project)	Incremental Benefit (generated by GEF and co-financing)
<b>Component 1: Strengthening capacity for effective PA and IWT governance in Cameroon</b>	<p>The lack of coordination between agencies, and the lack of capacity and resources for PA management impede the effectiveness of PAs and conservation efforts in general.</p> <p>A failure of PA and IWT governance nurtures the spread of corruption among high-level authorities, thus</p>	<p>Institutional barriers to the effective management of PAs and the combat against IWT are removed; better cooperation and coordination between authorities in charge of conservation, wildlife crime reduction and PA management is supported by the establishment of relevant structures and the</p>	<p>Through this component, the project will enable the formulation and implementation of a National Strategy for Combating Illegal Wildlife Trade to support national implementation of CITES. Legislation documents and agreements for a transboundary biosphere in the Tri-national Dja-Odzala-Minkebe transboundary area will be developed and submitted to the UNESCO</p>

Management Plan will allow to decrease the rate of commercial logging and clearance of forest at mining and hydropower sites via moratorium agreements on logging in the High Conservation Value Forests using FSC, REDD and community forest ownership mechanisms; development of SFM on the territories of local communities and support of sustainable small scale community agriculture on already deforested lands without needs to clear new lands. It is expected that in the result of all those activities the expected deforestation rate will decrease by at least 30% (to ~2,925 ha/year, or ~17,548 ha for 6 years). Thus, the project can potentially save from logging at least ~7,518 ha of the rain forest. Given this input calculations of the project carbon benefits using the FAO ExAct Tool resulted in the 3.5 million tCO<sub>2</sub>eq for the project period.

	<p>triggering increased wildlife crime and related biodiversity loss.</p> <p>Ongoing conservation activities' effectiveness is undermined by poor governance and increasing IWT.</p>	<p>implementation of sound strategies.</p>	<p>Committee and governments of Cameroon, Congo, and Gabon for approval</p> <p>A National Wildlife Crime Unit will be strengthened with the mandate for enhancing government systems and institutional capacity for combating IWT in accordance with the new IWT Strategy, and a nationwide system for monitoring wildlife trade and wildlife crime cases will be established and operationalized</p> <p>The project will undertake biodiversity surveys that will determine critical conservation and IWT sites, threat/risk assessments and establish project baselines of flagship species and biodiversity. Based on this, PA management plans will be updated and strengthened for the Boumba Bek and Nki PAs, Mangame, Ngoyla Wildlife Reserve, covering 1,258,012 ha (Component 2 is for the PAs only, excluding inter-zone). In parallel, the capacity of PAs will be developed to improve management systems, ensure the application of PA and IWT legislation and enforcement measures, and improve planning, budgeting and equipment, etc. Staff will also be trained in controlling poaching and other illegal activities through implementation of the SMART approach</p>
<p><b>Component 2: Improving the effective management of globally significant protected areas in the forest landscapes of Cameroon.</b></p>	<p>Poor management of PAs and low capacity to control poaching and monitor wildlife leads to an increase in the biodiversity loss due to IWT and ineffective conservation efforts.</p>	<p>Cameroon has a strong will in its enforcement and forensic judicial capacity to proactively target criminal activities, support criminal investigations and prosecution of wildlife crime cases, resulting first in an increased number of prosecutions and then a decrease in wildlife crime. At the site level, PAs have sound management plans based on precise data on biodiversity and threats. PA staff is trained in legislation, enforcement, and wildlife monitoring. The habitat is thus more effectively protected and conservation efforts are positively impacting biodiversity by stopping poaching in the area.</p>	<p>2 anti-poaching brigades 5 new IWT control posts will be established, staffed and equipped in the Tri-national Dja-Odzala-Minkebe transboundary area. Wide network of local informers to provide LE agencies with information on poaching and IWT cases will be established and evolved. In order to promote the adoption of management practices and community-centered initiatives in the forest inter-zone that support sustainable livelihoods and reduce wildlife crime, the project will develop an Integrated Management Plan in cooperation with key stakeholders. It will include plans for the improved management of forest</p>
<p><b>Component 3: Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species</b></p>	<p>Wildlife trade, both illegal and legal will substantially increase or, at best, will continue unabated, resulting first in local declines followed by outright extinctions of key Cameroonian wildlife species, including elephants, gorillas, and rhinos. Illegal wildlife trade will continue to operate as organized crime, while legal wildlife trade will remain poorly regulated, raising few revenues for the state, and acting as a cover behind which illegal trade can flourish. The lack of economic alternatives will contribute to unsustainable resource exploitation in Cameroon's</p>	<p>The project area will present alternative economic opportunities for local people and private sector enterprises who will adopt sustainable activities and practices, realizing the value of biodiversity and its protection via Integrated Management Planning.</p> <p>The management plan for the inter-zone is ensuring a sustainable management and use of natural resources, especially forest and wildlife, in the zone. The habitat is sufficiently protected and conservation efforts are positively impact biodiversity</p>	

globally significant protected areas and low awareness and implication of local people in conservation will trigger further degradation of habitat from human activities (logging, mining, hunting), which could lead existing PAs to lose the biological links between them, eventually becoming biological islands. This will increase the rate of biodiversity loss in the next decades.

by stopping biodiversity loss in the area.

landscape inter-zones between PAs ensuring connectivity and maintenance of conservation values include plans for designated buffer zones to reinforce the core PAs through the adoption of SLM practices by communities and more effective management of human-wildlife conflict. The implementation of the IMP will be supported via intensive trainings of local communities on CBNRM practices and development of pilot projects on CBWM, SLM and SFM. The project will work with the Cameroon GEF Small Grant Programme to channel grants to forest-dependent communities to pilot sustainable livelihoods based on SLM and CBNRM to:

- i) reduce deforestation, IWT and unsustainable bush meat exploitation (emission of ~3.5 million tCO<sub>2</sub>eq will be mitigated over the project period); ii) promote participatory forest management, and iii) resolve human-wildlife conflict. All stakeholders in the forest inter-zone will be empowered to participate in monitoring and reporting of illegal activities.

### **2.3.1 Project indicators**

The project indicators contained in Section II / Part II (Strategic Results Framework) include only impact (or 'objective') indicators and outcome (or 'performance') indicators. They are all 'SMART'<sup>83</sup>. The project will additionally need to develop a certain number of Output indicators to comprise the 'M&E framework' to assist project planning and management both at national level and for measuring the progress in the selected pilot landscape. These process indicators will feed into the project's overall M&E framework.

### **2.3.2 Risk analysis**

During the PPG phase, project risks were updated based on those presented at the PIF stage. They were further elaborated and classified according to the UNDP/GEF Risk Standard Categories, and assessed according to criteria of 'impact' and 'likelihood' (see **Box 1** and **Table 2** below). These risks

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<sup>83</sup> Specific, Measurable, Achievable, Relevant and Time-bound.

and the mitigation measures will be continuously monitored and updated throughout the project, and will be logged in ATLAS and reported in the PIRs. The UNDP Social and Environmental Screening Procedure (see Annex of the Project Document) has been applied during project preparation and did not identify any significant environmental or social risks associated with the proposed project. In general, the project will contribute positively towards conserving globally endangered populations of endangered species and their habitats.

Box 1. Risk Assessment Guiding Matrix						
		Impact				
		CRITICAL	HIGH	MEDIUM	LOW	NEGLIGIBLE
Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low
	VERY LIKELY	Critical	High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk

Table 2. Project risk assessment and mitigation measures

CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
<u>Political &amp; Operational</u>	Mal-governance and Corruption (Component 1)	High	Likely	High	Addressing corruption requires considerable high-level political support. Reducing its impact requires action against corruptors, but can also be addressed through tighter regulatory structures and improved monitoring that highlight when appropriate action is not being taken. Many of the described project components are designed to specifically address corruption and other forms of mal-practice and mal-governance. For example, strengthening the regulatory framework and government capacity to fight IWT will enhance oversight and limit opportunities for malpractice (Component 1). Presence of an internationally funded high profile project will further stimulate the government's efforts to fight corruption.
	Lack of cooperation among stakeholders on IWT issues and Integrated Management Planning (Component 3)	High	Likely	High	Successful implementation of Component 3 greatly depends on the willingness of LE agencies to cooperate on anti-poaching and IWT related issues as well as desire of different stakeholders to participate in the development and implementation of Integrated Management Plan in the Tri-national Dja-Odzala-Minkebe transboundary area . To mitigate this risk the project will develop comprehensive collaboration strategy via WCU (Output 1.3) for LE agencies and comprehensive consultation process during Integrated Management Planning (Output 3.3).
<u>Climate change impacts</u>	Increased loss and deteriorating of forest due to climate effects	Medium	Likely	Medium	The risk is clearly more important over the medium to long term. Complementary efforts to maintain resilience and connectivity among forest ecosystems at landscape level will be essential to maintain PA biodiversity over the longer term. The process to create the Transboundary Biosphere reserve in the region being critical to build up equilibrium between Conservation and Development in the region.
<u>Strategic</u>	International community and private investors reluctant to provide resources for biodiversity conservation	Critical	Moderately likely	Medium	Project activities will improve PA and IWT governance in the country through training and support to ministries that strengthen environmental governance, transparency and maximize credibility (Component 1). The project will build partnerships with different groups such as the private sector to provide additional

CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
					resources for the project implementation
	Increases in threats facing PAs due to sectoral activities and/or demographic trends counterbalance improvements in management	Medium	Likely	Medium	This risk may require action by Government that goes beyond increased PA management to address risks at source. The fact that this project is being developed as part of a multi-donor partnership and within regional frame-works geared to improved forest governance serves to mitigate this risk.
	Limited local expertise to carry our implementation and/or follow up	Medium	Likely	Medium	For project implementation purposes, a combination of national and international expertise is envisaged to provide the technical competencies and skills necessary. However, this external expertise is not deemed sustainable and support will include transfer of knowledge, mentoring and training of PA system staff and those agencies managing the inter-zone. Components 1-3 are designed for intensive capacity building of the project partners in IWT control, PA management, and CBNRM
	Allocation of budgetary resources to national and regional trust funds remains low	Low	Likely	Low	The project is built on the environmental economic valuation of the UNDP 'Sustainable Financing' GEF 2906 project, to strengthen the business case in favour of Government financing of PAs. It will encourage the integration of PA financing allocations into national planning (Component 2). Output 2.4 is specifically designed to address this risk and provide additional funding for the PA management via agreements with international NGOs
Economic	Deteriorating political and economic conditions in Cameroon due to low oil prices and political instability in the region	Medium	Moderately likely	Low	Continue project activities as the project seeks to serve as a model for long-term financing of protected areas in countries where political uncertainty and economic constraints currently preclude the government from allocating adequate resources to conservation activities. In the worst scenario the project may be terminated.
Social impact	Project negatively affects indigenous people traditional livelihoods and land use via strengthened law enforcement	Low	Low	Low	The project is planning to set up continuous consultation with indigenous people to ensure their implication in project activities and their role in decision-making on activities that directly concern them. A careful social assessment should be undertaken before implementing specific wildlife use and NTFP activities affecting indigenous people's livelihoods. Continuous consultation and effective



CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
					participation of indigenous people will ensure that the project is respectful of their culture and traditional livelihoods.

**2.3.3 Cost-effectiveness**

Various baseline initiatives create a strong foundation of investment, upon which this project is built. Thus the proposed project is building on the achievements, successes and lessons of former initiatives such as i) the UNDP-GEF project on transboundary conservation (‘Conservation of transboundary biodiversity in the Minkebe-Odzala-Dja interzone in Gabon, Congo, and Cameroon’ (GEF ID 1583), ii) the UNDP-GEF project on sustainable financing mechanism (CBSP Sustainable Financing of Protected Area Systems in the Congo Basin (GEF ID 2906), iii) the World Bank Ngoyla-Mintom Project (Conservation and Sustainable Use of the Ngoyla-Mintom Forest Project for Cameroon), iv) the UNEP regional project on APA (Biodiversity) Ratification and Implementation of the Nagoya Protocol on Access and Benefit Sharing (ABS) for the Member Countries of the Central African Forests Commission COMIFAC (GEF ID 5454). Thus, the project uses lessons learned in the previous initiative to increase its cost-effectiveness.

The project will also build on existing initiatives and policies to develop better collaboration and information exchange, rather than creating new costly systems. Partnership and coordination are expected to be developed with:

- IUCN project to support multi-stakeholder participation in the REDD+ in Cameroon (IUCN Towards Pro-poor REDD+ Project). Phase 1 of the project ran from 2009-2012. Phase 2 of project runs in 2014-2018;
- IUCN-RAPAC/ECOFAC initiative on involvement of riparian population to co-management of natural resource in Dja Biosphere Reserve;
- Joint initiative of IUCN-World Bank and Government of Cameroon on participatory monitoring and evaluation system in Ngoyla-Mintom (Conservation & Sustainable Management within the Ngoyla Mintom Forest Project), 2012-2017;
- CAWHFI project lead by UNESCO to strengthen government and other stakeholders’ institutional capacity to enable the concerted management of the fauna around protected areas and develop appropriate wildlife management plans.

These projects are co-supportive of the conservation and ecosystem services agenda, but in different ways and with distinct site-level focus. There is thus no potential overlap, but rather strong potential for synergies, collaboration, and lesson-learning. The project will provide incremental funding to

cover gaps identified above and increase effectiveness of on-going initiatives. Collaboration with the national Cameroon GEF Small Grants Programme (SGP) will also be sought to potentially channel small grants through existing SGP networks to communities to support grassroots initiatives to reduce overexploitation of the forest zone, and pilot sustainable livelihoods based on Community Based Natural Resource Management (CBNRM) and SLM approaches. As part of Output 3.3, the project will work closely with the SGP team to develop pilot community based projects in the interzone. In collaboration with the Project Management Unit, the SGP team will support local initiatives, following GWP approach and focusing on the project thematic and geographic priorities. Thus, the project will actively leverage other GEF resources (like SGP) to increase its cost effectiveness. The SGP can for instance serve as a delivery mechanism.

Project funding for the preparation of an overarching national planning framework for protected areas will ensure that the implementation of conservation best practice is more consistently applied in national protected areas and that the activities of the PAs are more closely aligned with the overall vision for the national protected area network and the government's national, regional, and international conservation obligations. GEF resources will also be used to strengthen the capacity (staffing, skills and performance reporting system, information management) of local institutions to monitor PAs under its managerial responsibilities.

Project investments in the rehabilitation of some installations or the development of new ones will significantly increase the incomes generated from the targeted PAs. This additional financing will then be used to subsidize an incremental improvement in the quality and extent of conservation management activities in national protected areas.

These approaches assure cost effectiveness as compared to potential alternative project designs, such as conducting very large-scale national PA projects without focusing on the achievements realized in the Tri-national Dja-Odzala-Minkebe transboundary area, which would undermine the successes of TRIDOM 1 and its transboundary and globally significant characteristics. Another alternative that would be less cost effective is to focus on law enforcement and repression without coupling anti-poaching activities with alternative livelihoods development, strong awareness-raising from villages to national institutions, and substantial incentives to divert people from poaching. Without strong local support acquired through consultation and involvement of local communities in PA development activities and the development of sustainable practices, as well as proper incentives for PA rangers and managers to engage in the fight against poaching, enforcement-strengthening activities at national level would have a much lower impact in the field. Thus, the project is focused on the key areas for conservation of endangered species and employs both conservation mechanisms – law enforcement and community-based conservation – to increase effectiveness.

Increased co-financing commitments will continue to be targeted by the project during the project implementation (e.g. co-financing of the private sector, co-financing of the NGOs involved in PA management, etc.) to leverage additional resources and multiply project impact.

During implementation, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximise the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Steering committee to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.

When hiring third party consultants, the project will follow a standard recruitment and advertising process to have at least three competitors for each consultant position. Selection will be based on qualifications, technical experience, and financial proposal to ensure hiring the best consultant (individual or organization) for an optimal price. Economy fares will be applied for necessary air and road travel, and the project staff will be provided with appropriate lodging facilities that ensure staff safety and cost-effectiveness. Expenses will be accounted for according to UNDP rules and in line with the GEF policy. The project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than 10,000 USD, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNDP and GEF.

#### ***2.3.4 Country ownership, country eligibility and country drivenness***

The GoC, since the implementation of the Forestry and Wildlife law of 1994, has demonstrated great interest and engagement in biodiversity conservation, sustainable use of natural resources, and anti-poaching actions. The proposed project will support the country's effort to conserve biological diversity and raise concern on illegal poaching and logging. The government established a National Committee for the Fight Against Poaching through the Order No. 082 / PM of 21 October 1999, (CNLCB). The committee, headed by the Minister of Forests and Wildlife, has studied and proposes to the Minister the broad policy implementation strategies against poaching on the national and sub-regional levels.

The GoC signed the United Nations Convention on Biological Diversity (CBD) in 1992 and ratified it in 1994. The Fifth National Report (2014) has been prepared by the country in conformance with COP 8 decision VIII/14 of the CBD. This report confirms the high priority placed by the GoC on the establishment and management of a PA system as an effective mechanism for the in-situ conservation of biodiversity (Article 8 of the CBD). The country also developed the second version of its National Biodiversity Strategy and Action Plan in 2012, which proposes a long-term vision for

biodiversity conservation and sustainable use of natural resources as part of the national strategy for growth and employment “Vision 2035”. Cameroon’s vision for biodiversity is defined as follows: “By 2035, a sustainable relationship with biodiversity is established in its use and sharing of benefits to meet the development needs and well-being of the people, and ecosystem balance is preserved through sector and decentralized mainstreaming with the effective participation of all stakeholders including local communities”<sup>84</sup>. The first strategic goal of this NBSAP aims at addressing the causes of biodiversity loss by reducing the direct and indirect pressures on biodiversity, including illegal exploitation and poaching. The project will as well contribute to Aichi Targets n°1 and n°2 of the strategic goal A (“Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society”), Targets n°7 of strategic goal B (“Reduce the direct pressures on biodiversity and promote sustainable use”), Target n°12 of strategic goal C (“Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity”) and Target n°14 of strategic goal D (“Enhance the benefits to all from biodiversity and ecosystem services”).

The GoC has also engaged with numerous biodiversity and wildlife protection initiatives. For instance, Cameroon has recently published its National Ivory Action Plan in compliance with the CITES Standing Committee (SC65) direction to countries of secondary importance to reinforce their efforts to combat IWT and the ivory trade in particular. Cameroon is a party to CITES since 1983. Cameroon is also involved in the REDD+ as mentioned earlier. Finally, Cameroon has also signed transborder agreements to promote integrated management of adjacent national parks situated in neighbouring countries. It includes the Tri-national Dja-Odzala-Minkébé complex which was created between Cameroon, Congo, and Gabon; the TNS complex comprising the parks of Lobeke (Cameroon), Dzanga-Ndoki (CAR), and Nouabale-Ndoki (Congo); and the BSB Yamoussa complex signed on August 2011 between Cameroon and Chad to manage resources of Bouba Ndjidda National Park in Cameroon and the Sena Oura NP in Chad. It is important to note that Cameroon has signed the Voluntary Partnership Agreement (VPA) between the European Union (EU) and the Republic of Cameroon. A Voluntary Partnership Agreement (VPA) is a legally binding trade agreement between the EU and a timber-exporting country outside the EU.

### ***2.3.5 Project consistency with national priorities/plans***

The project will contribute to the implementation of many national strategies concerning biodiversity, and the sustainable use management of natural resources, including:

<b>National priorities and plans</b>	<b>Contribution of the project</b>
The National Programme for Environmental Management (PNGE), the programmatic framework integrating aspects on PA	The proposed GEF initiative will support the implementation of the PNGE through its activities dedicated to improve PA management and PA governance leading to better conservation

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<sup>84</sup> Cameroon NBSAP II, December 2012

### **National priorities and plans**

management, sustainable management of coastal and marine resources, promotion of alternative sources of energy, etc.

The National Programme for Forest Development includes protection and conservation measures concerning forest resources (NPFDF).

The Programme for Conservation and management of biodiversity (including forest genetic resources) in Cameroon (PCGBC);

The Sectoral Programme on Forest and Environment (PSFE)

REDD Strategy and programme

### **Contribution of the project**

impacts (Component 1). Its main goal to strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience, and management is directly in line with the PNGE objectives, which are to ensure sustainable management of natural resources, and efficient protection of the environment.<sup>85</sup>

The project is aligned with the NPFDF as it will contribute to enhance forest conservation efforts by creating dialogue with the government and the private sector on sustainable forestry (Output 3.3), and by strengthening participation of local communities in management practices and conservation initiatives in the forest interzone (Outcome 3.b). The project will channel grants to forest-dependent communities to pilot sustainable livelihoods based on SLM and CBNRM to reduce deforestation, IWT and unsustainable bush meat exploitation, and promote participatory forest management.

The central aspect of the project is to ensure an effective conservation of biodiversity in the Cameroonian segment of the Tri-national Dja-Odzala-Minkebe transboundary area by both strengthening capacities to reduce IWT and related poaching and trafficking, and supporting conservation efforts and sustainable use of natural resources by local communities, but also the private sector. The project thus directly follows the country's Programme for Conservation and management of biodiversity which initiated biodiversity inventories in Cameroon and whose main goals were to (i) promote the participation of local populations in biodiversity conservation, and (ii) encourage sustainable use of renewable natural resources and promote ecologically-sound development around protected area.

Many aspects of the proposed project are contributing to this sectoral programme of the MINFOF, which is constituted of four components outlined in four programmes among which one concerns protected areas and wildlife management.<sup>86</sup> Project activities such as bio-monitoring, biodiversity surveys, introduction of agro-forestry practices, and consultation platforms for a more sustainable management of the forest resources in the interzone are all aligned with the objectives of this programme.

The proposed GEF initiative is aligned with the REDD+ strategy and activities in Cameroon, which include the development of projects for biodiversity conservation at the regional level through

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<sup>85</sup> [http://www.minep.gov.cm/index.php?option=com\\_content&view=category&layout=blog&id=127&Itemid=88&lang=fr](http://www.minep.gov.cm/index.php?option=com_content&view=category&layout=blog&id=127&Itemid=88&lang=fr)

<sup>86</sup> Synthèse du PSFE, MINFOF, <http://www.minfof-psfe.com/index.php?section=1&elt=7&beg=10&page=documents>

### **National priorities and plans**

### **Contribution of the project**

landscape management. Many activities under Output 3.7, 3.5, and 3.4 are directly targeting enhanced forest management and inclusion of local communities in conservation efforts.

### ***2.3.6 Sustainability and replicability***

The project design process carefully analysed the best and most innovative approach to guarantee sustainable and impactful results. Particularly innovative aspects of this project include: i) the formulation and implementation of land-use plans and the creation of the first governance structures for a globally significant transboundary complex to secure biodiversity conservation and sustainable natural resource use; ii) the development of capacity to intervene at the national-level to address IWT and monitor trends in Cameroon, bringing together state and private sector actors alongside civil society and local communities, to manage biodiversity, reduce resource exploitation, and protect ecological functions while minimizing pressures on natural resources, and iii) using benefits from community-based natural resource management to contribute to combating wildlife crime and its wider causes, including poverty.

The development of cost-effective and sustainable solutions to reduce the detrimental impacts of poor PA management, degradation of adjacent areas, and associated wildlife trade is central to all aspects of this project. The project will work to support and strengthen Cameroon's institutions and authorities to more effectively manage the national PA estate and reduce poaching and illegal wildlife trafficking. The underlying premise for the project is that interest already exists within the Government of Cameroon, especially within MINEP and MINFOF, to improve the management of the PA system located in the Tri-national Dja-Odzala-Minkebe transboundary area (with the intention to consolidate important work initiated through the regional TRIDOM project 2008-2015), and to control poaching and wildlife trade. What is needed is a combination of facilitation and demonstration to show that resources can be applied for the benefit of globally important biodiversity and sustainable economic development in Cameroon. The project will promote legitimate industry over unscrupulous IWT by developing the regulatory environment into one that provides a clear competitive advantage to legal, sustainable, and responsible trade.

Project **sustainability** will ultimately depend on ensuring the full ownership of the project outputs and activities by the responsible mandated public institutions and securing their long-term commitment (regulatory, policy, funding, and resources) to scale-up and replicate best practices in endangered species conservation, IWT combat, and sustainable forest and land management based on participatory approach, beyond project completion.

Environmental sustainability: The project will strengthen protected areas management and efficiency, thus enhancing conservation of globally significant biodiversity, including endangered species. It will enhance environmental sustainability by improving the effectiveness of conservation efforts in protecting the indigenous species, habitats and ecological processes represented in the project area's network of national protected areas. The project will facilitate preparation of an overarching national planning framework for protected areas that will seek to ensure that a balance is maintained between the conservation of the biodiversity and economic values of parks, the protection of native plants and animals in parks, and the rights of the public to access and enjoy parks. The National PA strategy for protected areas will thus provide direction and guidance to conservation managers and to communities living in parks on how to preserve and protect these special areas and their endemic species. In particular, it will provide – over the long term – more consistent national direction for the management of protected areas through conservation management strategies and PA management plans. It will also support sustainable management of natural resources in the region, especially forest. Through the introduction of new agro-forestry practices, the support to community forest development and the introduction of alternative sustainable livelihoods, the project will guarantee sustainable use and consumption of natural resources such as wildlife and forests.

Institutional sustainability: This will be achieved by improving the functionality and effectiveness of the existing institutional framework for national protected areas and environmental enforcement agencies. The project will specifically contribute to this by enhancing coordination between ministries involved in PA management and anti-poaching actions through the creation of an inter-ministries LAB committee; (ii) and establishing an 'information centre' as a more cost-effective mechanism for delivering common support services to PAs. Following the completion of the project, national institutions and authorities will be empowered and better equipped to exercise their mandates, without requiring further external resources. This will include capacity strengthening activities for stronger law enforcement and development of a national PA and IWT strategies.

Financial sustainability will be developed through the improvement of the financing system for PAs and the development of eco-tourism as a substantial source of revenue to finance PA management. The project will conduct several studies aimed at identifying PA's financing needs and potential sources of funding for the medium and long term. Long-term financing for activities on the local level will be enhanced through a combination of self-financing local initiatives, ecotourism development, and other potential sources of revenue that will be explored during the course of the project. Finally, support will be provided to community associations and groups to build capacity for their own fundraising efforts with government and non-government (donor) funding sources.

Social sustainability will primarily be achieved by facilitating the active involvement of a range of stakeholders in the ongoing planning, management and monitoring of targeted protected areas and inter-zone. The project will identify approaches to, and mechanisms for, the direct involvement of

the private sector, local communities, donors, and NGOs in the ongoing conservation of, provision of services in, and sustainable resource use from national protected areas. In particular, the project will seek to optimize entrepreneurial and direct employment opportunities for communities living nearby the protected areas in the development and delivery of tourism, recreational and bulk supply services to these parks. Finally, the involvement of stakeholders in project activities will be guided by robust stakeholder engagement plans. These stakeholder engagement plans will also make strong provision for conflict management with different categories of user groups.

Replicability: Replicability and dissemination of the lessons learned in the project will be ensured under Component 4: Knowledge Management and M&E. Potential for replicability of this initiatives are strong, as successful activities for PA management and efficiency improvement could be extended to the rest of Cameroon's PAs. Moreover, this project includes a transboundary approach that will lay the groundwork for the extension of anti-poaching and conservation activities at regional level. More generally, each project output will include the documentation of lessons learnt from implementation of activities and the production of results, tools, and guidance materials that will be developed during implementation. This will be consolidated by the Project Manager and the Programme Coordination Unit (PCU), ensuring that this information will then be made accessible to different stakeholder groups, including through the use of social media and other current outreach methods. Participatory M&E system of the project will facilitate lesson-learning process via involving multiple stakeholders in assessment of the project achievements and adaptive management.

### ***2.3.7 Coordination with other related initiatives***

The implementation of the proposed project will be fully coordinated with a number of on-going relevant GEF-financed initiatives, in order to avoid duplication and increase effectiveness. The project will also build on the achievements, best practices, and lessons learned of a large number of on-going and completed initiatives in the Congo Basin of GEF and other development partners:

Several initiatives have already been implemented in Cameroon and the region, and at the global level within the Global Wildlife Program initiative under which the proposed project is developed as a child project.

Overall, the GEF (through the GWP) is funding through these 4 projects, for a total of 22.9 million USD in the Tri-national Dja-Odzala-Minkebe transboundary area and Congo Basin, of which 7 million USD are implemented by UNDP.



Table 3: Relevant GEF-financed and other initiatives

Project and Duration	GEF Funding USD	Relations to Biodiversity Conservation
<p><b>Cameroon</b></p> <p><b>REDD+</b></p> <p><b>2005 - ongoing</b></p>	<p>n/a.</p>	<p>Cameroon has been engaged in REDD+ since 2005 and at the national level, the Government opts for financing options through both funding and market-based approaches. In REDD+ negotiations, Cameroon supports the voluntary engagement of non-Annex I countries. Cameroon has been an active member of the Central African Forest Commission (COMIFAC) and a Forest Carbon Partnership Facility (FCPF) Country Participant since September 2010, when the first grant agreement to develop a Readiness Preparation Proposal (R-PP) was signed. Since November 2011, Cameroon is also a UN-REDD Programme Partner Country, but the FCPF plays the main role in the national REDD+ Readiness process. Cameroon is in the first phase of REDD+, during which capacity is built, the REDD+ strategy is developed, and reference levels are established, amongst others. In February 2013, the country's R-PP was approved by the FCPF, which triggered 3.6 million USD for its implementation. Signed in November 2013, this "readiness grant" is used to develop Cameroon's national REDD+ strategy. Cameroon's R-PP proposes to develop legislation on a range of topics, including stakeholder engagement, carbon rights, and distribution of benefits from REDD+ programs. Numerous legislative reforms already underway demonstrate the slow pace of the law-making processes in Cameroon. During the REDD+ preparatory phase, Cameroon will implement REDD+ pilot projects throughout all agro-ecological zones, which will serve to inform the development of the REDD+ strategy with concrete actions. A number of REDD+ pilot projects are currently in operation in Cameroon. These projects range from Payments for Ecosystem Services (PES) to forest communities to biodiversity conservation at the regional level through landscape management. The TRIDOM project implementation was carried out over 7 years and was funded through two distinct phases. The first phase covered Years 1 to 4, designed for the implementation of a suitable environment framework in terms of forest zoning plan, collaborative management agreements, management master plans, financial plans, and monitoring. The second phase, from Year 5 to 7, focused on the implementation of integrated operational management systems of the landscape.</p>
<p><b>UNDP-GEF project 'Conservation of transboundary biodiversity in the Minkebe-Odzala-Dja interzone in Gabon, Congo and Cameroon' (GEF ID 1095)</b></p> <p><b>2008-2014</b></p>	<p>10,117,500</p>	<p>The project has achieved consistent targets such as the elaboration of 3 land-use plans for the 3 national segments of the interzone, the decrease in hunting in hotspots of the Tri-national Dja-Odzala-Minkebe transboundary area. The total percentage of the area without hunting for bush meat purposes is extended compared to levels at Year 1 through effective law enforcement and collaborative management schemes with the private sector and communities. A strong demand shows that community-based hunting areas and community-based forests become the management tool at the permanent forest periphery as defined in land-use plans and at the periphery of the forest centre "without hunting". In each national segment of the area, at least 50% of communities request the creation of community-based forest/hunting areas. The project also initiated the process for the Tri-national Dja-Odzala-Minkebe transboundary area to benefit from international status as transboundary biosphere reserve of MAB UNESCO. The results on feasibility study and the road map for future actions were approved at the sub-regional level and ratified by the CPR n°6 of February 2014. Major parameters meant to consolidate operational rules in the integration of the master plan were identified.</p> <p>For the Cameroon segment, a draft plan on land-use and occupation consensus has been developed, a TRIDOM office for the implementation of a transboundary squad has been built, and a joint committee responsible for wildlife legal disputes has been implemented. The project also enabled the implementation of Monitoring and Anti-poaching Fight Units and the implementation of a strategy for permanent monitoring.</p> <p>Yet, the project left some remaining gaps and needs. Some project components have not been completed and need a follow-up. This concerns particularly the international and governance statute of the Tri-national Dja-Odzala-Minkebe transboundary area and determining recurring costs and local tracks of sustainable</p>

Project and Duration	GEF Funding USD	Relations to Biodiversity Conservation
<p><b>UNESCO Man and the Biosphere Programme</b></p> <p><b>2012 - ongoing</b></p>	<p>n/a</p>	<p>funding and action plans. There are some remaining gaps to the completion of the project objective and goals, such as:</p> <ul style="list-style-type: none"> <li>- the acquisition of an international status of a UNESCO MAB Transboundary Biosphere Reserve for the area including the interzone.</li> <li>- the development of economic opportunities linked to biodiversity conservation, especially through eco-tourism</li> <li>- the full implementation of the LAB Tri-national Dja-Odzala-Minkebe Strategy taking into account local communities implication and peace and security issues.</li> <li>- the development of sustainable financing sources, including systematic implementation of the polluter pays principle to finance continuous surveillance</li> <li>- the extension of forest management planning, of environmental and social impact studies, of the effective implementation of social and environment management plans,</li> <li>- the capacity strengthening for local leaders and stakeholders</li> </ul> <p>Launched in 1971, UNESCO's Man and the Biosphere Programme (MAB) is an Intergovernmental Scientific Programme that aims to establish a scientific basis for the improvement of relationships between people and their environments. The MAB Programme develops the basis within the natural and social sciences for the rational and sustainable use and conservation of the resources of the biosphere and for the improvement of the overall relationship between people and their environment. It predicts the consequences of today's actions on tomorrow's world and thereby increases people's ability to efficiently manage natural resources for the wellbeing of both human populations and the environment. By focusing on sites internationally recognized within the World Network of Biosphere Reserves, the MAB Programme strives to:</p> <ul style="list-style-type: none"> <li>- identify and assess the changes in the biosphere resulting from human and natural activities and the effects of these changes on humans and the environment, in the context of climate change;</li> <li>- study and compare the dynamic interrelationships between natural/near-natural ecosystems and socio-economic processes, in relation to accelerated loss of biological and cultural diversity with unexpected consequences that impact the ability of ecosystems to continue to provide services critical for human well-being;</li> <li>- ensure basic human welfare and a livable environment in the context of rapid urbanization and energy consumption as drivers of environmental change;</li> <li>- promote the exchange and transfer of knowledge on environmental problems and solutions, and to foster environmental education for sustainable development.</li> </ul> <p>In Africa, UNESCO MAB has recognized 70 Biosphere Reserves in 28 countries, with three being in Cameroon (Dja, Bénoué, Waza). Beside supporting the creation and recognition of Biosphere Reserves, the MAB programme is involved in regional projects in Africa; the Regional post-graduate Training School of integrated management of tropical forests and lands (ERAIFT) training specialists from various African countries at Masters and PhD level<sup>87</sup>, and the Green Economy in Biosphere Reserves project in Ghana, Nigeria and Tanzania<sup>88</sup>.</p> <p>UNESCO MAB has started investing in the Tri-national Dja-Odzala-Minkebe transboundary area in 2012 and has been working on the development of a Transboundary Biosphere Reserve. During the first phase of the TRIDOM project, UNESCO supported the three involved countries for biosphere reserves development, capacity strengthening on MAB process, characteristics and benefits was also conducted.</p>

87 <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/unesco-mab-category-ii-centres/eraift/>

88 <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/networks/afrimab/gebr-project/>

Project and Duration	GEF Funding USD	Relations to Biodiversity Conservation
<p><b>Central Africa World Heritage Forest Initiative (CAWHFI)</b> 2014 – on going</p>	n/a	<p>CAWHFI program is led by the World Heritage Center of UNESCO in transboundary area of Cameroon, Congo, Gabon and Central African Republic to achieve three specific objectives:</p> <ul style="list-style-type: none"> <li>- Improve the management of Protected areas in the Congo Basin;</li> <li>- Improve natural resource management, especially of wildlife, around Protected areas of Congo Basin;</li> <li>- Use the World Nature Heritage mechanism to promote conservation of Biodiversity of the Congo Basin.</li> </ul> <p>Under the auspices of the World Bank, Cameroon, Gabon and Congo are developing and implementing Sectoral Forest and Environment Program (<i>Programme Sectoriel Forêt et Environnement</i>, FESP). The FESP was set up in 1999 and is a detailed and pluriannual strategic policy for the entire forest sector led by the national government and involving the major donors. It insures coherence vis-à-vis data and macroeconomic planning. It is designed as a national sectoral development program established for the implementation a sustainable and participatory management policy of forest and wildlife resources in Cameroon.</p>
<p><b>The Sectoral Forest and Environment Program (FESP)</b> 1999 - ongoing</p>	n/a	<p>Under the auspices of the World Bank, Cameroon, Gabon and Congo are developing and implementing Sectoral Forest and Environment Program (<i>Programme Sectoriel Forêt et Environnement</i>, FESP). The FESP was set up in 1999 and is a detailed and pluriannual strategic policy for the entire forest sector led by the national government and involving the major donors. It insures coherence vis-à-vis data and macroeconomic planning. It is designed as a national sectoral development program established for the implementation a sustainable and participatory management policy of forest and wildlife resources in Cameroon.</p>
<p><b>Regional project providing specific country support to Cameroon to support implementation of the Nagoya Protocol on Access to and Benefit Sharing (ABS) of Biodiversity<sup>89</sup></b> 2014-2020 FAO/ GEF</p>	1,762,557	<p>This project is funded by the GEF and will be implemented by UNEP (GEF ID 5454) for a period of 3 years. It aims to enable the member countries of the COMIFAC (Cameroon, Chad, Central African Republic, Democratic Republic of Congo, Equatorial Guinea, Gabon, Republic of Congo, Rwanda and San Tome &amp; Principe) to ratify and accede to the Nagoya Protocol and start preparing the ground for its domestication and implementation.</p> <p>Among the project objectives are the following:</p> <ul style="list-style-type: none"> <li>• To strengthen biodiversity conservation and reduce degradation in mangrove ecosystems</li> <li>• Two national parks created (Ndongore National Park and Douala-Edéa National Park) and mangroves in Rio Ntem Estuary designated as Ramsar site.</li> <li>• Long-term financing plan developed and approved for management of the Douala-Edéa National Park.</li> <li>• Five mangrove community forests created with simple plans for sustainable management of mangrove resources.</li> </ul>
<p><b>CBSP Sustainable Community Based Management and Conservation of Mangrove Ecosystems in Cameroon</b> 2008-2017 UNEP/GEF</p>	1,733,182	<ul style="list-style-type: none"> <li>• Two national parks created (Ndongore National Park and Douala-Edéa National Park) and mangroves in Rio Ntem Estuary designated as Ramsar site.</li> <li>• Long-term financing plan developed and approved for management of the Douala-Edéa National Park.</li> <li>• Five mangrove community forests created with simple plans for sustainable management of mangrove resources.</li> </ul> <p>Among the project objectives are the following:</p>
<p><b>Sustainable Farming and Critical Habitat Conservation to Achieve Biodiversity Mainstreaming and Protected Areas Management Effectiveness in Western Cameroon SUFACHAC</b> January 2017-December 2020 World Bank/GEF</p>	1,716,895	<p>To promote biodiversity conservation and mainstreaming in production landscape at Bakossi BanyanMbo area of Cameroon through sustainable farming practices that improved community livelihood options and commercial opportunities</p> <p>Gazettement of the new Kupe and Tofala Hill (around 12,000 ha) PA completed as part of the Network of the PA system of the Bakossi Banyang Mbo TOU</p> <p>At least three (3) Participative community based protocols/agreements which include livelihood options and conservation of critical habitats and threaten species</p> <p>Among the project objectives are the following:</p> <p>To improve the conservation and management of core areas within the Ngoyla Mintom forest massif and improve access to income-generating activities for local communities</p>
<p><b>CBSP Conservation and Sustainable Use of the Ngoyla Mintom Forest</b> 2009-2017 World Bank/GEF</p>	3,500,000	<p>Institutional and operational capacity of MINFOF to manage core areas of the Ngoyla-Mintom massif and implement the project strengthened (facilitate establishment of a Technical Operations Unit).</p> <p>Capacity of Local Civil Society Organizations / NGOs to perform watchdog / whistleblower functions strengthened.</p> <p>Among the project objectives are the following:</p>
<p><b>Sustainable management of forest by Cameroonian councils</b> 2012-2015 FAO/GEF</p>	3,573,333	<p>to reduce deforestation and forest degradation in the council forests to improve biodiversity conservation, enhance carbon stocks and ensure implementation of sustainable forest management (SFM) practices.</p> <p>56,200ha of conservation sites formally designated and established within the council forests</p> <p>Reforestation and restoration of 56,200 in the council forests (10% of total council forest and forest reserves targeted by the project)</p>

89 [https://www.thegef.org/gef/project\\_detail?projID=5454](https://www.thegef.org/gef/project_detail?projID=5454)

Project and Duration	GEF Funding USD	Relations to Biodiversity Conservation
<b>UNEP: Participative Integrated Ecosystem Services Management Plans for Bakassi Post Conflict Ecosystems (PINESMAP- BPCE)</b> <b>IFAD: Rural Youth Environmental Promotion Project</b>	na	<p>The project is aiming at ensuring biodiversity conservation and sustainable use and improved management of Bakassi ecosystems through integrated ecosystem management plans including ecosystem valuation</p> <p>The project is contributing at the improvement of food security and incomes for ecological and economic initiatives through entrepreneurship.</p> <p>Its objective is to have in place capacities, institutional frameworks and model mechanisms for the long-term financial sustainability of PA systems and associated ecosystems within six Congo Basin countries. It aims to achieve this objective through three interconnected and complementary outcomes: (i) Outcome 1: Legal, policy and institutional frameworks to support sustainable conservation financing strengthened at regional and national levels; (ii) Outcome 2: Enhanced / innovative revenue generation, management and disbursement mechanisms piloted; (iii) Outcome 3: Business planning and cost-effective management tools applied at PAs and associated landscapes.</p>
<b>UNDP</b> <b>Partnerships for Biodiversity Conservation: Sustainable Financing of Protected Area Systems in the Congo Basin</b>	na	<p>This UNDP-GEF (GEF ID 2906) project aims to address barriers to PA financial sustainability within six Congo Basin countries (Cameroon, Central African Republic, Equatorial Guinea, Gabon, Republic of Congo, Democratic Republic of Congo), and is implemented over a 5 years' period. Its objective is to have in place capacities, institutional frameworks and model mechanisms for the long-term financial sustainability of PA systems and associated ecosystems within the Congo Basin. Through a demonstration method, approaches to removal of individual barriers are demonstrated in one or more countries and at pilot PAs, with the resulting lessons are captured and shared at national and regional levels and are made available for replication. This approach is further strengthened through a strong reliance on partnerships with donors and other stakeholders across the region that are active in support to PAs and/or PA finance, as a means of covering more ground and stimulating replication. In this way, the project offers a comprehensive yet realistic approach to the challenge of sustainable PA financing across the region and thus provides tangible support to the regional Plan de Convergence.</p>
<b>GIZ ProPFE Initiative</b>	22 mln	<p>The GIZ is acting in Cameroon for more 45 years and developed several programs and actions to work for forest conservation and management. The Rural Sector Development Strategy – Forest and Environment subsector (SDRR), also known as the ProPFE, is one of their projects. It aims to develop a sustainable management of forest resources. Actions to improve leadership skills for women were done, workshops on the potential of forest landscapes restoration were conducted together with the MINFOF, help was providing to the Cameroonian government in its initiative to sensitize the population about REDD+. A document called “Second Generation of Forestry” which preaches the development of a sustainable forestry was published in July 2016 together with MINFOF and GIZ-ProPFE.</p> <p>GIZ project is also considered by the project as one of the key baseline programmes in Cameroon (see Baseline Programmes section of the prodoc): the GIZ notably implements a programme aiming to support the partner ministries in devising and implementing a sector strategy for environmental and forest conservation and works with the partners on continued development of policy and strategy guidelines and legal frameworks, as well as to design training programmes for the staff of public authorities and institutions at a decentralized level to impart the know-how needed to enable them to carry out working processes and fulfil their tasks in a more professional manner. GIZ funding for this programme is 22 million USD over 4 years (2016-2019).<sup>90</sup></p> <p>UNDP/GEF project will cooperate with GIZ team in realization of Component 1 (Output 1.2 National IWT Strategy and Output 1.3 Strengthening and capacity building for WCU) and Component 3 (particularly on the Output 3.3. on the Integrated Management Planning in the Tri-national Dja-Odzala-Minkebe transboundary area, development of conservation collaboration with logging companies and introducing SFM principles to local communities via joint consultations and planning, cooperation in development of training programmes</p>

<sup>90</sup> Personal communications of GiZ in Cameroon, for ProPFE (2016-2019)

Project and Duration	GEF Funding USD	Relations to Biodiversity Conservation
		for LE agencies and local communities, and support of pilot CBNRM projects. Potentially GIZ can participate in the Project Board.

Synergies will be sought especially with the projects SUFACHAC, Bakassi and the partnership for Biodiversity Conservation: Sustainable Financing of Protected Area Systems in the Congo Basin.

To respond to the growing wildlife crisis and international call for action, the Global Environment Facility (GEF) in June 2015 launched the Global Wildlife Program (GWP). Led by the World Bank, the GWP is a \$131 million grant program designed to address wildlife crime across 19 countries in Africa and Asia. The GWP serves as a platform for international coordination, knowledge exchange, and delivering action on the ground. The GWP builds and strengthens partnerships by supporting collaboration amongst national projects, captures and disseminates lessons learned, and coordinates with implementing agencies and international donors to combat IWT globally. National projects within the GWP form an integral part of a community of practice that promotes the sharing of best practices and technical resources. Cameroon is a national project under the GWP and during the first year of implementation of the global program, Cameroon already benefited from participation in two in person knowledge exchange events that were held in Kenya and Vietnam. These events brought the GWP countries together to exchange experiences on various anti-poaching, anti-trafficking, and demand reduction issues. During project execution, Cameroon will also have access to the documentation and materials produced during other virtual- and in-person meetings of relevance to the activities to be carried out in the country, especially those on water management, biodiversity conservation, and anti-poaching actions. Cameroon is committed to engaging with GWP partners on joint efforts that will help with the project implementation, including issues related to human wildlife conflict and other technical areas.

### ***2.3.8 Gender mainstreaming considerations***

In the 2014 edition of the Social Institutions and Gender Index (SIGI), Cameroon reportedly has high levels of discrimination against women (SIGI score of 0.2803)<sup>91</sup>. It has also very high discrimination in restricted access to resources and assets. During the project preparation phase, the following key gender issues, identified by the SIGI, were considered:

- In an assessment of women’s access to land, the Economic Commission for Africa gave Cameroon a score of 1 out of a possible 22. Despite these safeguards, discriminatory customary practices still exist and restrict women’s access to land. Legally, any person

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<sup>91</sup> <http://www.genderindex.org/country/cameroon>

- may individually or collectively acquire land rights, as long as a land title that designates such property rights is obtained. But in practice, due to discriminatory inheritance practices, very few women own land, particularly in rural areas.
- With respect to ownership of non-land assets, the law in Cameroon discriminates against women. According to the Civil Status Registration Ordinance, women are not fully entitled to use, enjoy, or sell their property. The law grants the husband the right to administer communal property, providing him the right to sell or mortgage the couple's property without the wife's consent. The law also stipulates that the husband has the right to manage his wife's personal property and exercises all rights to it.
  - Cameroon's current credit legislation does not discriminate against women, but several factors make it difficult for the majority of women to gain access to bank loans. For example, if a woman owns property jointly with her husband, often only the name of the husband is on the title, meaning that women do not legally possess the collateral needed for credit. According to the latest data from the World Bank (2011), 10.9% of women have accounts at formal financial institutions, compared to 18.8% of men, while 3.4% of women had a loan from a financial institution in the past year, compared to 5.5% of men.
  - Although the law gives women the freedom to establish their own businesses, the Civil Status Registration Ordinance allows husbands to end their wives' commercial activity by simply notifying the clerk of the commerce tribunal of their opposition based upon the family's interest.

The project has been carefully designed to maximize the potential for contributing to women's empowerment and for gender mainstreaming. A gender analysis is available for further details in Annex 17 of this document. The project will involve women's organizations and groups through its activities with the Small Grants Program.

Though rural populations have global common needs, the discrepancy of needs between different categories of beneficiaries must be carefully considered. Not only does each commune or villages have specific needs, but different gender and age groups have divergent needs. The project has therefore been carefully designed so that the benefits it will provide won't be monopolized by a single gender and age category.

Thus, training sessions and demonstration workshops on sustainable agro-forestry practices and sustainable land management practices, together with capacity building CBNRM practices, will be especially targeting women, providing them with opportunities for subsistence and representation in decision-making for the management of the inter-zone. Consequently, this project will directly impact women's role within the household and community by providing alternative livelihoods and better representation.

In addition, the project takes into account stakeholders' accountability through financial, legal, and institutional means to ensure the effective participation of women and their representatives in all processes of decision making; social assessments will be carried out which will focus on the assessment of specific impacts on women and other vulnerable groups and their integration into the development process. The representative participation of women in implementation and management bodies of the project will be pursued by ensuring that 50% of the operational organization staff for the implementation of the project will be composed of women with 5,000 women benefiting from the project.

The project will promote gender mainstreaming and capacity building within its project staff to improve socio-economic understanding of gender issues, and will appoint a designated focal point for gender issues to support development, implementation, monitoring, and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts on gender issues to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.

Overview of Gender mainstreaming actions is presented in the table below:

Table 4: Gender mainstreaming actions by the project Outputs

Outcome/ Output	Responsible	Gender Mainstreaming Actions
<b>Component 1: Strengthening capacity for effective PA and IWT governance in Cameroon</b>		
Output 1.1: Legislation documents recognizing new transboundary UNESCO Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area and management arrangements for it are developed and submitted to the UNESCO Committee, and governments of Cameroon, Congo and Gabon for approval	MINFOF MINATD MINEPAT	<ul style="list-style-type: none"> <li>Proactive inclusion of women in working groups, committees, new positions related to UNESCO MAB development</li> </ul>
Output 1.2: National Strategy for Combating Illegal Wildlife Trade and Poaching to support implementation of CITES is developed and officially approved.	MINFOF MINDEF	<ul style="list-style-type: none"> <li>Proactive inclusion of women in working groups and committees involved in policy and regulatory reviews</li> <li>Consideration of gender disaggregated information on socio-economic aspects of resource use and livelihoods related to IWT and implications for women</li> </ul>

Outcome/ Output	Responsible	Gender Mainstreaming Actions
Output 1.3. Wildlife Crime Unit is strengthened and supported in Cameroon.	MINFOF	<ul style="list-style-type: none"> <li>Proactive inclusion of women in working groups, committees, new positions</li> <li>Proactive inclusion of women participants in related capacity development activities</li> </ul>
Output 1.4: Nationwide system for monitoring wildlife crime cases is developed, officially established and implemented.	MINFOF	<ul style="list-style-type: none"> <li>Proactive consideration of women for new positions related to information management</li> <li>Proactive inclusion of women participants in related capacity development activities</li> <li>Information system to ensure gender disaggregated data.</li> </ul>
<b>Component 2: Improving the effective management of globally significant protected areas in the forest landscapes of Cameroon</b>		
Output 2.1: Up-to-date PA management plans for Dja, Boumba Bek, Mangame, Ngoyla Wildlife Reserve and Nki PAs are developed and implemented.	MINFOF, WWF, IUCN, ZSL	<ul style="list-style-type: none"> <li>Ensure inclusion of women quotas for PA staff</li> <li>Proactive inclusion of women in working groups, committees, new positions and unofficial roles</li> </ul>
Output 2.2: PA staff is trained in legislation, enforcement, wildlife monitoring, planning, budgeting, community outreach and human resource management.	MINFOF, WWF, IUCN, ZSL, Interpol, UNODC	<ul style="list-style-type: none"> <li>Gender roles to be clearly articulated while undertaking training needs assessment and incorporate in training modules.</li> </ul>
<b>Component 3: Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species [site level]</b>		
Output 3.1: Two anti-poaching brigades and five posts to control IWT are established in the Tri-national Dja-Odzala-Minkebe transboundary area and fully operational.	MINFOF, WWF, IUCN, ZSL	<ul style="list-style-type: none"> <li>Proactive inclusion of women in brigades</li> </ul>
Output 3.2: Community based poaching and IWT surveillance and monitoring system is developed and introduced to key stakeholders in the project area.	MINFOF, WWF, IUCN, ZSL, CSOs, AWF	<ul style="list-style-type: none"> <li>Involvement of women as CBO facilitators for community work</li> <li>Ensure participation of women in the community-based wildlife crime monitoring system</li> <li>Proactive inclusion of women in working groups, committees, new positions and unofficial roles</li> <li>Proactive inclusion of women participants in related capacity development and field activities</li> <li>Requirement for gender disaggregated information on wildlife exploitation and trade including demand aspects</li> <li>Requirement for gender disaggregated information to design communications strategy and awareness campaign</li> <li>Focus on women as a key target group in wildlife trade source areas for fostering attitudinal change</li> <li>Identification of female champions to participate in awareness efforts</li> </ul>
Output 3.3: Integrated Management Plan is developed and implemented over 1,300,000 ha of the inter-zone in the Tri-national Dja-Odzala-Minkebe transboundary area with participation of local and indigenous communities	MINFOF, WWF, IUCN, ZSL, ICRAF-WCA	<ul style="list-style-type: none"> <li>Proactive inclusion of women participants in related capacity development and field activities</li> <li>Provide gender disaggregated reporting on the training participants</li> </ul>



Outcome/ Output	Responsible	Gender Mainstreaming Actions
Output 3.4: Human-wildlife conflict resolution mechanisms are introduced to and implemented by local communities in the PAs' buffer zones	MINFOF, WWF, IUCN, ZSL	<ul style="list-style-type: none"> <li>• Proactive inclusion of women in working groups and committees concerned with IWT and human-wildlife conflict</li> <li>• Proactive inclusion of women participants in related capacity development and field activities</li> <li>• Provide gender disaggregated reporting on the training and monitoring participants</li> </ul>
<b>Component 4: Gender Mainstreaming, Knowledge Management and M&amp;E</b>		
Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting;	MINFOF, MINPROFF UNDP	<ul style="list-style-type: none"> <li>• Involve women and women organizations in the project M&amp;E</li> <li>• Consider women participation in the Grievance Redress Mechanism</li> </ul>
Output 4.2: M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation	MINFOF, MINPROFF UNDP	<ul style="list-style-type: none"> <li>• Requirement for gender disaggregated information on wildlife exploitation and trade including demand aspects</li> <li>• Proactive attention to lessons learned regarding gender roles in CBNRM and IWT management</li> </ul>
Output 4.3: Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels	MINFOF, MINPROFF UNDP	<ul style="list-style-type: none"> <li>• Requirement for gender-disaggregated information for appropriate indicators in the M&amp;E Plan</li> <li>• Specific monitoring of gender mainstreaming progress during project implementation</li> <li>• Consider gender related reporting in KM and Lessons Learnt reports</li> </ul>
<b>Project Management</b>		
	Project Manager	<ul style="list-style-type: none"> <li>• Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring</li> <li>• At inception: gender screening of design</li> <li>• TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation</li> </ul>

## Part 3. Management Arrangements

### 3.1 Project implementation arrangement

The project will be implemented over a period of six years. The UNDP Country Office and PMU will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP/GEF funds.

The proposed project is implemented under the supervision of the MINFOF as Implementing Partner, with the support of UNDP. Implementation success of the project will require full engagement of key sectoral ministries as well as non-governmental actors in project objectives and activities. The project will be implemented following UNDP's National Implementation Modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Cameroon, the Country Programme Action Plan (CPAP) 2013-2017 and 2018-2020 and as policies and procedures outlined in the UNDP POPP<sup>92</sup>. The project will be implemented at three different levels and will be composed of institutional and management bodies with precise duties to guarantee efficiency and effectiveness in implementation. These bodies include the Project Steering Committee (PSC) and the Project Management Unit (PMU).

The UNDP will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP/GEF funds. The UNDP Country Office (CO) will provide support services to the project - including procurement, contracting of service providers, human resources management, administration of project grant funding, and financial services - in accordance with a Letter of Agreement (LOA) attached in Annex 5 for the provision of support services concluded between the UNDP and the MINFOF. Costs of the support services will be covered by GEF funds. The UNDP CO will also ensure conformance with UNDP Programme and Operational Policies and Procedures and UNDP Results-Based Management (RBM) guidelines.

The MINFOF, as the Implementing Partner (IP), will be responsible for the following functions : (i) coordinating activities to ensure the delivery of agreed outcomes; (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iv) coordinating interventions financed by GEF/UNDP with other parallel interventions; (v) approval of tender documents for sub-contracted inputs; (vi) reporting to UNDP on project delivery and impact; and (vii) carrying out the selection and recruitment process. It will also be directly responsible for creating the enabling conditions for implementation of all project activities.

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<sup>92</sup> see <https://info.undp.org/global/popp/ppm/Pages/Defining-a-Project.aspx>

The PSC will comprise:

- Representatives of the MINFOF and MINEPDED
- GEF Operational National Focal Point
- Representatives of other relevant ministries including MINADER, MINTOUL, MINMIDT, MINJUSTICE, MINDEF, MINATD, MINEPAT, MINPROFF
- UNESCO Representative
- Target PA managers;
- Mayors of PA in neighbouring Communes
- One representative per private Sector (tourism, logging companies, mining, agri-food industry, hydropower, etc.)
- GEF SGP National Coordinator
- Two Representative of Local civil society organizations (South and East)
- Congo and Gabon's protected areas representatives
- Representatives of targeted local and indigenous communities
- International NGOs Representative (UICN, WWF, ZSL, AWF, ICRAF)

The PSC will meet every twelve months. Major tasks involve:

- Approve ongoing activities and partnership planned
- Share information on anti-poaching actions, adjust and enhance communication between project stakeholders to keep the project focused on its initial objectives
- Negotiate with national authorities to adapt and prevent harmful mining, industrial or agri-food projects which could encounter difficulties to integrate into the physical and social landscape as well as having a negative impact on biodiversity. This task does not represent a reject of any projects, because they also have a significant positive impact on employment, but to contribute to their framing so that they become adapted to the sustainable development strategy for the area, which is largely based on eco-tourism development.
- Manage non-allocated resources of the project and new resources coming from different sources
- Create a specific label for the zone which constitutes a protected area cooperative, and enhance communication about the Tri-national Dja-Odzala-Minkebe transboundary area and its recognition through a proper governance body.

MINFOF will appoint a National Project Director (NPD), who will have the following tasks:

- Coordinate project activities with activities of other government bodies;
- Supervise project expenditures in accordance with the work plans and approved by the Steering Committee budgets;
- Assist, monitor and report on the markets and the implementation of activities within the deadlines set by the PTA;

- Accept the terms of reference for consultants and tendering documents for the inputs resulting in a subcontracting
- Make reports to UNDP on the implementation and impacts of the project.

The PMU is the operational body in charge of planning, management and coordination of the implementation of the project. It is placed under the authority of the NPD and is headed by a National Project Coordinator. PMU members will be recruited by a call for applications. To minimize monitoring costs, the PMU will be established in Mintom.

The day-to-day administration of the project will be carried out by a full-time Project Manager (PM), with the support of a Project Administrative Assistant (PAA) and a Project Financial Assistant (PFA). There will be technical assistants, in charge of the socio-economic and institutional aspects, of the LAB, governance and biodiversity monitoring. Collectively the PM, PFA PAA and the TAs will comprise the Project Management Unit (PMU). The PM has the authority to administer the project on a day-to-day basis on behalf of the UNDP, within the constraints laid down by the PSC. The PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PM will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The PM is accountable to the PD and UNDP for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The PFA, PAA and FCs will report to the PM and will provide professional, technical and administrative support to the PM, as required. The terms of reference for the PM, PFA, PAA and FCs are detailed in Annex.

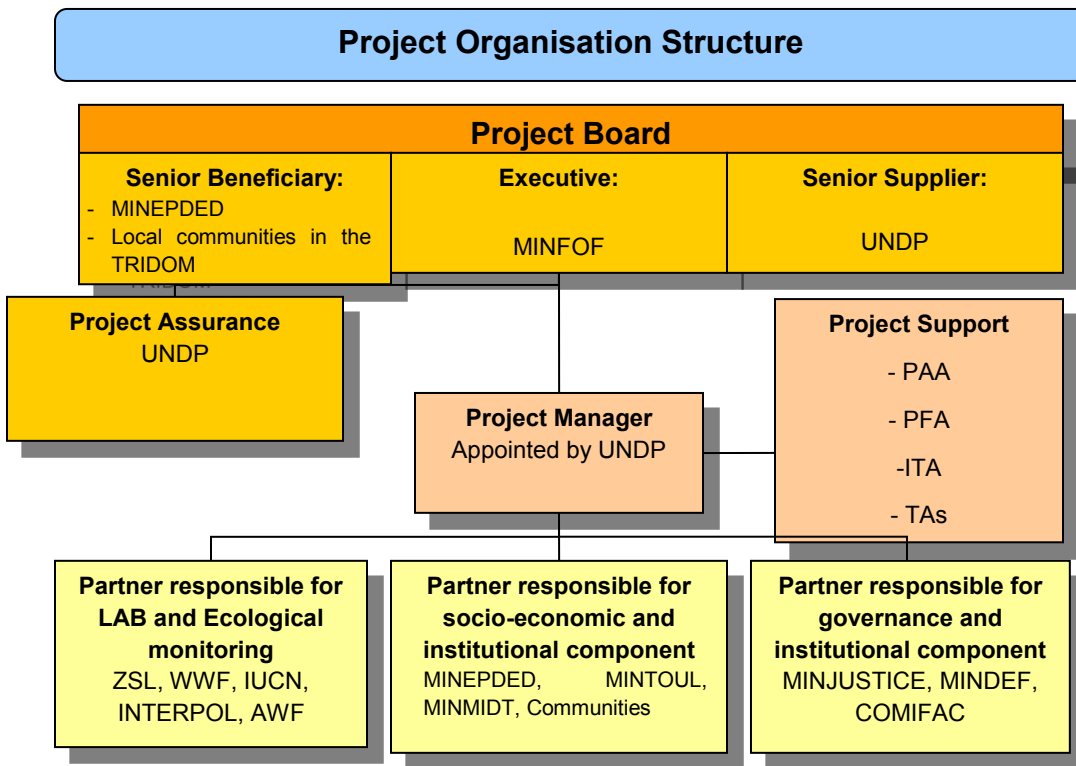
An International Technical Adviser (ITA) will provide on a part time basis, overall professional and technical backstopping to the Project. He/She will render professional and technical support to the PMU, and other government counterparts. The ITA will support the provision of the required professional and technical inputs, reviewing and preparing Terms of Reference (TORs) and reviewing the outputs of service providers, experts and other sub-contractors. He/She will report directly to the PD and PM.

The PMU will be technically supported by contracted teams of national experts, international NGO's, international consultants and companies. The recruitment of specialist support services and procurement of any equipment and materials for the project will be done by the PM, in consultation with the PD, and in accordance with relevant recruitment and procurement rules and procedures. The terms of reference of the key individual national and international experts and consultants to be contracted by the project are detailed in Annex 6. An indicative procurement plan is also available in Annex 18.

The PM will produce an Annual Work Plan (AWP) to be approved by the SC at the beginning of each year. These plans will provide the basis for allocating resources to planned project activities. Once

the SC approves the AWP, it will be signed by UNDP and sent to the UNDP Regional Technical Advisor (RTA) at the GEF Regional Service Centre (RSC) for clearance. Once the AWP is cleared by the RSC, it will be sent to the UNDP/GEF Unit in New York for final approval and release of the funding. The PM will further produce quarterly operational reports, Annual Progress Reports (APR) and the Project Implementation Review (PIR) report for review by the SC, or any other reports at the request of the SC. These reports will summarize the progress made by the project versus the expected results, explain any significant variances, detail the necessary adjustments and be the main reporting mechanism for monitoring project activities.

Figure 1. Institutional Arrangement graph



## Part 4. Monitoring framework and Evaluation

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component 4, which includes knowledge management and M&E, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

### **M&E Oversight and monitoring responsibilities:**

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Steering committee, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans based on the multi-year work plan included in **Annex 1**, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, knowledge management strategy, communications strategy, etc.) occur on a regular basis.

Project Steering Committee: The Project Steering committee will take corrective action as needed to ensure the project achieves the desired results. The Project Steering committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. Immediately following the Mid Term Review, the Project Steering committee will meet to determine the management response to its findings. In the project's final year, the Project Steering committee will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

**Project Implementing Partner:** The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.

**UNDP Country Office:** The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Steering committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the independent mid-term review and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

**UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

**Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.<sup>93</sup>

### **Additional GEF monitoring and reporting requirements:**

**Inception Workshop and Report:** A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;

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<sup>93</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

- e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
- f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g) Plan and schedule Project Steering committee meetings and finalize the first year annual work plan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering committee.

GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

The PIR submitted to the GEF will be shared with the Project Steering committee. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally. This will be supported by knowledge management activities in Component 4, including the sharing of experiences through annual Stakeholder Forum meetings, national and regional workshops and exchange visits, and online information exchange.

GEF Focal Area Tracking Tools: The following GEF Tracking Tool will be used to monitor global environmental benefit results: GEF Global Wildlife Programme Tracking Tool. The baseline/CEO Endorsement GEF Focal Area Tracking Tool – submitted as **Annex 4** to this project document – will be updated by the Project Manager/Team and shared with the mid-term review consultants and terminal evaluation consultants (not the evaluation consultants hired to undertake the MTR or the TE) before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.

Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3<sup>rd</sup> PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved



and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Steering committee.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering committee. The TE report will be publicly available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

Final Report: The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Steering committee during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

*Table 5. Project Monitoring and Evaluation work plan and budget*

Type of M&E activity	Responsible Parties	Budget USD Excluding project team staff time	Time frame
Inception Workshop and Report	Project Manager PMU, GoC UNDP CO, UNDP GEF	Indicative cost: \$20,000	Within first two months of project start up with the full team on board
Measurement of Means of Verification of project results.	UNDP GEF RTA and Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. PMU, esp. M&E expert	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	Oversight by Project Manager PMU, esp. M&E expert Implementation teams	To be determined as part of the Annual Work Plan's preparation. Indicative cost is \$50,000	Annually prior to ARR/PIR and to the definition of annual work plans

Type of M&E activity	Responsible Parties	Budget USD Excluding project team staff time	Time frame
ARR/PIR	Project manager PMU UNDP CO UNDP RTA UNDP GEF	None	Annually
Periodic status/ progress reports	Project manager and team	None	Quarterly
Mid-term Review	Project manager PMU UNDP CO UNDP RCU External Consultants (i.e. evaluation team)	Indicative cost: \$42,000	At the mid-point of project implementation.
Terminal Evaluation	Project manager PMU UNDP CO UNDP RCU External Consultants (i.e. evaluation team)	Indicative cost: \$42,000	At least three months before the end of project implementation
Audit	UNDP CO Project manager PMU	Indicative cost per year: \$3,000 (\$18,000 total)	Yearly
Visits to field sites	UNDP CO UNDP RCU (as appropriate) Government representatives	For GEF supported projects, paid from IA fees and operational budget	Yearly for UNDP CO, as required by UNDP RCU
Total indicative costs Excluding project team staff time and UNDP staff and travel expenses		US\$ 172,000 (+/- 2.5% of total GEF budget)	

## Part 5. Financial Planning and Management

The total cost of the project is USD 29,690,281. This is financed through a GEF grant of USD 3,907,500, and USD 25,782,781 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Parallel co-financing: The planned parallel co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Government of Cameroon	In-kind	8,500,000	Office space for PMU, staff inputs to implementation of all project components, use of government equipment, vehicles, facilities, etc.	Unforeseen budget cuts to relevant agencies	GEF budget allocated for specific activities and outputs sufficient to achieve results
ZSL	In-kind	3,757,781	Support for outputs 1.4, 2.1, 2.2, 3.1, 3.2, 3.3 and 3.4	Changes in relations with government	ZSL has agreements with MINFOF covering project related interventions
IUCN	Grant	8,000,000	Support for outputs 2.2, 3.1, 3.2, 3.3, 3.4 and 4.1	Changes in relations with government	IUCN has agreements with MINFOF covering project related interventions
WWF	In-kind	5,000,000	Support for outputs 1.2, 1.4, 2.1, 2.2, 3.1, 3.3 and 3.4	Changes in relations with government	WWF has agreements with MINFOF covering project related interventions
AWF	Grant	400,000	Support for outputs 2.1, 3.1 and 3.2	Changes in relations with government	AWF has agreements with MINFOF covering project related interventions
UNESCO	In-kind	125,000	Support for Output 1.1.	Changes in relations with government	UNESCO has agreements with MINFOF covering project related interventions

The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF.

**Budget Revision and Tolerance:** As per the UNDP requirements outlined in the UNDP POPP, the project board can agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the project board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) introduction of new budget items/or components that exceed 5% of original GEF allocation.

**Project Closure:** Project closure will be conducted as per the UNDP requirements outlined in the UNDP POPP (see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>) On an exception basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

**Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed including the final clearance of the Terminal Evaluation Report that must be available in English, and after the final project board meeting. The Implementing Partner through a Project Steering Committee decision, will notify the UNDP Country Office when the operational closure has been completed. The relevant parties will then agree on the disposal of any equipment that is still the property of UNDP.

**Transfer or disposal of assets:** In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file<sup>94</sup>.

**Financial completion:** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the implementing partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the implementing partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the Country Office.

**Refund to Donor:** should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

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<sup>94</sup> See

[https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PPM\\_Project%20Management\\_Closing.docx&action=default](https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default).

## Part 6. Legal requirements

### 6.1. Legal context

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

## **6.2. Communications and visibility requirements**

Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Given the nature of this project and its focus on knowledge products, UNDP-GEF and UNEP will discuss and collaborate branding issues pertaining to these products and reach agreement prior to their launching.

## SECTION 2. STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

### Part 1. Strategic results framework

<b>Project title:</b> Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon					
<b>Project Development Goal:</b> Populations of globally threatened species in Cameroon (Elephant, Pangolin, Gorilla, Chimpanzee) are stable or increasing					
<b>Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan IRRF:</b> Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation					
<b>Applicable Output Indicators from the UNDP Strategic Plan: Integrated Results and Resources Framework:</b> Output 2.5: Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.					
	<b>Objective and Outcome Indicators</b>	<b>Baseline<sup>95</sup></b>	<b>Mid-term Target</b>	<b>End of Project Target</b> <b>Erreur ! Signet non défini.</b>	<b>Risks and adaptation measures<sup>96</sup></b>
<b>Project Objective:</b>  <b>To strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience and management</b>	<b>0.1:</b> Effectiveness of IWT combat in Cameroon: - annual number of inspections and patrols; - annual number seizures; - annual number of arrests; - annual number of successful prosecutions on poaching and IWT	- 100 - 50 - 50 - 30	- 150 - 125 - 125 - 65	- 200 - 200 - 200 - 100	<i>Risk: Lack of involvement of the Ministry of Justice and poor coordination between</i>
	<b>0.2:</b> Number of individuals of IWT flagship species (elephant) killed by poachers annually in the project sites	~50 elephants	<35 elephants	<20 elephants	

<sup>95</sup> Baseline, mid-term and end of project levels must be expressed in the same neutral unit of analysis as the corresponding indicator.

<sup>96</sup> Risks must be outlined in the Feasibility section of this project document.

	<b>0.3:</b> Number of local people (female/male) who improved their livelihood via benefits from CBWM, PES, SFM, SLM as a result of the project	0	2,500	5,000	<i>institutional partners (e.g. police and justice). Little engagement from the local population.</i>  <i>Adaptation: Awareness activities, incentivizing methods to ensure involvement (conditional loans), consultation platform and provision of communication means to ensure tight collaboration.</i>
<b>Component 1: Strengthening capacity for effective PA and IWT governance in Cameroon</b>  <b>Outcome 1.1: PA and IWT policy frameworks in place with implementation capacity.</b>	<b>1.1.1:</b> Updated National IWT Strategy	0	<i>Strategy developed and submitted to the Government for approval</i>	<i>Strategy officially approved and implemented</i>	<i>Risk: Lack of ownership and coordination between institutional partners</i>  <i>Political buy-in and engagement of technical ministry</i>
	<b>1.1.2:</b> Improvements in capacity of IWT enforcement agencies as outlined in customized Capacity Development Scorecard (see projected score by UNDP Capacity Scorecard by the end of the project)	<i>Score: 55 (from 93 possible)</i>	<i>Score: 70 (from 93 possible)</i>	<i>Score: 80 (from 93 possible)</i>	<i>Due to political reasons countries may refuse to establish transboundary BR in the TRIDOM area</i>
	<b>1.1.3:</b> <i>International agreement about establishment and management of transboundary BR in the Tri-national Dja-Odzala-Minkebe transboundary area</i>	0	<i>Draft agreement developed and discussed by countries</i>	<i>The agreement is signed and implemented</i>	<i>Adaptation: Dedicated coordination activities and coordination plans at project start</i>
<b>Component 2:</b>  <b>Improving the effective management of globally significant protected areas in the forest landscapes of Cameroon</b>	<b>2.1.1:</b> Improved management effectiveness as measured by the METT scorecard	<i>Score: 55 (average for 5 PAs)</i> <i>Dja: 72</i> <i>B.Bek:61</i> <i>Mangame: 52</i>	<i>Score: 70 (average for 5 PAs)</i>	<i>Score: 92(average for 5 PAs)</i> <i>Dja: 100</i> <i>B.Bek:90</i> <i>Mangame: 90</i>	<i>Risks: deterioration of security in pilot areas, lack of local technical capacity, lack of engagement by communities, further development of IWT</i>



<b>Outcome 2.1: Improved management of globally significant protected areas in the forest landscapes of Cameroon</b>		<i>Ngoyla: 21 Nki: 70</i>		<i>Ngoyla: 70 Nki: 110</i>	<i>Adaptation: current collaborative relationships with communities are strengthened, initial successes increase community and individual interest, economic incentives for conservation and repression divert people from IWT</i>
	<b>2.1.2:</b> Total area of PAs with improved management (have officially approved MPs and funding for their implementation) (the area does not include the inter-zone)	<i>526,00 ha (Dja Reserve)</i>	<i>800,000 ha</i>	<i>1,258,012 ha (Dja, Boumba Bek, Mangame, Ngoyla Wildlife Reserve and Nki PAs.)</i>	
<b>Component 3: Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species. [site level]</b>	<b>3.1.1:</b> Total number of anti-poaching inspectors, brigades and posts functioning in the project area	<i>- 9 posts - 0 brigade - 10 inspector</i>	<i>- 12 posts - 1 brigade - 25 inspectors</i>	<i>- 14 posts - 2 brigades - 40 inspectors</i>	<i>Risk: Increasing level of corruption and lack of involvement</i>  <i>Adaptation: Quality of proposals submitted by local applicants</i>  <i>Management of approved funds</i>
<b>Outcome 3.1: Wildlife crime is combated on the ground by strengthening enforcement operations across target PAs, interzones and key trafficking routes/hubs.</b>	<b>3.1.2:</b> IWT combat effectiveness in the project area (PAs and brigades): - annual number seizures; - annual number of arrests; - annual number of successful prosecutions on poaching and IWT	<i>- 100 tusks - 3 to 5 - 0</i>	<i>- 200 tusks - 10 - 5</i>	<i>- 300 tusks - 15 - 10</i>	
<b>Outcome 3.2: Adoption of management practices and community centered initiatives in the forest interzone that support sustainable livelihoods, SLM and reduce wildlife crime</b>	<b>3.2.1:</b> Total area of wildlife habitat under sustainable use (via official Integrated Management Plan)	<i>&lt;300,000 ha</i>	<i>&gt;700,000</i>	<i>1.3 million ha</i>	
	<b>3.2.2:</b> Total number of sustainable small businesses established by local communities in the project area	<i>5</i>	<i>25</i>	<i>50</i>	
	<b>3.2.3:</b> Annual number of proved wildlife crime cases reported by local people	<i>0</i>	<i>10</i>	<i>20</i>	
<b>Component 4: Gender Mainstreaming, Knowledge Management and M&amp;E</b>	<b>4.1.1:</b> number of national and international organizations that participate in the project M&E and provide feedback to the Management Team	<i>0</i>	<i>20</i>	<i>20</i>	
<b>Outcome 4.1: Lessons learned by the project, including gender mainstreaming,</b>	<b>4.1.2:</b> number of the project lessons used in development and implementation of other conservation projects	<i>0</i>	<i>2</i>	<i>10</i>	

<b>through participatory M&amp;E are used to fight poaching and IWT nationally and internationally</b>					
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## SECTION 3. BUDGET AND WORKPLAN

### Part1. Total Budget and Workplan

<b>Award ID:</b>	00095686	<b>Project ID(s):</b>	00099740
<b>Award Title:</b>	Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon		
<b>Business Unit:</b>	CMR10		
<b>Project Title:</b>	Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon		
<b>PIMS no.</b>	5610		
<b>Implementing Partner (Executing Agency)</b>	MINFOF		

Outcome / Component	Impl. Agent / Resp. Party	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	TOTAL	Notes
1.Strengthening capacity for effective PA and IWT governance in Cameroon	MINFOF	62 000	GEF	71200	International Consultants	20000	20000	20000	20000	12000	12250	104250	1
		62 000	GEF	71300	Local Consultants	15000	20000	20000	20000	16000	9000	100000	2
		62 000	GEF	71600	Travel	12000	23000	22000	11750	7000	7000	82750	3
		62 000	GEF	72100	Contractual Services - Companies	35000	45000	45000	35000	25000	20000	205000	4
		62 000	GEF	72200	Equipment and Furniture	90000	74000	0	0	0	0	164000	5
		62 000	GEF	72400	Communication & Audio Visual Equipment	3500	3500	3500	3500	3500	3000	20500	6
		62 000	GEF	72500	Supplies	2000	2500	2500	2500	2000	1000	12500	7
		62 000	GEF	75700	Training and Workshops	20000	35000	25000	25000	20500	27500	153000	8
		62 000	GEF	72800	Information Technology Equipment	8000	7000	7000	5000	3000	2000	32000	9
		62 000	GEF	74100	Professional Services	4000	6000	6000	6000	5000	3500	30500	10
		62 000	GEF	74200	Audio Visual & Print Production Costs	6000	6000	6000	8000	8000	5000	39000	11
		62 000	GEF	74500	Miscellaneous Expenses	1750	1750	1750	1750	1750	1750	10500	12
		62 000	GEF	74700	Transport, Shipping and handle	7000	11000	11000	11000	11000	6500	57500	13
<b>TOTAL COMPONENT 1 GEF</b>						<b>224250</b>	<b>254750</b>	<b>169750</b>	<b>149500</b>	<b>114750</b>	<b>98500</b>	<b>1011500</b>	
2. Improving management of globally significant	MINFOF	62 000	GEF	71200	International Consultants	8000	8000	12000	8000	8000	14000	58000	14
		62 000	GEF	71300	Local Consultants	3000	3500	6000	3500	3500	6000	25500	15

protected areas in the forest landscapes of Cameroon		62 000	GEF	71600	Travel	10000	5000	10000	5000	5000	10000	45000	16
		62 000	GEF	72100	Contractual Services - Companies	30000	30000	30000	24000	15000	15000	144000	17
		62 000	GEF	72200	Construction, Equipment and Furniture	100000	100000	40000	40000	12000	10000	302000	18
		62 000	GEF	72400	Communication & Audio Visual Equipment	20000	20000	20000	-	-	-	60000	19
		62 000	GEF	72500	Supplies	2000	2000	2000	1000	1000	-	8000	20
		62 000	GEF	75700	Training and Workshops	40000	40000	40000	40000	40000	25000	225000	21
		62 000	GEF	72800	Information Technology Equipment	5000	10000	5000	3000	-	-	23000	22
		62 000	GEF	73100	Rental & Maintenance-Premises	5000	6000	5000	3000	2000	-	21000	23
		62 000	GEF	73400	Rental & Maintenance of Other Equipments	15000	15000	20000	10000	10000	-	70000	24
		62 000	GEF	74100	Professional Services	17000	17000	17000	10000	10000	10000	81000	25
		62 000	GEF	74200	Audio Visual & Print Production Costs	9000	9000	5000	1000	2000	5000	31000	26
		62 000	GEF	74500	Miscellaneous Expenses	1750	1750	1750	1750	1750	1750	10500	27
		62 000	GEF	74700	Transport, Shipping and handle	32000	10000	8000	8000	8000	50000	116000	28
<b>TOTAL COMPONENT 2 GEF</b>						<b>297750</b>	<b>277250</b>	<b>221750</b>	<b>158250</b>	<b>118250</b>	<b>146750</b>	<b>1220000</b>	
3. Reducing wildlife crime in the Cameroon forest landscapes affecting threatened species [site level]	MINFOF	62 000	GEF	71200	International Consultants	20000	20000	20000	20000	20000	25000	125000	29
		62 000	GEF	71300	Local Consultants	10000	15000	10000	10000	10000	15000	70000	30
		62 000	GEF	71600	Travel	8000	10000	8000	8000	8000	8000	50000	31
		62 000	GEF	72100	Contractual Services - Companies	20000	20000	35000	30000	15000	15000	135000	32
		62 000	GEF	72200	Equipment and Furniture	20000	20000	20000	20000	15000	7000	102000	33
		62 000	GEF	72400	Communication & Audio Visual Equipment	20000	15000	15000	15000	5500	5000	75500	34
		62 000	GEF	72500	Supplies	1500	1500	1500	1500	1500	500	8000	35
		62 000	GEF	72200	Equipment and Furniture	53500	53500	53500	53500	44930	0	258930	36
		62 000	GEF	72800	Information Technology Equipment	7000	7000	7000	5000	3000	-	29000	37
		62 000	GEF	73100	Rental & Maintenance-Premises	5000	5000	5000	3000	3000	-	21000	38
		62 000	GEF	73400	Rental & Maintenance of Other Equipments	10000	17000	17000	11000	10000	-	65000	39
		62 000	GEF	74100	Professional Services	14000	14000	8000	8000	8000	5000	57000	40

		62 000	GEF	74200	Audio Visual & Print Production Costs	7500	7500	5000	5000	5000	5000	35000	41
		62 000	GEF	72600	Grants	0	49300	49300	49300	49300	49300	246500	42
		62 000	GEF	74700	Transport, Shipping and handle	10000	6000	6000	6000	6000	6000	40000	43
<b>TOTAL COMPONENT 3 GEF</b>						<b>206500</b>	<b>260800</b>	<b>260300</b>	<b>245300</b>	<b>204230</b>	<b>140800</b>	<b>1317930</b>	
<b>4. Gender Mainstreaming, Knowledge Management and M&amp;E</b>	MINFOF	62 000	GEF	71200	International Consultants	-	-	25000	-	-	27500	52500	44
		62 000	GEF	71300	Local Consultants	7500	7500	15000	7500	7500	15000	60000	45
		62 000	GEF	71600	Travel	2000	4000	10000	3000	3000	9000	31000	46
		62 000	GEF	72200	Equipment and Furniture	4000	4000	4000	4000	3000	2000	21000	47
		62 000	GEF	74500	Miscellaneous	1250	1250	1250	1250	1250	1250	7500	48
<b>TOTAL COMPONENT 4 GEF</b>						<b>14750</b>	<b>16750</b>	<b>55250</b>	<b>15750</b>	<b>14750</b>	<b>54750</b>	<b>172000</b>	
<b>Project Management</b>	MINFOF	62 000	GEF	74596	Services to Projects – GOE	28500	28000	29000	29250	28064	27800	170614	49
		62 000	GEF	74100	Professional Services	0	3092	3091	3091	3091	3091	15456	50
<b>TOTAL PROJECT MANAGEMENT GEF</b>						<b>28500</b>	<b>31092</b>	<b>32091</b>	<b>32341</b>	<b>31155</b>	<b>30891</b>	<b>186070</b>	
<b>TOTAL PROJECT</b>						<b>771750</b>	<b>840764</b>	<b>739264</b>	<b>601264</b>	<b>482644</b>	<b>471814</b>	<b>3907500</b>	

#### Budget Notes

- Contractual appointment of international expert to provide professional, technical and scientific support for the implementation to develop the legislation documents recognizing new transboundary UNESCO Biosphere Reserve in Tri-national Dja-Odzala-Minkebe transboundary area (2500 USD per week for 15 weeks. Support to development of IWT National strategy (30000 USD). Development of a system of compensation for any conclusive information leading to the arrest of a poacher (12000 USD) (Output 1.1 – 1.4.) Pro rata (33%) costs of contractual appointment of an international Technical Advisor (2,500US per week for 30 weeks) Total: USD: 116,250.00
- Contractual appointment of a team of local experts to provide professional, technical and scientific support to develop the legislation documents recognizing new transboundary UNESCO Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area, to support to development of PA and IWT National strategies, and to develop a system of compensation for any conclusive information leading to the arrest of a poacher. (Output 1.1 – 1.4): 88400 USD (850USD/week during 52 weeks for each expert (2)) Pro rata (33%) costs of contracting the services of a local mid-term evaluation consultant (5,000US year 3) (M&E). Pro rata (33%) costs of contracting the services of a local final evaluation consultant (5,000US year 6) (M&E). Total: USD: 92,000.00
- Travel of project staff to the project area (7 people, three round trip every year: 42000US\$ ie. 400US\$/travel/person, including costs of car hire, fuel, driver) to support the implementation of activities related to this component and international travel to meetings with the government of Gabon and Congo in order to support the implementation of Output 1.1 (Two yearly meeting in Gabon or in Congo, 7 people, return economic flight ticket, 28 000US\$, ie 400US\$/travel/person). Pro rata (33%) costs of travel and DSA for inception meeting (M&E): 4970 USD (170US/day for 3 days and 7people+200 US travel/person) Pro rata (33%) of local travel costs and DSA of M&E consultants (M&E): 11000(170USD/day for 4 people during 15 days+200USD local travel costs). Pro rata (33%) of travel costs of the international Technical Advisor, Project Manager and Field Coordinator to support implementation of Component 1: 16650US\$ (DSA: 170US \$/person/days every year during 3 days, ie,1700 US\$ for TA and PM people; 170US\$/day, 60 days/year for the field coordinator: car hire, car subsidy, fuel: 350US\$/person every year: 5000 US\$) Total: USD: 82,750.00

- 4 Documents development for WCU organization. Documented proposition to Cameroon's government for the establishment of a special legal entity to conduct serious wildlife crime trials and to organize the specific process of legal proceedings for wildlife crime. (Output 1.3, 1.4). Contractual appointment of a team of local experts to provide legal support to develop the proposition documents: 4 experts, 850 US\$/week for 75 weeks for each expert. Total: USD: 205,000.00
- 5 Vehicle and equipment for the WCU. Total: USD: 164,000.00
- 6 Land and mobile telephone charges and other communication costs for PMU relating to component 1 activities (output 1.1 -1.4). International and national calls related to this component for the project staff and field coordinator, technical advisor and Project Manager (10 people): 340US\$/year/person during 6 years Total: USD: 20,500.00
- 7 Publication and print media for communication on WCU, on UNESCO MAB TBR process, and IWT National strategy development (output 1.1, 1.2, 1.3) ; 2500 US\$ year, about 2000 copies of 100 pages documents every year. Total: USD: 12,500.00
- 8 Training and workshop budget to Ministries and agencies to implement outputs 1.2, 1.3, 1.4, including to organize consultation meetings and working sessions within their team for the development of IWT National Strategy). Total: USD: 153,000
- 9 Acquisition of computer hardware (1 computer for the WCU and 6 computers for data centers, 1000US\$ each, 10 external disks, 100US\$ each; total: 12000US\$) and software for data centers (4000US\$/year during 6 years) (output 1.3 and 1.4) Total: USD: 32,000.00
- 10 Support for wildlife crime magnitude analysis and for identification of key gaps in the national IWT legislations (output 1.2): Cost of hiring two IWT legislation experts during 18 weeks, 850US\$/week/person Total: USD: 30,500.00
- 11 Communication and presentation on IWT monitoring system, new IWT national strategy and UNESCO TBR development through print and audio visual materials (13 000US\$), cost of hiring a local expert for elaborating a communication strategy on IWT (850US/week during 10 weeks) Total: USD: 39,000.00
- 12 Miscellaneous administrative project costs and running expenses, including bank charges concerning the implementation of activities under Component 1. Total: USD: 18,750.00
- 13 Domestic transport and shipping within Cameroon for meetings (output 1.1, 1.4) Total: USD: 57,500.00
- 14 Assistance to the PA managers in the development of management plans for Boumba Bek, Mengame, Ngoyla Wildlife Reserve and Nki PAs using participatory method, etc). Pro rata (33%) costs of contractual appointment of an international Technical expert (2,500US per week for 30 weeks). Total cost: USD: 58,000.00
- 15 Contractual appointment of a team of local experts to provide professional, technical and scientific support to activities under Output 2.1: 10000USD (2 local expert for 50 days, 100 USD/day). Contractual appointment of a team of local experts to provide professional, technical and scientific support to activities under Output 2.2, develop and implement an in-service short-course wildlife monitoring and enforcement training program: 10000USD (2 local expert for 50 days, 100 USD/day). Assessment of the implementation of the project. Pro rata (33%) costs of contracting the services of a local mid-term evaluation consultant (5,000US year 3) (M&E). Pro rata (33%) costs of contracting the services of a local final evaluation consultant (5,000US year 6) (M&E). Total Cost: USD: 25,000.00
- 16 Travel of project staff to the project area: 35000 USD (7 people, two round trip every year: 350US\$/travel/person, including costs of car hire, fuel, driver) to support the implementation of activities related to this component. Pro rata (33%) costs of travel and DSA for inception meeting (M&E): 4970 USD(170US/day for 3 days and 7people+200 US travel/person) Pro rata (33%) of local travel costs and DSA of M&E consultants (M&E): 11000(170USD/day for 4 people during 15 days+200USD local travel costs). Pro rata (33%) of travel costs of the international Technical Advisor, Project Manager and Field Coordinator to support implementation of the components: 16650US\$ (DSA: 170US \$/person/days every year during 3 days, ie,1700 US\$ for TA and PM people; 170US\$/day, 60 days/year for the field coordinator : car hire, car subsidy, fuel: 350US\$/person every year: 5000 US\$). Total Cost: USD: 45,000.00
- 17 Communication services, engineering and building services for PAs (output 2.1, 2.2.) Total cost: USD: 144,000.00
- 18 Construction of one ranger base camp, infrastructures improved and vehicles for anti-poaching units (output 2.2) Total cost: USD: 302,000.00
- 19 Acquisition of computer hardware and software and audio-visual equipment for PAs (output 2.1) Total Cost: USD: 60,000.00
- 20 Publication and print media (output 2.1) Total Cost: USD: 8,000.00
- 21 ZSL, IUCN, WWF funds for the implementation of activities for the realization of Output 2.1 and Output 2.2 such as training of PA managers to the use of data collection tools, introduction of SMART and cyber tracker system to monitor wildlife populations and support antipoaching activities in the PAs. Total Cost: USD: 225,000.00
- 22 Cell phone contracts and call costs of the Field Coordinator (information management) in supporting implementation of outputs under Component 2. (output 2.1,2.2) Total Cost: USD: 23,000.00

- 23 *Rent: Costs of hosting meetings: meeting rooms in Djoum or Sangmelina for the implementation of output 2.1 (Facilitation of the approval of the management plans in project areas via presentations and meetings of the PA staff with government officials, : Organization of discussion and verification of MPs with key stakeholders, including indigenous people tribes and communes Total Cost: USD: 21,000.00*
- 24 *Rent: transport equipment for staff and building activities for PAs (output 2.2) Total Cost: USD: 70,000.00*
- 25 *Costs of hosting (venue, catering, equipment hire, specialist trainers, informational materials, DSA, etc.) basic training, advanced training, annual refresher training and train-the-trainer courses for PA staff. Costs of hosting regular village-based and park committee meetings (including venue, catering, travel costs, printing, etc.) Pro rata (33%) costs of translation and meeting costs for inception meeting (M&E). (Output 2.1, 2.2) Total Cost: USD: 81,000.00*
- 26 *Organization of discussion and verification of MPs with key stakeholders, including indigenous people tribes and communes to ensure project durability and an exit strategy. (outputs 2.1) Total Cost: USD: 31,000.00*
- 27 *Miscellaneous administrative project costs and running expenses, including bank charges concerning the implementation of activities under Component 2.(outputs 2.1,2.2) Total Cost: USD: 20,000.00*
- 28 *Domestic transport and shipping within Cameroon Total Cost: USD: 116,000.00*
- 29 *Contractual appointment of international experts to provide professional, technical and scientific support for the elaboration of Integrated management plan in the interzone, for the development of appropriate solutions to HWC under Component 3.(outputs 3.3, 3.4)80 000 USD(2 experts during 24 weeks, 2500 USD/week). Pro rata (33%) costs of contractual appointment of an international Technical Advisor (2,500US per week for 30 weeks) Total Cost: USD: 125,000.00*
- 30 *Contractual appointment of a team of local experts to provide professional, technical and scientific support the elaboration of Integrated management plan in the interzone, for the development of appropriate solutions to HWC (outputs 3.1 to 3.4) : 68000 USD (850 USD per week for 40 weeks, for each expert (2))) ; Pro rata (33%) costs of contracting the services of a local mid-term evaluation consultant (5,000US year 3) (M&E). Pro rata (33%) costs of contracting the services of a local final evaluation consultant (5,000US year 6) (M&E). Total Cost: USD: 70,000.00*
- 31 *Travel of project staff to the project area (7 people, three round trip every year: 42000US\$ ie. 400US\$/travel/person, including costs of car hire, fuel, driver) to support the implementation of activities related to this component. Pro rata (33%) of local travel costs and DSA of M&E consultants (M&E): 11000(170USD/day for 4 people during 15 days+200USD local travel costs). Pro rata (33%) of travel costs of the international Technical Advisor, Project Manager and Field Coordinator to support implementation of the components: 16650US\$ (DSA: 170US \$/person/days every year during 3 days, ie,1700 US\$ for TA and PM people; 170US\$/day, 60 days/year for the field coordinator : car hire, car subsidy, fuel: 350US\$/person every year: 5000 US\$). Total Cost: USD: 50,000.00*
- 32 *Establishment of 5 permanent posts for wildlife trafficking control in the Tri-national Dja-Odzala-Minkebe transboundary area on Ouesso (Congo)-Sangmélina (Cameroon) and Oven-Djoum routes. Simple infrastructure will be constructed for each post (staff building and checking platform) (output 3.1) Total Cost: USD: 135,000.00*
- 33 *Provision of necessary equipment, and vehicles, to fight poaching and IWT to anti-poaching brigades and surveillance system for communities. (outputs 3.1, 3.2) Total Cost: USD: 102,000.00*
- 34 *Development and testing of anti-poaching surveillance tools (Scanner LAB in Ntam, brigade with dogs, system I-24/7 of INTERPOL in Ntam) and combat system on the Trans-TRIDOM Ouesso (Congo)-Sangmélina (Cameroon) route, and on the Oven-Djoum way (outputs 3.1) Total Cost: USD: 70,000.00*
- 35 *Additional supplies for LAB (outputs 3.1) Total Cost: USD: 8,000.00*
- 36 *Provision of equipment, additional human resources, and initial operations for two anti-poaching brigades and 5 posts (output 3.1) Total Cost: USD: 275,000.00*
- 37 *Communication services, engineering services to support community-based intelligence network (outputs 3.2) Total Cost: USD: 29,000.00*
- 38 *Rental of equipments for training of community associations on sustainable natural resource management (e.g. NTFP enterprises), but also training of local people people in surveillance on poaching and IWT in the inter-zone (output 3.3, 3.4) Total Cost: USD: 21,000.00*
- 39 *Room rental for training of community associations on sustainable natural resource management (e.g. NTFP enterprises), but also training of local people people in surveillance on poaching and IWT in the inter-zone (output 3.2, 3.3, 3.4) Total Cost: USD: 65,000.00*
- 40 *Provision of initial support for organization of regular anti-poaching patrolling in the targeted PAs and inter-zone by two anti-poaching brigades. (outputs 3.1 and 3.2) Total Cost: USD: 57,000.00*
- 41 *Costs of trainings (hire, specialist trainers, informational materials, DSA, etc.) of community associations on sustainable natural resource management (e.g. NTFP enterprises), but also training of local people people in surveillance on poaching and IWT in the inter-zone (output 3.2, 3.3, 3.4) Total Cost: USD: 35,000.00*

- 42 *Resources for small grants to support community based pilot projects (Output 3.3). Total Cost: USD: 246,500.00. Grants will follow the Micro-Capital Grants policy*
- 43 *Support in the establishment of checking points to control IWT between the project area and export areas, i.e. along the roads to Yaoundé and Douala. Establishment of joint controls between MINFOF and the customs in Yaoundé and Douala (airports and ports) on surveillance tools. Joint committees for litigation on fauna, and to sue poachers. (outputs 3.1,3.2,3.3) Total cost: USD: 40,000.00*
- 44 *International M&E expert for monitoring of the project: 24 weeks, 2500 USD over 24 weeks for the 6 years of the project Total cost: USD: 50,000.00*
- 45 *Development of an M&E system and communication tools. (outputs 4.1, 4.2) Total Cost: USD: 60,000.00*
- 46 *Participation to regional fora on wildlife crime and travel for evaluators team to project site International/domestic travel to project sites for M&E consultants including mid-term evaluation team and final evaluation team Total Cost: USD: 31,000.00*
- 47 *M&E equipment: Procurement of hardware, software and networking required to host and maintain the national spatial and non-spatial baseline, monitoring and reporting data for forest elephants (outputs 2.1,2.2) Total Cost: USD: 21,000.00*
- 48 *Costs of Best practices dissemination through print and online media, participation to regional fora on wildlife crime (output 4.1) Total Cost: USD: 10,000.00*
- 49 *Estimated costs of Direct Project Services requested by the GoC to UNDP for executing services (procurement, travel, etc.) and as requested by the GoC through the Letter of Agreement. Direct project costs will be charged at the end of each year based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost. The amounts indicated here are estimations, however as part of annual project operational planning the Direct Project Costs to be requested during that calendar year would be defined and the amount included in the yearly budgets. Total Cost: USD: 170,000.00*
- 50 *Project Annual Audit*



## Summary of Funds (USD)

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Amount Year 6	Total
GEF	730,500	770,214	759,714	621,714	522,664	502,694	3,907,500
Government of Cameroon	1,541,475	1,589,331	1,695,921	1,358,205	1,191,251	1,123,816	8,500,000
ZSL	681,473	702,631	749,753	600,452	526,642	496,830	3,757,781
IUCN	1,450,800	1,495,841	1,596,161	1,278,311	1,121,177	1,057,710	8,000,000
WWF	906,750	934,901	997,601	798,944	700,736	661,068	5,000,000
AWF	72,540	74,792	79,808	63,916	56,059	52,885	400,000
UNESCO	22,669	23,373	24,940	19,974	17,518	16,527	125,000

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## MANDATORY ANNEXES

1. Multi-Year Workplan
2. Monitoring Plan
3. Evaluation Plan
4. GEF Global Wildlife Programme Tracking Tool at baseline – separate file
5. Additional agreements: 1) Co-financing letters and 2) Letter of Agreement LOA
6. Terms of Reference for Project staff and consultants
7. Terms of references for Project Steering Committee
8. UNDP Social and Environmental and Social Screening Template (SESP)
9. UNDP Project Quality Assurance Report
10. UNDP Risk Log
11. Results of the capacity assessment of the project implementing partner and HACT micro assessment

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## OPTIONAL ANNEXES

12. Capacity development scorecard for MINFOF
13. Stakeholder Engagement Strategy
14. PPG Consultant Technical Reports – separate file
15. List of consultations
16. Context and Global significance
17. Gender Analysis
18. Indicative Procurement Plan
19. Carbon Calculations Details – Ex-ACT method

## Annex 1: Multi-Year Work Plan

Task	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1.1: Legislation documents recognizing new transboundary UNESCO Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area and management arrangements for it are developed and submitted to the UNESCO Committee, and governments of Cameroon, Congo and Gabon for approval	<b>MINFOF</b>  (COMIFAC, UNESCO, OCSFA, MINATD, MEPAT)																				
Output 1.2: National Strategy for Combating Illegal Wildlife Trade to support implementation of CITES is developed	<b>MINFOF</b> (MINEPDED, MINJUSTICE, TRAFFIC), MINDEF																				

and officially approved																				
Output 1.3: Wildlife Crime Unit is strengthened	<b>MINFOF</b> <i>(MINJUSTICE)</i>																			
Output 1.4: Nationwide system for monitoring of wildlife crime cases is developed and officially established	<b>MINFOF</b> <i>(LAGA, MINJUSTICE)</i>																			
Output 2.1: Up-to-date PA management plans for Dja, Boumba Bek, Mangame, Ngoyla Wildlife Reserve and Nki PAs are developed	<b>MINFOF, ZSL, WWF, AWF</b>																			
Output 2.2: PA staff is trained in legislation, enforcement, wildlife monitoring, planning, budgeting, community outreach and human resource management	<b>ZSL, WWF, IUCN, Interpol, UNODC</b>																			
Output 3.1: Two anti-poaching brigades and five posts to control IWT are established in the Tri-national Dja-	<b>MINFOF, ZSL, (INTERPOL)</b>																			

Odzala-Minkebe transboundary area and fully operational.																				
Output 3.2: PA staff have necessary equipment and infrastructure to fight poaching and IWT	<b>MINFOF, ZSL, WWF</b>																			
Output 3.2: Community based poaching and IWT surveillance and monitoring system is developed and introduced to key stakeholders in the project area	<b>ZSL, WWF</b>																			
Output 3.3: Integrated Management Plan is developed and implemented over 1,300,000 ha of the inter-zone in the Tri-national Dja-Odzala-Minkebe transboundary area with participation of local and indigenous communities	<b>MINFOF, IUCN, ICRAF (GEF SGP)</b>																			
Output 3.4: Human-wildlife conflict resolution mechanisms are introduced to local	<b>MINFOF, IUCN, WWF</b>																			

communities in the PAS' buffer zones																				
Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting;	<b>MINFOF, MINPROFF, UNDP</b>																			
Output 4.2: M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation	<b>MINFOF, MINPROFF, UNDP</b>																			
Output 4.2: Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels	<b>MINFOF, MINPROFF, UNDP</b>																			

## Annex 2: Monitoring plan

Monitoring	Indicators	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks and adaptation
<b>Project objective:</b>  <i>To strengthen the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience and management</i>	<b>0.1:</b> Effectiveness of IWT combat in Cameroon: - annual number of inspections and patrols; - annual number seizures; - annual number of arrests; - annual number of successful prosecutions on poaching and IWT	Consultations with government and PA authorities and partners and with PA staff	Annually	Project Manager/ M&E Officer Coordinator IP	Monitoring progress reports	<b>Risk:</b> Lack of involvement of the Ministry of Justice and poor coordination between institutional partners (e.g. police and justice). Little engagement from the local population.  <b>Adaptation:</b> Awareness activities, incentivizing methods to ensure involvement (conditional loans), consultation platform and provision of communication means to ensure tight collaboration.
	<b>0.2:</b> Number of individuals of IWT flagship species (elephant) killed by poachers annually in the project sites	Wildlife Crime database, WWF surveys	MTR and TE	Project Manager/ M&E officer Coordinator IP	WWF reports, Wildlife Crime reports	
	<b>0.3:</b> Number of local people (female/male) who improved their livelihood via benefits from CBWM, PES, SFM, SLM and alternative income projects	Review of project reports; questionnaire surveys for target communities in project areas	Annually	Project Manager/ M&E officer Coordinator IP	Reports from consultation processes Survey Results Monitoring progress reports	
<b>Project Outcome 1</b> <b>PA and IWT policy frameworks in place with implementation capacity</b> indicated by:	<b>1.1:</b> Updated National IWT Strategy	Consultations with government institutions and partners to review changes in IWT and	Annually	Project Manager/ M&E Officer Coordinator IP	Official government notifications and announcements for new legislation Monitoring progress reports	<b>Risk:</b> Lack of ownership and coordination between institutional partners  Political buy-in and engagement of technical ministry

Monitoring	Indicators	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks and adaptation
		national PA strategies				Due to political reasons countries may refuse to establish transboundary BR in the TRIDOM area  <b>Adaptation:</b> Dedicated coordination activities and coordination plans at project start
	<b>1.2:</b> Improvements in capacity of IWT enforcement agencies as out-lined in customized Capacity Development Score-card (see projected score by UNDP Capacity Score-card by the end of the project)	Consultations with MINFOF staff;	Annually	Project Manager/ M&E officer Coordinator IP	MINFOF annual reports; project progress reports; direct review of database status	
	<b>1.3:</b> International agreement about establishment and management of transboundary BR in the Tri-national Dja-Odzala-Minkebe transboundary area	Consultation with government on negotiation process	Annually	Project Manager/ M&E officer Coordinator IP	Official government notifications and announcements for new agreements; Monitoring progress reports	
<b>Project Outcome 2</b> <b>Improved management of globally significant protected areas in the forest landscapes of Cameroon</b>	<b>2.1:</b> Improved management effectiveness as measured by the METT scorecard	METT Scorecard assessments	At project inception; MTR and TE	Project Manager/ M&E officer Coordinator IP	METT Scorecard assessments	<b>Risks:</b> deterioration of security in pilot areas, lack of local technical capacity, lack of engagement by communities, further development of IWT  <b>Adaptation:</b> current collaborative relationships with communities are strengthened, initial successes increase community and individual interest, economic incentives for conservation and repression divert people from IWT
	<b>2.2:</b> total area of PAs with improved management (have officially approved MPs and funding for their implementation) (the area does not include the inter-zone)	Consultations with MINFOF staff;	Annually	Project Manager/ M&E officer Coordinator IP	MINFOF annual reports; project progress reports; direct review of database status	
<b>Project Outcome 3.1</b> <b>Wildlife crime is combated on the ground by strengthening enforcement operations across target PAs, interzones and key</b>	<b>3.1.1:</b> Total number of anti-poaching inspectors, brigade and posts functioning in the project area	Consultations with government and PA authorities and partners and with PA staff	Annually	Project Manager/ M&E officer Coordinator IP	project progress reports; direct review of database status	<b>Risk:</b> Increasing level of corruption and lack of involvement  <b>Adaptation:</b>



Monitoring	Indicators	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks and adaptation
trafficking routes/hubs. Improved enforcement strategy demonstrated and scaled up at key trade ports and connected subnational regions with key ecosystems	<b>3.1.2:</b> IWT combat effectiveness in the project area (PAs and brigades): - annual number seizures; - annual number of arrests; - annual number of successful prosecutions on poaching and IWT	Consultations with PA staff and other key project stakeholders Wildlife crime database	Annually	Project Manager/ M&E officer Coordinator IP	Official announcements on IWT seizures, investigations and prosecutions; project reports; Wildlife crime database	Quality of proposals submitted by local applicants  Management of approved funds
Project Outcome 3.2 Implementation and upscaling/replication of project approaches at national and international levels is supported by effective knowledge management	<b>3.2.1:</b> Total area of wildlife habitat under sustainable use (via official Integrated Management Plan)	Consultations with MINFOF staff;	Annually	Project Manager/ M&E officer Coordinator IP	MINFOF annual reports; project progress reports; direct review of database status	
	<b>3.2.2:</b> Total number of sustainable small businesses established by local communities in the project area	Review of project reports; questionnaire surveys for local communities	Annually	Project Manager/ M&E officer Coordinator IP	Reports from consultation processes Survey Results Monitoring progress reports	
	<b>3.2.3:</b> Annual number of proved wildlife crime cases reported by local people	Consultations with PA staff and other key project stakeholders Wildlife crime database	Annually	Project Manager/ M&E officer Coordinator IP	Official announcements on IWT seizures, investigations and prosecutions; project reports; Wildlife crime database	
Project Outcome 4.1: Gender Mainstreaming, Lessons learned by the project through participatory M&E are used to guide implementation of other projects and programmes.	<b>4.1.1:</b> number of national and international organizations that participate in the project M&E and provide feedback to the Management Team	Consultations with PMU and key implementing partners	Annually	Project Manager/ M&E officer Coordinator IP	Monitoring and progress reports; Project Steering committee	

Monitoring	Indicators	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks and adaptation
	<b>4.1.2:</b> number of the project lessons used in development and implementation of other conservation projects	Review of GEF GWP website, other websites and social media, reports on related projects, technical and scientific publications; communication with related project staff	Annually	Project Manager/M&E officer Coordinator IP	Reports from related projects; communications with GWP and related project staff	
<b>Mid-term GEF Tracking Tools</b>	GEF GWP TT	Baseline GEF GWP Tracking Tool included in Annex 4	After 2 <sup>nd</sup> PIR submitted to GEF	Project Manager and IP	Completed GEF GWP Tracking Tool	<b>Risks:</b> Project team fails to conduct periodic monitoring of project results and therefore compromise the quality and completeness of the tracking tool. Lack of consistency in how the tracking tool are completed. <b>Adaptation:</b> Continuous monitoring of project results on a quarterly basis will facilitate completion of the mid-term GEF GWP Tracking Tool prior to the MTR evaluation mission. Project team has the capacity and resources to complete the Tracking Tool
<b>Final GEF Tracking Tools</b>	GEF GWP TT	Baseline GEF GWP Tracking Tool included in Annex 4	After final PIR submitted to GEF	Project Manager and IP -NEC	Completed GEF GWP Tracking Tool	<b>Risks:</b> Project team fails to conduct periodic monitoring of project results and therefore compromise the quality and

Monitoring	Indicators	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Risks and adaptation
						<p>completeness of the tracking tool. Lack of consistency in how the tracking tools are completed.</p> <p><b>Adaptation:</b> continuous monitoring of project results on a quarterly basis will facilitate completion of the GEF GWP tracking tool prior to the TE mission. Project team has the capacity and resources to complete the Tracking Tool</p>
Mid-term Review and management response	N/A	Independent evaluators	Submitted to GEF same year as 3 <sup>rd</sup> PIR	Independent Evaluators as contracted by UNDP	UNDP Cleared MTR Report	<p><b>Risks:</b> The MTR team do not have access to all stakeholders and fully updated and completed information on the project. There is a delayed or ineffective management response to the MTR findings by the Project Steering committee.</p> <p><b>Adaptation:</b> The budgeted resources are sufficient to support a comprehensive MTR process.</p>
Terminal Evaluation and management response	N/A	Independent evaluators	Initiate 3 months before operation closure; to be submitted to GEF within three months of operational closure	Independent Evaluators as contracted by UNDP	UNDP Cleared TE Report	<p><b>Risks:</b> The TE team do not have access to all stakeholders and fully updated and completed information on the project. There is a delayed or ineffective management response to the TE findings by the Project Steering committee.</p> <p><b>Adaptation:</b> The budgeted resources are sufficient to support a comprehensive TE process.</p>

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## Annex 3: Evaluation Plan

<b>Evaluation Title</b>	<b>Planned start date Month/year</b>	<b>Planned end date Month/year</b>	<b>Included in the Country Office Evaluation Plan</b>	<b>Budget for consultants</b>
<b>Independent Mid-term Review (MTE) and management response</b>	June 2019	September 2019	Yes	USD 44,000
<b>Terminal Evaluation</b>	May 2023	June 2023	Yes	USD 44,000
<b>Total evaluation budget</b>				USD 88,000

## Annex 4: GEF Tracking Tool (s) at baseline

See Attached file (Excel)

## LETTRE D'ACCORD ENTRE LE PNUD ET LE GOUVERNEMENT POUR LA FOURNITURE DE SERVICES D'APPUI

**Monsieur Ngole Philip Ngwese, Ministre des Forêts et de la Faune**

**Objet : Lettre d'accord entre le PNUD et le Gouvernement pour la fourniture de services d'appui**

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1. J'ai l'honneur de me référer aux consultations qui ont eu lieu entre les représentants du gouvernement de la République du Cameroun (ci-après dénommé le « Gouvernement ») et les représentants du PNUD concernant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes ou projets gérés au niveau national. Le PNUD et le Gouvernement conviennent par la présente que le bureau de pays du PNUD peut fournir ces services, à la demande du Gouvernement, par l'intermédiaire de son institution désignée dans le descriptif de projet correspondant, suivant la procédure décrite ci-dessous.
2. Le bureau de pays du PNUD fournit des services d'appui, notamment une assistance pour l'établissement de rapports et le paiement direct. Ce faisant, il doit veiller à renforcer la capacité du Gouvernement (le Partenaire de réalisation), afin que ce dernier puisse mener ces activités directement. Les frais engagés par le bureau de pays du PNUD dans la prestation desdits services d'appui sont imputés sur son budget d'administration.
3. En outre, le bureau de pays du PNUD peut fournir, à la demande du Partenaire de réalisation, les services d'appui ci-après pour la réalisation des activités du projet :
  - (a) Identification et/ou recrutement du personnel à affecter au projet ;
  - (b) Définition et facilitation des activités de formation ;
  - (c) Achat de biens et de services.
4. Le bureau de pays du PNUD achète des biens et services et recrute le personnel à affecter au projet conformément aux règlements, règles, politiques et procédures du PNUD. Les services d'appui décrits au paragraphe 3 ci-dessus doivent être détaillés dans une annexe au descriptif de projet, sous la forme présentée dans l'appendice. En cas de changement des conditions applicables aux services d'appui fournis par le bureau de pays pendant la durée d'un projet, l'annexe au descriptif de projet est révisée par accord mutuel entre le représentant résident du PNUD et le Partenaire de réalisation.
5. Les dispositions pertinentes de l'Accord de base type relatif à l'assistance conclu entre le PNUD et le Gouvernement le 25 octobre 1991, du Document de Projet, ou les dispositions supplémentaires qui font partie intégrante du descriptif de projet, y compris celles concernant la responsabilité juridique et les privilèges et immunités, sont applicables à la fourniture de ces services d'appui. Le Gouvernement conserve, par le biais de son Partenaire de réalisation, la responsabilité globale du projet géré au niveau national. La responsabilité du bureau de pays du PNUD se limite à fournir les services d'appui détaillés dans l'annexe au descriptif de projet.



6. En cas de réclamation ou de litige concernant la fourniture des services d'appui par le bureau de pays du PNUD conformément à la présente lettre, ou en découlant, les dispositions pertinentes de l'Accord de base type relatif à l'assistance s'appliquent.

7. Les modalités de recouvrement des coûts par le bureau de pays du PNUD en rapport avec la fourniture des services d'appui décrits au paragraphe 3 ci-dessus doivent être spécifiées dans l'annexe au descriptif de projet.

8. Le bureau de pays du PNUD présente des rapports d'activité sur les services d'appui fournis et rend compte des frais remboursés, autant que de besoin.

9. Les présents arrangements ne peuvent être modifiés que d'un commun accord par écrit entre les parties.

10. Si vous approuvez les dispositions qui précèdent, je vous saurais gré de bien vouloir signer et retourner à notre bureau deux exemplaires de la présente lettre. Lorsque vous aurez signé celle-ci, elle constituera un accord entre votre Gouvernement et le PNUD quant aux conditions régissant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes et projets gérés au niveau national.

Veuillez agréer, Monsieur le Ministre, l'assurance de ma haute considération.

  
Signé au nom du PNUD



Allegra Maria Del Pilar Baldocchi  
Représentant Résident

Date: 09 NOV 2017



Ngole Philip Ngwese  
01 DEC 2017

Pour le Gouvernement

Ngole Philip Ngwese  
Ministre des Forêts et de la Faune

Date :

## Appendice

### DESCRIPTION DES SERVICES D'APPUI FOURNIS PAR LE BUREAU DE PAYS DU PNUD

1. Il est fait référence aux consultations entre le **Ministère des Forêts et de la Faune** l'institution désignée par le Gouvernement du Cameroun et les représentants du PNUD concernant la fourniture de services d'appui, par le bureau de pays du PNUD, au projet N° **00095686 (Projet ID) ou 00099740 (Output ID)** intitulé « Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon » géré au niveau national.

2. Conformément aux dispositions de la lettre d'accord signée le \_\_\_\_\_ et du document de Projet de Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon, le bureau de pays du PNUD fournira des services d'appui pour le projet de Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon tel que décrit ci-dessous.

3. Services d'appui à fournir :

Services d'appui (insérer la description)	Échéancier de fourniture des services d'appui	Dépenses engagées par le PNUD pour la fourniture de ces services d'appui (le cas échéant)	Montant remboursé au PNUD et mode de remboursement (le cas échéant)
1. Services liés aux ressources humaines (y compris, mais sans s'y limiter) <ul style="list-style-type: none"> <li>• Identification, sélection et le recrutement du personnel du projet (y compris la publicité, présélection et de recrutement)</li> </ul>	Octobre 2017 à janvier 2018		PNUD facturera directement le projet
2. Gestion des ressources humaines, Assurances diverses et contrat <ul style="list-style-type: none"> <li>• l'émission d'un contrat;</li> <li>• la conclusion du contrat</li> </ul>	En cours tout au long de l'exécution du projet le cas échéant		
3. Les services de gestion du personnel: Paie et Administration et gestion bancaire	En cours tout au long de l'exécution du projet le cas échéant		

<p>Services liés à la passation des marchés (y compris mais sans s'y limiter):</p> <ol style="list-style-type: none"> <li>1. Les achats de biens</li> <li>2. L'acquisition des services <ul style="list-style-type: none"> <li>• Recrutement Consultant</li> <li>• Publicité</li> <li>• Présélection et sélection</li> <li>• Emission du contrat</li> <li>• Voyage</li> <li>• Evènements (formation et conférences)</li> </ul> </li> </ol>	En cours tout au long de l'exécution du projet le cas échéant	126 170,31 \$ USD	lors de la réception de la demande de services du partenaire d'exécution (IP)
<p>Les services liés à la finance (y compris mais sans s'y limiter) :</p> <ul style="list-style-type: none"> <li>• Les paiements</li> <li>• Transferts de Fonds</li> </ul>	En cours tout au long de l'exécution du projet le cas échéant	38 907,72 \$ US	lors de la réception de la demande de services du partenaire d'exécution (IP)
<p>Des services liés à l'administration (y compris, mais sans s'y limiter):</p> <ul style="list-style-type: none"> <li>• Autorisation de voyage</li> <li>• Demandes et achat de Ticket (réservation, achat, etc.)</li> <li>• Usage des F10</li> <li>• Gestion d'actifs</li> </ul>	En cours tout au long de l'exécution du projet le cas échéant	5 536,50 \$ US	lors de la réception de la demande de services du partenaire d'exécution (IP)
<p>Les services liés aux TIC (y compris mais sans s'y limiter) :</p> <ul style="list-style-type: none"> <li>• entretien de la boîte e-mail</li> <li>• installation TIC et matériel de bureau et d'entretien</li> <li>• l'utilisation du canal Internet</li> <li>• les contrats de téléphonie mobile et l'utilisation</li> </ul>	En cours tout au long de l'exécution du projet le cas échéant		lors de la réception de la demande de services du partenaire d'exécution (IP)
General Management Support (GMS)		170 614,53 \$ US	Confère détails en annexe



Fond/Activity/Compte	Années						Total (US\$)
	2017	2018	2019	2020	2021	2022	
FEM/GESTION DE PROJET/74596	10 000	10 000	10 000	10 000	10 000	10 000	60 000
PNUD/GESTION DE PROJET/74596	18 658	18 068	19 113	19 457	17 453	17 865	110 614
<b>Total (US\$)</b>	<b>28 658</b>	<b>28 068</b>	<b>29 113</b>	<b>29 457</b>	<b>27 453</b>	<b>27 865</b>	<b>170 614</b>

4. Description des fonctions et responsabilités des parties concernées :

- **Agence gouvernementale de coordination :**
  - Choix conjoint du partenaire de réalisation.
  - Contrôle des produits du projet.
- **Bureau de pays du PNUD**
  - Evaluer la capacité du gouvernement et décider de la modalité de décaissement.
  - Garantir une utilisation efficace des ressources grâce à la conception du projet, au choix conjoint du partenaire de réalisation et aux activités de suivi.
  - Examen et approbation des projets, ainsi que leur supervision.
  - Transfert de fonds pour la mise en œuvre des projets individuels.
- **Agence gouvernementale de coopération**
  - Assurer la participation du gouvernement à travers sa contribution au projet et l'instauration d'un environnement favorable.
  - S'approprier les produits du projet.
- **Partenaire de réalisation**
  - Accord pour la mise en œuvre du projet conformément au document de projet (toutefois, une ONG ne peut pas signer un document de projet).
  - Obtention des produits.
  - Utilisation efficace des ressources du projet afin d'obtenir les effets escomptés.
  - Supervision des parties responsables.
- **Partie responsable**
  - Livraison de biens et services
  - Redevabilité en fonction des indications du contrat.

**ANNEXE 1: Project Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon - Estimated Direct Project Costs /UNDP Country Office (ATLAS Budget Line 74599):**

Budget Description	Unit price (a)	Amount Year 1		Amount Year 2		Amount Year 3		Amount Year 4		Amount Year 5		Amount Year 6		TOTAL
		USD total(a*b)	No of units(b)	USD total(a*b)	No of units(b)	USD total(a*b)	No of units(b)	USD total(a*b)	No of units(b)	USD total(a*b)	No of units(b)	USD total(a*b)	No of units(b)	
Payment process	34,48	6 034,00	175	6034	175	6034	175	6034	175	6034	175	6034	175	36 204,00
Issue Checks	15,04	225,6	15	210,56	14	165,44	11	285,76	19	376	25	376	25	1 639,36
Create Vendor Profile	18,04	270,6	15	198,44	11	162,36	9	216,48	12	108,24	6	108,24	6	1 064,36
Disposal of equipment	241,68	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurement (average)	333,66	15 014,70	45	13346,4	40	13346,4	40	13346,4	40	11678,1	35	11678,1	35	78 410,10
Consultant Recruitment	205,96	1 853,64	9	3089,4	15	3089,4	15	3089,4	15	2059,6	10	2471,52	12	15 652,96
Staff HR and Benefits administration	183,47	4 770,22	26	4586,75	25	5504,1	30	5504,1	30	5871,04	32	5871,04	32	32 107,25
Travel authorization	30,93	433,02	14	433,02	14	556,74	18	556,74	18	618,6	20	618,6	20	3 216,72
F10 settlement	28,29	56,58	2	169,74	6	254,61	9	424,35	15	707,25	25	707,25	25	2 319,78
<b>Total</b>		<b>28 658,36</b>		<b>28 068,31</b>		<b>29 113,05</b>		<b>29 457,23</b>		<b>27 452,83</b>		<b>27 864,75</b>		<b>170 614,53</b>

## ANNEXE 2

### LETTRE D'ACCORD TYPE ENTRE LE PNUD ET LE GOUVERNEMENT POUR LA FOURNITURE DE SERVICES D'APPUI

#### COMMENT UTILISER LA PRÉSENTE LETTRE D'ACCORD

- Le présent accord a pour but de conférer une protection juridique appropriée lorsque le bureau de pays du PNUD fournit des services d'appui dans le cadre d'une gestion nationale.
- Le présent accord doit être signé par une autorité gouvernementale ou un représentant officiel habilité à conférer une protection juridique intégrale au PNUD (Il s'agit généralement du ministre des affaires étrangères, du Premier ministre et/ou du chef de l'État). Le bureau de pays du PNUD doit vérifier que le signataire de l'Accord au nom du gouvernement est dûment habilité à conférer privilèges et immunités.
- Copie de la lettre d'accord type signée est jointe à chaque descriptif de projet nécessitant ces services d'appui. Parallèlement, le bureau de pays du PNUD complète le tableau présenté dans l'appendice à la lettre type pour présenter la nature et la portée des services à fournir et les responsabilités des parties intéressées.
- Le bureau de pays du PNUD établit la lettre d'accord et consulte le bureau régional si l'une ou l'autre des parties souhaite modifier le texte.
- Après la signature de l'accord par l'autorité habilitée à conférer des privilèges et immunités au PNUD, le gouvernement conserve un original de la lettre et le bureau de pays du PNUD l'autre. Copie de l'accord doit être communiquée au siège du PNUD (BOM/LSO) et au bureau régional.

#### TERMINOLOGIE

1. Le présent Accord emploie la terminologie harmonisée conforme à la version révisée des Règlement financier et règles de gestion financière du PNUD ([Financial regulations and rules \(FRR\)](#)) qui introduisent des termes nouveaux ou redéfinis comme suit :
  - a. Le terme « exécution » se rapporte à l'appropriation et à la responsabilité générales des résultats des programmes du PNUD au niveau du pays, qui sont exercées par le gouvernement, via l'organe gouvernemental de coordination, qui approuve et signe le plan d'action pour la mise en œuvre des programmes de pays (CPAP) avec le PNUD. Toutes les activités relevant du CPAP sont donc exécutées à l'échelon national.
  - b. Le terme « réalisation » se rapporte à la gestion et la production d'activités de programme visant à obtenir des résultats spécifiques, et plus particulièrement la mobilisation des contributions du PNUD et leur utilisation pour la production de

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résultats qui contribueront aux réalisations sur le plan du développement, tels que définis dans les plans de travail annuels (AWP).

Ces deux termes sont explicités dans la rubrique [Cadre légal](#) de la section [Programme and Project Management Section des POPP](#) (Règles et procédures des programmes et opérations).

2. Il importe de noter qu'au niveau de la gestion des projets, les termes « exécution » en dehors des modalités opérationnelles harmonisées (c'est-à-dire pour les projets mondiaux et régionaux) et « réalisation » dans le cadre des modalités opérationnelles harmonisées, -ont la même signification, à savoir la gestion et la fourniture d'activités de projet visant à produire des résultats spécifiques, avec une utilisation efficiente des ressources. Le présent Accord emploie donc le terme « réalisation » conformément aux « modalités opérationnelles harmonisées » afin de couvrir également le terme « exécution » au niveau des projets sortant des modalités opérationnelles harmonisées. Plus précisément, toutes les références à une « Entité d'exécution » ont été remplacées par « Partenaire de réalisation »
3. Lorsque la présente lettre d'accord est utilisée hors des modalités opérationnelles harmonisées ou des pays CPAP, il convient de procéder aux changements suivants :
  - a. Exécution au lieu de réalisation
  - b. Entité d'exécution au lieu de Partenaire de réalisation

## Annex 6: Terms of Reference for Project Staff/Consultants

Consultancies table

Main Consultancy Assignments	Major Tasks and Required Consultant Qualifications	Man Months	Costs/Week (USD)	Total Costs (USD)
<b>National Consultants (Individuals)</b>				
Policy and legislation expert (2 position)	<ul style="list-style-type: none"> <li>• In consultation with key counterparts, identify specific constraints and impediments in existing policy and legislation to achieve desired conservation outcomes in the Tri-national Dja-Odzala-Minkebe transboundary area</li> <li>• Review and development of policy and legislation specific recommendation for the drafting of documents recognizing new transboundary UNESCO Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area</li> <li>• Develop advocacy, training and awareness tools at state and local level for building consensus and capacities to implement the policies;</li> <li>• Assessing gaps and needs of government agencies in terms of policy and legislation development.</li> <li>• Conduct workshops at national and regional level to build consensus on desired changes to legislation and policy</li> <li>• Prepare a documented proposition to Cameroon’s government for the establishment of a special legal entity to conduct serious wildlife crime trials and to organize the specific process of legal proceedings for wildlife crime (Output 1.2, 1.3, 1.4)</li> </ul>	50 weeks spread over Year 1 and 2	1,000	50,000 (total 100,000)

	<ul style="list-style-type: none"> <li>Analysis of the capacity needs of the target PAs in legislation, enforcement, wildlife monitoring, planning, budgeting, community outreach and human resource management.</li> </ul> <p><b>Required Qualifications:</b> Environment and development lawyer or firm, with at least 10 years experience in policy and advocacy related to similar projects – natural resource management, forest rights, wildlife, mountain eco system, protected areas etc.</p>			
Expert in environmental economics	<ul style="list-style-type: none"> <li>Support for cost-effectiveness and conservation-effectiveness analysis (output 1.2)</li> </ul> <p><b>Required Qualification:</b> Environment and development economist, with at least 10 years experience in conservation effectiveness analysis to similar projects – natural resource management, forest rights, wildlife, mountain eco system, IWT, protected areas etc.</p>	40 weeks spread over year 1 and 2	1000	40,000
IWT and wildlife expert	<ul style="list-style-type: none"> <li>Support to development of PA and IWT National strategies.</li> <li>Development of a system of compensation for any conclusive information leading to the arrest of a poacher (Output 1.1 – 1.4.)</li> <li>Develop and implement an in-service short-course wildlife monitoring and enforcement training program (Output 2.2)</li> </ul> <p><b>Required Qualifications:</b> Environment and biodiversity or firm, with at least 10 years' experience in IWT fight strategies related to similar projects – natural resource management, forest rights, wildlife, mountain eco system, protected areas etc.</p>	40 weeks spread over year 1 and 2	1000	40,000
PA Management expert	<ul style="list-style-type: none"> <li>Preparation of an evaluation of different PA management models, including co-management, to provide a baseline for the development of improved management plans in the project area</li> </ul>			

	<ul style="list-style-type: none"> <li>• Identification of critical conservation and IWT sites, population and ecosystem status baselines and update threat/risk assessments (including IWT) in the target PAs as a basis for management planning</li> <li>• Support PA managers in the development of management plans for Dja, Boumba Bek, Mangame, Ngoyla Wildlife Reserve and Nki PAs using participatory method (Output 2.1)</li> </ul> <p><b>Required qualifications:</b> at least 10 years experiences working with PA management. - Proven capacity to liaise and effectively work with government agencies at provincial level - Demonstrated to have good communication and facilitation skills - Experience engaging a range of stakeholders in Cameroon on environmental issues is an advantage. - Fluent English</p>			
Community based conservation expert	<ul style="list-style-type: none"> <li>• Elaboration of an Integrated Mangement Plan (Output 3.3)</li> <li>• Agreeing of the IMP with key stakeholders and MINFOF (Output 3.3)</li> </ul> <p><b>Required Qualifications:</b> Master’s degree or higher in environmental science or related field. Past experience in Community based conservation projects, preference to persons with experience in in community mobilization, participatory planning and community management.</p>	40 weeks over 2 years	1000	40,000
Project Monitoring Consultant (MINFOF)	<ul style="list-style-type: none"> <li>• To provide support to MINFOF to oversee the coordination, monitoring and evaluation of project Outcomes across the project sites (Dja, Bouma-Bek, Nki, Ngoyla, and Mengamé)</li> <li>• Ensuring consistency of project approaches to achieve expected Outcomes,</li> <li>• Systemizing and sharing of lessons learned to support the project adaptive management</li> </ul>	80 weeks over 2 years	Approx. 500	40,000

	<p><b>Required Qualifications:</b> Master’s degree or higher in environmental science or related field. Past experience in project monitoring, evaluation, and adaptive management, preferably in donor financed project. Experience in environmental projects is an advantage.</p>			
Documentation Experts (State level)	<p>To support documentation of the best conservation practices:</p> <ul style="list-style-type: none"> <li>• Conduct desk reviews of project reports, interviews, and focus group discussion with MINFOF and other key stakeholders to understand level of achievement of key project outcomes and associated factors of success of failure</li> <li>• Conduct site visits to the project areas, interviews, and focus groups with beneficiary communities, relevant village institutions, and government officials to identify, synthesize and document project best practices and lessons learned.</li> <li>• Prepare the best project practices to be replicated and upscaled in other PA in the Tri-national Dja-Odzala-Minkebe transboundary area, including lessons learned by the project.</li> </ul> <p><b>Required Qualifications:</b> Master’s degree in Mass Communication and Public Relations and at least 5 years of experience in documentation in similar projects – audio, visual and in print. Preference to be given to candidates with conservation or social science work experience</p>	40	750	30 000
Participatory Specialists (State level)	<ul style="list-style-type: none"> <li>• Mobilize communities, organizations and partners for sustainable management of the PAs natural and community resources</li> <li>• Collect and compile baseline information on social, economic and ecological parameters of the PA areas;</li> </ul>	40 weeks	750	30 000



	<ul style="list-style-type: none"> <li>• Lead landscape planning and implementation team in field surveys, resource need assessments and participatory appraisals in the villages</li> <li>• Facilitate resolution of the community conflicts over common resource utilization in the project areas;</li> <li>• Facilitate linkages of the project communities and local institutions with partner organizations, donor agencies and development players, working both in and outside the Pas to build convergence of programs and resources.</li> <li>• Organize training to improve knowledge and skill of the project communities and partners in sustainable natural resource management, IWT fight strategies and livelihood;</li> <li>• Document and share lessons learnt, achievements and successes from the field among other communities in Pas</li> <li>• Elaborating a communication strategy on IWT</li> </ul> <p><b>Required Qualifications:</b> Master’s degree in social, economic or natural resources related fields. Consultants with at least 10 years of experience in community mobilization, participatory planning and community management.</p>			
Documentation expert 1 position	<ul style="list-style-type: none"> <li>• Conduct of desk reviews of relevant documents, interviews, focused group discussion with key stakeholders to identify best practices for conservation, improved livelihood, sustainable natural resources management, and wildlife crime prevention measures at the state level</li> <li>• Document such good practices and other lessons relevant to the state environmental issues.</li> <li>• Training local teams in video and photo documentation of the key areas of the project for building resource materials for use by different stakeholders, and</li> </ul>	4 MMs in Year 7	3,750	15,000

	<ul style="list-style-type: none"> <li>Capacity building of local youth and community in communication and documentation of the best practices and lessons learned. (Output 4.3)</li> </ul> <p><b>Required Qualifications:</b> Master’s degree in Mass Communication and over 5 years of experience in documentation and community training similar projects – audio - visual and print</p>			
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## TOR - PROJECT MANAGER

### Background

The Project Manager will be locally recruited, based on an open competitive process. Generally, he/she will be responsible for meeting government obligations under the project, under the national implementation modality (NIM). He/she will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The Project Manager will report to the PD for all of the project’s substantive operational issues. The Project Manager will report on a periodic basis to the Project Steering Committee (PSC) on the overall project progress and future project planning. The incumbent will perform a liaison role with the Government, UNDP, implementing partners, NGOs and other stakeholders, and maintain close collaboration with any donor agencies supporting project activities.

### Duties and Responsibilities

- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with procedures for nationally implemented projects;
- Coordinate the recruitment and selection of project personnel;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Prepare and revise project work and financial plans;
- Liaise with UNDP, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, TFS and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the PSC, and ensure the fulfilment of PSC directives;
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
- Ensure the timely and effective implementation of all components of the project;

- Assist relevant government agencies and project partners - including donor organizations and NGOs - with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Carry out regular, announced and unannounced inspections of all sites and project-funded activities.

#### Qualifications and experience

- A post-graduate university degree in natural resource management (or equivalent) and/or business management;
- At least 10 years of relevant experience in conservation, forestry, wildlife and/or pasture planning and management;
- At least 5 years of project management experience;
- Working experience in international projects, or within international organisations, is highly desirable;
- Working experience with the project stakeholder institutions and agencies is desired;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong writing, presentation and reporting skills;
- Strong computer skills;
- Excellent written communication skills; and
- A good working knowledge of French and English is a requirement.

#### TOR - TECHNICAL ASSISTANTS (2 POSTS)

##### *Socio-economy and governance/LAB and biodiversity monitoring*

#### Background

Two TAs will be locally recruited, based on an open competitive process. The TAs will be responsible for coordinating the direct implementation of all field-based project activities in the targeted areas of the planning domain, including the supervision over any field-based project staff, contracted consultants'/service providers and sub-contractors. The TAs will report to the Project Manager for all of the project's substantive and administrative issues. Generally, the TAs will be responsible for assisting the field staff of the responsible state institutions in meeting their field-based obligations under each component. The incumbents will perform a liaison role with the relevant local authorities, NGOs, research institutions, academic institutions and all other key stakeholders, and maintain close collaboration with any complementary local initiatives and programs. The TAs will assist the Project Manager in reporting, on a periodic basis, to the Project Steering Committee (PSC).

#### Duties and Responsibilities

- Supervise and coordinate the work of all field-based project staff, consultants and sub-contractors;
- Prepare and revise project work and financial plans;
- Liaise with all relevant field-based government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate technical backstopping to field-based subcontractors and training activities supported by the Project;
- Provide inputs into the Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by the PM;
- Report progress of project to the PM;
- Document all field-based experiences and lessons learned;
- Ensure the timely and cost-effective implementation of all outputs under the component;
- Assist relevant government agencies and project partners - including donor organizations and NGOs - with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Coordinate and assist expert teams and academic institutions with the initiation and implementation of any field studies and monitoring components of the component; and
- Carry out regular, announced and unannounced inspections of all project sites.

#### Qualifications

- A post-graduate university degree in: biodiversity conservation and wildlife management, or equivalent (TA biodiversity monitoring and LAB); sociology and/or economy and governance (TA socio-economy);
- At least 5 years of experience in biodiversity conservation and wildlife management, or equivalent (TA biodiversity monitoring and LAB); sociology and/or economy and governance (TA socio-economy);
- Working experience with the project local stakeholder institutions and agencies is highly desired;
- Ability to effectively coordinate a diverse range of local stakeholders;
- Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all local groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and knowledge of GIS software;
- Excellent written and oral communication skills; and
- A good working knowledge of French is a requirement, while knowledge of English will be an advantage.

#### TOR - PROJECT FINANCIAL ASSISTANT

##### Background

The Project Financial Assistant will be locally recruited based on an open competitive process. He/she will be responsible for the overall financial management of the project. The Project Financial Assistant will

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report to the Project Coordinator. Generally, the Project Financial Assistant will be responsible for supporting the Project Coordinator in meeting government obligations under the project, under the national implementation modality (NIM).

#### Duties and Responsibilities

- Monitor project budgets and financial expenditures;
- Assist in all procurement and recruitment processes;
- Advise all project counterparts on applicable financial procedures and ensures their proper implementation;
- Contribute to the preparation and implementation of progress and financial reports;
- Support the preparations of project work-plans, budgets and operational and financial planning processes;
- Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans;
- Work closely with financial counterparts in the UNDP CO on payment requests;
- Follow-up on timely disbursements by the UNDP CO;
- Maintain data on co-financing commitments to the project;
- Coordinate the annual financial audit of the project; and
- Perform other duties as required.

#### Qualifications and experience

- A post-school qualification (diploma, or equivalent), preferably in bookkeeping (or equivalent);
- At least 5 years of relevant financial management experience;
- Work experience in UNDP-GEF projects is highly desirable;
- Demonstrable ability to administer project budgets, and track financial expenditure;
- Excellent computer skills, in particular mastery of all applications of the MS Office package;
- Excellent written communication skills; and
- A good working knowledge of French is a requirement, while knowledge of English will be an advantage.

#### TOR - PROJECT ADMINISTRATIVE ASSISTANT

##### Background

The Project Administrative Assistant (PAA) will be locally recruited based on an open competitive process. He/she will be responsible for the overall administration of the project. The Project Assistant will report to the Project Manager. Generally, the Project Administrative Assistant will be responsible for supporting the Project Manager in meeting government obligations under the project, under the national implementation modality (NIM).

##### Duties and Responsibilities

- Collect, register and maintain all information on project activities;
- Contribute to the preparation and implementation of progress reports;
- Advise all project counterparts on applicable administrative procedures and ensures their proper implementation;
- Maintain project correspondence and communication;
- Assist in procurement and recruitment processes;
- Receive, screen and distribute correspondence and attach necessary background information;
- Prepare routine correspondence and memoranda for Project Managers signature;
- Assist in logistical organization of meetings, training and workshops;
- Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings;
- Maintain a project filing system;
- Maintain records over project equipment inventory; and
- Perform other duties as required.

#### Qualifications and experience

- A post-school qualification (diploma, or equivalent), preferably in administration (or equivalent);
- At least 5 years of relevant administrative experience;
- Work experience in UNDP-GEF projects or within international organisations is highly desirable;
- Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops;
- Excellent computer skills, in particular mastery of all applications of the MS Office package;
- Excellent written communication skills; and
- A good working knowledge of French is a requirement while knowledge of English will be an advantage.

#### TOR- INTERNATIONAL TECHNICAL ADVISER

##### Background

The International Technical Adviser (TA) will be responsible for providing overall technical backstopping to the Project. He/She will render technical support to the National Project Director, Project Manager, PA agency staff and other government counterparts. The TA will support the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. He/She will report directly to the National Project Director.

##### Duties and Responsibilities

- Provide technical support to the National Project Director, Project Manager and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Support the Project Manager in preparing Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;

- Support the Project Manager in coordinating the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and ensuring an effective synergy among the various sub-contracted activities;
- Assist the National Project Director and Project Manager in the preparation of the Combined Project Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and Government Departments, as required;
- Assist the National Project Director and Project Manager in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation program and strategy based on evaluation results;
- Assist the National Project Director and Project Manager in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Support the Project Manager in documenting lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities; and
- Perform other tasks as may be requested by the National Project Director and Project Manager.

#### Qualifications

- University education (MS or PhD), with specific expertise in the area of PAs, IWT and/or conservation planning and management;
- At least 15 years of professional experience in protected area/IWT/conservation planning and management;
- Demonstrable experience in implementing equivalent GEF or other multilateral donor-funded projects;
- Be an effective negotiator with excellent oral and presentation skills;
- A good working knowledge of international best practice in protected area planning and management is desirable;
- Excellent writing skills.

## **Annex 7: Terms of References – Steering Committee**

### **TERMS OF REFERENCE – STEERING COMMITTEE**

#### **PROJECT: Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon**

The Steering Committee of the “Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon” Project will be the governing body of the project and will provide strategic leadership and governance oversight. The Steering Committee will have the delegated authority of the donors to make decisions that are in accord with the objectives, approach and scope of the project as set out in the Project Document.

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The Project Steering Committee is expected to make key policy decisions, guide the Implementing Partner and Responsible Parties in the execution of the project, and ensure effective oversight through receiving regular reports and reviewing the results of project evaluations that will take place periodically.

It will be supported in ensuring good governance and fiduciary oversight by the UNDP country office, which will oversee the work of the Implementing Partner and all Responsible Parties.

The Steering Committee will be supported in its role and functions by MINFOF that will serve as the Secretariat of the Steering Committee and prepares briefing papers and progress reports and provides all the necessary information and evidence it needs to make informed decisions.

The Steering Committee members will be chosen for their ability to provide strategic leadership, make informed policy choices to exercise effective governance over the Project. They will be expected to perform the same functions as the board of a private company and will be fully empowered to do so.

#### **A. Role and Functions**

The PSC will act as the main policy body overseeing the project execution. The PSC will review project progress, make recommendations and adopt the work plan and budget. The UN has strict policies and regulations on such matters as contracting, procurement of equipment and materials, staff salaries, etc. All project activities must conform to these regulations.

The specific responsibilities of the Steering Committee is to

- approve ongoing activities and partnership planned
- share information on anti-poaching actions, adjust and enhance communication between project stakeholders in order to keep the project focused on its initial objectives
- negotiate with national authorities to adapt and prevent harmful mining, industrial or agri-food projects which could encounter difficulties to integrate into the physical and social landscape as well as having a negative impact on biodiversity. This task does not represent a reject of any projects, because they also have a significant positive impact on employment, but to contribute to their framing so that they become adapted to the sustainable development strategy for the area, which is largely based on eco-tourism development.
- manage non-allocated resources of the project and new resources coming from different sources
- create a specific label for the zone which constitutes a protected area cooperative, and enhance communication about the Tri-national Dja-Odzala-Minkebe transboundary area and its recognition through a proper governance body.



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As the PSC will provide overall guidance to the project it will not be expected to deal with day-to-day management and administration of the project. This will be handled by the National Project Coordinator, in coordination with the Executing Agencies, and under guidance from the Offices of the Lead Implementing Agency (to ensure conformity with UN's requirements).

The PSC is especially responsible for evaluation and monitoring of project outputs and achievements. In its formal meetings, the PSC will be expected to review the project work plan and budget expenditure, based on the Project Coordinator's report. The PSC should be consulted for supporting any changes to the work plan or budget, and is responsible for ensuring that the project remains on target with respect to its outputs. Where necessary, the PSC will support definition of new targets in coordination with, and approval from, the Executing/Implementing Agencies.

Other than these Terms of Reference, the PSC will set its own guidelines and procedures for operating.

## **B. Composition**

The PSC will be constituted of:

- representatives of the MINFOF and MINEPDED
- GEF Operational National Focal Point
- representatives of other relevant ministries including MINADER, MINTOUL, MINMIDT, MINJUSTICE, MINDEF
- PAs managers
- Water and Forests conservators of the Southern and Eastern Regions
- Mayors of PA neighboring Communes
- One representative per private Sector (interprofession du tourisme, logging companies, mining, agro-industrie, hydropower, etc.)
- NGOs representatives
- GEF SGP national coordinator
- local civil society organizations
- Congo and Gabon's protected areas representative
- And representatives of targeted local communities

## **C. Frequency and Conduct of Meetings**

The PSC will be expected to meet formally at least once every 12 months. The members of the PSC will be expected to communicate via e-mail and telephone on urgent project related matters.

The RPC will be responsible for ensuring close liaison within the PSC. Formal meetings will be scheduled and arranged by the National Project Coordinator in consultation with, and at the request of, the other

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PSC members (with tentative dates for the following meeting being agreed under Any Other Business). Extraordinary meetings of the PSC can be requested by any of its members, and will be considered and may be approved by the Executing and Implementing Agencies within the budget limitations of the project.

Meetings of the PSC will normally be summoned by at least one months notice via email.

The PSC will establish its own Rules of Procedure, based on the principle of consensus. However, if consensus cannot be reached on a given matter, and all efforts are exhausted, voting will be considered.

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## **Annex 8: Social and environmental safeguards**

The UNDP environmental and social safeguards requirements have been followed in the development of this project. In accordance with the UNDP Social and Environmental Screening Procedure, this project is rated as having a low environmental and social risk.

With regards to the overall project, there are almost no activities that are deemed to represent some level of risk. All outputs having little to no potential negative environmental or social effects. Given this logic, there are no tradeoffs between environmental and socioeconomic objectives. The potential negative environmental and social effects of the project are thus mainly those of unintended consequences, largely preventable with the implementation of appropriate studies, sound mitigation measures, surveillance of work as well as monitoring mechanisms. Also, the extent of potential impacts, even without any kind of mitigation action, are generally limited in time and space as well as reversible.

Furthermore, given the broad range of possible measures included in the project's framework, output-specific social and environmental assessments conducted in the first phases of the project will very quickly identify: (1) the best technical measures to be put forward in each targeted community, prohibiting certain measures if environmental and social impacts associated with them in a specific environment are likely to be significant; (2) the best sites within a given location for each measure as to reduce negative impacts to a minimum; and (3) environmental and social management measures to be included in the Terms of Reference of contractors.

Field surveys during the PPG phase sought to document any socio-environmental characteristics of targeted sites that might be of relevance for environmental and social management going forward. These will inform the next steps and contribute to tailoring various studies and measures to local environmental and social contexts.

Environmental and social grievances will be reported to the GEF in the annual PIR.

## Project Information

<b>Project Information</b>	
1. Project Title	<b>Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon</b>
2. Project Number	GEF 9071 / PIMS 5610
3. Location (Global/Region/Country)	Cameroon

## Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

#### **Briefly describe in the space below how the Project mainstreams the human-rights based approach**

The project supports meaningful participation and inclusion of all stakeholders, in particular local individuals and groups, in processes that may impact them including design, implementation and monitoring of the project, e.g. through capacity building, creating an enabling environment for participation, etc. (consistent with participation and inclusion human rights principle). It supports means for local communities to raise concerns and/or grievances when activities may adversely impact them (consistent with accountability and rule of law human rights principle).

The project will strengthen national capacity for effective law enforcement and consequently support the consistency of the rule of law in the country. The project main goal is to reduce poaching and wildlife trafficking which are deeply entangled with corruption within high social and political spheres in Cameroon, it will thus participate in combating corruption. By strengthening the rule of law the project will participate in ensuring the protection of human rights in Cameroon As the human rights based approach is not only about empowering people to know and claim their rights, it also increases accountability of individuals and institutions – namely through enforcement of laws.

#### **Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

The project includes mechanisms for gender mainstreaming, the improvement of gender equality and women's empowerment. Mechanisms will be implemented, ensuring gender balance when representing different sectors. Thus, training sessions and demonstration workshops on sustainable agro-forestry practices and sustainable land management practices, together with capacity building CBNRM practices, will be targeting especially women, providing them with opportunities for subsistence and representation in decision-making for the management of the inter-zone. Consequently, this project will directly impact women's role within the household and community by providing alternative livelihoods and better representation. Around 5,000 are expected to benefit from the project.

The project will appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.

In addition, the project takes into account women's adaptation strategies to climate change (especially during off-season period); stakeholders' accountability through financial, legal, institutional to ensure the effective participation of women and their representatives in all processes of decision making; social assessments will be carried out which will focus on the assessment of specific impacts on women and other vulnerable groups and their integration into the development process. The representative participation of

women in implementation and management bodies of the project will be ensured by making sure that 50% of the operational organization staff for the implementation of the project will be composed of women.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

Environmental sustainability will be promoted in the project by improving the effectiveness of conservation efforts in protecting the biodiversity represented in Cameroon’s protected areas. The project directly supports environmental sustainability by tackling poaching and illegal wildlife trade through application of incentives and disincentives as well as improving the enabling environment. Thus, the project will contribute directly to the achievement of obligations of participation countries under a number of international conventions, including those supported through the GEF mechanisms (CBD, CMS) and CITES. The overall environmental impact is expected to be overwhelmingly positive and an important contribution to sustainable development. Several tools and guidelines will be developed ensuring enhanced environmental sustainability is embedded in national development programs of participating countries as well as regional and global frameworks, with special attention to transboundary cooperation that will strengthen individual national efforts.

The project will facilitate the preparation of a national planning and legal framework for protected areas that will seek to ensure that a balance is maintained between the conservation of the biodiversity and heritage values of parks, the protection of native plants and animals in terrestrial parks, and the land use and management. This framework for protected areas will thus provide direction and guidance to conservation managers and to communities living in or nearby parks on how to preserve and protect these special areas and the globally significant species in them. Through the provision of sustainable livelihood strategies, local communities will be motivated to align their behaviours with conservation goals and refrain from illegal activities that are ecologically destructive. In particular, it will provide – over the long term - more consistent national direction for the management of national and nature parks through conservation management strategies and park management plans .

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve,</p>	<p>I=1 P=1</p>	<p>Low</p>	<p>The entire project area is considered as environmentally sensitive as it is mostly covered by legally protected areas and their surroundings. Yet environmental risk</p>	<p>There is no ESIA or SESA required. This project aims at strengthening the conservation of globally threatened species in Cameroon by improving biodiversity enforcement, resilience and</p>

national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?			of damaging or threatening the integrity of these areas are very low since the objective of the project is to strengthen conservation effectiveness through better PA management, and sustainable management of natural resources in the interzone.	management. This will be achieved through three interconnected components: strengthening capacity for PA governance and IWT control, improving the effective management of globally significant PAs by national and local institutions, and reducing poaching and illegal trafficking of threatened species at the project site level.
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	I = 1 P = 1	Low	The areas of the project are likely to be affected by climate change. Almost all forest landscapes in Cameroon are affected by the phenomena of rainfall variability and climate change. The forests contain key sites for conservation of endangered species and support livelihoods of people in the wider region. Thus, climate change could affect local population's subsistence and biodiversity. An eventuality of extreme climate events such as a drought happening during the project implementation could put more pressure on local population for subsistence and thus increasing their resort to bushmeat hunting and poaching.	Climate change is likely to affect Cameroon's forest landscape in different ways. Changes in rainfall and weather patterns can cause biodiversity loss and harm agricultural development, leading to an unsustainable land resources management and migration. Therefore, measures to assess the risks have been taken into account. Increase the participation of local communities in management practices and conservation initiatives and training the community on sustainable natural resources management are some examples of measures to address the potential risks.
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	I=1 P=1	Low	The project area is inhabited by many different indigenous people (including Baka and Bantu pygmies, Bakola, and Bagyeli) whom subsistence is based on the use local natural resources, especially from surrounding forests. Project activities concerning the management of the interzone (output 3.4) are directly targeting local communities and especially indigenous people to introduce new wildlife and NTFP use management practices, which might disturb traditional subsistence livelihoods and alter some traditional practices that are part of indigenous people's culture.	The project is planning to set up continuous consultation with indigenous people to ensure their implication in project activities and their role in decision-making on activities that directly concern them. A careful social assessment should be undertaken before implementing specific wildlife use and NTFP activities affecting indigenous people's livelihoods. Continuous consultation and effective participation of indigenous people will ensure that the project is respectful of their culture and traditional livelihoods.
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	I=1 P=1	Low	As stated above, the project area does cover lands and territories claimed by indigenous people. Consultation and specific arrangements have to be	The project is planning to set up continuous consultation with indigenous people to ensure their implication in project activities and their role in decision-making on activities that directly

			established to avoid any conflict on land use and land management in these territories.	concern them. Special treatment for indigenous people is likely to be implemented: specific arrangements for their use of natural resources and activities even within protected areas will enable them to maintain their subsistence and traditional livelihoods.
	<b>QUESTION 4: What is the overall Project risk categorization?</b>			
	<b>Select one (see <a href="#">SESP</a> for guidance)</b>		<b>Comments</b>	
	<i>Low Risk</i>	<input checked="" type="checkbox"/>	Apart climate change and impact on indigenous people are the only identified social and environmental risks. As far as adaptation to climate change is concerned, mitigation actions are in place. Potential adverse impacts on local indigenous people's traditional livelihoods are carefully being taken into account.	
	<i>Moderate Risk</i>	<input type="checkbox"/>		
	<i>High Risk</i>	<input type="checkbox"/>		
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
	Check all that apply		<b>Comments</b>	
	<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>		
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/>		
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>		
	<i>2. Climate Change Mitigation and Adaptation</i>	<input checked="" type="checkbox"/>		
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>		
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>		
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>		
	<i>6. Indigenous Peoples</i>	<input checked="" type="checkbox"/>		
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>		

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
<p>1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?</p> <p>The project has no negative impact on human rights (civil, political, economic, social or cultural) of the affected population, particularly on the right of marginalized groups. Rather, this project will strengthen the exercise of human rights by strengthening the concept of fairness and justice among the beneficiaries. Areas of high cultural conservation value will be protected within protected areas supported by the project. Several social and economic aspects will be taken into account in the context of the improvement of the living conditions of the populations targeted by the Component 2. In Component 1, the legal framework will be improved to ensure operations related to the fight against poaching and IWT.</p>	No
<p>2. Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?<sup>97</sup></p> <p>The project has no inequitable or discriminatory adverse impact on the affected populations, particularly people living in poverty or marginalized or excluded individuals or groups. In this project, the discrimination will rather be positive because the Baka women and populations, who are the poorest, will benefit from the specific support within the framework of the improvement of the livelihoods of the populations provided by component 2</p>	No
<p>3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?</p> <p>The project does not restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups. In protected areas and in the interzone, resource management is just regulated for all local communities. Baka populations have a particular regime of access to resources in protected areas that takes into account their vital and cultural needs.</p>	No
<p>4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?</p> <p>The project rather encourages the full participation of potentially affected stakeholders, especially marginalized groups, in decisions that may affect them. Several consultative frameworks will be set up at the municipal and regional level to guarantee the participation of the communities and the ownership of the development actions put in place. Consultations with communities are planned throughout the implementation of the project. In addition, current legislation on the management of protected areas requires the establishment of governance structures and the representativeness of all social strata including indigenous peoples Baka and women.</p>	No

<sup>97</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<p>5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? There is no risk that duty-bearers do not have the capacity to meet their obligations in the Project. This project follows several other projects already carried out in the area with the same stakeholders involved. These stakeholders have gained experience and in addition a capacity building program will be implemented throughout this project.</p>	No
<p>6. Is there a risk that rights-holders do not have the capacity to claim their rights? The capacity building program will also involve rights-holders and they will have the capacity to claim their rights</p>	No
<p>7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process? Local communities or individuals had the opportunity to raise human rights concerns in the project during the stakeholder engagement process. Several meetings and consultations were held with local NGOs working in the area and some communities discussed with the project development team. Nevertheless, throughout the implementation of the project these consultations and dialogues will be permanent</p>	Yes
<p>8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals? There are no risks because the project's actions will take place in close collaboration with all the stakeholders and in strict compliance with the legislation in force. On the other hand, continuous awareness accompanied by socio-economic achievements will prevent conflicts</p>	No
<p><b>Principle 2: Gender Equality and Women's Empowerment</b></p>	
<p>1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls? The project is not likely to have a negative impact on gender equality and / or the situation of women and girls. On the contrary, this project plans accompanying actions for men and women in the project area to clarify the equitable and fair distribution of labor by sex. Socio-economic activities specific to women and men are foreseen. Gender equality concerning the repartition of funding will be guaranteed and requirements for women's involvement in governance structures will be applied.</p>	No
<p>2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits? On the contrary, this project plans accompanying measures for men and women in the project area to clarify the equitable and fair distribution of labor by gender. Gender equality concerning the repartition of funding will be guaranteed and requirements for women's involvement in governance structures will be applied.</p>	No
<p>3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment? There are problems of competition between women and men on the exploitation of non-locally sourced forest products such as moabi and wild boar which are more reserved for women. This situation has been taken into account in the criteria of micro-projects among which 1/3 of funding is reserved for women's projects only</p>	Yes
<p>4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities improve livelihoods and well-being</p>	No
<p><b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</p>	

<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	<p>Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p> <p>The project has no negative impact on habitats (eg, modified, natural and critical habitats) and / or on ecosystems and ecosystem services as it is a biodiversity conservation project. Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities improve livelihoods and well-being</p>	No
1.2	<p>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities? There are indigenous Baka populations in the project area. The project will also carry out its activities in the protected areas of Méngame, Boumba-Beck, Nki, Dja Pas.</p>	Yes <sup>98</sup>
1.3	<p>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5). Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities improve livelihoods and well-being. The project does not restrict the availability, quality and accessibility of resources or basic services, especially for marginalized individuals or groups. Protected areas and interzone resource management will just be regulated for all local communities. Baka populations have a particular regime of access to resources in protected areas that takes into account their vital and cultural needs.</p>	No
1.4	<p>Would Project activities pose risks to endangered species? The project protects endangered species through management plans of PAs, UFAs, FCIs and FCs</p>	No
1.5	<p>Would the Project pose a risk of introducing invasive alien species? No new specie will be introduced</p>	No
1.6	<p>Does the Project involve harvesting of natural forests, plantation development, or reforestation? It is a biodiversity conservation project that encourages the maintenance of natural forests</p>	No
1.7	<p>Does the Project involve the production and/or harvesting of fish populations or other aquatic species? It is a biodiversity conservation project.</p>	No
1.8	<p>Does the Project involve significant extraction, diversion or containment of surface or ground water? It is a biodiversity conservation project.</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p>	No
1.9	<p>Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ? It is a biodiversity conservation project. There is no utilization of genetic resources in the project</p>	No
1.10	<p>Would the Project generate potential adverse transboundary or global environmental concerns? This is a biodiversity conservation project which will benefit cross-border and global level biodiversity protection</p>	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? It is a biodiversity conservation project. Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities could improve livelihoods and well-being</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route,</i></p>	No

<sup>98</sup> Most project activities are located within or adjacent to PAs, yet all these activities aim to ensure better conservation and protection of critical habitats through SLM, CBNRM, wildlife crime reduction and enhanced PA effectiveness, there is thus no risk associated with this 'Yes' Answer.

	<i>potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>99</sup> greenhouse gas emissions or may exacerbate climate change? The project will rather contribute to carbon sequestration by maintaining the potential of standing trees in the concerned protected areas	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change? The project will rather contribute to carbon sequestration by maintaining the potential of standing trees in the concerned protected areas	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? The project will rather contribute to carbon sequestration by maintaining the potential of standing trees in the concerned protected areas  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities? The project will not set up even small-scale infrastructure	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)? The project does not store or transport any hazardous or dangerous materials	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)? The project will not set up even small-scale infrastructure	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure? No structural failure will arise because the project does not put in place any infrastructure	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? The project will rather contribute to erosion and flooding control by maintaining green cover of soils in the protected areas and the interzone	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)? The consultation platforms set up by the project will be ideal frameworks for sensitization in synergy with other actors in the project area working in the field of health	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning? No chemical handling is foreseen by the project	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)? Support for income-generating activities will create jobs guided by the principles and norms of the fundamental ILO Conventions. For example, child labor will be prohibited for activities resulting from project funding.	No

<sup>99</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)? No	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) The project will not work on cultural heritage	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? The project will not work on cultural heritage	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement? Project activities will not involve relocation or displacement because they will be implemented on sites already settled as protected areas. There will be no new protected areas created.	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)? Project activities will not involve relocation or displacement because they will be implemented on sites already settled as protected areas. There will be no new protected areas created.	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>100</sup> Project activities will not involve relocation or displacement because they will be implemented on sites already settled as protected areas. There will be no new protected areas created.	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources? Project activities will not involve relocation or displacement because they will be implemented on sites already settled as protected areas. There will be no new protected areas created.	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)? Yes, Bakas	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? Assuming that the indigenous peoples of Baka are the first inhabitants of the forest, the sites of the protected areas are likely to located in their space, but several measures are included in the management plans to safeguard their vital and cultural needs	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? The proposed Project will not affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

<sup>100</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned? The sites of the protected areas of the project have been acquired for a long time on the basis of consultations principles in relation with Cameroonian law.	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples? Those sites are not claimed by indigenous people	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? there is no potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them? Not at all, the project rather supports projects, initiatives and interests of the Baka	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples? Not at all, the project rather supports projects, initiatives and interests of the Baka	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? Not at all, the project rather supports projects, initiatives and interests of the Baka	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? Activities that may cause degradation or depletion of natural resources (release of pollutants to the environment, to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts) will not be financed even if these activities improve livelihoods and well-being	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities improve livelihoods and well-being	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  Activities that may result in degradation or depletion of natural resources (manufacture, trade, rejection and / or use of hazardous materials and / or chemicals under international prohibitions or phasing out) of communities will not be funded even if these activities improve livelihoods and well-being  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health ?  Activities that may cause degradation or impoverishment of natural resources of communities will not be funded even if these activities improve livelihoods and well-being	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water? Activities that could participate to degradation or over exploitation of natural resources will not be financed even if they improve communities' livelihoods and well-being.	No

## Annex 9: UNDP Project Quality Assurance Report

See separate file

## Annex 10: UNDP Risk Log

CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
<u>Political &amp; Operational</u>	Mal-governance and Corruption (Component 1)	High	Likely	High	Addressing corruption requires considerable high-level political support. Reducing its impact requires action against corruptors, but can also be addressed through tighter regulatory structures and improved monitoring that highlight when appropriate action is not being taken. Many of the described project components are designed to specifically address corruption and other forms of mal-practice and mal-governance. For example, strengthening the regulatory framework and government capacity to fight IWT will enhance oversight and limit opportunities for malpractice (Component 1). Presence of an internationally funded high profile project will further stimulate the government's efforts to fight corruption.
	Lack of cooperation among stakeholders on IWT issues and Integrated Management Planning (Component 3)	High	Likely	High	Successful implementation of Component 3 greatly depends on the willingness of LE agencies to cooperate on anti-poaching and IWT related issues as well as desire of different stakeholders to participate in the development and implementation of Integrated Management Plan in the Tri-national Dja-Odzala-Minkebe transboundary area. To mitigate this risk the project will develop comprehensive collaboration strategy via WCU (Output 1.3) for LE agencies and comprehensive consultation process during Integrated Management Planning (Output 3.3).
<u>Climate impacts</u>	Increased loss and deteriorating of forest due to climate effects	Medium	Likely	Medium	The risk is clearly more important over the medium to long term. Complementary efforts to maintain resilience and connectivity among forest ecosystems at landscape level will be essential to maintain PA biodiversity over the longer term. The process to create the Transboundary Biosphere reserve in the region being critical to build up equilibrium between Conservation and Development in the region.
	International community and private investors reluctant to provide resources for biodiversity conservation	Critical	Moderately likely	Medium	Project activities will improve PA and IWT governance in the country through training and support to ministries that strengthen environmental governance, transparency and maximize credibility (Component 1). The

CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
<u>Strategic</u>					project will build partnerships with different groups such as the private sector to provide additional resources for the project implementation
	Increases in threats facing PAs due to sectoral activities and/or demographic trends counterbalance improvements in management	Medium	Likely	Medium	This risk may require action by Government that goes beyond increased PA management to address risks at source. The fact that this project is being developed as part of a multi-donor partnership and within regional frame-works geared to improved forest governance serves to mitigate this risk.
	Limited local expertise to carry our implementation and/or follow up	Medium	Likely	Medium	For project implementation purposes, a combination of national and international expertise is envisaged to provide the technical competencies and skills necessary. However, this external expertise is not deemed sustainable and support will include transfer of knowledge, mentoring and training of PA system staff and those agencies managing the inter-zone. Components 1-3 are designed for intensive capacity building of the project partners in IWT control, PA management, and CBNRM
	Allocation of budgetary resources to national and regional trust funds remains low	Low	Likely	Low	The project is built on the environmental economic valuation of the UNDP 'Sustainable Financing' GEF 2906 project, to strengthen the business case in favour of Government financing of PAs. It will encourage the integration of PA financing allocations into national planning (Component 2). Output 2.4 is specifically designed to address this risk and provide additional funding for the PA management via agreements with international NGOs
Economic	Deteriorating political and economic conditions in Cameroon due to low oil prices and political instability in the region	Medium	Moderately likely	Low	Continue project activities as the project seeks to serve as a model for long-term financing of protected areas in countries where political uncertainty and economic constraints currently preclude the government from allocating adequate resources to conservation activities. In the worst scenario the project may be terminated.



CATEGORY	IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
Social impact	Negatively affecting indigenous people traditional livelihoods and land	Low	Low	Low	The project is planning to set up continuous consultation with indigenous people to ensure their implication in project activities and their role in decision-making on activities that directly concern them. A careful social assessment should be undertaken before implementing specific wildlife use and NTFP activities affecting indigenous people's livelihoods. Continuous consultation and effective participation of indigenous people will ensure that the project is respectful of their culture and traditional livelihoods.

## Annex 11: Results of the capacity assessment of the project implementing partner and HACT micro assessment

See separate file

## Annex 12: Capacity Assessment Scorecard – Ministry of Forests and Wildlife (MINFOF)

Project/Programme Name: Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon UNDP-GEF PIMS ID number: 9071

Project/Programme Cycle Phase: PPG. Date:04 November 2016

### UNDP Capacity development scorecard

Summary Results of the UNDP Capacity Development Scorecard for Institutions responsible for combating poaching and IWT

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	4	6	66.7	2	3	66.7	n/a	n/a	n/a	66.7
(2) Capacity to implement policies, legislation, strategies and programs	6	6	100.0	18	27	66.7	10	12	83.3	56.0
(3) Capacity to engage and build consensus among all stakeholders	1	6	16.7	4	6	66.7	1	3	33.3	38.9
(4) Capacity to mobilize information and knowledge	1	3	33.3	1	3	33.3	2	3	66.7	44.4
(5) Capacity to monitor, evaluate, report and learn	2	6	33.3	2	6	33.3	1	3	33.3	33.3
<b>TOTAL Score and average for %'s</b>	<b>14</b>	<b>27</b>	<b>51.9</b>	<b>27</b>	<b>45</b>	<b>60.0</b>	<b>14</b>	<b>21</b>	<b>66.7</b>	<b>51.5</b>

#### Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
<b>1. Capacity to conceptualize and formulate policies, legislations, strategies and programs</b>					
	Systemic	The agenda to combat poaching and IWT is being effectively championed / driven forward	0 -- There is essentially no agenda on combating poaching and IWT; 1 -- There are some persons or institutions actively pursuing anti-poaching agenda but they have little effect or influence; 2 -- There are a number of persons and institutions that drive the anti-poaching agenda, but more is needed; 3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards anti-poaching and IWT agenda	2	Ministry of Forestry and Wildlife (MINFOF) has a <b>clear mandate</b> to fight poaching and wildlife crimes through regular controls following the annual programme of action "Fighting Poaching". in its decentralized regional, divisional centers implemented by a special unit "Control Brigade". Cameroon is a signatory to

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
					LAB main international legal instruments and is part of the GWP GEF programme. The political will to fight poaching and IWT is reflected through various sub-regional and regional commitments.
	Systemic	There is a strong and clear legal mandate for combating poaching and IWT	0 -- There is no legal framework to support efforts aimed at combating poaching and IWT; 1 -- There is a partial legal framework supporting efforts aimed at combating poaching and IWT, but it has many inadequacies; 2 -- There is a reasonable legal framework supporting efforts aimed at combating poaching and IWT but it has a few weaknesses and gaps; 3 -- There is a strong and clear legal mandate supporting efforts aimed at combating poaching and IWT;	2	There is a good legal framework in place. It is set by the 1994 Forests, Wildlife & Fisheries law and its implementation Decree (also in terms of species: A, B, C) though there are few weakness and gaps. The legal framework is currently under review in order to strengthen the definition of wildlife crime by including mass poaching as a crime.  In the future, it is expected to have within MINFOF a stronger legal mandate in cooperation with Ministry of Justice and Ministry of Defence, to combat illegal poaching and IWT. This would mean further legislation clarifying the roles of each these three ministries to achieve the outcome.
	Institutional	Institutions responsible for combating poaching and IWT are able to strategize and plan	0 -- Institutions responsible for combating poaching and IWT have no plans or strategies; 1 -- Institutions responsible for combating poaching have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion; 2 -- Institutions responsible for combating poaching and IWT have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation; 3 -- Institutions responsible for combating poaching and IWT have strategies and plans which are relevant, prepared in a participatory manner and regularly updated	2	As noted above, the Ministry of Forestry and Wildlife (MINFOF) has a clear mandate for combating poaching and wildlife crimes resulting in regular controls following the annual programme of action "Fighting Poaching" in its decentralized regional, divisional centers implemented by a special unit "Control Brigade". Cameroon has a national LAB committee and an LAB national strategy but it is not operational.
<b>2. Capacity to implement policies, legislation, strategies and programs</b>					
	Systemic	There are adequate skills for combating	0 -- There is a general lack of skills for combating poaching and IWT;	3	These skills are available in Cameroon. Each year, people are trained by

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		poaching and IWT	1-- Some skills exist but in largely insufficient quantities to guarantee effective anti-poaching and prevention of IWT; 2 -- Necessary skills for effective anti-poaching and prevention of IWT do exist but are stretched and not easily available; 3 -- Adequate quantities of the full range of skills necessary for effective anti-poaching and prevention of IWT are easily available		professional institutions, technical schools (Garoua Wildlife School & Forestry School, Mbalmayo) and university (University of Dschang, Yaounde, Eboloowa, Bertoua) level but few of them are then employed.  It is expected in the future to reinforce these schools to increase the number of rangers (by eg. 50%) in all Cameroonian PAs especially in the Southern and Eastern departments.
	Systemic	There is a fully transparent oversight authority for the institutions responsible for combating poaching and IWT	0 -- There is no oversight at all of institutions responsible for combating poaching and IWT; 1 -- There is some oversight, but only indirectly and in a non-transparent manner; 2 -- There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ; 3 -- There is a fully transparent oversight authority responsible for combating poaching and IWT	<b>3</b>	There is a national Brigade for the control of anti-poaching activities and its decentralized regional and divisional units are conceptually transparent.  In relation to the improvement of the legislation in terms of anti-poaching and IWT (involving, in addition to MINFOF, the Ministries of Justice and Defence), the national brigade might be reinforced in the future, (in terms of staff, financial resources, equipment...).
	Institutional	Institutions responsible for combating poaching and IWT are effectively led	0 – Institutions responsible for combating poaching and IWT have a total lack of leadership; 1 -- Institutions responsible for combating poaching and IWT exist but leadership is weak and provides little guidance; 2 -- Institutions responsible for combating poaching and IWT have reasonably strong leadership but there is still need for improvement; 3 -- Institutions responsible for combating poaching and IWT are effectively led	<b>3</b>	The national Brigade for the control of anti-poaching and its decentralized regional and divisional units have strong decentralized regional & divisional units with coordinated leadership in each unit.
	Institutional	Institutions responsible for combating poaching and IWT have regularly updated, participatorially	0 -- Institutions responsible for combating poaching and IWT have no management plans; 1 -- Some institutions responsible for combating poaching and IWT have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared;	<b>3</b>	The anti-poaching Control Brigade of the Ministry of Forestry and Wildlife (MINFOF) draws up an annual programme of action (Annual Work Programme each year) "Fighting Poaching" in its

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		prepared, comprehensive management plans	2 -- Most institutions responsible for combating poaching and IWT have management plans though some are old, not participatorially prepared or are less than comprehensive; 3 -- All institutions responsible for combating poaching and IWT have a regularly updated, participatorially prepared, comprehensive management plans		decentralized regional, divisional centers implemented by a special unit "Control Brigade"
	Institutional	Human resources are well qualified and motivated	0 -- Human resources are poorly qualified and unmotivated; 1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated; 2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified; 3 -- Human resources are well qualified and motivated.	<b>2</b>	There are well-qualified human resources trained by professional institutions, technical schools ( Garoua Wildlife School & Forestry School, Mbalmayo) and university (University of Dschang, Yaounde, Eboloowa, Bertoua) level but few of them are then employed. The level of motivation is low due to inadequacy of logistics and equipment.  It is expected to have much more qualified and motivated staff within MINFOP through trainings, workshops, financial incentives (eg. bonuses), and awareness-raising.
	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	0 -- There is very little implementation of management plans; 1 -- Management plans are poorly implemented and their objectives are rarely met; 2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met; 3 -- Management plans are implemented in a timely manner effectively achieving their objectives	<b>1</b>	Though there are clear Annual Work Programme by the anti-poaching Brigade and its decentralized centers, these are poorly implemented due to inadequate logistics.
	Institutional	Institutions for combating poaching and IWT are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively	0 -- Institutions responsible for combating poaching and IWT typically are severely underfunded and have no capacity to mobilize sufficient resources; 1 -- Institutions responsible for combating poaching and IWT have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate; 2 -- Institutions responsible for combating poaching and IWT have reasonable capacity to mobilize funding or other resources but not	<b>0</b>	This is a very chronic problem in Cameroon due to very inadequate logistics support and operational capacities. Institutions do not have fundraising knowledge and capacity and thus essentially rely on public funding and support from bilateral and multilateral partners.

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		implement their mandate	always in sufficient quantities for fully effective implementation of their mandate; 3 -- Institutions responsible for combating poaching and IWT are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate		Institutions responsible for combating poaching should be able in the future to increase their budget by 20% at midterm, and 50% at the end of the project, with the active support of MINFOF.
	Institutional	Institutions for combating poaching and IWT are effectively managed, efficiently deploying their human, financial and other resources to the best effect	0 -- Institution for combating poaching and IWT exists but it has no management; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The institution for combating poaching and IWT is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3	Where there are funds and logistics available, there are also institutions effectively managed, efficiently deploying their resources. There is also a regular control mechanism as in other sectors set up by the state in each ministry.
	Institutional	Institutions for combating poaching and IWT are highly transparent, fully audited, and publicly accountable	0 – Institutions for combating poaching and IWT are totally non-transparent, not being held accountable and not audited; 1 – Institutions for combating poaching and IWT are not transparent but are occasionally audited without being held publicly accountable; 2 -- Institutions for combating poaching and IWT are regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- The Institutions for combating poaching and IWT are highly transparent, fully audited, and publicly accountable	2	There is a regular control mechanism as in other sectors set up by the state in each ministry but the level of public accountability is insufficient.  With the increased capacity of institutions to raise additional funds from the international community, institutions improve their fiduciary procedures and hence become more transparent and publicly accountable.
	Institutional	There are legally designated institutions for combating poaching and IWT with the authority to carry out their mandate	0 -- There is no lead institution or agency with a clear mandate or responsibility for combating poaching and IWT; 1 -- There are one or more institutions or agencies dealing with anti-poaching and IWT but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements; 2 -- There are one or more institutions or agencies dealing with anti-poaching and IWT, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps; 3 -- Institutions for combating poaching and IWT have clear legal and institutional mandates and the necessary authority to carry out this out	3	There is a nationally designated anti-poaching Control Brigade of the Ministry of Forestry and Wildlife (MINFOF) with its decentralized regional, divisional centers with clear mandates.

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Institutional	Anti-poaching and IWT prevention are effectively carried out	0 -- No enforcement of regulations is taking place; 1 -- Some enforcement of regulations but largely ineffective and external threats remain active; 2 -- Regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated; 3 -- Regulations are highly effectively enforced and all external threats are negated	1	Weak enforcement of IWT regulations due to insufficient logistics and operational capacities.  With the increase of in funds available for anti poaching and IWT, (20% at midterm, 50% at end), operational capacities and logistics are reinforced, having a positive impact on anti-poaching and IWT prevention.
	Individual	Individuals are able to advance and develop professionally	0 -- No career tracks are developed and no training opportunities are provided; 1 -- Career tracks are weak and training possibilities are few and not managed transparently; 2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system; 3 -- Individuals are able to advance and develop professionally	3	Individuals are able to advance and develop professionally within the ministry. The framework is clear.
	Individual	Individuals are appropriately skilled for their jobs	0 -- Skills of individuals do not match job requirements; 1 -- Individuals have some or poor skills for their jobs; 2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement; 3 -- Individuals are appropriately skilled for their jobs	3	There are professional training institutions (Garoua Wildlife School & Forestry School, Mbalmayo) and university (University of Dschang, Yaounde, Eboloowa, Bertoua)
	Individual	Individuals are highly motivated	0 -- No motivation at all; 1 -- Motivation uneven, some are but most are not; 2 -- Many individuals are motivated but not all; 3 -- Individuals are highly motivated	1	Motivation of individuals exists, but is very fragmented and uneven.  In the future, individuals will be better paid (eg. through bonuses based on results) and hence more motivated.
	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	0 -- No mechanisms exist; 1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed; 2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required; 3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3	There is a large number of qualified individuals trained by national or foreign institutions absorbed into the public services through a highly competitive examination organized when need arises.
<b>3. Capacity to engage and build consensus among all stakeholders</b>					

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Systemic	Institutions for combating poaching and IWT have the political commitment they require	0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of institutions; 1 -- Some political will exists, but it is not strong enough to make a difference; 2 -- Reasonable political will exists, but is not always strong enough to fully support institutions; 3 -- There are very high levels of political will to support institutions	1	Awareness raising activities need to be effectively backed by concrete political action.
	Systemic	Institutions for combating poaching and IWT have the public support they require	0 -- The public has little interest in institutions responsible for combating poaching and IWT and there is no significant lobby for these institutions; 1 -- There is limited support for institutions responsible for combating poaching and IWT; 2 -- There is general public support for institutions responsible for combating poaching and IWT and there are various lobby groups such as environmental NGO's strongly pushing them; 3 -- There is tremendous public support in the country for institutions responsible for combating poaching and IWT	0	There is very little collaboration and frequent conflicts of the public with these institutions responsible to combat poaching and wildlife crimes due to poverty, as wildlife may be the only source of livelihoods in most communities.
	Institutional	institutions responsible for combating poaching and IWT are mission oriented	0 -- Institutional mission not defined; 1 -- Institutional mission poorly defined and generally not known and internalized at all levels; 2 -- Institutional mission well defined and internalized but not fully embraced; 3 -- Institutional missions are fully internalized and embraced	2	The mission for anti-poaching Brigade is well defined and internalized for the national and decentralized regional and divisional units.
	Institutional	institutions responsible for combating poaching and IWT can establish the partnerships needed to achieve their objectives	0 -- Institutions responsible for combating poaching and IWT operate in isolation; 1 -- Some partnerships in place but significant gaps and existing partnerships achieve little; 2 -- Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives; 3 -- Institutions responsible for combating poaching and IWT establish effective partnerships with other agencies and institutions, including national and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	2	These partnerships exist but there is a need for more coordinated and coherent action through formalization.  Potential agreements and MoU between institutions responsible for combating poaching and IWT will be supported to ensure effective partnerships (target at least 10 agreements signed by end of project)
	Individual	Individuals carry appropriate values, integrity and attitudes	0 -- Individuals carry negative attitude; 1 -- Some individuals have notion of appropriate attitudes and display integrity, but most don't; 2 -- Many individuals carry appropriate values and integrity, but not all;	1	Only few conservation minded individuals, mostly working in conservation institutions.



Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- Individuals carry appropriate values, integrity and attitudes		
<b>4. Capacity to mobilize information and knowledge</b>					
	Systemic	Institutions responsible for combating poaching and IWT have the information they need to develop and monitor strategies and action plans for the management of the protected area system	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access; 2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability; 3 -- Institutions responsible for combating poaching and IWT have the information they need to develop and monitor strategies and action plans for the management of the protected area system	<b>1</b>	There is acute lack of information required to monitor strategies and action plans for the management of PA systems from the field in most PAs.  The efficiency of tools to collect information on IWT (wildlife crime database, biodiversity monitoring system, surveillance system) must be closely looked at, and the information they provide shared among all stakeholders.
	Institutional	Institutions responsible for combating poaching and IWT have the information needed to do their work	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity; 3 -- Adequate quantities of high quality up to date information for institutions responsible for combating poaching and IWT to carry out planning, management and monitoring is widely and easily available	<b>1</b>	There is acute lack of information required by Anti-poaching Brigade and its decentralized regional and divisional structures to monitor strategies and action plans for the management of PA systems from the field in most PAs
	Individual	Individuals working with institutions responsible for combating poaching and IWT work effectively together as a team	0 -- Individuals work in isolation and don't interact; 1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams	<b>2</b>	Team coordination is usually not very effective.  In the future, incentives (eg. bonuses) will motivate individuals to interact and work together as a team.
<b>5. Capacity to monitor, evaluate, report and learn</b>					
	Systemic	Policies for institutions responsible for combating poaching and IWT are continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- Institutional policy for combating poaching and IWT is reviewed annually	<b>1</b>	As with other policies in the country, review deadlines are never met. For example, the forestry policy of 1995 that has not been reviewed yet though should be reviewed every 5 years.
	Systemic	Society monitors the state of	0 -- There is no dialogue at all;	<b>1</b>	Dialogue is limited to the level of conservation

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		institutions responsible for combating poaching and IWT	1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of the institutions responsible for combating poaching and IWT		mindful institutions, such as NGOs and the state.  The efficiency of awareness raising campaigns must be evaluated and long-term communication on IWT and poaching in national media must be supported.
	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	0 -- Institutions resist change; 1 -- Institutions do change but only very slowly; 2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay; 3 -- Institutions are highly adaptive, responding effectively and immediately to change	<b>1</b>	Still stiff resistance at the grassroots level as wildlife may be a source of livelihoods in many communities
	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	<b>1</b>	Periodic reports are produced by the anti-poaching national brigade but lessons learnt are not used by institutional management.
	Individual	Individuals are adaptive and continue to learn	0 -- There is no measurement of performance or adaptive feedback; 1 -- Performance is irregularly and poorly measured and there is little use of feedback; 2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be; 3 -- Performance is effectively measured and adaptive feedback utilized	<b>1</b>	There is no clear measurement of performance, feedback and lessons learnt.  Measurement tool for performance and dissemination of lessons learnt must be developed.
<b>OVERALL SCORE</b>				<b>55</b>	55 over 93 possible

## Annex 13: Stakeholders Involvement Plan

Three categories of stakeholders are involved in the management of the project area: the first category is institutional, the second category refers operational actors; as for the third, it is a heterogeneous category (regional and local authorities, the private sector, civil society and local populations) of actors whose role contributes to a form of participatory and consultative management in the area.

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### **Government organizations:**

Among the institutional actors, is the Central Africa Forests Commission (COMIFAC), which is the regional institution responsible for the management of forest areas in Central Africa. RAPAC (Protected Area Network of Central Africa) is the technical body at the subregional level in charge of implementation of the "protected areas" component of the Convergence Plan. Finally, the primarily responsible institutional stakeholder is the State of Cameroon, through the Ministry of Forestry and Wildlife (MINFOF). Other governmental stakeholders are MINADER, MINEPDED, MINTOUL, MINMIDT, Ministry of Justice, MINDEF, OCSFA, INTERPOL, ECCAS, and RAPAC.

**Multilateral Agencies (donors, TFPs):** They contribute through their technical and financial support, to the objectives of conservation and management of the project targeted PAs and interzone. They include UNEP, UNESCO, the World Bank.

### **International NGOs:**

This category covers the institutions and organizations working to implement sustainable management policies in the TIRDOM area. It includes international NGOs such as WWF-CARPO, IUCN, ZSL, CIFOR and ICRAF. Their contributions in the knowledge of various resources used to better refine management strategies and conservation on important issues in the project area and the other segments of the Tri-national Dja-Odzala-Minkebe transboundary area.

### **Other actors:**

This third category includes four groups; public sector institutions, private sector companies, municipalities, civil society and local and indigenous populations.

- **Communes**

These are decentralized local authorities (municipalities) which, as part of the decentralization process, are involved locally in the process of management and conservation of natural resources. This involvement of regional and local authorities contributes to the development of multilateral partnerships whose purpose is the joint management of natural resources. In Cameroon, within the framework of decentralized forestry, the 1994 law on forest, wildlife and fisheries provides an opportunity for local councils to create and manage a forest typology called "communal forest".

Communal forestry is as a tool for planning and sustainable management of forest areas. It also contributes to improving the living conditions of local and indigenous populations. The project will work on this issue through the eco-development program. Emphasis will be placed on issues of sustainable and participatory development, organization and structuring of management

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committees. A study on the possibilities of communal forests with REDD + will be conducted to provide several operating scenarios of forests to towns.

- **The private sector**

It consists of private companies whose activities are related to the extraction of natural resources (forests, mines, water). The synergy that is gradually taking place in the framework of public / private sector partnership is starting to show some results. Several logging companies are engaged in the sustainable management and certification of their forest concessions. This is the case of Decolvenaere groups Pallisco and TTS-SCFS, the Rougier Group which are engaged in the FSC certification for their wood from Forest Management Units (FMU); with some, conducting pre-audits and an action plan. Moreover, close collaboration with NGOs, for wildlife conservation has gradually been put in place, including Rougier, Pallisco and Decolvenaere with WWF. Wildlife inventories have been carried out in Southeast Cameroon forest areas.

- **Civil society organizations**

CSOs covers various forms of organizations (NGOs, associations, etc.), which on the national or local level are involved in the implementation of sustainable natural resource management strategies. The actions undertaken in rural areas, which generally focus on raising awareness and support for local development, solve issues inherent to local populations' daily lives. In the project area WWF actions in collaboration with local associations (APIFED, OPFCR, OCBB, CAFT) allow better organization and better structuring of local groups in the search for solutions for collaborative management of natural resources.

- **Local and indigenous populations**

The involvement of the local population contributes to the inclusive management of projects and programs that are implemented in the Tri-national Dja-Odzala-Minkebe transboundary area. The consideration of the concerns and expectations of various communities is a solid foundation for the an effective management of natural resources in general and especially for wildlife management. For instance, the Fang and Baka communities in the region Minvoul in Gabon have been consulted for the project of a protected corridor between Minkébé National Park in Gabon and Mengamé National Park in Cameroon (PFBC, state of forests 2008). Local groups in the Dja region in Cameroon are actively working with the service of conservation of the Dja Wildlife in anti-poaching activities.

The process of consideration of land issues, traditional and socio-cultural indigenous peoples and their participation in the management of natural resources has begun but is still limited. This process was engaged through negotiation on land use plan, the participation in tge development

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of management plans, the development of efficient management mechanisms and equitable sharing of benefits. Aware of their commitments through international legal instruments (United Nations Declaration on the Rights of Indigenous Peoples, African Charter on Human and Peoples' Rights), Cameroon is trying to protect the specificity of indigenous peoples' culture, the integrity of their lands, and protect them against discrimination.

In Cameroon, Article 8 of Law 94/01 of 20 January 1994 on forest, wildlife and fisheries recognizes the right of use to local people, and their right to exploit forest products, wildlife and fisheries with the exception of protected species for personal use. In terms of wildlife exploitation, the granting of a license to a natural person wishing to capture the animals in the scientific, commercial or detention is subject to obtaining specifications whose clauses prescribes the holder to:

- Respect and preserve of knowledge, innovations or practices of the surrounding communities;
- Respect traditional lifestyles relevant for the conservation and sustainable use of biological diversity.

The current revision of this law incorporates concerns beyond use rights to reflect the involvement of indigenous and local communities in the management of the land and its resources including access and sharing of benefits arising from the exploitation of these resources.

*The means of participation for local communities in the governance and management of the resources include:*

- Access to information: meetings, participation of community volunteers, progress reports, bulletin boards in chiefdoms, announcements in churches, memos;
- Transparency and participation through: designation by the communities themselves of their representatives in management bodies, taking account of gender and minorities in these instances, consultations for decision-making, accountability by through agreements signed with the communities, giving them a number of tasks and responsibilities. As can be seen, the involvement of stakeholders in the management of the Tri-national Dja-Odzala-Minkebe transboundary area are quite encouraging but pitfalls remain.

The stakeholder involvement strategy will be based on the municipalities of the project area in order to be in line with the decentralization and transfer of competencies process of sectoral ministries to municipalities:

At project start:

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This phase requires information and awareness raising activities for stakeholders. These actions will aim to inform them on the issues, objectives, project activities, and also about their positive and negative effects and the measures proposed to mitigate and / or optimize, and finally to inform them on the mechanism provided for their effective involvement in the Project.

In practice, a series of briefings and awareness-raising workshops will have to be organized in the framework of the project for target communities including villages and camps in the Baka massif. These meetings will bring together not only the traditional authorities (chiefs), but also local elites, local politicians (MPs, mayors); the gender aspect to be taken into account in ensuring the representativeness of the Baka, women, young people and all social strata. They will be organized in collaboration with local administrative authorities (departments of Haut Nyong and Dja and Lobo).

During the implementation phase:

The involvement of local communities in the implementation of project activities will be done in part by recruiting in priority local people for project activities and through the permanent strengthening of their capacities to prepare for the post- project phase, and secondly by establishing partnerships with local organizations already working with communities (NGOs, GIC, Associations) in the implementation of eco-development activities under the project; and building their capacity for better result.

At the municipal level, the project will establish a multi-stakeholder platform who will include the representatives of the following structures: local NGOs, development committees, community forests, women and youth associations, chiefdoms, the local royalties management committee, loggers, mining and manufacturers. In the project area, the project will facilitate the establishment of a platform composed of local elected MPs, senators and mayors. At the regional level, governance platform, chaired by each Governor will be composed of various heads departmental services, the private sector, NGOs, elected representatives of the people. The Project Management Unit will establish a functional mechanism for all platforms.

The table below lists the key stakeholder organizations; provides a summary of the responsibilities of each of these stakeholder organizations in the project implementation; and broadly describes the anticipated role of each of the stakeholder organizations in supporting or facilitating the implementation of project activities.

Key stakeholder matrix

Type	Envisaged key stakeholders	Role and expected involvement
National Government and intergovernmental subregional institutions	MINFOF (Department of fauna and protected areas)	<p>The Department of Fauna and Protected Areas is responsible for PA management across the country and supervises all the country's PAs.</p> <p>Implementing partner and main beneficiary of the project. MINFOF will play an oversight and guidance role in the project particularly as it pertains to conservation and sustainable management of key protected areas and ecosystem resilience and connectivity outside of protected areas (Component 1 and 2). This will be achieved through representation on the project steering committee and consultation with officials from the field offices.</p>
	MINADER	<p>The Ministry of Agriculture and Rural Development is in charge of elaborating, implementing and monitoring agricultural and rural development policies.</p> <p>MINADER will be involved in the agro-forestry and sustainable agricultural practices development aspect of the project. (Component 3)</p>
	MINEPDED	<p>The Ministry of Environment, Protection of Nature, and Sustainable Development is in charge of elaborating, implementing and monitoring environmental policies.</p> <p>In addition to being the GEF National Focal Point, MINEPDED will be involved through its presence in the project area, for instance on supporting the local population on NTFP. (Component 2 and 3)</p>
	MINTOUL	<p>The Ministry of Tourism will be involved in eco-tourism development activities of the project. (Component 2 and 3)</p>
	MINMIDT	<p>The Ministry of Mines, Industry and Technology will be involved in the sustainable natural resources management aspect of the project, through development of public-private partnerships with logging and mining companies in the area (Component 2 and 3). The Ministry has recently developed a strategic environmental and</p>

		social evaluation of the mining sector in the country.
	Ministry of Justice	The Ministry of Justice will be involved in the project to secure that those involved with the illegal practices will follow the appropriate legal procedures. (Component 1 and 2)
	MINDEF	The Ministry of Defense will be an important asset to the project in terms of its knowledge and involvement with the borders control, an important aspect for the success of the project. (Component 2)
	COMIFAC	COMIFAC is the regional institution in charge of forest area management in Central Africa.  Its role in the project will consist in providing guidance in terms of cooperation with other countries on forest conservation. (Component 2 and 3)
	OCSFA	OCFA is the Organization for Conservation of African Wildlife ( <i>Organisation pour la Conservation de la Faune Sauvage en Afrique</i> ) ensuring regional cooperation on the fight against illegal wildlife trade. It was created in 1983 and focuses on transboundary wildlife trade. The organization will be involved in the support of regional cooperation on wildlife conservation by ensuring a continuous exchange of information and mutual support between member states on wildlife management policies. As of yet, OCSFA has encountered some management difficulties and is not currently operational, but if it manages to restart its activities it would represent a major support in the establishment of the transboundary cooperation necessary for the success of some project activities in Component 1 and 2 (such as output.1.1).
	INTERPOL	Since 2009, INTERPOL's Regional Bureau is based in Cameroon, as a focal point for police co-operation across Central Africa and with each of the organization's 188 member countries.  They will be involved in training activities for PA staff as well as cooperation and patrolling on the



		Trans-TRIDOM Ouessou (Congo)-Sangmélina (Cameroon) route, and on the Oven-Djoum way (Output 3.2). (Component 2 and 3)
	RAPAC	RAPAC is the sub-regional technical body in charge of the implementation of the “protected areas” component of the “Plan de Convergence.” Its role will be to help to improve a transboundary conservation management in the area by providing its expertise on PA management in the region. (Component 1 and 2)
Development Partners	World Bank	The World Bank is developing a monitoring and evaluation project in the Ngoyla Mintom PA. This project will be able to benefit from the World Bank’s experience and results to improve its coordination and efficiency via cooperation. (Component 2)
	UNEP	The UNEP, as the implementation agent of the project GEF ID 5454 “Ratification and Implementation of the Nagoya Protocol on Access and Benefit Sharing (ABS) for the Member Countries of the Central African Forests Commission COMIFAC”, will coordinate activities with the project under development by the GIZ in support of ABS activities for the COMIFAC countries. Based on preliminary conversations with the GIZ, there is potential for coordination and collaboration around all three components, with emphasis on the following activities and outputs: i) Ratification of the Nagoya Protocol, ii) Subregional coordination, sharing information / experiences, and iii) Public awareness of key stakeholders.
	UNESCO	UNESCO MAB has been involved in the attribution of the Dja Reserve of a Biosphere Reserve status, and is expected to be involved in the development of a wider Biosphere zone covering the inter-zone of Cameroon, Gabon, and Congo, as a Transboundary Biosphere Reserve in the Tri-national Dja-Odzala-Minkebe transboundary area. In this context, they will support consultation and coordination activities between the three countries and will provide their expertise on

		effective management and development strategy for the Transboundary Reserve. (Component 1)
	JICA	The Japan International Cooperation Agency (JICA) was established to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing regions. In the project area, JICA is involved in the establishment of sustainable livelihood strategies and natural resource management in Cameroon’s tropical rain forest and its surrounding areas. They will be able to provide their expertise in CBNRM in the context of this project. (Component 3)
	GIZ	Since the agency has been acting in the country for more than 45 years, it will be able to provide the know-how on conservation and forest management, including by sharing results and lessons learnt of their actions to support to implementation of national forest and environmental program, and cooperate to the project in relation with its own activities in the region, especially at the institutional level. (Component 1 and 3)
International Partners	WWF-CARPO	Support to the implementation of the project by co-financing and being responsible for some activities. WWF is already involved in PA management, including bio-monitoring, PA management plan development, community forest development, agro-forestry practices. It has been working in the field in that area for around 20 years and has developed a regional strategy for combating wildlife crime. WWF currently implements 2 projects in the region in Boumba Bek; one more project on land-use planning is implemented in collaboration with the EU. The WWF will have an important role in the project as a co-financer, responsible for a grant of 5,000,000 USD. (Component 2 and 3)

	WCS	Housed in Cameroon since 1988 and working there for more than 25 years, WCS-Cameroon has been the government's main conservation partner, assisting the Ministry of Forestry and Wildlife (MINFOF) in managing wildlife and its habitat in national parks and reserves. Its role in the project will be to assist in the cooperation with the government; to share expertise on PA management, biodiversity surveys, socio-economic surveys, assistance with the implementation of effective law enforcement programs, education, and sensitization; and to support livelihood initiatives. (Component 2 and 3)
	ZSL	ZSL implements projects in the Tri-national Dja-Odzala-Minkebe landscape. They are working to reinforce site-based protection of PAs by implementing the SMART approach to strengthen anti-poaching and adaptive management. They work across the landscape to tackle IWT through effective law enforcement, and engage and empower local communities in fighting IWT and sustainable resource management. ZSL will be one of the project implementers and will provide co-financing of 3,757,781USD for implementation activities under the three components including: an intelligence-gathering network across in the project area; implementation of the SMART approach for strengthened law enforcement effectiveness; training of ecoguards and PA managers in data collection utilizing SMART, camera trapping, and ecological monitoring; and support of patrolling in the area. (Components 1 and 2)
	CIFOR	As an agency working to improve the conservation and management of forests, CIFOR will be a partner of the project and provide the know-how needed on sustainable forest management. (Component 2 and 3)
	ICRAF	The World Agroforestry Centre, via its West and Central Africa regional office, is based in Yaoundé and aims to enhance the livelihoods of smallholder farmers through increased income and non-income benefits from native trees and shrubs on their farms and in agricultural landscapes. (Component 2 and 3)

	IUCN	IUCN is experienced in partner mobilization and will be instrumental in stakeholder involvement as well as a social safeguard of the outcomes of the project. Its role in the project consists of co-financing it with a grant of 8,000,000 USD. They will be involved in activities such as providing livelihood-enhancing options to reduce deforestation and forest degradation, and organize community-based arrangement for management and equitable sharing of benefits accruing from various natural resources and forest management options. (Component 3)
	TRAFFIC	TRAFFIC is the CITES management body involved in fauna and flora monitoring through the Wildlife Crime initiative of the WWF and IUCN. Its role will be to bring their expertise in bio-monitoring and anti-trafficking measures implementation. (Component 2)
	Local actors "Communes" ( <i>Mairies</i> ) Local Networks, Local CSOs (ROSE <sup>101</sup> , and other local authorities	The role of partners at the local scale will be to help the local implementation and integrate the local community.  They intervene at local level in the natural resource management and conservation process. These authorities can create and manage council's forests (" <i>forêt communale</i> "), which are a sustainable tool for forest management and planning. The project will focus on this issue through the eco-development program. (Component 3)
Private Sector	Natural resource extraction companies such as Decolvenaere, Pallisco, TTS SCFS, Rougier	A public-private partnership is slowly creating a synergy over sustainable use of natural resources. Many forest companies are getting involved in sustainable management and certification of their forestry concessions and are willing to support anti-poaching campaigns if trusted and motivated. (Component 2 and 3)
	Agroforestry Cooperative of the Tri-National (CAFT)	CAFT is managing community forests in the area, working closely with local communities. It will be an important asset to the project to integrate the local community in project activities under Component 3.

101 Réseau des Organisations du Sud-Est

OSCs and local NGOs	Observatoire des Cultures Baka et Bantou (OCBB)	OCBB is also working with indigenous people and can be an asset to secure their involvement in project activities; its role will be to help the integration of local communities to the project. (Component 3)
	Last Great Ape Organization (LAGA)	LAGA is specialized in wildlife law enforcement activities and will support the implementation of the enforcement strengthening aspect of the project by presenting its new model of interaction between NGOs and the GoC. (Component 1, especially Output 1.5)
	<i>Auto Promotion et Insertion des Femmes, des Jeunes et des Désœuvrés</i> (APIFED)	APIFED is involved into cultural development of Baka pygmies and promote a cultural event in Mintom. Its role in the project will be to help the integration of local communities to the project. (Component 3)
	Bantu and Baka pygmies	Key beneficiaries of the project. Implication of local populations contributes to an inclusive project management in the project area. During this project, communities will be involved in PA management plan development, and community forestry development (Component 3)

**Annex 14: Technical Reports from PPG phase [See attached PDF]**

**Annex 15: List of stakeholders consulted [See attached PDF]**

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## Annex 16: Context and Global Significance

### 1. Environmental context

Cameroon is located in Central Africa and shares borders with Chad, Central African Republic (CAR), Equatorial Guinea, Gabon, and Nigeria. Its total area is 475,442 km<sup>2</sup>. It is endowed with a rich biological diversity within diverse ecosystems that are largely representative of main Africa's ecosystems, and includes in particular primary ecosystems such as savannah and tropical rainforest<sup>102</sup>. This is why Cameroon is often referenced as "*Afrique en miniature*". Thus, its abundant biodiversity is characterized by a high level of endemism, a large diversity, and high frequency of new species discoveries. Cameroon's rich species abundance has made it one of the world's biodiversity hotspots; it ranks fifth in Africa for fauna and fourth for flora richness<sup>103</sup>. The country is home to nearly 8,300 species of plants, 335 mammals, 542 fresh and saline water fish species, 913 birds, 330 reptiles, and 200 amphibians, many of which are endemic<sup>104</sup>. Most of the country's biodiversity is concentrated in the Guinean forest, which is renowned for its high number of endemic plant and animal species, and constitutes one of the country's key biodiversity hotspots.

A high degree of species, genetic and ecosystem diversity is of significant socioeconomic, scientific, and medicinal importance for Cameroon's people. Biodiversity has a particular importance for the country's economy, and contributes in a very important manner to the wellbeing of its people. Thus, Cameroon's rainforests and rich biodiversity have a huge potential in terms of ecotourism and pharmaceutical development. In 2012, the contribution of the forest sector (including industrial logging, eucalyptus wood sector, artisanal timber exploitation, the fuel-wood sector, NTFP use, village hunting, trophy hunting, protected areas for tourism, and ecosystem services) reached 6% of the non-oil proportion of GDP of Cameroon<sup>105</sup>. The gross value of these economic benefits is estimated to be around 150 milliards of FCFA every year<sup>106</sup>. A large portion of Cameroon's biodiversity is protected by protected areas (PAs). The PAs of Cameroon are home to around 90% of the country's animal species, 95% of plant species, and 80% of the country's ecosystems<sup>107</sup>.

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<sup>102</sup> <http://www.awf.org/country/cameroon>

<sup>103</sup> <https://portals.iucn.org/library/sites/library/files/documents/2016-026.pdf>

<sup>104</sup> <https://www.cbd.int/doc/world/cm/cm-nbsap-v2-fr.pdf>

<sup>105</sup> <http://www.afd.fr/home/pays/afrique/geo-afr/cameroun/Projets-developpement-cameroun/forets-et-environnement>

<sup>106</sup> Congo Basin Forest Partnership, <http://pfb-cbfp.org/actualites/items/cifor-etude-socio-%C3%A9conomique-fr.html>

<sup>107</sup> <http://www.wwf-congobasin.org/>

The territory of Cameroon includes ~22 million hectares of rainforest<sup>108</sup>: 42% of the total land area. 75% of that area is dense, moist forest that harbours the second highest biodiversity in Africa<sup>109</sup>. These forests are a source of food and fuel for millions of people. Forests management in the Republic of Cameroon comes under the legislative framework outlined by the 1994 forestry law<sup>110</sup>, whose goal is to enshrine the principals of sustainable forest management in national forestry and to reconcile development of the sector with social and environmental safeguards. Cameroon's forests are core elements of the Congo Basin forest ecosystem, the second largest remaining contiguous block of rainforest on Earth, covering almost 200 million hectares in Central Africa<sup>111</sup>. The Congo Basin has been inhabited by humans for more than 50,000 years and currently provides food, fresh water, and shelter to more than 75 million people belonging to almost 150 distinct ethnic groups.

However, Cameroon's forest ecosystems are threatened by unsustainable logging, poaching, and climate change. A synthesis of vulnerability studies shows that almost all forest landscapes in Cameroon are affected by the phenomena of rainfall variability and extreme weather events triggered by climate change<sup>112</sup>.

Lowland forests of South and East Cameroon contain key sites of exceptional value for conservation of critically endangered western gorilla, endangered common chimpanzee, forest elephants, and pangolins. For example, the Dja-Odzala-Minkebe transboundary area shelters up to 25,000 elephants and 40,000 gorillas and chimpanzees<sup>113</sup>. About 80,000 indigenous people (e.g. Baka ethnic groups) are an intrinsic part of the forest ecosystem and directly depend on the forests for their livelihood<sup>114</sup>. These forests also support livelihoods of people in the wider region and are vital for global climate regulation as a carbon sink and storage (estimated to store 326tC/ha)<sup>115</sup>. In 2013, there were 89 forest concessions in Cameroon, covering 6.3 million ha, as well as 115 sales of standing volume permits (240,000 ha) and 34 communal forests (830,000 ha, of which just 270,000 ha were under active management) and 301 community forests (1 million ha, of which less than half was actively managed)<sup>116</sup>.

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<sup>108</sup> <http://www.observatoire-comifac.net/?l=en>

<sup>109</sup> <http://www.awf.org/country/cameroon>

<sup>110</sup> Loi n°94/01 du 20 janvier 1994 portant régime des forêts, de la faune et de la pêche, République du Cameroun

<sup>111</sup> <http://www.cifor.org/library/5884/the-forests-of-the-congo-basin-forests-and-climate-change/>

<sup>112</sup> <http://www.cifor.org/library/3166/forests-and-climate-change-adaptation-policies-in-cameroon/>

<sup>113</sup> [http://www.wwf-congobasin.org/where\\_we\\_work/priority\\_places/tridom/](http://www.wwf-congobasin.org/where_we_work/priority_places/tridom/)

<sup>114</sup> 2016/Rapport\_tendances\_profil\_determinants\_pauvrete\_2001\_2014.pdf, p. 42.

<sup>115</sup> Dkamela, G.P. 2010 The context of REDD+ in Cameroon: Drivers, agents and institutions. Occasional paper 57. CIFOR, Bogor, Indonesia.

<sup>116</sup> A Chatham House Assessment. Illegal Logging and Related Trade. The Response in Cameroon (2015)

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Between 2000 and 2010, concessions and communal forests accounted on average for 78% of formal timber production, while community forests and the various other types of permits accounted for 22%<sup>117</sup>. Despite some success in the development of sustainable forestry practices in last decades, effective forest and protected area management (the dominant land use in the region) is still essential.

The Dja-Odzala-Minkebe transboundary area, also known as the TRIDOM, is located at the borders of Cameroon, Congo, and Gabon, and is a key illegal wildlife trade (IWT) hub in the region (Fig. 1)<sup>118</sup>. The area covers around 147,000 km<sup>2</sup> or 7.5% of the Congo Basin Tropical Rainforest. There are 12 protected areas in the transboundary landscape inter-connected through thinly populated wilderness that is essential for long term maintenance of ecological processes. Bush meat and ivory poaching significantly threaten the biodiversity of this ecoregion. The Tri-national Dja-Odzala-Minkebe transboundary area is one of Africa's elephant poaching hotspots. Local ivory prices, already very high, have increased tenfold since 2005 and provided huge incentives for well-established criminal networks and local poachers<sup>119</sup>. Between 2002 and 2011, the percentage of forest elephants decreased by 62% (WWF, 2015). Illegal wildlife products from Central African Republic (CAR), Congo, and Gabon are transported via the area<sup>120</sup>.

Local elites often lead trafficking and exploit poorer community members who are co-opted into poaching for their tracking and hunting abilities. Local people accrue little of the benefits, see their natural resources depleted, face compromised security in their daily lives, and feel disempowered in the face of criminal elites. This situation is compounded by lacking resources and technical support for effective management of protected areas that are also targeted by poachers. National law enforcement agents lack capacity to gather and use intelligence information, collect evidence, follow due process, and build robust cases against poachers and IW traders. Low payments and morale make them vulnerable to corruption and intimidation. Prosecutors and judges demonstrate limited awareness and ability to apply relevant laws whilst border and customs officers lack the resource and skills to effectively secure the frontier against trafficking of wildlife products.

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<sup>117</sup> Resource Extraction Monitoring (REM) (2009), 'Progress in tackling illegal logging in Cameroon.' Independent Monitor of Forest Law Enforcement and Governance (IM-FLEG).

<sup>118</sup> WRI, 2013, MINFOF, 2014

<sup>119</sup> [http://www.wwf-congobasin.org/where\\_we\\_work/tridom\\_\\_\\_tri\\_national\\_dja\\_odzala\\_minkebe/](http://www.wwf-congobasin.org/where_we_work/tridom___tri_national_dja_odzala_minkebe/)

<sup>120</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »



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Cameroon's biodiversity is also threatened by increasing deforestation. According to the FAO<sup>121,122,123</sup>, the deforestation rate in Cameroon was 0.94% for 1990-2000, and 0.6% for 2000-2010, corresponding to ~20,000 ha of destroyed forest per year. Deforestation is driven not only by industrial logging and charcoal production but also by illegal logging and unsustainable traditional practices like fuel wood consumption. Forest concessions leased by government for sustainable forest management have often led to unsustainable practices like clear-cutting, "skimming" (extraction of precious trees only), use of inappropriate logging techniques, and breach of reforestation obligations. Multiple logging roads provide easy access to timber and other biodiversity resources for illegal operators and poachers, who plunder resources by locating the most desired species with the help of local community members<sup>124</sup>.

In Cameroon, as an economy that depends on natural resources, demand for land for agricultural development is one of the principal driving forces of biodiversity loss. Land use changes have resulted from industrial agriculture with increasing conversion of forests, savannahs and even semi-arid lands to monoculture plantations, unsustainable agricultural/pastoral expansion, and mineral exploitation in biodiversity-rich locations. The poor coordination or absence of land use plans results conflicts between various uses, such as mining against logging concessions/farmers/conservation zones; grazing zones against agricultural land, etc.

The use of unsustainable practices constitutes a major driver of biodiversity loss. Illegal exploitation of wildlife species and excessive poaching for food and commercial purposes is a threat to terrestrial and aquatic mammals and avifauna. Illegal exploitation of timber for domestic markets and bio-piracy through the appropriation of the knowledge and genetic resources of farming and indigenous communities by individuals or institutions are both of increasingly great concern with the illegal exploitation and transfer of plant/animal material and associated traditional knowledge.

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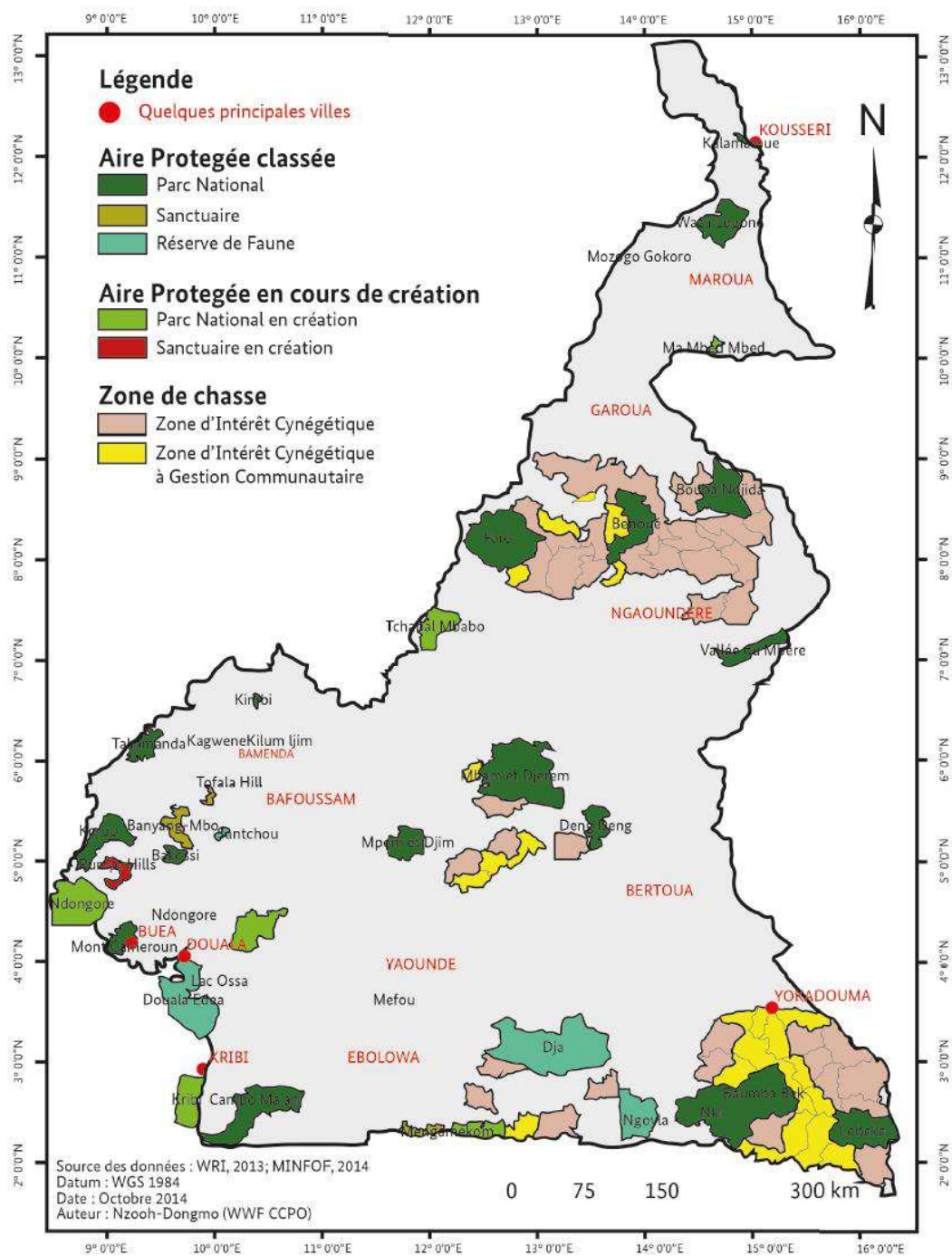
121 <http://www.fao.org/forestry/46203/en/>

122 <http://www.fao.org/countryprofiles/index/en/?iso3=CMR>

123 <http://faostat.fao.org>

<sup>124</sup> Report of the national Consultant, Michel de Galbert. « La gestion actuelle des aires protégées dans la zone du TRIDOM, les usagers, et les recommandations pour renforcer les capacités de la conservation »

Figure 2. Protected Areas Network in Cameroon<sup>125</sup>



## 2. Protected Areas

125 [http://apvcameroun.cm/doc/01011-2016\\_BAT\\_Annuaire\\_MINFOF\\_2014\\_ok.pdf](http://apvcameroun.cm/doc/01011-2016_BAT_Annuaire_MINFOF_2014_ok.pdf)

Protected areas (PA) in Cameroon have been established for more than 80 years since the first national park, Douala-Edéa, was created in 1932 to protect unique national biodiversity endowment and landscapes<sup>126</sup>. Since then, Cameroon has invested heavily in the PA system as the main vehicle for biodiversity conservation and protection of habitat: the total area of terrestrial PAs in the country increased from ~400,000 ha in 1960's to more than 4 million ha in 2015, which represents 11% of the whole land territory (Table 1)<sup>127</sup>. Thus, the national PA coverage has increased more than two-fold over the 1995-2008 period. Cameroon is home to three UNESCO MAB Biosphere Reserves<sup>128</sup>: Bénoué, Dja, and Waza. The Dja Faunal Reserve was designated as one of the UNESCO World Heritage Sites in 1987. Between 2006 and 2011, the area of the permanent forest estate increased by 3%. Notably, during this same period, the extent of protected areas increased by 8% due to the creation of 10 new national parks<sup>129</sup>.

Protected areas in Cameroon are managed by the Government through the Ministry of Forestry and Wildlife (MINFOF)<sup>130</sup>, however since 1994, co-management with NGOs and other organizations has been developed. Co-management is administered by the office for PAs under MINFOF. The 1994 Forestry, Wildlife and Fishery Law<sup>131</sup> has confirmed the will of the Government of Cameroon (GoC) to open PA management to local authorities, local communities, and NGOs. Main NGOs involved in the co-management of protected areas in Cameroon are WWF (8 PAs), WCS (5 PAs), and the International Tropical Timber Organisation (Mangame Sanctuary).

Table 6. Designated Protected Areas in Cameroon<sup>132</sup>

	Name	Terrestrial area (ha)	Date of creation	References
1	PN Benoué	180,000	1968	Arrêté n°120/SEDR of 05 December 1968
2	PN Bouba-Ndjida	220,000	1968	Arrêté n°120/SEDR of 05 December 1968
3	PN Campo-Ma'an	264,064	2000	Décret n°2000/004/PM of 06 January 2000
4	PN Faro	330,000	1980	Décret N° 80/243 of 8 July 1980
5	PN Kalamaloué	4,500	1972	Arrêté n° 7 of 04 February 1972

126 Kieffer, Ch., 1953. Les réserves de faune du Cameroun. *Mammalia*, 17: 270-274.

127 <http://www.protectedplanet.net/country/CM>, WDPAs, delivered by UNEP-WCMC and IUCN

128 <http://www.unesco.org/new/fr/natural-sciences/environment/ecological-sciences/biosphere-reserves/>

129 <https://www.cbd.int/countries/profile/default.shtml?country=cm#facts>

130 <http://www.minfof.cm/>

131 <http://faolex.fao.org/docs/pdf/cmr4845f.pdf>

132 2014 United Nations List of Protected areas of Cameroon, (data based on the WDPAs October release), and MINFOF data on Protected Areas and [http://apvcameroun.cm/doc/01011-2016\\_BAT\\_Annuaire\\_MINFOF\\_2014\\_ok.pdf](http://apvcameroun.cm/doc/01011-2016_BAT_Annuaire_MINFOF_2014_ok.pdf)

6	PN Korup	125,900	1986	Décret n°86/1283 of 30 October 1986
7	PN Lobéké	217,854	2001	Décret n°1002/107/CAB/PM of 19 March 2001
8	PN Mbam et Djérem	416,512	2000	Décret n°2000/005/PM of 06 January 2000
9	PN Mozogo Gokoro	1,400	1968	Arrêté n°120/SEDR of 05 December 1968
10	PN Mpem et Djim	97,480	2004	2004/0836/PM of 12 May 2004
11	PN Vallée du Mbéré	77,760	2004	Décret n°2004/0352/PM of 04 February 2004
12	PN Waza	170,000	1968	Arrêté n°120/SEDR of 05 December 1968
13	PN Boumba Bek	238,255	2005	Décret n°2005/3284/PM of 06 October 2005
14	PN Nki	309,362	2005	Décret n°2005/3283/PM of 06 October 2005
15	PN Bakossi	29,320	2007	Décret n°2007/1459/PM of 28 November 2007
16	PN Takamanda	67,599	2008	Décret n°2008/2751 of 21 November 2008
17	PN Mont Cameroun	58,178	2009	Décret n°2009/2272/PM of 18 December 2009
18	PN Deng Deng	68,264	2010/2013	Décret 2010/0482/PM of 18 March 2010 révisé Décret 2013/3349 /PM of 30 April 2013
19	PN Kimbi-Fungong	95,380	2015	Décret 2015/0024/PM of 3 February 2015
20	RF du Dja	526,000	1950	Arrêté n°75/50 of 25 April 1950
21	RF de Douala-Edéa	160,000	1932	Forêt marécageuse mangrove Forêt littorale
22	RF de Lac Ossa	4,000	1948	Arrêté n°538 of Haut Commissariat de la République de 1948
23	RF de Mbi Crater	370	1964	n/a
24	RF de Santchou	7,000	1964	Forêts de montagne et de basse altitude
25	RF Ngoyla	156,672	2014	Décret n° 2014/2383/PM of 27 August 2014
26	JZ de Garoua	1.5	1966	n/a
27	JZ de Limbé	0.5	1885	n/a

28	JZ de Mvog Beti Yaoundé	4.07	1951	n/a
29	Sanctuaire à Faune de Tofala Hill	8,087	2014	Décret n° 2014/3212/PM of 29 September 2014
30	Sanctuaire de Mbanyang-Mbo	66,220	1996	Décret n°96/119/PM of 12 March 1996
31	Sanctuaire de Kagwene	1,944	2008	Décret n° 2008/0634/PM of 03 April 2008
32	Sanctuaire à Gorilles de Mangame	27,723	2008	Décret n° 2008 /2207 of 14 July 2008
	<b>Total</b>	<b>3,929,630.07</b>		
	<b>Total developed</b>	<b>3,151,447.00</b>		

The project area has the highest concentration of PAs in the country (~30% of the entire area) and includes lowland forest zones of Dja NP with corridors to Nki NP and Minkébé NP in Gabon, while the Nki National Park is also linked by ecological corridors to Dja and Boumba-Bek National Parks (Table 2, Fig. 3). There are also two forest management units labelled as conservation estates in the project area functioning as migration corridors for wildlife. However, only two PAs in the project area (Dja NP and Boumba Bek NR) have management plans for the protection of large fauna and anti-poaching actions.

Table 7.: Designated and Proposed Protected Areas in Project Site<sup>133</sup>

Type	Official Name	Total Area (ha)
National Park Cat. II	Nki	309,362
Nature Reserves Cat. IV	Dja	526,000
	Boumba Bek	238,255
Sanctuary	Mangame	27,723
Reserve	Ngoyla	156,672

Despite rather well-developed PA systems in Cameroon, the protected areas currently face many problems such as inadequate and insufficient staff, lack of infrastructure, equipment, and vehicles for patrolling, lack of appropriate management planning, low capacity to control poaching and IWT, absence of biodiversity and threat monitoring systems, and insufficient transboundary cooperation

133 2014 United Nations List of Protected areas of Cameroon, (data based on the WDPA October release), and MINFOP data on Protected Areas

with PAs in Congo and Gabon<sup>134</sup> (especially since the end of the TRIDOM program in 2015). International NGOs like the WWF, ZSL or TRAFFIC are currently the primary actors seeking to coordinate with all authorities from the Congo Basin<sup>135</sup>.

All of these factors result in widespread poaching, illegal logging, unsustainable agricultural practices, and human-wildlife conflicts in the PAs and surrounding areas leading to insecurity, depletion of forest and wildlife resources, and poverty. For example, half of the elephants of the project area have been poached in last five years, with a mean weight of ivory seized of 4kg, which means very young animal have been killed. The situation is serious - 80% of the demand for wildlife products is coming from abroad. Often, Baka people are forced to guide poachers to kill elephant for only 70 USD, while illegal ivory is sold for 6000 USD/kg in China. If this situation is not changed, the charismatic megafauna of Cameroon could disappear within 10 years or less<sup>136</sup>.

The effectiveness of the PA system in Cameroon can be enhanced through long-term investment in management, development of economic opportunities linked to biodiversity conservation for local communities, and expansion of PA land. Currently, 11 new PAs with a total area of more than 4 million ha are proposed for Cameroon (Table 3). Development of new PAs can reinforce effectiveness of existing ones by preserving connectivity and complexity of ecosystems and habitats of threatened species.

*Table 8. Proposed Protected Areas under consideration in Cameroon (2016)<sup>137</sup>*

Type	Official Name	Total Area (ha)
Faunal Reserve	Douala Edéa	271,512
Faunal Sanctuary	Rumpi Hills	45,168
National Park	Kalamaloué	6,689
National Park	Mozogo Gokoro	1,724
National Park	Kom <sup>138</sup>	67,839
National Park	Mefou	1,101
National Park	Ebo	141,667
National Park	Tchabal Mbabo	106,762
National Park	Ma Mbed Mbed	14,162
National Park	Manyange na Elombo-Campo	110,300
National Park	Ndongere	234,464

<sup>134</sup> François HIOL, Adélaïde LARZILLIERE, Florence PALLA et Paul SCHOLTE Aires protégées d'Afrique centrale, État 2015

<sup>135</sup> Michel de Galbert, National consultant, « La lutte contre le braconnage au sein des aires protégées du Sud Cameroun ». 2016.

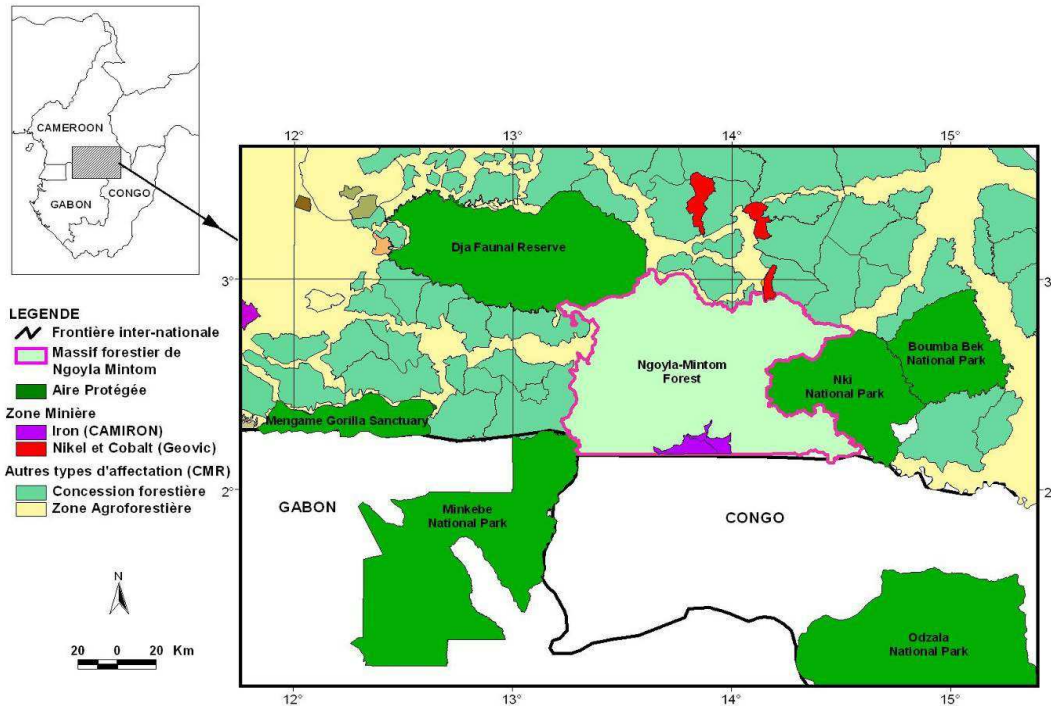
<sup>136</sup> *ibidem*

<sup>137</sup> 2014 United Nations List of Protected areas of Cameroon, (data based on the WDPA October release), and MINFOF data on Protected Areas

<sup>138</sup> Seulement Kom est compris dans le site du projet et son classement comme parc national est actuellement mis au second plan suite à la création de la Réserve de N'Goyla.

The project area is the portion of the Tri-national Dja-Odzala-Minkebe landscape that lies in Cameroon. In the project area, the territory between the targeted PAs is called the inter-zone, with a total area of approximately 1.3 million ha. There is no specific legal status for the inter-zone and it is intended via the project to prevent damaging activities such as hunting and logging in this area.

Figure 3. Project Area: Cameroon Segment of Tri-national Dja-Odzala-Minkebe transboundary area<sup>139</sup>



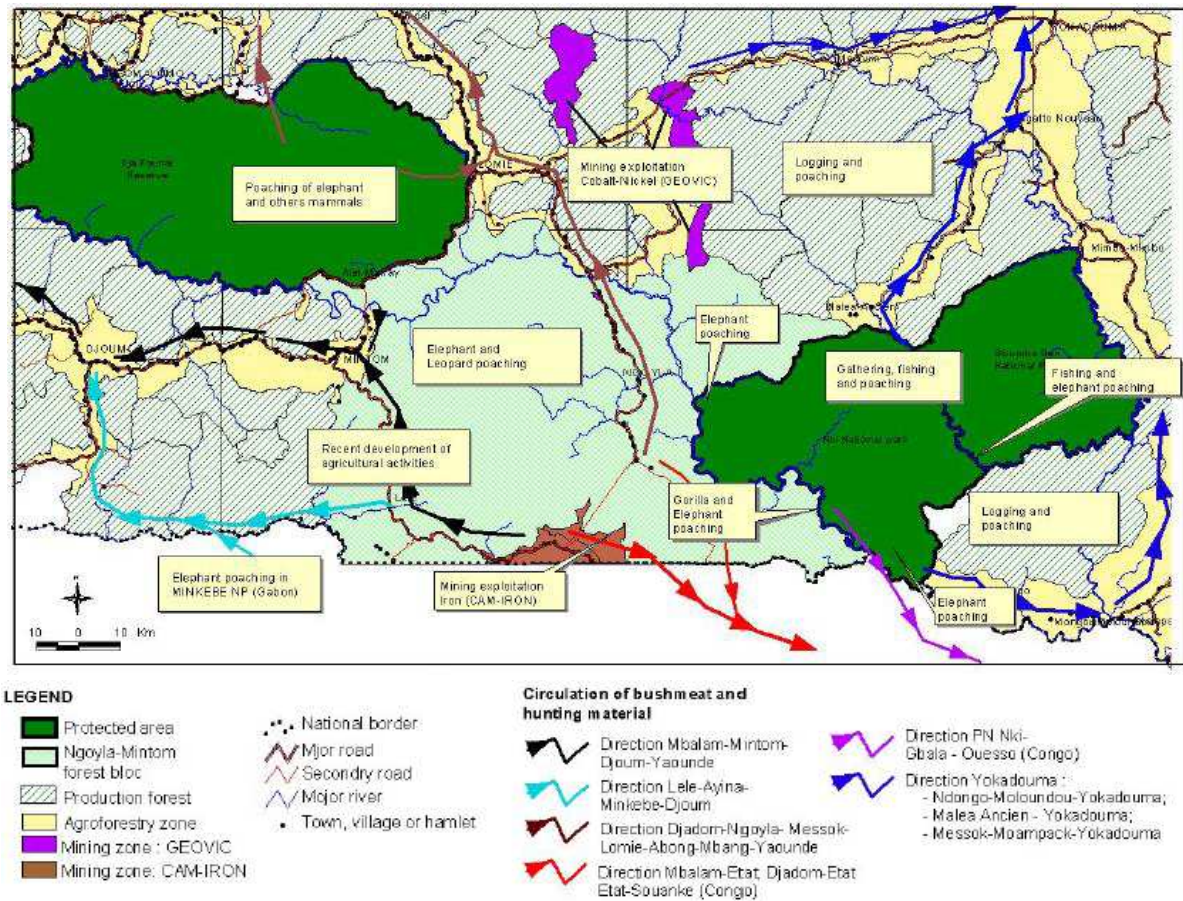
Therefore, it is important to consider involving the private sector and population living in the inter-zone in livelihood alternatives to hunting and logging activities. The inter-zone should also be understood as a large transboundary complex since there are other neighbouring PAs in Congo and Gabon (Odzala-Kokoua and Minkébé). Establishing a Transboundary Biosphere Reserve (TBR) is a long-considered option for conservation of this huge area covered by rain forest and a mechanism for common management of its rich biodiversity in accordance with the Seville Strategy for biosphere reserves<sup>140</sup>.

139 PPG Consultant Report, « La lutte contre le braconnage au sein des aires protégées du Sud Cameroun » Michel de Galbert, July 2016

140 Recommendations for the establishment and functioning TBRs were set out in Pamplona at the Seville+5 meeting (<http://unesdoc.unesco.org/images/0012/001236/123605m.pdf>).



Figure 4. Map of key threats for biodiversity in the southern 'Tri-national Dja-Odzala-Minkebe transboundary area'<sup>141</sup>



### 3. Socio-economic and political context

According to the World Bank data, Cameroon's population reached 23.3 million people in 2015 <sup>142</sup>, with a density of 49.9 inhabitants/km<sup>2</sup>. The percentage of urban population is 54.4 (2015)<sup>143</sup>, while that of the rural population represents 45.6<sup>144</sup>, or 10,649,381 people<sup>145</sup>. The annual population growth in 2015 was 2.5%<sup>146</sup>. In 2014, 5.5 million people were living with less than 1.90 USD a day,

141 Base map: CETELCAF (2000). Field data from WWF Cameroon

142 <http://data.worldbank.org/indicator/SP.POP.TOTL?locations=CM>

143 <http://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?locations=CM>

144 <http://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=CM>

145 <http://data.worldbank.org/indicator/SP.RUR.TOTL?locations=CM>

146 <http://data.worldbank.org/indicator/SP.POP.GROW?locations=CM>



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which means that 24% of the population was below the poverty line<sup>147</sup>. Two regions of the country are English-speaking (the northwest and southwest regions that border Nigeria), while the rest of the country is French-speaking.

Cameroon is a lower-middle income country with a GNI per capita of USD 1,330<sup>148</sup>. The country's Human Development Index is 0.512, which ranks it on the 153<sup>th</sup> position in the UNDP HDI List<sup>149</sup>. The life expectancy at birth is 55.5 years<sup>150</sup>, the sex ratio at birth (male to female births) is 1.03<sup>151</sup>, and the economically active population (from age 15 to 64) reached 54.3% in 2015<sup>152</sup>. The country enjoys significant natural resources, including high value timber species, minerals, oil and gas, and agricultural products such as coffee, cotton, cocoa, maize, and cassava. In terms of GDP composition, the services sector has been the main driver of Cameroon's growth in the past years, with the telecommunications and transport sectors being particularly dynamic.

In the agricultural sector, industrial and export-oriented agriculture are the main sources of GDP, while the manufacturing sector has not experienced the same growth, partly due to the lack of infrastructure<sup>153</sup>. The contributions from each sector can be seen in the figure below (Fig. 4). In terms of share in employment, agriculture employed 53.3% of the population in 2012, while services were responsible for 34.1% of the employment<sup>154</sup>.

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147 <http://povertydata.worldbank.org/poverty/country/CMR>

148 <http://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=CM>

<sup>149</sup> <http://hdr.undp.org/en/countries/profiles/CMR>

150 <http://hdr.undp.org/en/countries/profiles/CMR>

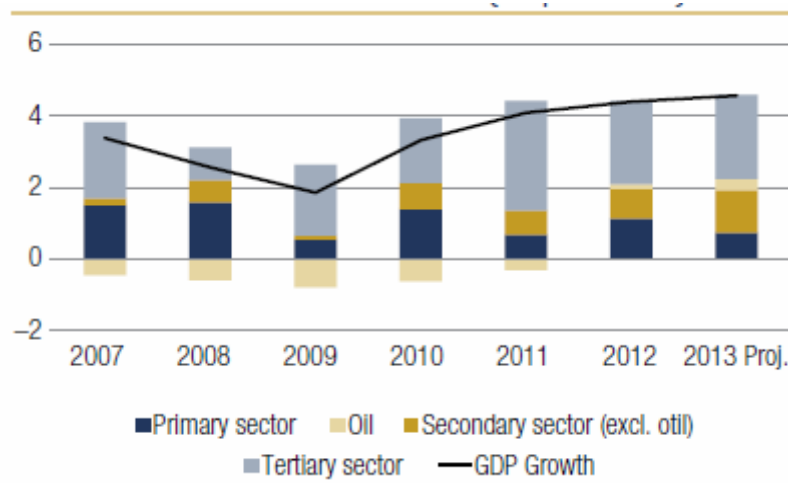
151 <http://hdr.undp.org/en/countries/profiles/CMR>

152 <http://data.worldbank.org/indicator/SP.POP.1564.TO.ZS?locations=CM>

153 <http://www.worldbank.org/content/dam/Worldbank/document/Africa/Cameroon/Report/cameroon-economic-update-vol7.pdf>

154 <http://hdr.undp.org/en/countries/profiles/CMR>

Figure 5. Sectoral Contributions to GDP Growth, 2007-2013



Sources: INS and WB staff calculations.

Since 2015, GDP growth has been stabilizing around 4% on average; in 2015, it was 6.15%<sup>155</sup>. Yet this was still too low to significantly support poverty reduction in the country. Oil production – which has experienced a 28% increase between 2014 and 2015 – has been a driver of growth for the past two years, and several non-oil sectors also continued to benefit from progress in the implementation of the “Vision 2035” program which aims to make the country an upper-middle income economy by 2035.

However, the stock of public debt has been increasing substantially between 2014 and 2015 from 22.9% to 26.7% of GDP, mainly due to large-scale infrastructure projects that required external financing<sup>156</sup>. The 2015 joint International Monetary Fund - World Bank Debt Sustainability Analysis (DSA) revealed that Cameroon’s risk of external debt distress moved from moderate risk in 2014 to high risk in 2015<sup>157</sup>.

However, the service sector has been substantially developing in recent years, becoming the main driver of economic growth, with particularly dynamic telecommunications, transport, and financial services. However, prospects for economic growth were higher before international oil prices plummeted. Moreover, insecurity in the northern regions of the country, mainly due to the presence

155 <http://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=CM>

156 World Bank Country Overview - Cameroon, accessed on July 5, 2016

157 <https://www.imf.org/external/pubs/ft/dsa/pdf/2015/dsacr15331.pdf>

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of Boko Haram, seriously affected agro-pastoral activities, trade between Cameroon and its neighbours, and the tourism sector.

The economy in the South and the East Provinces, where the project area is located, is relatively robust. The unemployment rate reaches 5.5% in the South province and 3.0% in the East province<sup>158</sup>. However, in the zone of the project, the economic conditions are characterized by subsistence agriculture, where crop growing is supplemented by hunting and gathering.

### **3.1 Forestry sector**

Cameroon's forests are divided into permanent forest estates (DFP) (currently making up around 80% of total forest area of ~18 million hectares) and non-permanent forest estate (DFNP) covering almost 4.5 million ha (around 20% of total forest area). DFP, which also includes PAs, is aimed to cover at least 30% of total national area and represent wide spectrum of national biodiversity<sup>159</sup>. The main goal of DFP is a sustainable forest and wildlife management as per approved by national management plans.

The 1994 Forestry Law set up a system to manage commercial operations of forest estate through 15-year concessions with a limit of 200,000 ha per concession which are renewable once every 30 years. However, local councils may allocate more extensive harvesting licenses. The DFNP offers possibilities for smaller scale timber harvesting, including community managed forests with an area of up to 5,000 ha. This land can also be allocated for agro-forestry, crops, and private forests. The forestry sector plays a major role in the country's economy as it represented 8.9% of the GDP between 1992 and 2000 and has grown at a rate of 4.7% per year since 2000. This sector is also a major export earner, accounting for 28.2% of total non-oil exports over the same period. In 2007, Cameroon was the second biggest producer of fuel wood in the Congo Basin region with a total production of 21 million m<sup>3</sup>. The forestry sector in Cameroon provides more than 15,000 direct jobs and 170,000 indirect jobs.

Forest exploitation and related activities have become dominated by illegal production, which is not monitored by the forestry administration or controlled by the national regulations. This illegal sector represents a larger source of employment than the legal one, it supplies markets that are less selective than export markets. It is estimated that 75% of timber on the national market comes from

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<sup>158</sup> Annuaire Statistique du Cameroun 2014, <http://www.statistics-cameroon.org/news.php?id=345>, p.146

<sup>159</sup> Atlas Forestier Interactif du Cameroun [http://data.wri.org/forest\\_atlas/cmr/report/cmr\\_atlas\\_v3\\_fr.pdf](http://data.wri.org/forest_atlas/cmr/report/cmr_atlas_v3_fr.pdf)

the illegal sector<sup>160</sup>. The problem is that illegal activities tend to over-log the most accessible areas and usually surpass regeneration rates, i.e. the rate at which the forest naturally recovers its lost volume. Particularly, the increasing domestic demand for timber for construction is almost completely supplied by the unregulated, underperforming and unsustainable illegal sector<sup>161</sup>.

The strong urbanization process in the region is likely to further fuel that trend, as the strong demand for informal production from other neighbouring countries proves. This informal sector could have dramatic effects on forest biomass and carbon stocks if it is left unregulated<sup>162</sup>. According to the FAO<sup>163</sup>, the annual average deforestation rate in Cameroon for the 1980–1995 period was 0.6% or a loss of close to 2 million ha. The rate reportedly rose to 0.9% for the 1990–2000 period and reached 1% between 2000 and 2005. Today, it is estimated that between 1990 and 2010, Cameroon lost 4,400,00 ha (18.1%) of forest cover at an average rate of 220,000 ha (0.90%) annually<sup>164</sup>.

### **3.2 Agricultural sector**

Agriculture is a vital sector in Cameroon which involves 46.4% of the economically active population. Agriculture is also a significant contributor to GDP at 23.9%<sup>165</sup>. Most agriculture is small-scale and the sector is dominated by traditional subsistence systems with a few large commercial enterprises, focused mainly on palm oil and rubber. Agricultural productivity is very low compared with other tropical countries, with overall very low fertilizer use. Thus, reliance of the country on food imports is substantial and increasing<sup>166</sup>. According to the World Bank, 17.3% of merchandise imports of the country was food in 2014.

The potential for agricultural development is significant in Cameroon: Congo Basin countries including Cameroon have been identified as the countries with the greatest potential in the world for increasing yields.<sup>167</sup> Moreover, the fast urbanization phenomenon as well as increasing international demands for food and energy could trigger a substantial demand for agricultural products from the region. However, increased agricultural activity might have negative impacts on the environment, especially forests<sup>168</sup>.

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<sup>160</sup> Atlas Forestier Interactif du Cameroun [http://data.wri.org/forest\\_atlas/cmr/report/cmr\\_atlas\\_v3\\_fr.pdf](http://data.wri.org/forest_atlas/cmr/report/cmr_atlas_v3_fr.pdf)

<sup>161</sup> <https://www.imf.org/external/pubs/ft/dsa/pdf/2015/dsacr15331.pdf>

<sup>162</sup> Ibid.

<sup>163</sup> <http://www.fao.org/docrep/013/al471f/al471f.pdf>

<sup>164</sup> <http://thereddesk.org/countries/cameroon/statistics>

<sup>165</sup> World Bank Data 2015

<sup>166</sup> Deforestation Trends in the Congo Basin: Reconciling economic growth and forest protection, World Bank 2015

<sup>167</sup> Ibid.

<sup>168</sup> <http://www.unccd.int/ActionProgrammes/cameroon-fre2006.pdf>

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This is especially true for the development of palm oil production in Cameroon. At least six companies are reported to be trying to secure more than one million hectares of land for production of palm oil. In 2010, Cameroon produced 230,000 tons of crude palm oil across an estate of 190,000 hectares and was the world's thirteenth largest producer<sup>169</sup>. This production is expected to rapidly rise as palm oil yields in Cameroon are among the highest in the world, making the country a leading palm oil producer along with Malaysia and Indonesia<sup>170</sup>. The Government of Cameroon strongly supports development of this industry as it represents perceived great economic opportunities including employment and poverty reduction. However, industrial palm oil production threatens forest ecosystems because some of the plantation sites are located in high conservation value forests or near biodiversity hotspots<sup>171</sup>.

### **3.3 Mining and oil sector**

In Cameroon, oil revenue accounts for about 20% of total revenue and about 45% of total exports. Therefore, the oil price decline has been having a substantial negative impact on the Cameroonian economy. Oil production is expected to rise over coming years. The *National Hydrocarbon Company* (SNH) projects a 12.9% increase in production in 2016, due to the development of the Dissoni oil field discovered in the last few years, reactivation of production in the Lokélé oil field, and use of new recovery techniques to optimize production of mature fields (such as Rio del Rey)<sup>172</sup>. However, this positive prospect on the production is unbalanced with steady decline in crude oil prices. Exploitation of natural gas can compensate decreases in oil prices and production but it requires relevant infrastructural investments to enable gas export<sup>173</sup>.

Rising international demand and high prices for mineral resources attract more and more investors to fund exploration and extraction of the resources in the Congo Basin, including pristine forest areas. New types of deals which allow infrastructure construction by investors themselves (instead of public funded infrastructure projects) alleviate a major constraint to mining development in the country, opening the way for rapid growth of the sector. The decline of oil reserves in Cameroon provides strong incentives to invest in development of other extractive industries such as aluminium, cobalt, copper, iron ore, etc. Despite these mining activities' limited direct impact on forest ecosystems, their indirect impacts deeply affect biodiversity in a mining region in the long-term. For instance, mining infrastructure constructions lead to mass human migration due to employment indirectly influencing

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169 Deforestation Trends in the Congo Basin: Reconciling economic growth and forest protection, World Bank 2015

<sup>170</sup> Ibid.

<sup>171</sup> Ibid.

<sup>172</sup> <http://www.snh.cm/>

<sup>173</sup> Cameroon Economic Update, January 2015, Revisiting the Sources of Growth--Enhancing the Efficiency of the Port of Douala. Washington, DC. World Bank. 2015.

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intensity of destructive practices in the mining areas such as logging, poaching, and unsustainable agriculture<sup>174</sup>.

### **3.4 Tourism**

Tourism is a minor industry for Cameroon: its direct contribution to GDP was around 2.8% of total GDP in 2014. However, the tourism sector is forecasted to rise by 4.8% in 2016, and to 5.9% per annum in 2015-2025. In 2014, the tourism industry directly supported 124,000 jobs (2.4% of total employment) in Cameroon. The sector employment is projected to rise to 174,000 jobs (2.6% of total employment) by 2025<sup>175</sup>. Many barriers, mainly concerning lack of infrastructures, impede a stronger development of the tourism sector in the country.

The country has been trying to develop ecotourism initiatives through the implementation of a national strategy for the development of ecotourism accepted in 2003. The Cameroon government promotes ecotourism in PAs, which has significant potential to engage local communities and provide additional benefits to local people. However, development of ecotourism activities is still limited by the lack of infrastructure and management capacities in PAs. Few ecotourism development initiatives are currently implemented in the country: *Sustainable Tourism Eliminating Poverty (STEP) programme in Southern Cameroon* around Kribi<sup>176</sup> and *Collaborative Actions for Sustainable Tourism (COAST)* programme for PAs.

### **3.5 Socio-economic context at the project area**

The project area (1,350,872 ha) located in South-Eastern Cameroon has a very low human population density: 14.7 habitants/km<sup>2</sup>. According the third RGPH, in the South province, 268,863 individuals live in cities and 423,279 in rural areas, with a total population of 692,142. In the East province, 333,646 individuals live in cities and 468,322 in rural areas, reaching a total population of 801,968 people. The population density in the East province is very low as well and reaches only 7.4 habitants/km<sup>2</sup>. The South and East provinces represent 3.6% and 4.1% of the country's total population, and 10.1% and 23.4% of the country's total area, respectively. The poverty rate reaches 34.1% in the South and 30.0% in the East province<sup>177</sup>; it is slightly below the national average of 37.5%, but much higher than the poverty rate of Doula, for example, which is 4.2%. This region is inhabited by a wide variety of indigenous people, mostly forest people who are the original inhabitants of the forests in Cameroon.

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174 Deforestation Trends in the Congo Basin: Reconciling economic growth and forest protection, World Bank 2015

175 Travel & Tourism Economic Impact 2015, Cameroon, Authority on World Travel and Tourism

176 <http://step.unwto.org/news/2013-02-18/kribi-south-cameroun-developing-ecotourism-products-coast-kribi>

177 [http://www.stat.cm/downloads/2016/Rapport\\_tendances\\_profil\\_determinants\\_pauvrete\\_2001\\_2014.pdf](http://www.stat.cm/downloads/2016/Rapport_tendances_profil_determinants_pauvrete_2001_2014.pdf), p. 42.

In the project region, indigenous people mainly belong to the Baka, Bakola, or Bagyeli groups. While no official statistical data is available, it is estimated that the Baka, who are the largest indigenous group, number between 70,000 and 100,000 persons<sup>178</sup>. They live mainly in Departments of Boumba-et-Ngoko, Haut-Nyong and Kadey. The Bakola or Bagyéli account for between 10,000 and 30,000 persons, and they live in the South of the country — more specifically in the Akom II, Bipindi, Kribi, Campo, Ma'an and Lolodorf districts<sup>179</sup>. Most of the region's population consists of subsistence farmers living from small farming activities and hunting. In the East, there were 500,231 heads of cattle in 2013. The East also has an exploitable forestry potential of 3,487,055 m<sup>3</sup> with 218,852 ha area already logged<sup>180</sup>. The area is known for its gold mining and artisanal production of diamonds (5000 carats/year). The region has a slowly developing tourism industry with 155 hotels (2013)<sup>181</sup>. The South also has mining potential, including deposits of ferruginous quartzite, quartz-kyanite, and gold<sup>182</sup>.

Socio-economic and cultural indicators for the region are incomplete and do not give a comprehensive overview of the situation in the region. Yet some recurrent issues are identified such as:

- (i) a low level of land use (about 1 inhabitant/km<sup>2</sup>) with wide spaces where human activity is almost zero;
- (ii) isolation and absence of socio-economic infrastructures which does not allow for good quality social services;
- (iii) very low household income combined with low economic opportunities
- (iv) a strong dependence on bush meat as a source of income and a low level of diversification of farm production; and
- (v) low capacity of community governance in order to collectively address the problem of rural poverty<sup>183</sup>.

Bush meat is an important resource for local and indigenous populations in the project area since it provides high quality and cheap protein, requires almost no capital investment, has low risks of prosecution and is associated with very quick and high financial return. Therefore, bush meat hunting is a vital local economy but at the same time represents the main threat for wildlife and biodiversity of the region<sup>184</sup>.

Sustainable bush meat hunting can play a critical role in alleviating poverty among the most economically vulnerable and disadvantaged people including indigenous groups. Current efforts of

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178 [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms\\_438854.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_438854.pdf)

179 Ibidem.

180 Rapport sur le développement économique du Cameroun : région de l'Est, 2013

181 ibid

182 Rapport sur le développement économique du Cameroun : région du Sud, 2013

183 Rapport Synthétique d'étude Socio-Economique de la Zone Transfrontaliere Dja-Minkebe-Odzala, George Akwah Neba, Centre for International Forestry Research, Regional Office for West and Central Africa, 2003

184 See the study Kadiri S. BOBO and al. « Bushmeat Hunting in Southeastern Cameroon: Magnitude and Impact on Duikers ». African Study Monographs, Suppl. 51: 119–141, March 2015.

government agencies to eliminate bush hunting through regulation and enforcement are not effective.

### **3.6 Policy and Legislative Context**

Natural resources management policies are included in the implementation framework of the Poverty Reduction Strategy Paper (PRSP), the Rural Sector Strategy (SRHR), and the Growth and Employment Strategy Paper (GESP). The national biodiversity conservation strategy was approved in December 2012<sup>185</sup>. The forest management policy of Cameroon is implemented by MINFOF and supported by the Forestry, Wildlife and Fishery Law No. 94/01 of 20 January 1994<sup>186</sup> laying down forestry, wildlife, and fishery regulations.

Under the Forestry Code (Law 94/01 of 20 January 1994<sup>187</sup>), wildlife species are divided into three protection classes: A, B, and C. Great apes, lions, giraffe, and black rhinoceros, among other species defined by *arrêté*<sup>188</sup> belong to class A, which includes all fully protected species. The species in class B can be hunted, captured or killed after obtaining a special permission from the authorities. The Class C is partially protected and hunting is permitted depending on its regulation by the Ministry in charge. Activities for the commercial exploitation of wildlife are authorized only to those holding legal and valid title from the Ministry of Forestry and Wildlife. Poaching is therefore defined as any act of hunting without license. Hunting is allowed in specific seasons with authorized equipment and is forbidden in protected areas. Poaching is severely punished by the law with up to two months' imprisonment and 200,000 FCFA in financial penalties<sup>189</sup>.

This is strengthened by the Framework Law No. 96/006 of 12 August 1996 on environmental management<sup>190</sup>, which defines the political and strategic orientations of Cameroon for biodiversity management and follows international and regional guidelines.

In 2011, a Presidential Decree was signed to improve territorial planning for more effective landscape management<sup>191</sup>. One important aspect of this Presidential Decree is that it is complementary to the on-going forest zoning by the forestry administration, which has defined permanent forest estate (production forests, protected forests, etc.) and non-permanent forest estate (such as community managed forests). Biodiversity conservation is included in the management plans for all production forests.

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185 <https://www.cbd.int/doc/world/cm/cm-nbsap-v2-fr.pdf>

186 <http://faolex.fao.org/docs/pdf/cmr4845F.pdf>

187 Document available on: [http://www.wipo.int/wipolex/en/text.jsp?file\\_id=193920](http://www.wipo.int/wipolex/en/text.jsp?file_id=193920)

188 Arrêté n° 0565 / a/minéf/dfap/sdf/src fixant la liste des animaux des classes A, B, et C, répartition des espèces animales dont l'abattage est autorisé ainsi que les latitudes d'abattage par type de permis sportif de chasse

189 <http://ic.fsc.org/download/annex-b-cameroon-legislation-on-species-protection-fr.431.htm>

190 [http://www.wipo.int/wipolex/en/text.jsp?file\\_id=179740](http://www.wipo.int/wipolex/en/text.jsp?file_id=179740)

191 [http://minepat.gov.cm/dgpat/index.php/documentation/cat\\_view/44-amenagement-du-territoire/45-textes-decrets-et-arretes](http://minepat.gov.cm/dgpat/index.php/documentation/cat_view/44-amenagement-du-territoire/45-textes-decrets-et-arretes)



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The applicable legal framework on wildlife and protected areas focuses on the status and categorization of PAs, protection of wildlife, resource exploitation rules, and wildlife management. Discussion on the establishment of an autonomous body for management of protected areas is ongoing. Protected areas are divided into categories that determine the nature and scope of human activities allowed or restricted and according to their areas or conservation targets (species to protect). Cameroonian law distinguishes following PA categories: **national parks, wildlife reserves, hunting interest areas, game-ranches, zoos, fauna sanctuaries, and buffer zones**. Similarly, protected wildlife areas are divided into categories of Technical Operational Units (UTO): first category (size  $\geq 100,000$  ha), second category (area between 50,000 and 100,000 ha), and third category (size  $<50,000$  ha)<sup>192</sup>.

In 2000, Cameroon developed its first **National Biodiversity Strategy and Action Plan (NBSAP)** as part of its commitments under the CBD<sup>193</sup>. This document, which promotes a participatory approach to biodiversity conservation, identifies opportunities, risks, challenges, and solutions to sustainable biodiversity conservation and national development. A revised and updated version was developed in 2012 (NBSAP II)<sup>194</sup> and proposes a new policy orientation to reverse and halt the current trend in the loss of biodiversity. The NBSAP II envisages a paradigm shift towards sustainable development based on efficient conservation and valuation of the country's biodiversity, in two coming decades and allows for an end of term assessment in accordance with the national vision for growth and employment set for 2035.

After having signed the London Declaration<sup>195</sup> following the London Conference on the **Illegal Wildlife Trade** in February 2014, Cameroon has been committed to address IWT and reduce poaching through implementation of the COMIFAC Action Plan for Strengthening National Wildlife Law Enforcement (PAPECALF).

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<sup>192</sup> François HIOL, Adélaïde LARZILLIERE, Florence PALLA et Paul SCHOLTE. AIRES PROTÉGÉES D'AFRIQUE CENTRALE, État 2015.

<sup>193</sup> <https://www.cbd.int/doc/world/cm/cm-nbsap-01-p1-en.pdf>

<sup>194</sup> <https://www.cbd.int/doc/world/cm/cm-nbsap-v2-en.pdf>

<sup>195</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/281289/london-wildlife-conference-declaration-140213.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281289/london-wildlife-conference-declaration-140213.pdf)

*Table 9. Relevant national strategies on natural resources management in Cameroon*

<b>Law</b>	<b>Date of Adoption</b>	<b>Description</b>
National Programme for Environmental Management (PNGE)	1995	The programmatic framework integrates aspects on PA management, sustainable management of coastal and marine resources, promotion of alternative sources of energy, etc.
National Programme for Forestry Development (NPFDD)	2006	The Programme includes protection and conservation measures concerning forest resources
Programme for Conservation and Management of Biodiversity in Cameroon (PCGBC)	2007	The document identifies opportunities, risks, challenges, and solutions to sustainable biodiversity conservation and national development The Programme is the main reference and orientation framework for the actions of MINFOF for conservation and sustainable use of forest. It is constituted of four components declined in four programmes among which one concerns protected areas and wildlife management.
Sectoral Programme on Forest and Environment (PSFE)	2002	

The country is also a member of the World Bank Forest Carbon Partnership Facility (FCPF). It is also a party to the Convention on Biological Diversity (CBD); the United Nations Convention to Combat Desertification (UNCCD); the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); the United Nations Framework Convention on Climate Change (UNFCCC); and the United Nations Convention against Corruption.

### **3.7 Institutional context**

The institutional framework governing the management of protected areas in Cameroon is characterized by a multitude of institutions, organizations and various actors intervening at different spatial scales and on various sectors. Since 2004, two ministries have been responsible for the development, implementation and monitoring of the state policy on biodiversity, ecosystem conservation and management, the Ministry of Environment, Nature Protection and Sustainable

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Development (MINEPDED)<sup>196</sup> and MINFOF<sup>197</sup>, in accordance with Decree 2004/320 of 8 December 2004.

The MINEPDED is responsible for environmental policy and sustainable development, and in charge of national priorities in the field, including implementation of the National Programme for Environmental Management (PNGE), the programmatic framework integrating aspects on PA management, sustainable management of coastal and marine resources, promotion of alternative sources of energy and the Sectoral Programme on Forest and Environment (PSFE). The MINFOF oversees forest policies that integrate the management of Protected Areas. It includes the Anti-poaching Unit (LAB), which is primarily organized around the MINFOF professional staff through the Department of Wildlife and Protected Areas, and National Forest and Anti-Poaching Brigade Control. The anti-poaching actions in forest areas are implemented by the regional services of wildlife and protected areas, regional brigades, departmental delegations, and local PA authorities.

The need to develop alternatives to illegal harvesting of natural resources around protected areas has incentivized the engagement of other departments (MINADER<sup>198</sup>, MINEPIA<sup>199</sup>, MINATD<sup>200</sup>, MINRESI<sup>201</sup>, MINTOUL<sup>202</sup>, MINIMIDT, MINJUSTICE<sup>203</sup>, etc.). These institutions all act centrally for strategic planning, resource mobilization, coordination of actions, and monitoring and evaluation of IWT in their respective sectors. Article 10(2) of the 1996 Law empower the Inter-ministerial Committee on the Environment and the National Consultative Commission on the Environment and Sustainable Development to assist in the formulation, implementation and monitoring of environmental policies. However, the ministries still do not coordinate their activities in environmental policy implementation at local level. Weaknesses in the coordination of IWT and conservation produces local conflicts within the ministries' jurisdictions.

Following the new financial system in Cameroon promulgated in 2007, MINFOF was chosen as a pilot ministry to implement the new financial system and its related new budget plan as of 2011. For this purpose, the components of the Sectoral Programme on Forest and Environment (PSFE) relating to MINFOF were transformed into programs. Thus "Component 3" of the PSFE became "Program 2" entitled "Securing and enhancement of wildlife and protected areas", as a result of the implementation of this new financial system and budget plan.

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196 <http://www.minep.gov.cm/>

197 <http://www.minfof.cm/>

198 <http://www.minader.cm/>

199 <http://www.minepia.gov.cm/>

200 <http://minatd.cm/>

201 <http://www.minresi.cm/>

202 <http://www.MINTOUL.gov.cm/>

203 <http://minjustice.gov.cm/>

## Annex 17: Gender Analysis

### ANALYSIS OF GENDER ISSUES RELATED TO FORESTRY RESSOURCES IN CAMEROON AND IN THE PROJECT AREA

*Cyrille Ananie Ekoumou Abanda –  
Stakeholder Engagement Expert*

#### I General context

The dichotomy between customary and legal systems in Cameroon creates confusion, for local communities, on the rights of women. Indeed, they perceive women as "foreigners" (or mobile social elements) and systematically deprive them of their fundamental rights. This tradition persists despite the international recognition of their multiple roles in the forestry economy and their know-how in the sustainable management of natural resources and, consequently, in local development. Many opportunities are lost. Cameroon is in the process of reforming its land and forestry policy and has recently developed a national policy on gender equality to remedy inequalities between men and women in land and forestry.

Cameroonian forest policies do not address gender issues. The themes related to women are addressed insofar as they participate in community forestry, a sector that benefits from the important participation of both men and women, as it is a key economic activity for local communities. In order to support community forestry, the forestry policies associated with the 1994 forest law emphasize the need for community participation in forest management. They also emphasize that communities must be able to benefit from the revenues from logging. In order to demonstrate its political will, Cameroon has ratified several international conventions and strategies that recognize the rights of communities to participate in forest management and the importance of the role of women. These include the Convention on Biological Diversity (Article 10c) and the Millennium Development Goals (MDGs) and others, that seek to rectify existing gaps in the empowerment of women, Three decades after the declaration of the International Year of Women in Mexico.

Despite commitments to improve the benefits that communities derive from forestry, laws in Cameroon are systematically gender neutral, assuming that all Cameroonians are equal in all areas of life. Although laws supporting community forestry benefit to both women and men involved in community forestry, the 1994 Forest Act makes no specific reference to women or the concept of gender equality and therefore ignores the inequalities experienced by women in their communities.

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Apart from policies on community forestry, various decrees and laws governing land and forest management abound in Cameroon, including: Cameroon's 1974 land and property regime; The forestry law of 1994 and its implementing decree of 1995; Framework law n°96/12 of 5 August 1996 on the management of the environment; and the 2003 National Forestry Action Plan (NFAP).

Despite the gaps in the legislation, one can be optimistic that Cameroon is currently reforming its land and forestry policy in order to integrate gender perspectives and women's Within the new legislation. In addition, a new national gender policy mentions "the systematic elimination of inequality between men and women at all levels" as one of its fundamental objectives. In addition, it proposes, inter alia, ensuring equal participation in governance and decision-making processes, as well as opportunities and rights of access and control over equal resources for men and women.

The policy document recommends active support for women's businesses, which could have positive implications for community forestry activities, as well as raising awareness of women's rights and gender in a more general way. However, it should be noted that the gender policy does not address directly the customary barriers to gender equality nor the inconsistencies between land, forestry and other laws affecting natural resources. Although this is an important step in achieving gender equality, national gender policy should be complemented by gender-based strategies to address the issue of legal plurality and harmonization of laws on land and forestry.

## **II Situation in the project area**

The project "Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon" aims to strengthen the conservation of endangered species in Cameroon by improving the resilience, management and enforcement of biodiversity legislation. The main objective of the project is to strengthen the management of globally important protected areas and to reduce poaching and illegal trade of endangered species by strengthening national law enforcement and natural resource management capacities at the national and local level.

Project activities therefore focus on PAs in forest areas in the Tri-national Dja-Odzala-Minkebe transboundary area's Cameroon segment, including Dja, Boumba Bek, Mengame, Lobeke and Nki. The adoption of sustainable management practices coupled with local community-based initiatives in the interzone to support sustainable livelihoods, sustainable land management and wildlife crime reduction will accompany the overall objective of the project. This contribution outlines very briefly how gender-specific interests impact natural resource management strategies in Cameroon and the different communities in the project area.

## **III Barrier analysis**

- **Near absence of women in governing bodies**

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Notwithstanding the status of each of the PAs involved in the project, people living in forests depend on forests for food and other livelihoods. Men and women play different roles in the collection, use and management of forest resources. Unfortunately, the role of women is often ignored and thus excluded from decision-making processes. This reality exists both at the organizational level of the forms of governance put in place for the management of PAs and other forms of occupation of the interzone space (forest concessions, communal forests, community forests, areas of cynegetics interests...) and at the level of exploitation of resources.

- **Perception and use of resources**

Women and men generally have different perceptions and uses of forest resources. Conflicts of interest between men and women may arise from the use of a few species of trees. For example, women may be interested in the fruits and seeds of Moabi (*Baillonella toxisperma*) for feeding, while men prefer to shoot the tree for its wood. Women are involved in all forestry activities, except for artisanal sawmilling and hunting, which are considered as being exclusively for men.

- **Increased competition for NTFP**

In the interzone, the NTFP are considered not only for their nutritional value but also for their economic value for local communities. This is due to an increase in the market value of these products and to the opening of roads in the distant regions where they are collected. There is a competition between women, but also men are also showing an increasing interest in the collection and sale of NTFPs that were once only collected by women.

- **Limited access and control of lands and forestry resources**

Given the economic value of NTFPs, the rights of women in relation to these resources become more fragile. Their lack of control over land (the right to land is essentially the privilege of man, head of the household) implies that women's access to NTFPs on these lands is insecure and can be revoked because of growing competition around these resources.

## **IV Conclusion et recommandations**

### **IV-1 Conclusion**

The general observation that can be made of the analysis of land and forest laws in Cameroon is that, although Cameroon has ratified numerous conventions and international instruments that recognize the rights of communities to participate in forest management, as well as the importance of the role played by women, forestry and land laws are still gender-neutral, assuming that all Cameroonians are equal in all areas of life.

However, the existence of these laws could be seen as an opportunity to easily integrate gender issues into forestry and land tenure. This, coupled with the clear roles of men

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and women in community forests by gender, makes it mandatory for women to participate in management and decision-making

## **IV-2 Recommendations for the project**

### ***For Component 1:***

- Reserve a place for women in the different governance frameworks implemented for PA management (eg, these decision-making bodies will include at least 1/3 of women).
- The sustainable and harmonized strategy for the management of protected areas and the strategy to combat the illegal trade in wildlife must clearly highlight the role of women and include specific mechanisms for their participation
- Targeting women's networks to conduct campaigns on poaching and IWT

### ***For component 2, which integrates activities to improve the livelihoods of the communities in the interzone:***

- Reserve a minimum of 30% of GEF Small Grants funding exclusively for women's organizations.
- Require at least 1/3 of women in the offices of organizations receiving project funding
- Provide funding for projects who target women primarily.

### ***In terms of project management:***

- Include a network of women in the steering committee
- Men and women should be involved in dialogue and decision-making on the management of forest resources, with attention payed to the gender distribution of labor and the right of women to access land and forest resources such as the Moabi

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### **Consulted documents**

Le genre et la forêt. Policy brief. La recherche forestière traite des arbres, mais aussi des communautés! [www.biodiversityinternational.org](http://www.biodiversityinternational.org)

La situation des femmes dans les zones forestières au Cameroun : Etat des lieux des questions de genre dans la gestion des ressources forestières au Cameroun. RRI. Septembre 2012



## Annex 18: Indicative Procurement Plan

ATLAS Budget Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	TOTAL
71200	International Consultants	20 000	20 000	20 000	20 000	12 000	12 250	104 250
71 200	International Consultants	8 000	8 000	12 000	8 000	8 000	14 000	58 000
71 200	International Consultants	20 000	20 000	20 000	20 000	20 000	25 000	125 000
71 200	International Consultants			25 000			25 000	50 000
71 300	Local Consultants	15 000	20 000	20 000	20 000	12 000	5 000	92 000
71 300	Local Consultants	3 000	3 000	6 000	3 500	3 500	6 000	25 000
71 300	Local Consultants	10 000	15 000	10 000	10 000	10 000	15 000	70 000
71 300	Local Consultants	7 500	7 500	15 000	7 500	7 500	15 000	60 000
71 600	Travel	12 000	23 000	22 000	11 750	7 000	7 000	82 750
71 600	Travel	10 000	5 000	10 000	5 000	5 000	10 000	45 000
71 600	Travel	8 000	10 000	8 000	8 000	8 000	8 000	50 000
71 600	Travel	2 000	4 000	10 000	3 000	3 000	9 000	31 000
72 100	Contractual Services - Companies	45 000	55 000	55 000	45 000	35 000	20 000	255 000
72 100	Contractual Services - Companies	45 000	40 000	50 000	40 000	30 000	30 000	235 000
72 100	Contractual Services - Companies	20 000	20 000	45 000	40 000	20 000	20 000	165 000
72 200	Equipment and Furniture	20 000	20 000	20 000	20 000	20 000	2 000	102 000
72 200	Equipment and Furniture	25 000	25 000	25 000	25 000	15 000	7 000	122 000
72 200	Equipment and Furniture	4 000	4 000	4 000	4 000	3 000	2 000	21 000
72 400	Comunication & Audio Visual Equipment	3 500	3 500	3 500	3 500	3 500	3 000	20 500
72 400	Comunication & Audio Visual Equipment	20 000	20 000	20 000				60 000
72 400	Comunication & Audio Visual Equipment	20 000	15 000	15 000	10 000	5 000	5 000	70 000
72 500	Supplies	2 000	2 500	2 500	2 500	2 000	1 000	12 500
72 500	Supplies	2 000	2 000	2 000	1 000	1 000		8 000
72 500	Supplies	1 500	1 500	1 500	1 500	1 500	500	8 000
72 600	Grants	0	49300	49300	49300	49300	49300	246500
72 800	Information Technology Equipment	10 000	8 000	8 000	5 000	3 000	2 000	36 000
72 800	Information Technology Equipment	5 000	10 000	5 000	3 000			23 000
72 800	Information Technology Equipment	7 000	7 000	7 000	5 000	3 000		29 000
73 100	Rental & Maintenance-Premises	5 000	6 000	5 000	3 000	2 000		21 000
73 100	Rental & Maintenance-Premises	5 000	5 000	5 000	3 000	3 000		21 000
73 400	Rental & Maintenance of Other Equipments	15 000	15 000	20 000	10 000	10 000		70 000
73 400	Rental & Maintenance of Other Equipments	10 000	20 000	20 000	10 000	5 000		65 000
74 100	Professional Services	4 000	6 000	6 000	6 000	5 000	3 500	30 500
74 100	Professional Services	17 000	17 000	17 000	10 000	10 000	10 000	81 000
74 100	Professional Services	19 000	19 000	10 000	10 000	10 000	9 000	77 000
74 200	Audio Visual & Print Production Costs	6 000	6 000	6 000	8 000	8 000	5 000	39 000
74 200	Audio Visual & Print Production Costs	9 000	9 000	5 000	1 000	2 000	5 000	31 000

74 200	Audio Visual & Print Production Costs	7 500	7 500	5 000	5 000	5 000	5 000	35 000
74 500	Miscellaneous Expenses	3 125	3 125	3 125	3 125	3 125	3 125	18 750
74 500	Miscellaneous Expenses	3 000	3 500	3 500	3 500	3 500	3 000	20 000
74 500	Miscellaneous Expenses	4 000	5 000	5 000	5 000	4 000	3 000	26 000
74 500	Miscellaneous	2 000	2 000	2 000	1 500	1 500	1 000	10 000
74 599	Direct Project Cost	28 500	28 000	29 000	29 250	27 450	27 800	170 000
74 700	Transport, Shipping and handle	7 000	11 000	11 000	11 000	11 000	6 500	57 500
74 700	Transport, Shipping and handle	32 000	10 000	8 000	8 000	8 000	50 000	116 000
74 700	Transport, Shipping and handle	20 000	10 000	8 000	8 000	30 000	20 000	96 000
75 700	Training and Workshops	40000	40000	40000	40000	40000	25000	225000

## Annex 19: Carbon Calculations Details – Ex-ACT Method

Full Excel Table is attached in a separate Excel File, see below the Result Spreadsheet

The EX-Ante Carbon-balance Tool (EX-ACT) - Standard Edition										Select GWP for calculation		
										Official (2nd period 2013-2020)		
										CO <sub>2</sub>	1	
										CH <sub>4</sub>	25	
										N <sub>2</sub> O	298	
E X A C T		Start	Description	Land Use Change	Crop production	Grassland Livestock	Land degradation	Inputs Investments	Detailed Results			
Name of the project		Integrated and Transb		Climate	Tropical (Moist)			Duration (yr)	6			
Continent		Africa		Soil	HAC Soils			Total area (ha)	1352872			
Component of the project	Gross fluxes			Share per GHG of the Balance					Results per year			
	Without	With	Balance	Result per GHG			N <sub>2</sub> O	CH <sub>4</sub>	without	with	Balance	
	All GHG in tCO <sub>2</sub> eq			CO <sub>2</sub>								
Positive = source / negative = sink												
Land Use Changes												
Deforestation	11,149,440	7,805,409	-3,344,031	-1,175,690	-2,168,342		0	0	1,858,240	1,300,901	-557,339	
Afforestation	0	0	0	0	0		0	0	0	0	0	
Other	0	0	0	0	0		0	0	0	0	0	
Agriculture												
Annual	0	0	0	0	0		0	0	0	0	0	
Perennial	0	-42,000	-42,000	0	-42,000		0	0	0	-7,000	-7,000	
Rice	0	0	0	0	0		0	0	0	0	0	
Grassland & Livestocks												
Grassland	0	0	0	0	0		0	0	0	0	0	
Livestock	0	0	0	0	0		0	0	0	0	0	
Degradation	0	-152,632	-152,632	-149,057	-3,575		0	0	0	-25,439	-25,439	
Inputs & Investments	0	0	0			0	0	0	0	0	0	
<b>Total</b>	<b>11,149,440</b>	<b>7,610,777</b>	<b>-3,538,663</b>	<b>-1,324,747</b>	<b>-2,213,917</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,858,240</b>	<b>1,268,463</b>	<b>-589,777</b>	
<b>Per hectare</b>	<b>8</b>	<b>6</b>	<b>-3</b>	<b>-1.0</b>	<b>-1.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>				
<b>Per hectare per year</b>	<b>1.4</b>	<b>0.9</b>	<b>-0.4</b>	<b>-0.2</b>	<b>-0.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.4</b>	<b>0.9</b>	<b>-0.4</b>	

Use in a Simple Value Chain Assessment