

WWF GEF

PROJECT DOCUMENT

Cover Page

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GEF Focal Area Objective(s):	BD-1-1 CBSL IP
GEF Program:	Congo Basin Sustainable Forest Management Impact Program
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Lead Executing Agency:	Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)

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Table of Contents

ACRONYMS AND ABBREVIATIONS	iv
SECTION 1: PROJECT BACKGROUND AND SITUATION ANALYSIS	1
1.1 Project Scope and Environmental Significance	1
1.2 Environmental Problem(s), Threats and Root Causes	7
1.3 Barriers addressed by the project	12
1.4 National and Sectoral Context	15
1.5 Baseline Scenario	20
1.6 Coordination with other relevant GEF & non-GEF Initiatives	25
SECTION 2: PROJECT EXECUTION STRATEGY	30
2.1 Project Objective and Theory of Change	30
2.2 Project Components and Expected Outcomes	35
Project Component 1: Mainstreaming integrated land use planning (LUP) and management (USD 1,231,635)	35
Project Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species (USD 2,301,629)	39
Project Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains (USD 3,411,640).....	44
Project Component 4: Increasing benefit generation from biodiversity through sustainable tourism development (USD 1,263,435)	50
Project Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination (USD 942,172).....	54
2.3 Institutional Arrangement.....	56
2.4 Stakeholder Engagement	64
2.5 Gender	68
2.6 Safeguards	72
2.7 Monitoring & Evaluation (M&E)	74
3.8 Budget	80
SECTION 3: GEF ALIGNMENT AND JUSTIFICATION	81
3.1 Incremental Cost Reasoning and Global Environmental Benefits	81
3.2 Alignment with GEF Focal Area and/or Impact Program Strategies	87
3.3 Socioeconomic Benefits.....	89
3.4 Risks and proposed Mitigation Measures	89
3.5 Consistency with National Priorities or Plans	95
3.6 Innovativeness, Sustainability & Potential for Scaling up.....	97

3.7 Lessons learned during project preparation and from other relevant projects	99
SECTION 4: TECHNICAL APPENDICES:	105
Appendix 1: Project Map(s) with geo-coordinates	105
Appendix 2: High Level Work Schedule.....	109
Appendix 3: Results Framework	119
Appendix 4: Draft ToRs	142
Appendix 5: Site Selection.....	151
Appendix 6: Stakeholder Engagement Plan (SEP).....	162
Appendix 7: Note on Indigenous Peoples.....	196
Appendix 8: Gender Analysis and Action Plan.....	201
Appendix 9: Detailed Budget Tables and Project Budget Notes.....	233
Appendix 10: Project Framework	258
Appendix 11: WWF Environmental and Social Safeguards - Risk Categorization Memorandum.....	262
Appendix 12: WWF Environmental & Social Safeguards screening tool for Individual Projects Adapted for GEF/GCF Projects Implemented by WWF	268
Appendix 13: Alignment between the Congo Impact Program and the Cameroon Child Project strategies	289
Appendix 14: Communications and knowledge management plan.....	293
Appendix 15: Climate Risk Assessment for the project “Integrated management of Cameroon’s forest landscapes in the Congo Basin”	298
Appendix 16: GEF 7 Core Indicator Worksheet	302

ACRONYMS AND ABBREVIATIONS

Abbreviation	Full name
AEZ	Agro-ecological zones
AFAID	African Aid Organization, Inc.
AFD	French Development Agency / <i>Agence Française de Développement</i>
AFOLU	Agriculture, Forestry and Other Land Use
AIWO-CAN	African Indigenous Women Organization Central African Network
ASBABUK	Association Sanguia Baka Buma'a Kpode
ASBAM	Community Forest Enterprise
ASDEBYM	Community Forest Enterprise
AWF	African Wildlife Foundation
AWP/B	Annual Workplan and Budget
BACUDA	Bagyélis Cultural and Development Association
BASS-PROTOMAR	<i>Bureau d'Assistance Service pour la Protection des Tortues Marines</i>
CAFI	Central African Forest Initiative
CAR	Central African Republic
CARPE	Central Africa Regional Program for the Environment
CATV	Village Land Management Committees / <i>Comités d'Aménagement des Terroirs Villageois</i>
CAWHFI	Central African World Heritage Forest Initiative
CBD	Convention on Biological Diversity
CBFP	Congo Basin Forest Partnership
CBI	Congo Basin Institute
CBO	Community-based organization
CED	Centre for Environment and Development
CEFAID	Center for Education, Training and Support for Development Initiatives in Cameroon / <i>Centre pour l'Education, la Formation et l'Appui aux Initiatives de Développement au Cameroun</i>
CEFDHAC	Conference on Dense and Humid Ecosystems of Central Africa
CEMAC	Central African Economic and Monetary Community / <i>Communauté Economique et Monétaire d'Afrique Centrale</i>
CEO	Chief Executive Officer
CHZ	Community Hunting Zones
CIFOR	Center for International Forestry Research
CIRAD	French Agricultural Research Centre for International Development
CISPAV	Monitoring Committee for Programs and Projects Involving Vulnerable Indigenous
CMRC	Campo Ma'an-Rio Campo Landscape
CMNP	Campo Ma'an National Park
CNCTC	National Council of Traditional Chiefs
CNDHL	National Committee for Human Rights and Freedoms / <i>Comité National des Droits de l'Homme et des Libertés</i>
CO2	Carbon Dioxide
CODDUMA	Community Forest Enterprise
COMIFAC	Central African Forests Commission
Congo IP	Congo Basin Sustainable Landscapes Impact Program
CoP	Community of Practice
COVAREF	Local wildlife management committees / <i>Comité de Valorisation des Ressources Fauniques</i>

CSO	Civil Society Organization
CUSO	Canadian University Service Overseas
DSCE	Strategy for Growth and Employment Document
EA	Executing Agency
EBOTOUR	Ebodjé Tourism / <i>Ebodjé Tourisme</i>
ECCAS	Economic Community of Central African States
EFI	European Forest Institute
EMERDI	Community Forest Enterprise
ESIA	Environmental and Social Assessment
EX-ACT	Tool calculating t/ha/yr
FA	Financial Administrator
FAO	Food and Agriculture Organization
FCFA	Central African CFA
FEDEC	Funds for the Environment and Development of Cameroon / <i>Fonds pour l'Environnement et le Développement au Cameroun</i>
FGRM	Feedback and Grievance Redress Mechanism
FIP	Forest Investment Plan
FMU	Forest Management Unit
FODER	Forests and Rural Development
FOLUR	Food Systems, Land Use and Restoration Impact Program
FP	Focal Point
FPIC	Free, Prior and Informed Consent
FTNS	Sangha Tri-National Trust Fund / <i>Fondation pour le Tri-national de la Sangha</i>
GBABANDJI	national level platform of hunter-gatherer indigenous organizations
GCF	Green Climate Fund
GDI	Gender Development Index
GDP	Gross Domestic Product
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GESP	Growth and Employment Strategy Paper
GII	Gender Inequality Index
GIS	Geographic Information System
GoC	Government of Cameroon
GPS	Global Positioning System
GRM	Grievance Redress Mechanism
GTF	Gender Task Force
GWP	Global Wildlife Program
ha	hectare
HCV	high conservation value
HDI	Human Development Index
HDR	Human Development Report
HEVECAM	Hevea-Cameroon
HIES	Higher Institute for Environmental Science
HMPV	Human Respiratory Virus
IBA	Important Bird and Biodiversity Area
ICPD	International Conference on Population and Development
ICRAF	World Agroforestry
IDH	Sustainable Trade Initiative
IITA	International Institute of Tropical Agriculture

ILO	International Labor Organization's
IMET	Integrated Management Effectiveness Tool
INC	National Institute of Cartography
INS	National Institute of Statistics
IPLCs	Indigenous peoples and local communities
IPP	Indigenous Peoples Plan
IPPF	Indigenous Peoples Planning Framework
IRAD	Agricultural Research Institute for Development
IT	Information Technology
ITTA	International Tropical Timber Agreement
IUCN	International Union for Conservation of Nature
KfW	<i>Kreditanstalt für Wiederaufbau</i>
kha	kilo hectare
KM	Knowledge management
LCB	Land Consultative Board
LD	Land-Degradation
LDN	Land Degradation Neutrality
LE	Law enforcement
LNP	Lobéké National Park
LS	Landscape
LUP	Land use planning
M&E	Monitoring and evaluation
MDG	Millennium Development Goals
MINAC	Ministry of Arts and Culture/ <i>Ministère des Arts et de la Culture</i>
MINADER	Ministry of Agriculture and Rural Development / <i>Ministère de l'Agriculture et du Développement Rural</i>
MINAS	Ministry of Social Affairs / <i>Ministère des Affaires Sociales</i>
MINDCAF	Ministry of State Property, Surveys and Land Tenure / <i>Ministère des domaines du cadastre et des affaires foncières</i>
MINEE	Ministry of Water and Energy / <i>Ministère de l'Eau et de l'Energie</i>
MINEPAT	Ministry of Economy, Planning and Regional Development / <i>Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire</i>
MINEPDED	Ministry of Environment, Nature Protection and Sustainable Development / <i>Ministère de l'Environnement, de la Protection de la nature et du Développement Durable</i>
MINFI	Ministry of Finance / <i>Ministère des Finances</i>
MINFOF	Ministry of Forests and Wildlife / <i>Ministère des Forêts et de la Faune</i>
MINJUSTICE	Ministry of Justice / <i>Ministère de la Justice</i>
MINPROFF	Ministry for the Advancement of Women and the Family / <i>Ministère de la Promotion de la Femme et de la Famille</i>
MINTOUL	Ministry of Tourism and Leisure / <i>Ministère du Tourisme et de Loisirs</i>
MINTP	Minister of Public Works / <i>Ministère des Travaux Publics</i>
MoU	Memorandum of Understanding
MSP	Multi-Stakeholder Platforms
Mt	metric ton
MTE	Mid-term evaluation
NAIP	National Agriculture Investment Plan
NAPCC	National Adaptation Plan for Climate Change
NBSAP	Biodiversity Strategy and Action Plan

NDCs	Nationally Determined Contributions
NIF	National Investment Framework
NGCP	National Gender Policy of Cameroon
NGO	Non-governmental Organization
NP	National park
NPD	National Project Director
NPFE	Non-Permanent Forest Estate
NTFP	Non-timber forest product
OCFSA	Organization for Wildlife Conservation in Africa
OECD	The Organization for Economic Co-operation and Development
OFAC	Central African Forest Observatory / <i>Observatoire des forêts d'Afrique Centrale</i>
PA	Protected area
PACEBCo	Congo Basin Ecosystems Conservation Support Programme
PADI DJA	Program for the Management and Integrated Development of the Dja Mining Belt and Adjacent Border areas
PAME	Protected area management effectiveness
PAP	Project Affected People
PAR	Project Annual Report
PCGBC	Biodiversity Conservation and Management Program in Cameroon
PCO	Project Complaints Officer
PDWG	Project Development Working
PF	Process Framework
PFE	Permanent Forest Estate
PIF	Project Identification Form
PIR	Project Implementation Review
PLADDT	Local Land Use and Sustainable Development Plans / <i>Plan Locaux d'Aménagement et de Développement Durable du Territoire</i>
PLATFERCAM	Platform for Rural Women / <i>Plateforme des femmes rurales</i>
PM	Project Manager
PMU	Project Management Unit
PNDP	National Participatory Development Program / Programme National de Développement Participatif
PNGE	National Program for Environmental Management
PPG	Project Preparation Grant
PPP	Public-private partnership
PPR	Project Progress Report
ProDoc	Project Document
PSC	Project Steering Committee
RACOPY	Pygmy Concerted Action Research Network
RAPAC	Network of Central Africa Protected Areas / <i>Réseau des aires protégées d'Afrique Centrale</i>
RBM	Results-Based Monitoring
RCP	Regional Child Project
REDD	Reducing Emissions from Deforestation and forest Degradation
REFACOF	<i>Réseau des Femmes Africaines pour la Gestion Communautaire des Forêts</i>
REFADD	<i>Réseau Femmes Africaines pour le Développement Durable</i>
REPALEAC	Regional Network of Local and Indigenous Populations for the Sustainable Management of Forest Ecosystems in Central Africa / <i>Réseau des Populations</i>

	<i>Autochtones et Locales pour la Gestion des Ecosystèmes Forestiers d'Afrique Centrale</i>
REPAR	Network of Parliamentarians for the Sustainable Management of Forest Ecosystems in Central Africa / <i>Réseau des Parlementaires pour la Gestion Durable des Écosystèmes Forestiers d'Afrique Centrale</i>
REPHALEAC	Network of indigenous and local people for the sustainable management of the forest ecosystem in Central Africa
RGPH	General Census of Population and Housing / <i>Recensement Général de la Population et de l'Habitat</i>
RIOFAC	Project to Strengthen and Institutionalize the Central Africa Forest Observatory / <i>Renforcement et institutionnalisation de l'Observatoire des forêts d'Afrique centrale</i>
ROC	Republic of Congo
R-PP	Readiness Preparation Proposal
RSDS	Rural Sector Development Strategy
RSV	Respiratory syncytial virus
SC	Steering Committee
SDG	Sustainable Development Goals
SFM	Sustainable forest management
SGP	Small Grants Programme
SIGI	Social Institutions and Gender Index
SIM	Forest Exploitation
SIPP	Safeguards Integrated Policies and Procedures
SLM	Sustainable Land Management
SMART	Spatial Monitoring and Reporting Tool
TAG	Technical Advisory Group
TBD	To be determined
TE	Terminal evaluation
TNS	Sangha Tri-National
ToR	Terms of Reference
TRI	Restoration Initiative
TRIDOM	Tri-National Dja-Odzala-Minkebe
TR-RD	Tropical Forest and Rural Development Association
UCLA	University of California, Los Angeles
UFA	<i>Unités Forestières d'Aménagement</i>
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development Agency
USD	United States Dollar
USFWS	United States Fish and Wildlife Service
UTO	Technical Operational Unit / <i>Unité Technique Opérationnelle</i>
WB	World Bank
WDPA	World Database on Protected Areas
WWF	World Wide Fund for Nature / World Wildlife Fund
ZSL	Zoological Society of London

EXECUTIVE SUMMARY

The proposed GEF-funded project “Integrated management of Cameroon’s forest landscapes in the Congo Basin” is a child project under the global Sustainable Forest Management Impact Program on Congo Basin Sustainable Landscapes (Congo IP). It will be executed by the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) in close coordination with the World Wild Fund for Nature - Cameroon (WWF-Cameroon). The project’s objective is to strengthen the integrated management of Cameroon’s globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people. Over a six-year period, the project will address key barriers and tackle the drivers of deforestation, forest degradation and biodiversity loss through an inclusive, integrated approach that aims to achieve and sustain the effective participation and empowerment of indigenous peoples and local communities (IPLCs) and reinforce their resilience. The project will be implemented across the Cameroon segments of three transboundary landscapes: (i) the Campo Ma’an-Rio Campo (CMRC) landscape (769,446 ha), (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha), and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha). The project is divided into five components, as follows.

Component 1: Mainstreaming integrated land use planning (LUP) and management. The project will mainstream LUP by applying a bottom-up approach for participatory, informed and integrated LUP and management across the 1.2 million hectares of the Ngoyla and Mintom councils of the TRIDOM landscape. LUP will be applied by the project only in the TRIDOM landscape as it showed the strongest enabling environment for successful LUP. In alignment with Cameroon’s 2011 Framework Law on Land Use Planning, the primary tool that will be elaborated through this outcome are local land use and sustainable development plans. The project will also develop the capacity, methodological tools, and verifiable information necessary to integrate ecosystem preservation and natural capital accounting into the LUP processes.

Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species. The project will directly address weak participation in sustainable forest and wildlife management by strengthening and/or establishing inclusive governance and management systems for protected areas and their peripheries, specifically for Campo Ma’an National Park (CMNP) and Lobéké National Park (LNP). Through these systems, the project will work with stakeholders to address threats to biodiversity through equitable and transparent management agreements, targeted capacity building to improve management effectiveness, and the establishment of long-term zoonotic disease surveillance systems. While all protected areas within the project’s geographic scope face significant levels of threat to their biodiversity from wildlife trafficking and unsustainable practices, component 2 will be applied in CMNP and LNP as these areas had the strongest baseline, co-financing, and partnerships, which provide capacity to successfully manage safeguards and achieve meaningful management improvements under this component during the six-year project period.

Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains. The project will address the impacts of unsustainable resource use by local communities and private sector actors by promoting their increased engagement in local-level models for SFM that engage IPLCs and the private sector. The project will simultaneously support the development of two different local-level models (or approaches) for SFM: (i) across the three target landscapes, the project will work to develop or strengthen NTFP value chains where IPLCs and community producers make up an important portion of the sector and are key actors in ensuring forest resources are equitably and sustainably managed and (ii) the project will support the expansion of a public-private

partnership (PPP) to create a sustainable and socially-responsible value chain for tropical hardwood species in the TRIDOM landscape. SFM and NTFP interventions are applicable across all three project landscapes.

Component 4: Increasing benefit generation from biodiversity through sustainable tourism development. The project will take advantage of the unique set of attractions that can be found in and around CMNP to develop a sustainable tourism value chain in the Cameroon segment of the CMRC landscape. This value chain provides an important opportunity to increase the incentives for IPLCs to engage in forest and wildlife management and develop sustainable alternatives to unsustainable resource use by growing their financial, economic, social, and environmental benefits.

Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination. The project will promote strengthened regional coordination on SFM and biodiversity conservation, while ensuring that results are monitored, and lessons learned are used to inform adaptive management and outreach to support replication and scaling up of best practices in sustainable forest management at national, sub-regional, and transboundary levels. Collaboration with the regional child project (RCP) under the Congo IP will be leveraged to support collaboration, as well as regional and global knowledge management, in order to contribute to impacts at the biome and ecoregion levels.

The project will implement the above components in the three landscapes, with a focus on: LUP (Component 1) in the Ngoyla and Mintom councils of the TRIDOM landscapes, where there is a foundation for this work and demand for this locally, as well anticipated future pressures of competing land uses; forest and protected area management (Component 2) in Campo Ma'an and Lobéké, where there is a baseline of management that can be made more effective; and forest and wildlife economy approaches through NTFP value chains in all three landscapes (Component 3), as there was a strong request for this from project beneficiaries and stakeholders, and in Campo Ma'an, where there is a unique ecotourism opportunity (Component 4) (Table 1).

The Cameroon child project will support indigenous people and local communities (IPLC) focused strategies for forest management to contribute to conserving the second-largest contiguous block of dense tropical rainforest in the world as well as its biological processes, which plays a major role in the Earth's climate dynamics. It will contribute to the conservation of its biodiversity, and intact assemblages of its endangered large forest mammals, such as forest elephant, western lowland gorilla, and chimpanzee. Furthermore, the project will contribute to maintaining the ecological functioning of this natural system, and the goods and services, such as the provision of wood, freshwater, foods, and medicines, which are of importance to people, notably forest-dwelling populations, and national economies.

The expected project results include:

- 952,573 hectares of terrestrial protected areas under improved management effectiveness
- 3,076,113 hectares of landscapes under improved practices
- 3.3 t/ha/yr or 26.2 million t CO₂eq over 20-year period of greenhouse gas emissions mitigated
- 18,471 (8,866 women, 9,605 men) direct beneficiaries.

Table 1: Project target areas

COMPONENT	CMRC LS	TRIDOM LS	TNS LS
Component 1: Mainstreaming integrated land use planning (LUP) and management	✗	✓ (Mintom and Ngoyla council areas)	✗
Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species	✓ (Campo Ma'an NP and peripheral area)	✗	✓ (Lobéké NP and peripheral area)
Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains	✓ (Campo Council)	✓ (Somalomo, Lomie, Mintom and Ngoyla council areas)	✓ (Mouloundou and Salapoumbe council areas)
Component 4: Increasing benefit generation from biodiversity through sustainable tourism development	✓ (Campo Ma'an NP and peripheral area)	✗	✗
Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination	✓	✓	✓

SECTION 1: PROJECT BACKGROUND AND SITUATION ANALYSIS

1.1 Project Scope and Environmental Significance

Located in Central Africa along the Atlantic Ocean, Cameroon covers 475,440 km² and is bordered by six countries: the Central African Republic (CAR), Chad, Equatorial Guinea (EG), Gabon, Nigeria, and the Republic of Congo (RoC). The country spans between Latitude 2° N to 13° N and Longitude 8° 25° E and 16° 20°-W, and is characterized by six main ecosystems: coastal/marine, tropical humid dense forest, tropical wooded savannah, semi-arid, montane, and freshwater ecosystems. This wide variety of ecosystems reflects the country's broad range of topography, vegetation, and climatic conditions, and is further evidenced by the fact that Cameroon ranks fourth among the African countries in terms of biodiversity richness (after the Democratic Republic of the Congo, Madagascar, and South Africa) and has a high degree of endemism (UNEP/MINFOF, 1997). According to the 2020-2 version of the International Union for Conservation of Nature (IUCN) Red List, this biodiversity includes 183 species that are critically endangered, 292 that are endangered, 437 that are vulnerable, and 136 that are near threatened (IUCN, 2020).

Cameroon's biological resources underpin its commodity dependent economy, which is the largest in the Central African Economic and Monetary Community (CEMAC). They also contribute to the wellbeing of its people by providing critical food and health benefits. These benefits are of particular importance for the country's rural Indigenous Peoples and Local Communities (IPLCs), who often rely almost exclusively on the informal sector for their livelihoods, in particular smallholder agriculture, non-timber forest products (NTFPs), fishing, hunting, and other artisanal activities. The vital goods and services offered by these resources have been recognized as a key element of environmental sustainability, sustained economic growth, and poverty alleviation in the country's vision to become an emerging nation by 2035. Among the key economic sectors for national growth driven by biodiversity resources are agriculture, forestry, fisheries, livestock, and tourism.

As of 2019, the population of Cameroon was estimated at over 27 million, with a growth rate of approximately 2.58%. Around 43% of the country's ethnically diverse population is rural. Currently considered a lower-middle-income country, Cameroon's Gross Domestic Product (GDP) per capita was USD1,498 in 2019, with an annual growth rate that averaged 1.67% from 2015 until 2019 (World Bank, 2020). Approximately 30% of the country's population lives below the poverty line, and overall Cameroon continues to underachieve in human development, ranked 150th in the world on the 2019 Human Development Index. Cameroon also faces persistent security problems in the far north and sociopolitical tensions in the northwest and southwest.

Project scope

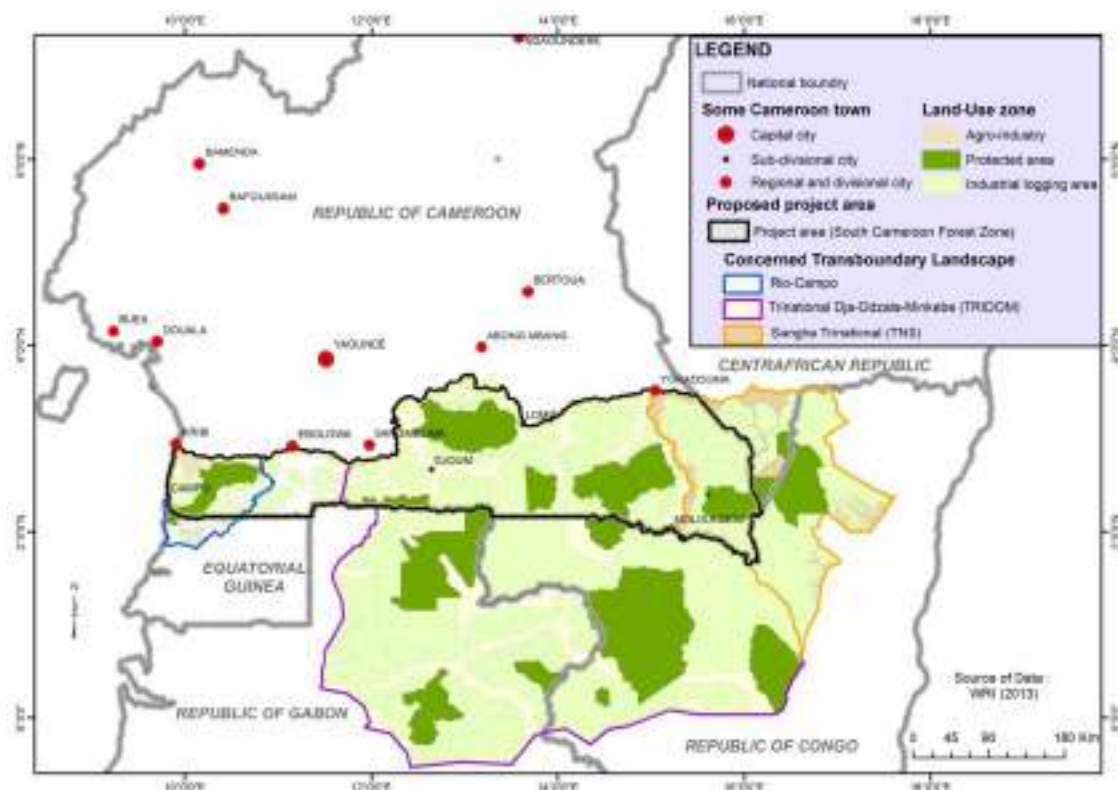
The forest estate of Cameroon encompasses many types of forest, including mangroves, forest mosaics, dense humid forests, dryland forests and wooded savannahs. It is divided into Permanent Forest Estate (PFE) dedicated to the conservation of biodiversity and sustainable forests management and Non-Permanent Forest Estate (NPFE), that may be assigned for other exploitation purposes. As the principal objective of its national forestry policy, the GoC has set a target of maintaining at least 30% of the national territory as PFE. A 2017 analysis of forest cover indicated that that about 66% of Cameroon's land area is covered with forests, specifically 33% primary dense humid tropical forest, 16% secondary dense humid tropical forest, 11% woodlands, and 6% dry forest (MINEPDED, 2017).

The geographic scope of this project centers on Cameroon's southern trans-frontier forest belt. This belt, which stretches from the Gulf of Guinea in the east to the CAR in the west is dominated by tropical humid

dense forest and encompasses the Cameroon segments of three transboundary forest landscapes: (i) the Campo Ma'an-Rio Campo (CMRC) landscape (769,446 ha), (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha) and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha). It also includes a 695,916 ha interzone between the CMRC and TRIDOM landscapes (Figure 1).

In alignment with the Congo IP, the three landscapes within the southern trans-frontier forest belt have been selected as the targets for this project based in part on their transboundary nature, high carbon storage values, the presence of globally endangered species, the presence of forest dependent peoples, and the existence of significant and related baseline investments.

Figure 1: Maps of the project area and landscapes



Cameroon's tropical dense humid forest ecosystem is made up of two predominant forest types: lowland evergreen (54% of total forest area) and lowland semideciduous (28%), with the lowland evergreen forest further divided into Biafran forests which form an arc around the Gulf of Guinea and the Congo Basin forests. Approximately 11% percent of the Congo Basin humid forest block, i.e., the world's second largest contiguous moist tropical forest system, is within Cameroon. The tropical dense humid forest ecosystem is the most diverse in Cameroon, accounting for 60% of total biodiversity, and estimated to support habitat for approximately 340 species of mammals, 920 species of birds and 274 reptiles (Republic of Cameroon, 2012). Among the notable species that live in the southern forest belt are the critically endangered chimpanzee (*Pan troglodytes troglodytes*), Western lowland gorilla (*Gorilla gorilla gorilla*), white-bellied pangolin (*Phataginus tricuspis*), and slender-snouted crocodile (*Mecistops cataphractus*), as well as the endangered grey parrot (*Psittacus erithacus*), red-capped mangabey (*Cercocebus torquatus*), and giant ground pangolin (*Smutsia gigantea*). All three of the landscape segments within the project's scope also have forest elephants (*Loxodonta africana cyclotis*), although this species faces high levels of threats and

population numbers are decreasing rapidly. These forests also perform valuable goods and ecological services at local, regional, and global levels, such as the provision of foods and medicines; the maintenance of the hydrological cycle and important flood control in a high-rainfall region; and regional-scale climate regulation, cooling through evapotranspiration, and buffering of climate variability. The amount of carbon stored in Cameroon's humid forests has been estimated at 3.2 billion metric tons (Nasi et al., 2009).

Table 2 below provide an overview of the three landscape segments that are encompassed within the project's geographic scope. The landscapes overlap with multiple administrative units within Cameroon and fall across two of the country's five identified agro-ecological zones (AEZ), as defined by Cameroon's Agricultural Research Institute for Development (IRAD).

Each landscape encompasses a mix of different land uses. Significant expanses within each of the three project landscape segments have been designated as protected areas, many of which have been recognized at international level because of their globally significant contribution to biodiversity (Table 3). They are also all part of transboundary clusters of protected areas that form the core of the transboundary landscapes. Beyond their protected areas, all of the landscapes include areas designated as logging concessions and community/council forests. Logging is an important part of the national economy and in many forested areas can be the most important source of formal income for local communities. The Cameroon segments of TRIDOM and TNS also encompass both professional or safari and community hunting zones. In addition, the Cameroon segment of the CMRC landscape has multiple agro-industrial plantations, including for rubber as in the case of HEVECAM and oil palm in the case of SOCAPALM. While conversion of forests to agro-industry has so far not happened in TRIDOM or TNS, there is a future potential. In all three of the landscapes mining permits have been issued for different areas, although the degree to which they are active on the ground varies. Artisanal mining is also present in both TRIDOM and TNS. Finally, infrastructure development has the potential to change access and patterns of land use quickly in all of the landscapes. At present, major road and rail access lines are limited in all the landscapes; however, this may change, especially with the installation of the Kribi seaport just northwest of the CMRC landscape. The development of hydroelectric power may also bring changes quickly, including as regards Memve'ele in the CMRC landscape and the planned Chollet hydropower project on the Dja River in TRIDOM. Maps detailing administrative boundaries and land uses within the project landscapes can be found in Appendix 1.

Table 2: Brief overview of target landscapes

Landscape	Countries	Area of Cameroon segment (ha)	Administrative units	Agro-ecological zone	Forests	Wildlife	Communities
Campo Ma'an – Rio Campo (CMRC)	Cameroon, EGED	769,446	<p><u>Region:</u> South</p> <p><u>Departments:</u> Océan, Vallée du Ntem and Mvila</p> <p><u>Councils:</u> Campo, Nyé'été, Kribi I, Lokoundje, Akom 2, Ma'an, Ebolowa 2, Ambam, Olamzé</p>	<p>Monomodal rainfall coastal zone:</p> <ul style="list-style-type: none"> • 2500-9000 mm/per year Monomodal regime and 3 months of dry season • Average annual temperature of 25-27°C • Very fertile nitosols, lithosols, alluvial and colluvial soils on slopes, fluvisols, aquisols, hydromorphic soils, melanic and chromic andosols, undeveloped soils, undeveloped mineral soils • Prominent crops: Cocoa, coffee, palm oil, market gardening, rubber, tea, pepper, pineapple, plantain 	<ul style="list-style-type: none"> • Littoral evergreen forests; mangroves; marshy forests, mountain and submontane forest • 2,297 vascular plant and fern species distributed over 851 genera and 155 families. Among them there are nearly 114 species endemic to Cameroon, 29 of which are known only in the Campo region (Tchouto, 2004) 	<ul style="list-style-type: none"> • 390 species of invertebrates, 249 of fish, 122 of reptiles, 302 bird species and 80 medium and big size mammal species (MINFOF, 2014) • Nzooh, et al. 2015 estimates for forest elephant: 544 [425-695] individuals; western lowland gorillas and chimpanzees combined: 2,199 [1736 – 2786] individuals • Important for four marine turtle species; the Hawksbill turtle, the green turtle, the leatherback turtle, and the Olive Ridley turtle 	<ul style="list-style-type: none"> • Primarily Yasa, Mvae, Ntumu, Mabea, and Bagyéli • Peripheral zone of the park has about 162 villages • 22 Bagyéli indigenous communities scattered in the Akom II, Niété, Campo and Kribi 2 councils • Settlements created around agro-industrial (HEVECAM S.A., SOCAPALM) and forestry (WIJMA /SCIEB) companies and infrastructure projects, including Kribi Deep Seaport and Memve'ele Hydro-electric Power
Tri-National Dja-Odzala-Minkebe (TRIDOM)	Cameroon, Gabon, RoC	4,949,174	<p><u>Regions:</u> South, East</p> <p><u>Departments:</u> Mvila, Dja et Lobo, Haute Nyong, Boumba et Ngoko</p> <p><u>Councils:</u> Oveng, Yokadouma, Salapoumbé, Moloundou Ngoyla, Mintom, Messok, Lomié, Djoum,</p>	<p>Cameroon Southern Plateau or bimodal rainfall forest zone:</p> <ul style="list-style-type: none"> • 1500 -2000 mm/per year and 2 distinct rainy seasons and 3 months of dry season • Average annual temperature of 24-26°C • Yellow ferrallitic soils on basement; red ferrallitic soils on basement with poor holding capacity and tough or indurated soils (ferralsols, oxisols), alluvial and colluvial soils • Prominent crops: Sugar cane, plantain, cassava, 	<ul style="list-style-type: none"> • Guinean wet dense forest and forest with caesalpiniaceous and ulmaceous plants, mixed evergreen forest, semi-deciduous forest • characterized by a patchwork of high forest, secondary forest and low-lying swamps interwoven with a mosaic of <i>Marantaceae</i> forest, mono dominant stands and forest clearings 	<ul style="list-style-type: none"> • More than 50 large mammal species, 300 bird species, 121 fish species, 215 butterfly species, 16 species of amphibians, and 18 species of reptile • Nzooh Dongmo et al., (2016) survey across 19,821 km² of permanent forest domain of the Cameroon segment of TRIDOM (including Boumba Bek, Nki, and the Ngoyla Faunal Reserve and their peripheral zones) estimated the remaining elephant population at 1,591 [1204 - 2102] 	<ul style="list-style-type: none"> • Mostly Bantu, with Baka, Djem, Fang and Nzimé and immigrants from West Africa and the Sahel • Population density is very low, with an average of 1-2 inhabitants/km² • Three main cities: Yokadouma, AbongMbang, and Sangmelima • Other towns include Moloundou, Djoum, Ngoyla, Mintom and Salapoumbé • Crossroads villages include Ngatto, Mikel, Koumela, Mambélé, Yenga, Dioula, Nguilili that are shared with the TNS landscape

Landscape	Countries	Area of Cameroon segment (ha)	Administrative units	Agro-ecological zone	Forests	Wildlife	Communities
			Mvangan, Meyomessi, Sangmélina, Meyomessala, Bengbis	palm oil, peanut, cocoyam, yam, vegetable, spices, Robusta coffee, tobacco, rubber, cacao tree	<ul style="list-style-type: none"> 831 plants species belonging to 111 families (Harris, 1999; Nkongmeneck 1998) 		
Sangha Tri-National (TNS)	Cameroon, CAR, RoC	1,490,552	<p><u>Region:</u> East</p> <p><u>Department:</u> Boumba et Ngoko</p> <p><u>Councils:</u> Yokadouma, Salapoumbé, Moloundou</p>	<p>Cameroon Southern Plateau or bimodal rainfall forest zone:</p> <ul style="list-style-type: none"> 1500 -2000 mm/per year 2 distinct rainy seasons and 3 months of dry season (December to February) Average annual temperature of 24-26°C Yellow ferrallitic soils on basement; red ferrallitic soils on basement with poor holding capacity and tough or indurated soils (ferrasols, oxisols), alluvial and colluvial soils Prominent crops: Sugar cane, plantain, cassava, palm oil, peanut, cocoyam, yam, vegetable, spices, Robusta coffee, tobacco, rubber, cacao tree 	<ul style="list-style-type: none"> Mixed species primary forest (approximately 400km²), monodominant Gilbertiodendron dewvevei, Marantaceae forest at an altitude of 400-700m, swamp forest intersected by rivers and natural forest clearings (“bais”) 764 species of tree and shrub plants belonging to 102 families 	<ul style="list-style-type: none"> 51 species of great and medium-size mammals, 305 bird species; 134 fish species; 215 butterfly species; 16 species of amphibians and more than 18 species of reptile, mainly snakes Beukou et al. (2018) estimated abundance of key large and medium mammal species in 9,678 km² of the landscape: forest elephant 3,518 [2650 -4671] individuals; western lowland gorillas 12,520 [10209 – 15353], chimpanzees 1,188 [839 – 1682] and duikers 188,190 [162860 – 217450] 	<ul style="list-style-type: none"> Yokadouma is the main town Other significant towns include Moloundou and Salapoumbé Other developed localities (due to the presence of logging companies) are Libongo, Socambo, Lokomo, and Kika, which are characterized by a mix of immigrants and those from the area in search of potential employment Crossroads villages include Ngatto, Mikel, Koumela, Mambélé, Yenga, Dioula, Nguilili. Overall population density is low, with 21 villages in the landscape in the peripheral zone of Lobéké National Park (LNP) populated by 3 main ethnical groups: Bangando, Bakwélé, and Baka

Table 3: Protected areas within the project's geographic scope

Protected area	Boumba Bek National Park	Campo Ma'an National Park	Dja Faunal Reserve	Lobéké National Park	Mengame Gorilla Sanctuary	Nki National Park	Ngoyla Faunal Reserve
Landscape	TRIDOM	Campo Ma'an	TRIDOM	TNS	TRIDOM	TRIDOM	TRIDOM
National category	National Park	National Park	Faunal Reserve	National Park	Wildlife Sanctuary	National Park	Faunal Reserve
IUCN category¹	II	II	IV	II	IV	II	IV
WDPA ID	308624	1242	1240	1245	308636	30674	555622119
Size (ha)	236,380	261,598	526,454	218,398	26,648	315,855	156,722
Year of establishment	2005	2000	1950	2001	2008	2005	2014
Legal text(s)	<i>Décret 2005/3284/PM du 06/10/2005</i>	<i>Décret 2000/004/PM du 06/01/2000</i>	<i>Arrêté 75/50 du 25/04/1950 and Décret 2007/1029/PM du 9 juillet 2007</i>	<i>Décret 2001/107/CAB/PM du 19/03/2001</i>	<i>Décret 2008/2207 du 14/07/2008</i>	<i>Décret 2005/3283/PM du 06/10/2005</i>	<i>Décret 2014/2383/PM du 27/08/2014</i>
Terrestrial ecoregions	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Atlantic Equatorial Coastal Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)
Freshwater ecoregions	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)
International designations			Biosphere Reserve, World Heritage Site (1987)	World Heritage Site (TNS - 2012)			
Important Bird Area (IBA)	CM030	CM031	CM029	CM033		CM032	
Vulnerability to CC²	Vulnerable (Coldrey and Turpie, 2019)	Not assessed	Vulnerable (Coldrey and Turpie, 2019)	Not assessed	Vulnerable (Coldrey and Turpie, 2019)	Vulnerable (Coldrey and Turpie, 2019)	Highly vulnerable (Coldrey and Turpie, 2019)

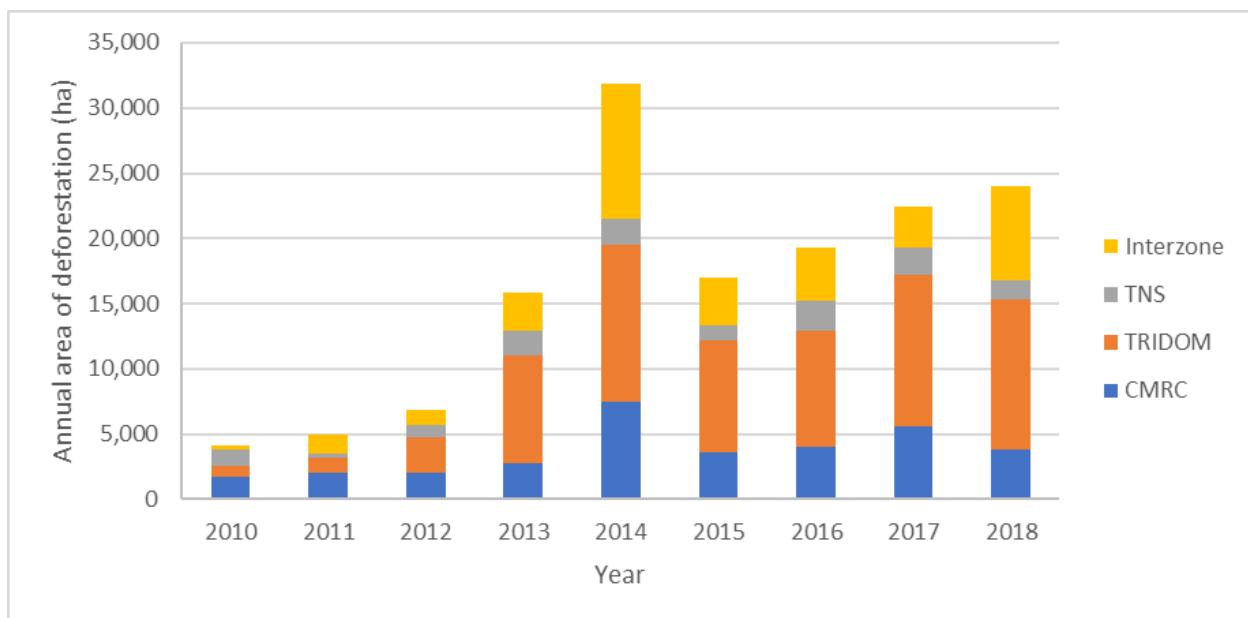
¹ <https://www.iucn.org/theme/protected-areas/about/protected-area-categories>

² Protected areas were classified based on vulnerability scores. With scores from 20-100% classed as “highly vulnerable”; 10-20% as “vulnerable” and 0-10% as “resilient”. The vulnerability score indicates a protected area's potential overall loss of biodiversity, taking both the potential impacts and the capacity to adapt into account. It was computed by multiplying a protected area's potential impact score by the complement of half its adaptive capacity score (Coldrey and Turpie, 2019).

1.2 Environmental Problem(s), Threats and Root Causes

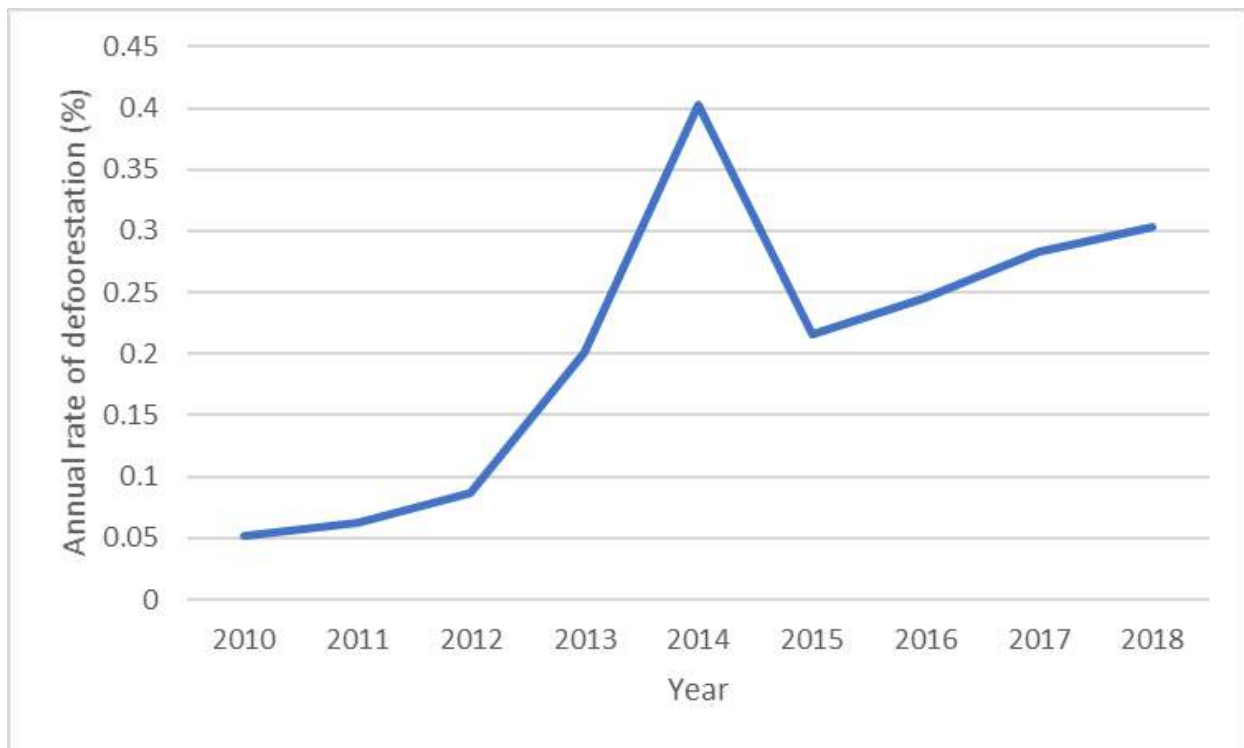
The project's three target landscape segments face multiple environmental problems, which were highlighted by stakeholders during the consultation process. The most prevalent of which are (i) the degradation, conversion, and fragmentation of forest habitat, which also contributes to land use related carbon emissions and (ii) the loss of biodiversity. Approximately 97% of the project's geographic scope is covered by tropical and sub-tropical moist broadleaf forest. The deforestation rate in the project's target areas has historically been low, with an average annual deforestation rate of 0.21% between 2010 to 2018. Across this period, this rate amounted to a total loss of approximately 146,508 ha. Across this same period of time Global Forest Watch (2020) estimates that Cameroon lost in total 907,000 ha of tree cover, equivalent to a 2.9% decrease in tree cover and 354 Mt of CO₂ emissions. The rate of deforestation and contribution of each of the project's target area to the total area deforested from 2010-2018 varies (Figure 2), with the highest average annual rate of deforestation in the interzone (0.52%), followed by the Cameroon segments of CMRC (0.50%), TRIDOM (0.18%) and TNS (0.10%) landscapes. In all three of the project areas, the rate of deforestation is rising (Figure 3). This trend is in line with the predictions from national forest cover studies that predict the rates of deforestation in all 5 Agro-ecological zones (AEZ) of Cameroon, including the two encompassing this project, will continue to rise as the demand for land and other natural resources (i.e., for agricultural expansion, development of commodities) increases to meet the needs of a growing population and to sustain economic growth. The loss and degradation of forests directly contributes to biodiversity loss, impacting the species for which these forests are key habitat. At the same time, certain species, including highly commercialized species of wildlife, timber and NTFPs, are also threatened by other direct threats, including unsustainable exploitation. Changes in land cover also contribute to increasing instances of human-wildlife conflict (HWC). Stakeholders highlighted the importance of HWC, notably involving apes and elephants, in areas where IPLCs are undertaking agricultural activities in the vicinity of areas where wildlife persist.

Figure 2: Annual area of deforestation for GEF Project Area by landscape segment (2010-2018)



Data source: Hansen/UMD/Google/USGS/NASA

Figure 3: Annual rate of deforestation for the project area (2010-2018)³



Data source: Hansen/UMD/Google/USGS/NASA

The most serious threats that have been identified that contribute to these environmental problems in the project sites are summarized below.

Unsustainable exploitation of natural resources. The unsustainable exploitation of resources, which includes overexploitation and the use of unsustainable practices, constitute a major threat to biodiversity in Cameroon.

Unsustainable **bushmeat hunting and poaching** within and outside of protected areas is a severe threat to wildlife species across Central Africa, including in all three of the project's landscapes. Eating and selling bushmeat has been vital to the livelihood of IPLCs, providing a flexible source of income, a direct source of animal protein, and a safety net in times of hardship. At the same time, the high level of demand from growing nearby communities, urban markets, extractive industry settlements, and even across borders means bushmeat is now being collected in large amounts that cannot be sustained. This threat is prominent in all three project landscapes and has transboundary aspects. For example, the demand on CMNP includes demand from across the EG border. Despite legislation regulating the hunting and sale of certain species, the enforcement of these regulations remains very weak and the use of prohibited hunting techniques (e.g., steel traps, irregular use of firearms) continues. Likewise, fishing activities for both consumption and trade are also often carried out using practices that are not sustainable and have negative impact on fish stocks.

Unsustainable **exploitation of plant NTFPs** is also a problem. Over 570 plants are used as NTFPs, and sold in local, national and, in the case of certain species, international markets. The sector is also an important source of income for hundreds of thousands of people in Cameroon, and directly contributes to

³ Expansion of both industrial scale and more informal mills for palm oil extraction has been associated with the increase in deforestation through 2014 in southwest Cameroon, including in the Cameroon segment of the CMRC landscape and the interzone (Ordway et al, 2019).

food security for IPLCs (Awono et al, 2013). Certain highly demanded, commercialized NTFPs (e.g., certain medicinal and aromatic species) have been affected by unsustainable harvesting practices, for example in the case of eru (*Gnetum africanum* and *Gnetum buchholzianum*). Over exploitation and the lack of regulations and associated enforcement have also contributed to the unsustainability of practices, and in many cases opportunities to add value through post-harvesting processes are not being maximized. To a degree the primary NTFP products vary by landscape. Bush mango (*Irvingia gabonensis*) is a prominent NTFP in all three landscapes, harvested both for its fruit, its nut kernel - which has an international market – and its wood. The species is now also cultivated as part of agroforestry systems. In the Cameroon segment of CMRC, other prominent plant NTFPs include johimbe (*Pausinystalia johimbe* and *P. macroceras*) and ebae (*Pentacletra macrophylla*). In TRIDOM, other plant NTFPs that help to generate income are the African oil nut tree (*Ricinodendron heudelotii*), the oilseeds of which have an international market, and the oil bean tree (*Pentaclethera macrophylla*). In the TNS, other plant NTFPs collected by both Baka and Bantou include njangsang (*Ricinodendron heudelotii*), okok (*Gnetum spp.*), tondo (*Afromomum spp.*), and wild yams (*Dioscorea spp.*). Wild honey is also harvested. These products are used for both household consumption and for commercialization.

Exploitation of wood fuel, used either directly as firewood or transformed into charcoal, is the main source of energy for cooking in most of the Congo Basin and contributes to food security and nutritional needs of IPLCs. Due to the lack of alternative energy sources and growing charcoal demand from urban centers, the demand for wood fuel is anticipated to increase. This largely informal sector is also of socioeconomic importance, providing employment to the people, including IPLCs, who produce, transport, and trade it. The informality of the sector contributes to its impacts on biodiversity, as there is insufficient regulation and promotion of sustainable wood management.

Even in the case of formal logging, for which there are frameworks for the development of sustainable management practices, unsustainable practices are often employed. This logging is often very selective, targeting high value species (e.g., sapelli, doussié, sipo, iroko, padouk, ayous, azobé, assamela), putting these species under intense pressure.

Illegal wildlife trade and trafficking. One of the major threats to biodiversity in all three of the project landscapes is the increasing demand for high value wildlife products, such as elephant ivory and grey parrots, both nationally and internationally. As a result of high demand, wildlife resources are being rapidly depleted for financial gains. Many of the networks involved in this trade are well organized, often with local hunters employed and connected to larger trade networks. Outside hunters can also play a part, for example in the Cameroon segment of the CMRC landscape where there is pressure from neighboring EG. The impacts of this trade are evidenced by results of large mammal surveys in the TRIDOM landscape, which show a dramatic decline in numbers of forest elephants between 2011/12 and 2015 (Table 4). In Lobéké National Park (LNP) the population has also decreased significantly, from an estimated 2091 [1765-2484] in 2002 to 1029 [670-1582] in 2015. However, poaching pressures also cause elephants to migrate, and surveys in those same years found increases in populations in other areas adjacent to LNP (Nzooch Dongmo et al., 2016). It is important to note that these networks often work across national boundaries, and hunters coming from Cameroon also impact wildlife in transboundary segments of landscapes like TRIDOM (in Gabon and the RoC) and TNS (in CAR and RoC).

Table 4: Overview of changes in forest elephant populations in areas of the TRIDOM landscape

Area	2011/12 population estimate	2015 population estimate	% decline
Nki National Park (3,094 km ²)	3,167 [2,757-3,638] (2012)	565[355-898]	82%
Boumba Bek National Park (2,499 km ²)	2,062 [1,545-2,752] (2012)	143 [84-242]	93%
Ngoyla Mintom Forest complex (6,539 km ²), which includes Ngoyla Wildlife Reserve.	1,116 [899 – 1,387] (2011)	395[243-642]	65%

Source : Nzooh Dongmo et al., 2016

Unsustainable agricultural expansion and agroindustry. An in-depth analysis of deforestation drivers and the spatial extent of corresponding drivers, which informed the country's Forest Investment Plan (FIP), found that in Cameroon's 5 AEZ smallholder agriculture (<1 hectare) accounts for more than 50% of total deforestation in each AEZ. A study looking at the financial contribution of environmental products to rural households in the forested region of Cameroon also found that agriculture was dominant, representing an average of 70%, 46% and 38% of annual household income respectively for villages in the South, Southwest and East regions (Awono, 2018). The sector is expected to continue to expand and impact forest ecosystems in all three landscapes given the importance of the sector for livelihoods, increasing demands for food, and the common application by smallholders of shifting cultivation methods.

The expansion of agro-industry that is not well-planned and managed can also result in biodiverse lands being lost through conversion into monoculture (e.g., rubber, palm oil) plantations, as has been seen in the CMRC landscape. While this expansion has not yet been seen in TRIDOM and TNS, there is a future potential. In addition, the development of completely new cocoa plantations (sometimes incentivized by subsidies) could lead to an increased impact of smallholder agriculture. For the moment cocoa plantations in TRIDOM and TNS are owned by local communities or foreigners (not native from the area), but all of them are small scale plantations (up to 10 ha).

Industrial and artisanal mining. All three of the project's target landscapes encompass multiple mining exploration permits; however, the degree to which these are active differs. For example, the Cameroon segment of TRIDOM includes at least 8 major iron ore deposits and prospecting and planning for mining and associated infrastructure has occurred; however, there are no active permits on the ground. Extractive industries directly contribute to habitat degradation and environmental pollution. The development of extractive industries is also often coupled with the expansion of significant infrastructure, including roads, railroads, dams, and other energy-related infrastructure which is currently occurring in multiple of the project's landscapes (e.g., deep seaport at Kribi in CMRC, railroads to increase access in TRIDOM). These further contribute to habitat fragmentation and increase access that facilitates the exploitation of forest resources. Finally, populations often develop around extractive industries, increasing pressures on wildlife, timber for construction, and wood for energy.

Artisanal mining is an important livelihood activity in some areas of the project landscapes, including in TRIDOM and TNS. Like other types of mining, artisanal mining can directly contribute to pollution. Artisanal gold mining has been for a long time an important livelihood activity in TRIDOM; illegal artisanal mining is also present in TNS, just to the south of LNP. However, in part because of the fact that this activity

often takes place in remote areas, it can also be associated with other threats such as the trade in wildlife parts.

Disease. The exploitation of forest resources, as well as the development of logging, artisanal mining, tourism, and other economic activities in forested areas, can result in increasing migration of people and contact between wildlife and people. This migration increases the probability of interspecies transmission of diseases, e.g., Ebola. For example, with the development of great ape tourism, protected area staff, daily trackers, and tourists can be brought in close contact with these species that are genetically very similar and therefore facilitate the transfer of diseases from humans to apes and from apes to humans, posing a threat to both humans and wildlife. The capacity of protected area authorities, local authorities, and communities to responsibly monitor and mitigate this threat around high conservation value forests is limited.

Climate change. Biodiversity is threatened by climate change where this exacerbates the effects of stresses, such as habitat fragmentation, loss and conversion, and over-exploitation. Increases in temperature, high winds and tides, changes in quantity and variability of rainfall, and flooding are among the likely consequences of climate change that have been identified for the project areas as part of Cameroon's National Adaptation Plan (NAP). The potential impacts of these changes have been assessed to include loss of ecosystems, loss of soil quality and fertility, changes in water supply, increases in the prevalence of some diseases, introduction of non-native species, more frequent natural disasters, diminution in fish aquatic resources, and pollution. Climate change also has the potential to force significant changes to agricultural calendars, destroy infrastructure, and exacerbate food insecurity and resource conflicts. It is also worth noting that continued deforestation can play a direct role in both global warming and cooling and can also affect water regulations, potentially compounding impacts.

All of these threats are driven by underlying root causes, the most important of which are described below.

Demographic growth, urbanization, and migration. As detailed above, the population of Cameroon currently stands at over 27 million, with a growth rate of approximately 2.58%, which contributes to growing needs to meet basic demand. Cameroon also has one of the highest rates of urbanization in sub-Saharan Africa, with over 55% of the population now living in urban areas. This rate is 12 percentage points higher than in the year 2000, and the United Nations forecasts that by 2050, 70% of Cameroon's population will live in urban areas. This significant shift will change patterns of demand for natural resources and social services, in order that cities in Cameroon can reach their potential. At the same time, Cameroon has also seen significant displacement of peoples due to security issues in the north. Once displaced, these populations are extremely vulnerable to food and nutritional insecurity, require economic opportunities, and can change demands on biodiversity.

Poverty and economic growth. Cameroon has significant ambitions when it comes to development and improving the well-being of its citizens. Many of its strategies for growth and poverty alleviation are dependent on the expansion of agricultural and extractive industries as well as their associated infrastructure and will increase demands for land and other natural resources. In parallel, this development will increase access to remote areas, and contribute to the degradation and fragmentation of habitats. The three project landscapes have already seen the development of certain extractive industries, including logging, agro-industry (i.e., primarily rubber and palm oil in Campo), and mining, as well as key infrastructure projects (e.g., upgraded Sangmelima-Ouessou road, Kribi deep seaport). Additional development projects are well underway (e.g., the Sundance Resources Mbalam Nabeba iron ore project in TRIDOM). The lack of appropriate technologies and infrastructure to increase production activities efficiently and weak

coordination on land and resource policies compound the challenge of trying to pursue economic growth sustainably and increase the potential for conflicts over land and resources.

Demand for wildlife species and species parts. Hunting, much of what is illegal, to feed national and international trade networks threatens numerous species. Among the most notable are the demand for ivory as well as the African grey parrots.

1.3 Barriers addressed by the project

Key barriers to sustainable forest management and biodiversity conservation in the southern forest belt of Cameroon that will be addressed by the project include:

- **Barrier 1.** Lack of knowledge on the importance of Cameroon's forests in terms of the goods and services they provide to local, regional, and global communities to inform decision-making.
- **Barrier 2.** Lack of inclusive and integrated land use planning (LUP) and management coupled with conflicting and isolated sectoral developments and tenure insecurity.
- **Barrier 3.** Weak capacity and incentives for IPLCs and the private sector to engage in SFM or conserve biodiversity, as well as to develop sustainable alternatives to unsustainable resource use that can be brought to scale.
- **Barrier 4.** Management of high conservation value forests is compromised by poor governance and weak management, and a lack of capacity for responsible enforcement of environmental laws and regulations compounded by prevalent corruption.
- **Barrier 5.** Weak coordination and communication on best practices and parameters for sustainable use across landscapes and at the national and regional scales.

Each of these barriers is presented in more detail below.

Barrier 1. Lack of knowledge on the importance of Cameroon's forests in terms of the goods and services they provide to local, regional, and global communities.

At present, there is weak capacity to systematically integrate ecosystem services mapping, valuation, and natural capital accounting into LUP in Cameroon, and this information is rarely taken into consideration in decisions on how to allocate land or manage resources at all levels (e.g., national, sub-regional, or local). While applicable datasets exist at the global, regional, and national levels, and large amounts of information has been collected on the ground, the capacity to analyze this information and integrate it with traditional sources of knowledge for planning and accounting purposes remains inadequate. Capacity to interpret as well as the will to apply such information to planning and management decisions across stakeholder groups also needs to be addressed. Increasing awareness and demonstrating to decision-makers how natural capital accounting will support advancing the sustainability goals associated with Cameroon's development, and has the potential to contribute over the long-term to strengthening resilience to climate change, is also important to deal with the fact that natural capital considerations are often secondary to other development considerations (e.g., short-term economic growth).

Barrier 2. Lack of inclusive and integrated LUP and management coupled with conflicting and isolated sectoral developments and tenure insecurity.

Inclusive, informed, and integrated LUP is a crucial aspect of managing social and economic development while integrating key environmental protection and considerations. Without this framework, conflicts on land use across sectors and different stakeholder groups will continue. Previous initiatives for LUP within

the transboundary landscapes targeted by this project have not followed national legal frameworks or administrative boundaries. They have also not always taken a cross-sectoral approach, and were largely limited to the forest sector. Shortcomings of land information systems have also been a major constraint to ensuring legal security of land tenure, and most LUP and management systems have failed to systematically integrate IPLCs into planning and decision-making processes, and do not adequately recognize their values and rights.

Ensuring effective LUP, and strengthening tenure, have been recognized by the GoC as key to their strategies for rural development and reducing deforestation and forest degradation. Cameroon's 2011 Framework Law for LUP established a framework for inclusive, multi-disciplinary, and cross-sectoral planning; subsequent laws have further strengthened this framework by more clearly defining the mandates of different parties and administrative levels, as part of an overall policy of decentralization. Based on this framework, the GoC has launched a LUP process at the national and regional levels under the coordination of the Ministry of Economy, Planning and Regional Development (MINEPAT). Through this process, multiple tools to support LUP (e.g., information platforms, guidelines) have been established.

LUP at the council level, which is well integrated into the country's cascading framework for LUP, is important to reconcile planning at higher levels to meet national and regional development goals with the aspirations of local communities and serves as an opportunity for stakeholders to secure tenure (e.g., by clarifying customary tenure for communal lands) and attract public and private investment in rural development that improves rural livelihoods. At the same time, this level of planning is crucial to reduce unplanned expansion of agriculture and other activities that contribute to forest conversion. It is also important to reducing conflicts (within and between communities and between communities, government, and the private sector) and, along with enforcement, can play a role in reducing the illegal exploitation of resources. Without planning at this level, IPLCs and smallholders risk continuing to be disadvantaged because of power imbalances and limited access to resources. This situation will only get worse as demand for land increases.

In order to ensure such a process in inclusive LUP, existing barriers associated with weak capacity on the part of all stakeholders to engage in LUP and management need to be addressed, and the participation of groups that are often marginalized needs to be facilitated. In addition, there remain barriers associated with the fact that conditions for land registration are often difficult for IPLCs to meet (Nguiffo et al., 2017), and information on customary uses and rights is not sufficiently standardized, organized, or available. This poses a challenge to its integration in land use decisions and leads to conflicts over land and the management of resources. This issue has been recognized and led to the development of standards for participatory mapping as part of the national REDD+ process.

Barrier 3. Weak capacity and incentives for IPLCs and the private sector to engage in SFM or conserve biodiversity, as well as to develop sustainable alternatives to unsustainable resource use that can be brought to scale.

Many IPLCs rely on small-scale subsistence and commercial activities for their livelihoods. These groups often lack access to other economic opportunities and are marginalized from more formal employment due to the lack of education and/or the necessary skills. Among the types of activities in which they engage are hunting, gathering, fishing, and the trade of NTFPs. The majority are also practicing smallholder agriculture for subsistence or cash crops, e.g., cocoa. These smallholders have limited access to technical and financial resources (e.g., credit, skills, inputs, equipment) to intensify their practices and manage risks. They can also be limited by inadequate contact with markets outside of their region. Finally, securing access to resources

and tenure security poses a constraint to developing viable value chains. Women and other marginalized groups are especially vulnerable due to their weak tenure and access rights.

Additional constraints for IPLCs to engage in SFM and biodiversity conservation are weak community and civil society organization. While numerous initiatives have worked to build this capacity, and a substantial number of civil society organizations (CSOs) of various types exist, these organizations often lack the means to sustain their activities without support. Most extension agents also lack the capacity to effectively promote more sustainable practices. Sustained capacity building in both management and technical areas are required to address this challenge. In discussions on developing more sustainable value chains, this was a key obstacle raised by most stakeholders.

Incentives for the private sector to engage in SFM practices are also weak. Overall, the business environment in Cameroon is challenging; the Doing Business 2020 study ranked Cameroon 167th out of 190 countries on the ease of doing business ranking which is developed based on scores of an economy's performance in each of ten areas (i.e., starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency) (World Bank, 2020a). Many private sector actors remain unwilling to invest in more sustainable practices, in part because it can affect their margins of profit and impose restrictions on their management options. In parallel, inadequacies in legal frameworks, weak capacities, and corruption also means the forestry sector is poorly regulated. The application of independent environmental assessments and associated mitigation plans is inconsistent. The implementation of environmental and social management plans by private sector companies is also inadequate and compounded by the absence of effective multi-stakeholder platforms and competing and conflicting natural resources management strategies. Resolving these issues will require more coordination across sectors and strengthening the enforcement of regulations. In addition, direct agreements between private sector actors and IPLCs that recognize their access rights has been employed as a means to support improved dialogues and inclusively and transparently address certain social and environmental issues. Finally, successful public-private partnerships (PPP) are limited, and more work is needed to explore the types of models that work and how they can be applied viably to deliver mutual benefits in different contexts and sectors.

Barrier 4. Management of high conservation value forests is compromised by poor governance and weak management, and a lack of capacity for responsible enforcement of environmental laws and regulations compounded by prevalent corruption.

Management of high conservation value forests, including protected areas and their peripheries, is inadequate. While different management models have been proposed for protected areas in Cameroon and are being tested, the framework and motivation for developing delegated or co-management models (as has been done in other countries of the region) is not yet fully established.

In addition, protected area authorities have not always had the motivation or resources to ensure effective collaborative platforms, including mandated governance bodies, and information sharing systems to communicate with stakeholders are in many cases unsatisfactory. In addition, IPLCs consulted during the design process stressed the need for more assistance building their capacity (e.g., organization, resources) to effectively participate in such platforms. As a result, the participation of IPLCs in protected area governance systems is weak, contributing to conflicts between management authorities and local stakeholders. Discussions with park authorities during the consultation process showed that the motivation to improve relationships with IPLCs is now recognized as critical. In addition, efforts have been made by organizations such as WWF to assist IPLCs to negotiate and establish agreements that secure access rights for traditional and cultural purposes, e.g., the signed Memorandum of Understanding (MoU) between

MINFOF and ASBABUK to enable Baka to have access to resources in protected areas and exercise their traditional rights; however there is currently limited capacity to manage these agreements and additional efforts are needed to enhance the participation of IPLCs in the management of parks.

Protected areas also face barriers to establishing effective management due to weak human, technical, and financial capacity. Despite an increase in the quality and quantity of personnel for protected area management, most protected areas still have insufficient numbers of staff. For example, in CMNP, the number of guards responsible for effectively protecting the park is approximately half the estimated needed number. They are also hampered by weak systems for recruiting, building the skills, and managing the performance of staff. The financial means of most protected areas is also under what is required. Finally, the technical and financial capacity of protected area staff to monitor and manage certain threats, including zoonotic diseases, remains low. Protected areas in Cameroon are supported by a mix of government and donor support, and in the case of LNP and CMNP, trust funds help to support management costs; however, funding levels remain insufficient. Coordination among relevant government agencies and ministries that have mandates that include natural resource management and biodiversity conservation is also weak. This contributes to poor enforcement of environmental laws and regulations.

Outside of protected areas, the governance and management systems for different forest management units are also weak. Securing access and management authority for areas is complicated by procedures that are often not suited to IPLCs. In addition, the governance systems for these areas are susceptible to corruption. As such, many of these systems do not effectively engage or empower IPLCs and systems for benefit sharing are often not equitable.

Finally, when it comes to dealing with the specific threat of poaching and wildlife trafficking both in and outside of protected areas, the weak level of capacity of park authorities and other agencies responsible for enforcing laws related to governing the wildlife sector, lack of knowledge or poor interpretation of the texts establishing the duties and responsibilities; and weaknesses in judicial systems remain important obstacles to solving the problem. To address some of these challenges multiple donors supported the development of a Guide to Wildlife Law Enforcement for Cameroon that specifies and clarifies the duties, attributions and responsibilities of the various bodies intervening in wildlife law enforcement (i.e., wildlife agents, customs, police, and gendarmerie).

Barrier 5. Weak coordination and communication on best practices and parameters for sustainable use across landscapes and at the national and regional scales.

Multiple platforms for sharing information at different scales exist in the Congo Basin. However, there remains a need to ensure rights-holders and other stakeholders are being targeted via effective means. There are also specific knowledge barriers that remain to be addressed, for example as regards parameters for sustainable use (e.g., off take thresholds) and how to effectively engage IPLCs and the private sector.

1.4 National and Sectoral Context

This project has been designed to be fully aligned and compatible with policies, institutions, and the overall sectoral context of Cameroon and the broader Congo Basin region.

Regional policy and institutional context

Cameroon has consistently affirmed its commitment to ensuring the sustainable management of the forests of the Congo Basin for over 20 years as part of an active regional and international dialogue that has translated into the establishment of numerous institutions, fora for exchange and collaboration, and programs supported by a wide range of international partners. Among the first outcomes of this dialogue

was the launch in May 1996 of the bi-annual Conference on Dense and Humid Ecosystems of Central Africa (CEFDHAC). CEFDHAC serves as a joint platform for facilitating the coordination of forest policies in Central Africa and includes governments, parliamentarians, public administration, private sector actors, NGOs, and civil society organizations. It coordinates seven specialized networks, including the Regional Network of Local and Indigenous Populations for the Sustainable Management of Forest Ecosystems in Central Africa (REPALEAC).

In 1999 the dialogue reached new levels when Cameroon hosted the Heads of State of Central Africa in Yaoundé for the first Summit on the Conservation and Sustainable Management of Tropical Forests. As a result of this summit, the historic Yaoundé Declaration was established bringing six countries together as part of a common effort to conserve biodiversity, promote the sustainable management of forest ecosystems, and recognize the value of these ecosystems for people. The Yaoundé Declaration was recognized by the 54th General Assembly of the United Nations by Resolution No. A/RES/54/214 of February 1, 2000 and laid the foundation for the creation of the Central African Forests Commission (COMIFAC), the elaboration of the first COMIFAC Convergence Plan, and the establishment of the Congo Basin Forest Partnership (CBFP) in 2002 at the World Summit on Sustainable Development in Johannesburg, South Africa. COMIFAC is further supported by a number of other regional institutions, including the Central African Protected Area Network (RAPAC). In addition, COMIFAC in cooperation with the CBFP, worked under its first Convergence Plan to establish the Observatory of Central African Forests (OFAC) to promote transparency and knowledge sharing. OFAC regularly produces reports on the State of the Central African Forests and other current topics concerning forest management.

The regional commitment for cooperation was confirmed and formalized in a treaty signed by 10 countries of Central Africa, at the Second Summit of Central African Heads of State on Forests in February of 2005 in Brazzaville. In 2007 and based on decision n°31/CEEAC/CCEG/XIII/07, COMIFAC became a specialized institution of the Economic Community of Central African States (ECCAS) with the understanding that COMIFAC has a regional mandate as regards forest policy and actions while ECCAS has a responsibility for ensuring coherence with other sectors, mobilizing financial resources and ensuring the proper peace and security settings. In 2014, a second version of the COMIFAC Convergence Plan for 2015-2025 was developed. This Plan lays out six priority areas of intervention and serves as the regional framework for the forest and environment sectors in which this project will intervene.

Within the framework of the COMIFAC Convergence Plan, the CBFP, and more recently in the context of REDD+ and Low Emissions Development, multiple long-term regional projects and initiatives have been established to promote sustainable forest management, biodiversity conservation, and climate change mitigation. These initiatives include the Central Africa Regional Program for the Environment (CARPE), coordinated through the United States Agency for International Development Agency (USAID) and the United States Fish and Wildlife Services (USFWS); the European Union-funded Conservation and Rational Use of Central African Forest Ecosystems program (ECOFAC); the Congo Basin Ecosystems Conservation Support Programme (PACEBCo); UNESCO's Central African World Heritage Forest Initiative (CAWHFI); and the multi-donor Central African Forest Initiative (CAFI). This project will work within the strong regional sectoral context that has been established and will build on and collaborate with, as relevant, ongoing regional efforts supporting sustainable forest management in the project's targeted transboundary landscapes.

Transboundary landscapes

The regional sectoral context has also paved the way for the recognition of the transboundary landscapes targeted by this project. The TNS landscape, which has at its core three contiguous protected areas in

Cameroon, CAR and the RoC, was established as a regional priority for transboundary biodiversity conservation in March 1999 via the Yaoundé Declaration. In 2000, a cooperation agreement was signed between the three state parties officially recognizing the TNS and laying out initial protocols for cooperation on combatting poaching, the movement of TNS personnel and the organization and functioning of a tri-national anti-poaching brigade. At the same time, the concerned states committed to create and implement more comprehensive partnership agreements covering a wide range of topics and aimed at ensuring relative overall consistency in the management of the landscape. In 2012, the TNS was also inscribed on the List of World Heritage Sites.

The TRIDOM landscape was recognized by the three governments under the TRIDOM collaboration agreement which was developed under COMIFAC and signed by the ministers in charge of forests of Cameroon, RoC and Gabon in 2005. This agreement defines TRIDOM as a complex of 8 protected areas, linked by a vast interzone. The three Ministries engaged to collaborate and manage in a concerted way the TRIDOM protected areas and their interzone with the objective to promote conservation, rational resource use, and sustainable development to the benefit of local communities and poverty alleviation. The agreement puts in place a governance system based on planning by park wardens and forestry officials. In 2014, a TRIDOM anti-poaching agreement was also established.

The bi-lateral CMRC landscape has long figured in dialogues on the priority transboundary landscapes of the Congo Basin, but a formal bi-lateral agreement has not been established.

National policy and institutional context

Existing laws and policies in Cameroon provide a strong enabling framework for this project targeting the country's humid forest belt. These include strategic policies and laws pertaining to development, land management, forest planning and management, biodiversity conservation, and tourism. Details on how the project is aligned with specific policies and plans can be found in Section 3.5.

Cameroon's development vision is laid out in the "Cameroon Vision 2035", which provides the guiding principles for the second phase of the Growth and Employment Strategy Paper (GESP) for 2020-2027; the Plan for the Acceleration of Economic Growth in Cameroon; and the Rural Sector Development Strategy (RSDS). The Vision was developed under the coordination of the Ministry of Economy, Planning and Regional Development (MINEPAT) and recognizes the challenges Cameroon is facing from environmental degradation and the need to reconcile development with environmental protection. It also promotes the effective and efficient participation of all groups to carry out the vision. Its environmental protection strategy focuses on the sustainable management of resources and stepping up efforts to fight climate change and its harmful effects and includes among its approaches the protection and sustainable management of ecosystems.

Forest management

The Ministry of Forests and Wildlife (MINFOF) is the primary responsible for implementing the country's forest management policy in accordance with the 1994 Law 94/01 on Forestry, Wildlife and Fisheries and the 1996 Framework Law on Environmental Management. The implementation of these laws is supported by a range of regulatory instruments (i.e., decrees, orders, ordinances, decisions). The national forest zoning plan divides Cameroon's forests into PFE and NPFE. The PFE is designated to remain forested in the long-term and includes state forests, production forests (for timber extraction), protected areas, forest reserves, and council forests. The NPFE includes communal forests, community forests, and private forests. Shifting cultivation is not permitted in the PFE, while NPFE can be leased for to communities for extraction, hunting, etc. The regulation of NTFPs is managed through Law 94/01 and implementing Decree 95/53-PM. A principal objective of the national forestry policy is to maintain at least 30% of the national territory as PFE.

As of 2017, approximately 20% of Cameroon's national territory was under permanent forest. As the responsible for the elaboration and implementation of national policies in matters of forestry and wildlife, MINFOF is responsible for the management of protected areas, forests in the national domain, and wildlife. Given the project's focus on SFM in forested landscapes of Cameroon, MINFOF will be a key partner under all strategies of the project.

The program's objective and strategies are also compatible with the GoC's strategies in the areas of adaptation and emissions reduction. Cameroon has participated in international processes related on REDD+ under the coordination of MINEPDED. Its Readiness Preparation Proposal (R-PP) was approved for funding by the Forest Carbon Partnership Facility in January 2013, its National Adaptation Plan for Climate Change (NAPCC) was developed in 2015, and Cameroon finalized its first draft of its national REDD+ strategy in 2016. Additionally, through its Nationally Determined Contribution (NDC) the GoC has committed to reduce emissions by 32% by 2035 from its baseline of 2010 emissions. Its Forest Investment Plan (FIP) was endorsed in December 2017. Finally, Cameroon is in the process of developing a National Investment Framework (NIF) for REDD+ that will be used to encourage donor coordination and alignment of bilateral assistance, including within the framework of CAFI, and which is aligned with the RSDS. The forest sector is expected to contribute significantly to the realization of the GoC's objectives for adaptation and emissions reduction. Through its engagement in LUP, SFM and the development of sustainable forest-based value chains that contribute to the resilience, the project will contribute to the objectives of the GoC in addressing climate change concerns.

Biodiversity and protected areas

The legal basis for the protection of biodiversity in Cameroon is based on the 1996 Framework Law on Environmental Management and numerous laws and regulatory instruments in key production sectors, including among others the 1994 Law on Forestry, Wildlife and Fisheries, the 2003 Bio-Technology Law, the 1998 Water Law, the 2001 Mining Code and the 2011 Framework Law. The GoC's second National Biodiversity Strategy and Action Plan (NBSAP) was developed in 2012 and runs through 2020. MINEPDED is the focal institution for biodiversity, while departments in sector ministries are responsible for implementing relevant sector programs. In large part thanks to the Biodiversity Conservation and Management Program in Cameroon (PCGBC), a national network of protected areas, including national parks, wildlife reserves, wildlife sanctuaries, zoological gardens, hunting zones and community hunting zones has been established. Many of these protected areas have been created in a cross-border framework with neighboring countries. The project will work with MINEPDED and MINFOF to align with and positively contribute to the sectoral context on biodiversity and protected areas.

Land use planning

The guiding principles of land-use planning and sustainable development policy in Cameroon are defined in the Framework Law n°2011/008 providing orientation on sustainable development and planning, and laying out the various strategic land-use planning tools at the national, regional, and local levels. The State and regional and local authorities contribute to the implementation of the national policy of planning and sustainable development of the territory, in compliance with the principles of transfer and distribution of competences fixed by the decentralization laws (i.e., Law n°2004/017 of July 22, 2004, Law n°2019/024 of December 24, 2019). The project's approach to LUP has been designed in consideration of this sectoral context and will directly contribute advancing LUP at the local level in accordance with the national framework. MINEPAT is responsible for land use planning, public investments and the control and evaluation of development programs and will be a key partner under Component 1 of the project. Other relevant ministries, as well as different level of public administration, civil society and other key stakeholders will also play a significant role in the LUP process.

The current land tenure system in Cameroon is based on a dualism of land tenure, with statutory law and traditional customary management existing side by side. Ordinances of 1974 and 1977 as well as the Law No. 79/05 of 29 June 1979, established its legal basis and recognizes three types of private and state land tenure, which are de facto overlapping by the customary land tenure system. In addition to the usual distinction between public and private domain, there is the national domain, which is defined as a residual category consisting of land that is not subject to any ownership right but may be claimed by an individual.

Tourism

The development of the tourism sector is a key component of the GoC's strategy for economic growth. The Cameroon Vision 2035 lays out the GoC aims to capitalize on the country's tourism potential to stimulate local economic development as well as strengthen the contribution of the sector to the country's economy by simultaneously establishing an institutional and regulatory framework conducive to tourism promotion and improving of the quality of tourist provision. Law n° 2016/006 of April 18, 2016 on tourist and leisure activities in Cameroon governs these activities while forestry laws and regulations govern all conservation and related aspects in protected areas. The Law on tourist and leisure activities establishes a National Tourist and Leisure Board that is responsible for supporting the GoC in defining, implementing, monitoring, and assessing the national tourism and leisure policy. As early as 2003, a National Strategy for the Development of Ecotourism existed. In 2005, a broader Sectoral Strategy for the Development of Tourism in Cameroon was developed. Under the new law these strategies are being updated and new decrees regulating the implementation of the law are being developed. The Ministry of Tourism and Leisure (MINTOUL) has the overall responsibility to oversee tourism in the country. Other ministries that are also implicated by the development of tourism as it is considered in the scope of this project include the Ministry of Arts and Culture (MINAC), which is responsible for the development, implementation and evaluation of the Nation's policy on cultural promotion and development, as well as national integration; MINEPDED, which is responsible for the determination of strategies of protecting the nature or the environment and pollution control; and MINFOF, as concerns its management responsibilities for CMNP. These partners will all be engaged under the project's strategy to develop a sustainable tourism value chain.

Agriculture

The Ministry of Agriculture and Rural Development (MINADER) is in charge of the agricultural policy in Cameroon. Cameroon has had a National Agriculture Investment Plan (NAIP) for 2014-2020. The NAIP is the agricultural subsector program of the RSDS. The NAIP aims at second-generation agriculture in order to increase the agricultural growth rate by at least 10% by 2020. Four thematic areas are involved: (i) developing the production sector and improving food security and nutrition; (ii) modernizing production infrastructure in rural areas and improving access to funding; (iii) sustainable management and use of natural resources; (iv) governance and institutional development. At present, the GoC is implementing numerous programs in the agriculture sector. As relevant, the project will coordinate with MINADER and ongoing initiatives.

Gender and social inclusion

The Government of Cameroon has recognized the importance of improving gender equity as an integral component of trying to achieve its overall development objectives, as laid out in the Cameroon Vision 2035. To promote this agenda an autonomous Ministry for the Advancement of Women and the Family (MINPROFF) is in place. In 2014, a National Gender Policy was developed, which serves as the primary orientation and reference document to address inequalities between men and women. The project's Gender Action Plan will work to engage and empower women and will contribute to national objectives on gender. The development framework of Cameroon also stresses the importance of participation of all its people. In

October 2017, the Ministry of Social Affairs (MINAS) set up an inter-ministerial working group (i.e., the Monitoring Committee for Programs and Projects Involving Vulnerable Indigenous Peoples - CISPAV) consisting of six government ministries along with the National Human Rights Commission and national indigenous peoples' civil society organizations to monitor projects concerning indigenous peoples and to coordinate on efforts to protect their rights. This aims to increase the participation of IPLCs in key areas of SFM and has been designed to support key objective.

Finally, Cameroon is party to numerous regional and international agreements pertaining to the environment and its management which help to define the national sectoral context. These include: the Convention on Biological Diversity (CBD); the Cooperation and Consultation Agreement between the Central African States on the Conservation of Wildlife (OCFSA); 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); the International Tropical Timber Agreement (ITTA), and the United Nations Convention against Corruption.

1.5 Baseline Scenario

Baseline investments related to the project intervention are described in the following text according to thematic areas corresponding to the project scope.

IPLCs

Across all of the project's landscapes and the different components of this project, the engagement and empowerment of IPLCs is central to achieving the project's objective. IPLCs are key right-holders in Cameroon and are heavily impacted by the environmental problems facing forest ecosystems in Cameroon. Numerous platforms and organizations have been established to represent IPLCs interests, and these organizations regularly participate in dialogues on forests, wildlife, and their well-being. This includes participating in the revision process for key national policies. Much of the recent dialogue on how to address IPLCs rights in forest areas has happened in the context of REDD+. This work has included the development of national guidelines for Free, Prior and Informed Consent (FPIC). In October 2017, MINAS also set up an inter-ministerial working group (i.e., *Comité de Suivi des Programmes et Projets Impliquant les Populations Autochtones Vulnérables* - CISPAV) consisting of six government ministries along with the National Human Rights Commission and national indigenous peoples' civil society organizations to monitor projects concerning indigenous peoples and to coordinate on efforts to protect their rights.

Despite being the main rural stakeholders in the forested region of Cameroon and increasing recognition of the need to develop systems that recognize their rights within the forest sector, IPLCs are often under-represented in governance systems concerned with land and resource planning and management from national to local levels. Tools are being developed to integrate IPLCs and assure their rights are recognized more formally in governance systems, including in the national LUP framework (see below) and through formal agreements between IPLCs and other actors (e.g., MINFOF in protected areas or private sector actors in concessions); however, the capacity to develop, implement and monitor these tools, as well as improve them through lessons learned, remains insufficient. Addressing this need is critical to strengthening the engagement of IPLCs in LUP, SFM and biodiversity conservation in more formal and meaningful ways. Building their capacity to engage in sustainable forest-based value chains is also urgent to ensure they are in a position to meet their livelihood aspirations and accrue equitable benefits.

Transboundary landscapes

As described above in Section 1.4, Cameroon has affirmed its commitment to ensuring the sustainable management of the forests of the Congo Basin for over 20 years as part of an active regional and

international dialogue that has translated into the establishment of numerous transboundary agreements and associated protocols. This project will work to build on the baseline and lessons learned to date at regional, national, landscape and site levels, while also contributing to and collaborating with ongoing efforts supporting sustainable forest management in the project's targeted transboundary landscapes.

More specifically, in the CMRC landscape, and in coordination with the EG national child project, this project will promote the establishment of a formal bilateral agreement and work to ensure coordinated interventions to address threats (e.g., enforcement of laws and policies governing adjacent protected areas and biodiversity) and take advantage of mutually beneficial opportunities (e.g., tourism development) in the cross-border region. In the TRIDOM landscape, the project will continue to promote the upholding of the 2005 collaboration agreement signed between the governments of Cameroon, RoC, and Gabon and subsequent agreements (e.g., 2014 anti-poaching agreement). The project will also work to ensure that efforts on natural capital accounting and LUP will be, as relevant, used to inform transboundary planning with RoC and Gabon and directly contribute to complimentary initiatives at national or regional levels (e.g., FIP, CAFI). In the TNS, the project will build on the framework established through the 2000 cooperation agreement signed between the three State parties creating the TNS and laying out four initial protocols for cooperation on combatting poaching, the free movement of TNS personnel, the organization and functioning of a tri-national anti-poaching brigade, and the movement of tourists across borders. This project will coordinate with transboundary LUP efforts being led by the RCP, and ensure these efforts are aligned with and contribute to national policies, programs, and priorities.

Integrated land use planning

The GoC in 2014, under the coordination of MINEPAT, initiated a national process for integrated LUP. The process is based on iterative cascading levels of planning. At the highest level it consists of a National Land-use master plan, which is based on a diagnostic of the current situation and provides perspectives for the development of a national land-use plan. It also provides the legal framework for regional land use plans and local council land use plans. As a first step in the process, the GoC has initiated the development of the National Land-use master plan simultaneously with regional land use plans for two pilot regions, i.e., the South and East regions. At present there is a need to roll out this process to the most local level (i.e., the council) where rural stakeholders are able to participate and assure their rights and interests are taken into consideration and feed back into land planning and management at the higher levels. MINEPAT has developed guidelines for this process, which is under the mandate of Municipal Councils and envisions roles for all key stakeholders in the planning and associated decision-making processes to be jointly coordinated by a Steering Committee, a Multidisciplinary Technical Committee, and a technical support system. This project will enable the rolling out of this process in the pilot councils of Ngoyla and Mintom.

As part of the rolling out of the LUP process, multiple projects have worked to build capacity and tools for LUP. Notably, the EU REDD Facility, with a multi-stakeholder coalition of partners, has been working to bring more transparency to land-use planning and land-allocation processes in Cameroon. The Facility and its partners have developed a tool called the Common Mapping Platform that enables stakeholders to access social, environmental, and geographical data for making informed land-use planning decisions. This project will capitalize on this initiative as part of its strategy on LUP. The GoC's Program for Integrated Land-use Management of the Dja Mining Belt and the Adjacent Border area (MINEPAT-PADI-DJA), with a proposed budget of 16,345,455 USD for 2017-2030, also aims to improve the living conditions of the local populations as well as enhance cross-border exchanges through integrated land use management in the 11 council areas around the Dja Faunal Reserve, the Ngoyla-Mintom Forest Block and the Nki National Park.

Multiple ongoing donor-funded initiatives also contribute to the baseline for this component. First, the National Program for Participatory Development (PNDP), which has been running since 2004 in collaboration with the World Bank and other development partners, is currently in its third phase (2018-2022). The program aims to reduce poverty and promote sustainable rural development by strengthening local governance and empowering communities in rural areas, including marginalized groups. It specifically seeks to mainstream participatory approaches into the decentralization agenda and has resulted in increased involvement of the rural population in the identification and implementation of solutions for local development. This phase of the PNDP is being supported by the World Bank (through the International Development Association – IDA) and the EU. Its objective is to strengthen local public financial management and participatory development processes within municipalities in order to guarantee the provision of sustainable and quality infrastructure and socio-economic services. Given that the project will work on LUP at the local level, the capacity building and development planning supported by the PNDP are key baselines for the project. With support from the EU, the Center for Development and the Environment (CED), and the International Institute for Environment and Development (IIED), the 2017-2021 LandCam project is also working to assist stakeholders, including civil society platforms, to engage effectively and collaboratively in the process to improving land governance in the forest area of Cameroon. Many of the lessons learned from this ongoing project have already been considered in the design of this project.

Finally, integrated land use planning is a key component of programs under development within the Cameroon's climate finance framework, including the REDD + program in the southern forested plateau proposed within the FIP. The REDD+ program is in the process of being re-dynamized within Cameroon (as evidenced by January 7, 2021 Synthesis Note put forth by MINEPDED). The project will build on the lessons learned and tools developed to date as part of this process (e.g. FPIC guidelines as described above), and proactively work to identify synergies between this project and other finance programs (e.g., CAFI, KfW) in the context of LUP (e.g., the potential to engage key stakeholders through multi-sectoral platforms that have been or will be established) and more broadly to address drivers of deforestation and forest degradation across the project area.

Governance and management of high conservation value forests

In large part thanks to the Biodiversity Conservation and Management Program in Cameroon (PCGBC), the country has established a network of protected areas. Numerous regional, national, and local initiatives, many of which were promoted through the Congo Basin Forest Partnership (CBFP) to support the implementation of the Yaoundé Declaration and the regional Convergence Plans, have worked to build the management effectiveness of protected areas within this network and their peripheries, including CMNP and LNP. As the primary responsible for the management of protected areas in Cameroon, this work has been carried out in close collaboration with MINFOF. At the regional level, these donor-funded programs include the Central Africa Regional Program for the Environment (CARPE) and the Conservation and Rational Use of Central African Forest Ecosystems program (ECOFAC). UNESCO's Central African World Heritage Forest Initiative (CAWHFI) and the African Development Bank's (ABD) Congo Basin Ecosystems Conservation Support Programme (PACEBCo) have also been major regional programs that have supported improved governance and management of natural resources in and around key protected areas of the transboundary landscapes.

At present, there are multiple initiatives that continue to support improved governance and management of protected areas and their peripheries, and which serve as the baseline for the project's third component. In TNS, these include the Sangha Tri-National Foundation (FTNS). Established with the support of the World Bank/WWF Alliance for Forest Conservation and Sustainable Use, GTZ, the Wildlife Conservation

Society, the French Development Agency (AFD) and CARPE, its capital has primarily been provided by KfW, AFD, and Regenwald Stiftung through the “Krombacher Regenwald Kampagne”. Its funds are invested in international markets and are used to produce a revenue stream to cover targeted activities for conservation and sustainable development within each segment of the TNS landscape. In addition, WWF has an established program in the Cameroon segment of TNS which includes support for protected area management as well as community engagement and development in its periphery.

In the Cameroon segment of the CMRC landscape, ongoing baseline initiatives that will contribute to this project include the Foundation for the Environment and Development in Cameroon (FEDEC), which currently provides approximately USD 120,000/annually to support the maintenance and enhancement of biodiversity in CMNP, including through land-use planning, anti-poaching, monitoring and research, and ecotourism development. These funds are managed through AWF. In addition, through its “Basket Fund” support for protected areas, the KfW is supporting two simultaneous four-year (2018-2021) projects with CMNP’s main technical partners AWF and WWF for a total of approximately 1.65 million USD. This funding includes core financing for the management of CMNP as well as support for actions to participatorily strengthen management of resources in its periphery. Both AWF and WWF also have ongoing and established programs to support biodiversity conservation in and around CMNP that directly work with MINFOF, local IPLCs, and other stakeholders on a range of issues.

Despite the ongoing support to the protected areas targeted by this project through baseline initiatives, there remains a need to strengthen the governance systems of these protected areas and their peripheries to make them more participatory, and to strengthen the capacity of stakeholders to mitigate intense threats to their endangered species. This project will provide a means to significantly improve the participatory nature of governance systems, support the implementation of best practices for law enforcement, and provide targeted support to address other direct threats, including zoonotic diseases.

Advancing sustainable forest management (SFM)

Advancing the national forest agenda of Cameroon is the primary responsibility of MINFOF, and multiple national programs have been established to support this effort, including the 2020 Subsector Strategy for Forests and Wildlife. Numerous donor-supported programs are also working directly to advance SFM through the establishment of NTFP value chains and form the baseline for this component. The GIZ supported Protection of Forests and the Environment program (GIZ ProPFE), executed by MINFOF and MINEPDED, with support from the German Federal Ministry for Economic Cooperation and Development (BMZ), began in 2015; its current phase is scheduled to continue through 2022. The project supports sustainable and ecological management of forest resources in line with the principle of ‘protection by utilization’. To this end, the project and its partners advise the two ministries and representatives of municipalities, the private sector, initiatives, and associations. The project selects its partners on the basis of project proposals submitted through ideas competitions and provides them with technical advice, capacity building services and material support. It is active within four regions of Cameroon, including the Center and East regions. Previous phases of the program have also helped to provide important knowledge and capacity on the development of NTFP value chains. The PNDP program, mentioned above, also serves as a key baseline to develop sustainable value chains as it aims to improve socio-economic conditions, increase the productivity of basic natural resources, and raise the incomes of the population in targeted municipalities, including municipalities in the three landscapes targeted by the Cameroon child project. Simultaneously its investments in capacity building of municipalities and local actors such as elected officials and technical service providers so that they can fully assume an effective role as actors of local development will directly support the implementation of this project.

In addition, multiple programs that also contribute to the baseline on strengthening governance and management systems of protected areas and their peripheries (see above) also work to engage and address the needs of IPLCs by providing limited support for the development of NTFP value chains. In particular, FTNS supports actions to participatorily strengthen management of resources in the periphery of LNP. AWF also has a program to develop NTFP value chains with private sector engagement in the Nyé'été council of CMNP with support from KfW. In parallel WWF's programs in all three of the project's landscapes work on aspects of SFM governance and management, including by working with stakeholder to establish mutually beneficial agreements on the management of forest resources. WWF is currently finalizing an agreement for a 5-year "Green Commodities Landscape Programme" (250,000 Euros) to be implemented in partnership with the Sustainable Trade Initiative (IDH), the Rain Forest Alliance, The European Forest Institute (EFI) and World Agroforestry (ICRAF) in the Mintom and Mbangassina areas of TRIDOM that aims to promote sustainable cocoa and NTFP production. Simultaneously a 5-year project on "Mobilizing More for Climate" (1,000,000 Euros) is working on similar issues for the Ngoyla and Yokadouma councils. Despite these considerable efforts, the capacity of many IPLCs to participate in NTFP value chains in an equitable way remains insufficient and the need for additional technical support and means to develop these chains sustainably was highlighted as a priority by all stakeholders.

Development of a sustainable and socially responsible value chain for West African ebony

The project will build on the significant baseline established since 2011, when Taylor Guitars and Madinter purchased the Crelicam ebony mill based in Yaoundé to support in-country value-added processing and the export of legal and socially responsible parts for musical instruments. In 2016, the initiative further evolved when Taylor Guitars partnered with CBI to develop the Ebony Project. The project set an initial target to plant 15,000 ebony trees (which it has surpassed) and has a long-term goal to create sustainable populations of West African ebony, and plant locally valuable fruit trees. That will improve food security and provide a source of meaningful income for local communities, and the project serves as a testbed for community based scalable rainforest restoration efforts involving other hardwood species across Central Africa. In 2017 a Public-Private-Partnership (PPP) was established between Taylor Guitars and MINEPDED at the UN Climate Change Conference in Bonn, Germany. Since then, the project has been continuously supported through Taylor Guitars, a co-financier of this project. At this point, the project aims to expand its impacts and further test its approach and its applicability to other species.

Sustainable tourism development

The development of the tourism sector, under the coordination of the Ministry of Tourism and Leisure (MINTOUL), is a key component of the GoC's strategy for economic growth. Previous investments, including through the World Bank's Competitiveness Value Chains Project (CVCP), have been made in and around CMNP to develop community-based tourism initiatives as a sustainable means of livelihood for local communities and to improve the engagement of local populations in conservation measures. These efforts have resulted in the development of tourism products and facilities, some of which continue to persist. Recently, a Campo Ma'an National Park Ecotourism Development and Management Plan for 2018-2027 was developed through a platform for collaboration between MINFOF and MINTOUL, under coordination of AWF and thanks to support from AWF, FEDEC and the KfW – Basket Fund. At the same time, a public-private partnership for ecotourism in and around CMNP is under development between MINTOUL, MINFOF and Jengi Tours (a co-financier of this project). The coordinated framework that is being established to develop a more sustainable value chains for ecotourism provides a critical basis for this project. As early as 1999, ecotourism has also been under development in Ebodjé. This work started as part of the WWF Campo Ma'an conservation project and was further supported by the Dutch Cooperation Agency (SNV). As part of this development, local houses have been converted to eco-lodges and tourist

products have been developed. Additional support has been provided to support these initiatives by CUSO International and its volunteers as well as WWF.

Key ongoing initiatives that form the baseline for this component of the project include the support to CMNP detailed above under the section on the governance and management of high value conservation forests from FEDEC, KfW, AWF and WWF. In addition, WWF's ongoing gorilla habituation program on Dipikar Island is currently supported through the Bengo Project (2017-2021) and the WWF network. At present, despite the investments to date, the resources available are insufficient to capitalize on higher-end tourism products, make operational the PPP under development, and assure the capacity and mechanisms are in place to ensure equitable sharing of benefits.

1.6 Coordination with other relevant GEF & non-GEF Initiatives

Coordination with GEF interventions

The project is a child project under the Congo IP and is aligned with its program framework and objective to catalyze transformational change in conservation and sustainable management of forest ecosystems through landscape approaches that empower local communities and forest-dependent people, and through partnership with the private sector. The Cameroon child project will work directly with the Regional Child Project (RCP) and with the other national child projects, specifically for CAR, DRC, EG, Gabon, and the RoC, to coordinate on the ground actions in shared transboundary landscapes as well as to promote the scaling out and up of results through regional collaboration and knowledge exchange (Table 5).

This project builds on and works to coordinate and share innovative experiences and best practices, as well as raise awareness on key needs and opportunities, with multiple global and regional GEF programs, including:

- Global Wildlife Program (GWP): The Cameroon child project will work with the regional child project (RCP) to ensure participation in the annual meetings of the GWP, and will identify any opportunities to knowledge exchange and coordination, and on the ground actions to conserve wildlife, including promoting long-term sustainability, and combat threats to wildlife, including poaching and illegal trade. It will also coordinate, as relevant with projects under the GWP.
- Food Systems, Land Use and Restoration Impact Program (FOLUR): As part of its components on LUP and SFM, the project will build on programs by the GEF to promote integrated land use planning and promote sustainable agriculture, and as relevant take advantage of opportunities to raise awareness and share experiences.
- Restoration Initiative (TRI): As part of its landscape-scale approach to planning, forest management, and the development of sustainable value chains, the project will identify needs and opportunities as regards areas of common interest with the TRI, including as regards the restoration of degraded landscapes and the in-country enabling environment for Forest and Landscape Restoration (FLR), including any lessons learned from TRI projects (e.g., in CAR).

There have been a number of past GEF projects in Cameroon as well as the transboundary landscapes targeted by this project, the lessons of which have been integrated into the project design. In addition, there are several ongoing GEF initiatives with which the project will exchange knowledge and coordinate as presented in Table 5 below.

Table 5: Coordination with ongoing GEF interventions

Title	Description
Congo IP	
UNEP project “Transformational Change in Sustainable Forest Management in Transboundary Landscapes of the Congo Basin”	This project serves as the regional child project of the Congo IP. The objective and design of the Cameroon child project are in alignment with this project. Regular communication and coordination will be maintained throughout implementation.
World Bank project “Scaling up ecological corridors and transboundary connectivity through integrated natural resources management in the Ngotto Forest landscape and Mbaéré-Bodingué National Park” (10347)	In progress. This national child project of the CAR under the Congo IP aims to improve governance and strengthen capacity in the forest and mining sectors. It will be implemented in areas that overlap with the TNS transboundary landscape. As part of the regional component of the Congo IP, areas for collaboration include the strengthening of transboundary agreements and associated protocols, the alignment of methodologies and tools, sharing of data and best practices (e.g., surveillance of zoonotic diseases), and, in collaboration with RCP, knowledge exchange and dissemination (e.g., development of forest value chains, management effectiveness of forest areas).
Other Congo IP child projects	Under review or development (Gabon). Additional child projects are anticipated to be implemented in the DRC, EG, Gabon, and the RoC. This project will work with these other initiatives to coordinate activities in transboundary landscapes and at the regional level as detailed under sections 2.1 and 2.2.
Other GEF interventions	
UNEP project “Removing barriers to biodiversity conservation, land restoration and sustainable forest management through COmmunity-BAsed LANDscape Management – COBALAM” (9604)	In progress. Although this GEF-6 project (approved for implementation in February 2020 for a period of 5 years) does not overlap with the proposed geographic scope of this Congo IP project, it also takes a landscape approach to looking at key questions of community forest protection, institutional alignment for integrated landscape planning, and SFM practices and enterprise management. These are all areas where there is the potential to learn and share experiences and best practices.
IUCN project “Supporting Landscapes Restoration and Sustainable Use of Local Plant Species and Tree Products (Bambusa spp, Irvingia spp, etc) for Biodiversity Conservation, Sustainable Livelihoods and Emissions Reduction in Cameroon” (9519)	In progress. This medium-sized project which was approved in 2018 aims to support the implementation and scaling up of Forest Landscape Restoration in Cameroon to facilitate biodiversity conservation, sustainable land management, climate resilience and improved community livelihoods. It includes components that will provide important opportunities for knowledge sharing, including on strengthening capacity for SFM and the development of NTFP value chains.
World Bank project “Wildlife and human-elephant conflicts management” (9212)	In progress. This project aims to address challenges to protected area management and biodiversity conservation, including human-elephant conflicts. It includes cross-border coordination with the RoC, and provides an opportunity to share experiences and coordinate.
World Bank project “Strengthening the Management of Wildlife and Improving Livelihoods in Northern Republic of Congo” (9700)	In progress. This project is intervening in the areas of protected area management effectiveness and the involvement of IPLCs in SFM in northern RoC. As a transboundary area that overlaps with this project’s target landscapes, the project provides an opportunity for learning and coordination.

Finally, in addition to the projects presented above, Cameroon has been the recipient of support from the GEF’s Small Grants Programme (SGP), which finances community-led initiatives to address global environmental and sustainable development issues and has a strong focus on capacity building and learning. The program is implemented by UNDP on behalf of the GEF Partnership. Since 2007, Cameroon has benefitted from 130 projects under the SGP for a total amount of USD 3,812,806. These resources have

primarily been dedicated to the following areas of work: biodiversity (43%), climate change (24%), and land degradation (19%). This project will build on these projects as relevant.

Coordination with non-GEF initiatives

The project will also work to coordinate with a series of ongoing non-GEF initiatives that are active in the project landscapes, which are presented in the table below.

Table 6: Coordination with non-GEF initiatives

Title	Description
National LUP process	The GoC has launched development of the national land use plan with pilot processes to develop two regional land use plans with in the South and East Regions. These plans are in the process of being finalized. This project will coordinate with this national process as part its component on LUP.
LandCam Project	Scheduled to run through 2021, this European Union-supported project is working to assist stakeholders, including civil society platforms, to engage effectively and collaboratively in the process to improving land governance in the forest area of Cameroon. Among its expected outcomes are (i) strengthened capacity of key stakeholders at local, regional, and national levels across Cameroon; (ii) effective multi-stakeholder decision-making at local and national levels that are strengthened through field experience and enhanced capacities; and (iii) monitoring, learning and advocacy. This project has included many lessons that have been learned through LandCam and will continue to coordinate with the project during any overlap in the projects' implementation periods.
MINEPAT-PADI DJA	This GoC Program was set up within the context of the Mbalam-Nabeba iron ore industrial mining exploitation project and concerns 11 council areas around Dja Faunal Reserve, the Ngoyla-Mintom Forest Block and Nki National Park. Its overall objective is to improve the living conditions of the local populations as well as enhance cross-border exchanges through integrated land use management that involves construction of socio-economic infrastructures for local development as well as providing institutional support within the context of industrial mining in the concerned regions.
National Program for Participatory Development Phase 3 (PNDP)	The third phase of the PNDP runs from 2018-2022 and has two components to support local development and the decentralization process. Under its first component, the project aims to improve socio-economic conditions, increase the productivity of basic natural resources, and raise the incomes of the population in targeted municipalities, including municipalities in the three landscapes targeted by the Cameroon child project. Its second component aims to strengthen the capacities of institutions that support the decentralization process. It will also provide assistance for capacity building of municipalities and local actors such as service providers, multidisciplinary teams of sectoral ministries, elected officials and technical service providers so that they can fully assume an effective role as actors of local development. This is especially relevant as regards strategies foreseen to be implemented through the Cameroon child project in the TRIDOM landscape.
GIZ ProPFE (<i>Protection des forêts et de l'environnement</i>)	Executed by MINFOF and MINEPDED, with support from the German Federal Ministry for Economic Cooperation and Development (BMZ), the GIZ ProPFE program began in 2015; its current phase is scheduled to continue through 2022. The project supports sustainable and ecological management of forest resources in line with the principle of 'protection by utilization' It is active within four regions of Cameroon, including the Center and East regions. Its primary areas of intervention include: (i) promoting the sustainable use of forest resources and biodiversity in municipalities; (ii) developing value chains based on timber and non-timber forest products for the benefit of vulnerable local people; (iii) providing environmental education to increase levels of appreciation of natural resource, climate change mitigation and the environment; and (iv) improving general conditions for policy

Title	Description
	dialogue and valorization of forest resources. Previous phases of the program provide important baselines on the development of NTFP value chains.
African Wildlife Foundation (AWF)	AWF has a national conservation program in Cameroon that intervenes in multiple of the project landscapes, including Campo and TRIDOM. In 2016, AWF took over the management of funds provided by FEDEC in support to effective management of CMNP with special focus on anti-poaching. They also manage KfW funds in Campo to support: (i) the effective management of the Campo Ma'an Technical Operational Unit; (ii) engagement with Bagyéli communities; (iii) ecotourism; and (iv) sharing knowledge. AWF is also active around Dja Faunal Reserve in the TRIDOM landscape, where they are also working to engage IPLCs in SFM. AWF will be a key partner on this project, and its activities will be coordinated with their ongoing complimentary programs and projects.
Foundation for the Environment and Development in Cameroon (FEDEC)	Recognized as a public utility by Presidential Decree No. 363 of 16 November 2001, FEDEC has been supporting CMNP as a measure to compensate for damage to coastal forests caused by the Chad-Cameroon pipeline. This support is being provided to support the maintenance and enhancement of biodiversity in CMNP through five programs: (i) protection and land-use planning of the CMNP, (ii) fighting against poaching, (iii) monitoring and research on the dynamics of important wildlife species, (iv) ecological and socio-economic monitoring and research, and (v) ecotourism development. The project will coordinate with FEDEC in areas of the protection of CMNP, ecotourism, and ecological monitoring.
KfW	Through its “Basket Fund” support for protected areas, the KfW is supporting two simultaneous four-year (2018-2021) projects with CMNP’s main technical partners AWF and WWF for a total of approximately 1.65 million USD. The support is being used to strengthen law enforcement, engage with local Bagyéli communities, support the development of ecotourism and ecological monitoring.
TRIDOM landscape program	In addition to sectoral government programs and multi-lateral programs, a large number of programs have and are being implemented in support of the TRIDOM. These include notably, the WWF implemented the Ngoyla-Mintom project; the ZSL, in partnership with AWF, project in the Dja Conservation Complex project; and multiple initiatives by IUCN ranging from anti-poaching to REDD+ related community-based actions. The project has consulted key partners under these projects during the design phase of project development and will continue to coordinate with them as relevant across this project’s components.
Ebony Project	Launched in 2016, the Ebony Project was established to create a legal and socially responsible value chain for ebony and to serve as a testbed for community-based scalable rainforest restoration efforts. Its objectives are to: (i) work with IPLCs to create a scalable program for the sustainable production and stewardship of ebony and local fruit trees; (ii) model West African ebony distribution and assess harvesting rates and appropriate planting areas; (iii) understand the ecology of ebony to enhance natural reproduction and dispersal, and test restoration approaches; and (iv) test alternative propagation approaches. This project will work directly with the Ebony project under Component 3.
Central Africa World Heritage Forest Initiative (CAWHFI)	CAWHFI is a UNESCO initiative targeting existing or potential Central African World Heritage Sites. In its first phase from 2003-2010, the program focused its action on the improvement of management in TNS, TRIDOM and the Gamba-Mayumba-Conkouati landscapes. The program continued through 2013, providing support to: have TNS recognized as a World Heritage Site, strengthen the FTNS, mitigate the impacts of extractive industries in TRIDOM, strengthen transboundary cooperation and support wildlife protection. It has continued to provide support to the Dja Faunal Reserve.
Conservation and Rational Use of Central African Forest Ecosystems program (ECOFAC)	The EU has intervened in Central Africa through multiple conservation programs, including notably ECOFAC, which has been supporting efforts to preserve biodiversity and manage forest ecosystems for more than 25 years. Major efforts have been dedicated to anti-poaching activities, poverty reduction of surrounding

Title	Description
	populations, capacity-building and regional governance. This has included efforts to train managers of forest administrations and institutions responsible for the management of PAs. ECOFAC is currently in its sixth phase. Under ECOFAC VI support in Cameroon will be focused on the protection of the Dja Reserve in TRIDOM and to Faro National Park, located in the northern part of the country. The EU will also support MINFOF in the fight against poaching and illegal ivory trade.
TNS landscape	Since the signing of the TNS cooperation agreement in 2000, numerous partners have received support from a wide range of donors, including NGOs, bilateral or multilateral partners, and the private sector to progress transboundary biodiversity conservation and the implementation of TNS protocols and agreements on various aspects of conservation and development. The project will work to coordinate its interventions in the TNS with other ongoing initiatives in the transboundary landscape.
Sangha Tri-National Foundation (FTNS)	The objective of the FTNS is to contribute to the long-term financing of conservation activities, eco-development and cross-border cooperation within the forest complex called the TNS. In the case of the Cameroon segment, the FTNS has supported the management of LNP as well as actions to participatorily strengthen management of resources in its periphery. As a key partner of this project, close collaboration and coordination will be maintained with the FTNS in the areas of protected area management, community engagement in conservation and sustainable forest management, the development of NTFP value chains and wildlife protection.
WWF-Cameroon	WWF has a long-standing and active conservation program in Cameroon (since the 1990s), which includes projects in the Campo, TNS and TRIDOM landscapes. These programs are supported by a range of donors within and outside of the WWF network. They have been a key partner in the establishment of these landscapes and, at present, have individual strategies for their programs in each of these landscapes. These strategies include many areas that intersect with this project's strategies, including on LUP, engagement with IPLCs and the development of sustainable alternatives to unsustainable practices (including sustainable cocoa production in TRIDOM), protected area management and wildlife conservation (in LNP and CMNP), the surveillance of zoonotic diseases (in TNS and CMNP) and the development of ecotourism. This project will coordinate with these programs and share experiences. WWF Cameroon will also play a direct role in executing activities under this project related to gorilla habituation at CMNP.
Climate finance programs	Cameroon is currently involved in a range of climate finance programs. Cameroon embarked on the process of preparing for REDD+ through issuance of its Readiness Plan Idea Note (validated in 2008) and its R-PP in 2013. A steering committee was set up by order of the prime minister (No. 103/CAB/PM of June 13, 2012) to ensure the coordination and coherence of REDD+ activities in Cameroon. In 2014, Cameroon elaborated its national REDD+ strategy, which was validated in June 2018 by all stakeholders and the steering committee. Its FIP, endorsed in 2017, includes a program on reducing emissions from deforestation and forest degradation in the southern forested plateau of Cameroon that overlaps with this project's geographic scope. The Green Climate Fund (GCF) has also supported multiple readiness activities and included Cameroon in several multiple country programs. In addition, with support from Central Africa Forest Initiative (CAFI), the Cameroon is elaborating its NIF for REDD+, which is anticipated to be accompanied by a financial mechanism to enable funds to be channeled for implementation. The first draft of the NIF was presented in November 2017 and approved by the FIP Sub-Committee for revision and resubmission in 2018. A results-based instrument, under the coordination of the Ministry of Economy, Planning and Regional Development will be used to facilitate the management of existing and future resources (e.g., CAFI, FIP). The project will work to coordinate with these programs as they continue to evolve.

SECTION 2: PROJECT EXECUTION STRATEGY

2.1 Project Objective and Theory of Change

The **project's objective** is to strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people.

Over a six-year period, the project will address key barriers and tackle the drivers of deforestation, forest degradation and biodiversity loss through the concurrent execution of multiple complementary strategies: (i) progressing informed and inclusive LUP; (ii) improving the effectiveness of management and governance systems for high value conservation forests, and undertaking targeted actions to protect their endangered species; (iii) developing sustainable forest-based value chains that engage the private sector and deliver benefits to IPLCs; and (iv) and promoting the scaling deep, out and up of best practices through knowledge management. Achieving and sustaining the effective participation and empowerment of IPLCs, while respecting human rights and reinforcing their resilience, is core to the project's overall objective.

The project is divided into five components:

- 1) **Component 1:** Mainstreaming integrated land use planning (LUP) and management
- 2) **Component 2:** Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species
- 3) **Component 3:** Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains
- 4) **Component 4:** Improving benefit generation from biodiversity through sustainable tourism development
- 5) **Component 5:** Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination

The project's strategies will be applied in a targeted approach across the Cameroon segments of the project's three transboundary forest landscapes. The landscapes considered under each strategy and the more specific areas of intervention within each landscape have been identified based on site-specific considerations and is further described in Appendix 5. Among the criteria considered were the potential to achieve meaningful results in the six-year project period, baselines and available co-financing, as well as the ability to manage all safeguard considerations. In order to drive for impact and ensure cost-effectiveness, target areas that have the potential to achieve results under multiple strategies have been prioritized.

More specifically, the project will work under Component 1 on LUP in two councils of the TRIDOM landscape (i.e., Ngoyla and Mintom) where the enabling conditions to undertake such a process, which requires significant time, resources, and will from stakeholders to be successful, were strongest. These two councils are within the two sub-national regions that have already been targeted as part of the LUP process being rolled out at different scales in Cameroon. They were also identified as priorities given an increasing potential for land use conflicts in the area and the potential for LUP at this time to play a key role in how LUP decisions are made moving forward. While the key enabling conditions for such a process are not as apparent in the CMRC landscape, there will likely be a real opportunity to take the lessons learned from the pilot process in Ngoyla and Mintom to scale in TNS and the project will work to assure lessons learned are shared to facilitate such a process, which is beyond the timeline of this project to rollout to completion.

Under Component 2, the project will work on the conservation of high value forests and their endangered species in the TNS and CMRC landscapes, where baselines, co-financing and partnerships offer the capacity and means to achieve results and addressing key aspects of various threats is within the scope of the project.

Given the high priority of establishing and strengthening of forest-based value chains, as iterated during the stakeholder consultation process by IPLCs and other actors, this strategy will be implemented under components 3 and 4 in all targeted landscape segments. The project will focus on NTFP value chains in all three landscapes, and will capitalize on opportunities to explore the potential of public-private partnerships around value chains for ebony and ecotourism in TRIDOM and CMCR, respectively.

All the strategies will include important aspects of regional collaboration and knowledge management to promote scaling out and up of results. By applying an integrated approach to address challenges to SFM and biodiversity conservation in Congo Basin landscapes where forests provide a range of goods and services, the project will directly contribute to the Congo IP objective to incorporate environmental management principles in forest management through landscape approaches at different levels. The Cameroon child project is also well aligned with the Congo IP's Program Framework Document. A detailed presentation of the alignment between each of the components of the Cameroon child project, including outcomes and associated indicators, and the Congo IP is presented in Appendix 13.

To further support maintaining ecological integrity at the biome level and ensure strong regional cross-border coordination, the Cameroon child project has been designed to align with the approach and activities planned under the RCP, especially as regards LUP, maintenance of key habitat, zoonotic disease surveillance, and increasing the engagement of the private sector and IPLCs in key forest value chains. The Cameroon child project's fifth Component will directly contribute to the RCP's objective to catalyze transformational change in SFM in transboundary landscapes by sharing and scaling best practices and innovations.

Finally, the empowerment of IPLCs in SFM, which is a key aspect of the RCP's third component, is considered essential to strengthen forest governance in Cameroon and was stressed by stakeholders as a theme that should form a central aspect of all the project's strategies. As such, the project's components and its strategic approach under each component reflect key needs and priorities as expressed by IPLCs during the project's consultation process. Awareness arising and capacity building for IPLCs to engage has also been integrated under each of the project's strategies.

Theory of change

The project's overall theory of change holds that if the project successfully implements inclusive strategies on LUP, high conservation value forests and their endangered species, the development of sustainable forest-based value chains and regional coordination and knowledge management, then IPLCs, including women and youth, will be further empowered, and engaged in SFM. In addition, if inclusive, integrated LUP at the local level is successful, the outcomes integrated at other levels of LUP, and the benefits of such efforts are communicated, then land use and development planning at the local, sub-regional and national levels will better recognize IPLCs rights and natural capital values, conflicts over land and resource use will be reduced, and the impacts of land use and development planning will be able to be better managed. If governance and management systems for SFM in and around targeted protected areas are more inclusive and the capacity to manage key threats to endangered species strengthened, then biodiversity loss from some key threats will be reduced or avoided, IPLCs' resource rights will be better recognized and conflicts over resource use will be reduced. If sustainable forest-based value chains are established, then more IPLCs will be engaged in SFM, and benefit from more sustainable livelihoods and increased resilience. Finally, if

the results of the project are well monitored, regional coordination is effective and lessons learned are shared strategically, the results of the project will contribute to impacts at the level of transboundary landscapes, as well as scaled out and up across landscapes, and the national and Congo Basin levels.

Figure 4 provides an overview of the project's overall theory of change.

By component, the project's theory of change holds:

Component 1: If reliable information on the values of natural capital and the rights of IPLCs is available, stakeholders are identified, engaged and their capacity to apply this information in LUP is enhanced and the project supports the costs for implementing a participatory LUP process in alignment with guidelines established by MINEPAT, then the project assumes that informed, intersectoral land use planning that recognizes the values of natural capital and the rights of IPLCs will be completed for the Ngoyla and Mintom council areas. The logic then holds that if this LUP process is recognized and respected in sectoral and regional land use planning processes, a framework to plan, monitor and adapt land management and leverage local, national and international investments for sustainable land management and SFM will be established over approximately 1.2 million hectares and conflicts stemming from increasing investments in agriculture, forest and extractive industries will be reduced. It further holds that if the process for LUP in the Ngoyla and Mintom councils is successful, it will provide valuable lessons for other councils in the transboundary landscapes of Cameroon and across the Congo Basin. This component assumes the continued commitment of MINEPAT to roll out the 2011 Framework Law on Land Use Planning and develop PLADDT, that stakeholders have sufficient common interests and motivation to engage in LUP, and that appropriate methodological tools and information to undertake informed and inclusive LUP are available.

Component 2: If participatory management and governance frameworks for PA and their peripheral zones are reinforced, the capacity of different actors to understand and enforce environmental laws and regulations law is improved, and the project supports the costs of community engagement, the establishment and implementation of agreements that recognize the rights of IPLCs, building capacity for responsible law enforcement, monitoring in and around PA, the establishment of zoonotic disease surveillance systems, and transboundary coordination on key PA-related issues, then the theory of change assumes that the management effectiveness of these high conservation value forests in will be improved and that threats to their endangered species will be reduced. This component assumes that stakeholders will be motivated to participate in improving the management of PA and their peripheral zones. In addition, the strengthening of law enforcement assumes that the costs to implement law enforcement will be covered by other partners, and that poachers or other individuals that are not in compliance with regulations in force will be apprehended, prosecuted and punished with the appropriate sentence, resulting in a decrease in the number of individuals undertaking illegal activities which will improve the status of species threatened by the wildlife trade or other illegal practices as well as other species and habitats dependent on them.

Component 3: If sustainable NTFPs can be identified, communities are engaged, the capacity to develop and monitor community-based NTFP enterprises is improved, partnerships with the private sector are negotiated, and Memorandum of Understanding (MoU) or other forms of agreements that link the use of NTFPs with SFM practices are established, and the project provides the technical assistance and covers the costs⁴ to develop (or strengthen) sustainable NTFP value chains that provide equitable benefits, then the

⁴ Providing technical assistance and covering costs will include providing financial mechanisms to local organizations to support the development of NTFP enterprises, providing or facilitating access to inputs and equipment to support NTFP production, facilitating and providing technical assistance to build mutually beneficial partnerships between IPLCs and private sector operators, and facilitating MoUs or other forms of agreements that link the sustainable use of NTFP with more sustainable forest management practices and biodiversity conservation.

project assumes that the income of IPLCs from environmentally-positive NTFP value chains will increase and they will be more engaged in SFM.

In parallel, if communities can be identified; MoUs between communities and partners of the Ebony Project, can be established; the capacity of IPLCs in community-based tree propagation, agroforestry and reforestation is improved; incentives are provided to maintain planted trees until the project's agroforestry approach delivers direct benefits and the trees are well established; ecological research and monitoring are applied; and the project provides the technical assistance and covers the costs, then the theory of change assumes that the Ebony Project will be able to successfully expand its public-private partnership model for a sustainable and socially-responsible value chain for tropical hardwood species. It further holds that the area restored will increase, benefits (income, food security, tenure security) to IPLCs will increase and IPLCs will be more engaged in SFM.

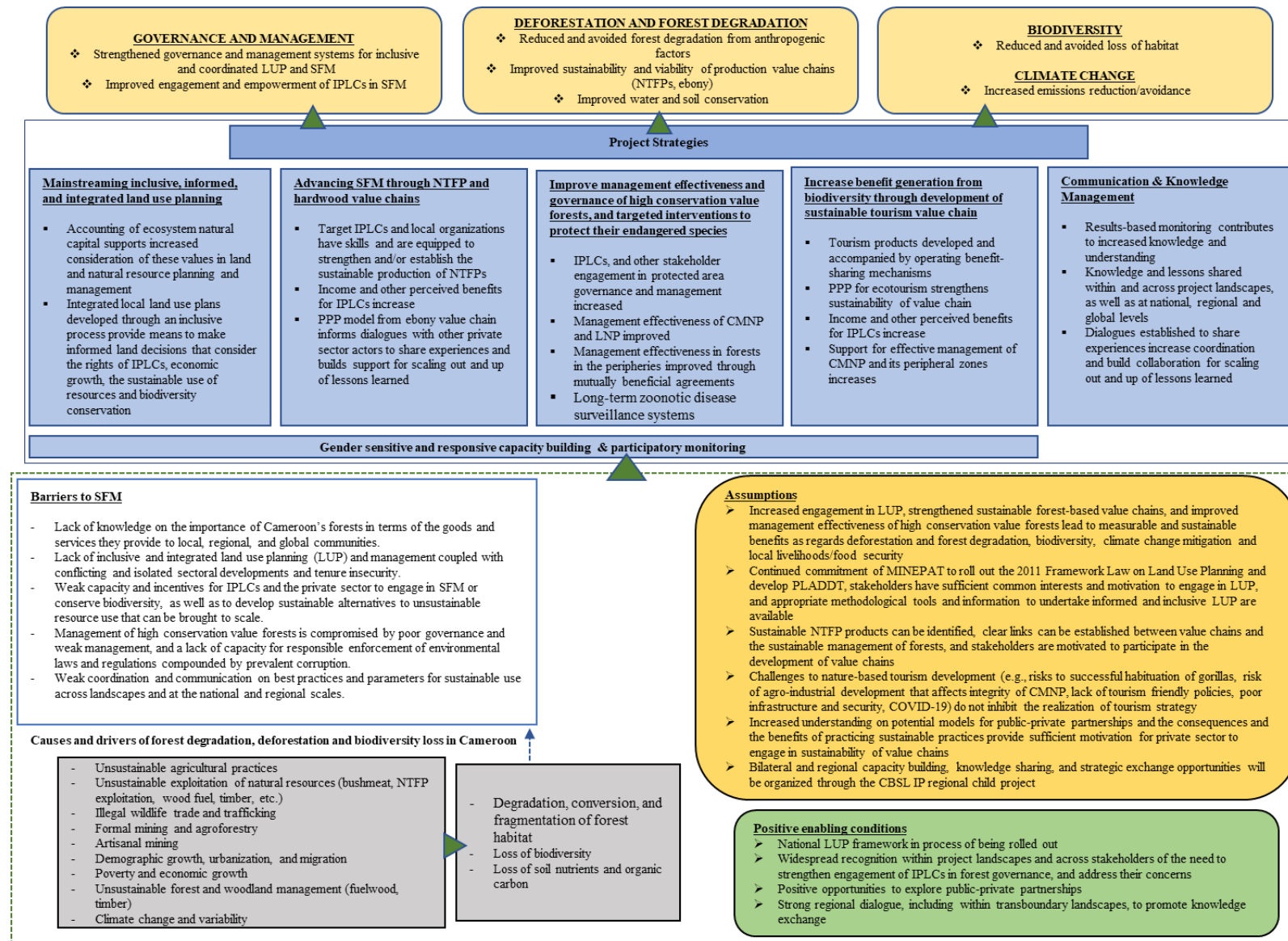
The theory of change assumes that if developing (or strengthening) environmentally-friendly NTFP and tropical hardwood species value chains are proven to be economically and ecologically sound approaches, they will be adopted by more IPLCs and private sector operators and that the lessons learned from these models can be used to inform SFM across the region. In addition, it is assumed that increased understanding on potential models for public-private partnerships and the consequences and the benefits of practicing sustainable practices provide sufficient motivation for private sector to engage in sustainability of value chains.

Component 4: If a diverse set of marketable and eco-friendly tourism products are developed, the capacity of actors to responsibly develop and manage tourism is enhanced (including through partnerships with the private sector), and tourism benefits are shared equitably then the theory of change assumes that the income to IPLCs and other actors from environmentally positive tourism will increase. The logic then holds that their engagement in the sustainable management of forest resources, upon which the tourism is dependent, will be strengthened. Furthermore, if sustainable tourism is successfully developed in and around CMNP and the lessons learned from this experience are shared, logic suggests that the model of ecotourism promoted through this project will inform the national tourism strategy. The theory of change assumes that challenges to nature-based tourism development (e.g., risks to successful habituation of gorillas, risk of agro-industrial development that affects integrity of CMNP, lack of tourism friendly policies, poor infrastructure and security, COVID-19) do not inhibit the realization of tourism strategy.

Component 5: If the project is effectively monitored and evaluated, regional coordination is strengthened⁵, and lessons learned from the project are shared through diverse knowledge management platforms and if the project covers the costs to monitor and evaluate its progress and for key stakeholders to participate in transboundary collaboration and knowledge management fora and events, then the theory of change assumes that the project strategies will be improved through adaptive management, best practices from the project will be replicated and scaled up, and coordination between local, national and regional stakeholders on efforts to maintain forest resources, protect biodiversity, enhance forest management and restore forest ecosystems will be improved. This component assumes that stakeholders will be motivated to engage in transboundary collaboration and that the RCP will organize opportunities for coordination and learning.

⁵ The areas anticipated to figure prominently in regional coordination efforts are the strengthening of transboundary agreements and associated protocols, the alignment of methodologies and tools, the sharing of data and best practices, and, in collaboration with RCP, knowledge exchange and dissemination.

Figure 4: Overview of the project's overall theory of change



2.2 Project Components and Expected Outcomes

Project Component 1: Mainstreaming integrated land use planning (LUP) and management (USD 1,231,635)

Outcome 1.1. Participatory, informed, and integrated land use planning establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha within the Cameroon segment of the transboundary TRIDOM landscape (USD 1,231,635)

While there has been progress in LUP at the transboundary, national, and sub-national levels, there remain significant barriers to establishing participatory, informed, and integrated LUP and management. As a result, land use conflicts continue. Many previous LUP efforts (especially at the transboundary level) have not been grounded in the national institutions that are responsible for managing competing land use. They also have not always taken a cross-sectoral approach, focusing instead on the management of specific resources (e.g., forests). Shortcomings of land information systems are a major constraint to ensuring legal security of land tenure. Most LUP and management systems have failed to systematically integrate IPLCs into planning and decision-making processes, and do not adequately recognize their values and rights. Finally, the consideration of ecosystems services valuation and natural capital accounting in LUP and management has been weak and inconsistent.

Component 1 and its associated Outcome 1.1 will directly address these barriers by applying a bottom-up approach for participatory, informed, and integrated LUP and management across the 1.2 million hectares of the Ngoyla and Mintom councils of the TRIDOM landscape, where the enabling conditions for progressing this strategy were confirmed during project development. This approach is fully aligned with the operationalization of Cameroon's 2011 Framework Law on Land Use Planning, which lays out principles and strategic priorities for land use and sustainable development planning, as well as specifying the officially recognized tools for integrated and intersectoral LUP at the national, regional (sub-national) and council levels. In consultations during the project development phase, stakeholders at the local level, including local authorities, leaders and IPLCs, expressed the need for a more systematic consideration of their rights in land use decisions and expressed interest in this process with special focus on awareness and capacity building to be able to participate in the rollout of the LUP Framework. The Ngoyla and Mintom councils were also prioritized by stakeholders to pilot how local LUP can help to secure IPLCs rights and be integrated with sub-national and national planning because of the presence of competing land uses (e.g., mining, forestry, conservation) and the potential for increased land conflicts. The selection of Ngoyla and Mintom as the target areas for this component also provides an opportunity for this project to build on the baseline MINEPAT has established with the development of the national land-use master plan and regional land use plans for the South and East regions. The planning process will be undertaken in coordination with ongoing programs that are supporting integrated land management and rural development, including the MINEPAT-PADI-DJA and the PNDP. It will also be coordinated with climate finance programs currently under development.

Among the key principles outlined in the 2011 law which will be strengthened through this project are the participation of local actors and citizens in the decision-making process in the field of spatial planning as well as in the implementation and evaluation of these decisions, and the preservation of ecosystems. The approach employed by the project will build on baseline initiatives, such as the LandCam project, to promote effective engagement of stakeholders, including civil society platforms. The primary tool that will be elaborated through this outcome are local land use and sustainable development plans (*Plan Locaux*

d'Aménagement et de Développement Durable du Territoire - PLADDT). These tools are the most localized of the series of LUP tools that constitute the LUP framework laid out in the 2011 Framework Law.

Output 1.1.1, under the coordination of MINEPDED and with leadership from local stakeholders, will develop the capacity, methodological tools, and verifiable information necessary to integrate ecosystem preservation and natural capital accounting into the LUP processes for the Ngoyla and Mintom councils. A participatory process that builds on the experiences of previous initiatives to assess natural capital will be used to develop open access, spatially explicit maps of key ecosystem services and biodiversity areas, and identify the core assets that will be taken into consideration (e.g., carbon, water) in the accounting exercise. An appropriate methodology for the accounting exercise (e.g., the Ecosystem Natural Capital Accounts Quick Start Package) will be identified based on the core assets selected, the context and the specific priorities and purposes of the exercise. These overall parameters for the exercise will be collectively defined with stakeholders, including IPLCs.

As a result of this output, meaningful, objective, and verifiable information on the area's natural capital will be available for use by the administration, the public and private sector actors to plan, monitor and adapt land management. In the context of this project the information will be applied under Output 1.1.2 to ensure there is a clear understanding of ecosystem services and the value of core natural capital assets, and the benefits and costs of processes that may lead to degradation in Ngoyla and Mintom. It will also be used to inform decisions made during the development of the PLADDT when it comes to conserving critical levels of natural capital and integrating compensation or restoration of any degradation which affects biodiversity or the functioning of ecosystems. Finally, the information gathered will be integrated with other types of information, including on social and cultural capital, to support more holistic accounting in LUP and decision-making processes. This output will serve as a means to pilot test an approach and will provide valuable inputs into how the methodology could be scaled out to other councils or up to the sub-national, national and (in coordination with the Congo IP) transboundary levels.

Output 1.1.2, under the coordination of MINEPAT, will support an inclusive and intersectoral land use planning process that will result in the development of PLADDT for the councils of Ngoyla and Mintom. The project will apply newly developed methodological guidelines set forth by MINEPAT, as part of a national framework for intersectoral LUP, in 2019 for a step-wise participatory approach to LUP that recognizes the principle of Free, Prior, Informed Consent (FPIC) for IPLCs, and encourages engagement by IPLCs and other local actors. Municipal Councils play an overarching role as they are the bodies mandated with leading preparation of PLADDT by law. The Councils, along with their mayors, also have significant responsibility as regards facilitating agreements among stakeholders at various levels on zoning of communal space. The process itself is anticipated to be coordinated by a Steering Committee, a Multidisciplinary Technical Committee, and a technical support system. IPLCs will be represented in the Steering Committee, which is envisioned to be composed of: the mayor; the communal executive; representatives of the villages concerned (including women, youth and vulnerable groups); a sufficiently representative body of professionals; indigenous populations and vulnerable groups; other local elected officials - deputy, senator (recommended); and promoters of projects that have an impact on the area. The Multidisciplinary Technical Committee integrates sectors/departments with an interest in land use in the area in question.

At the most local level the primary decision-making bodies are Village Land Management Committees (*Comités d'Aménagement des Terroirs Villageois* - CATV). The CATV may be built on existing local structures and are expected to represent and act on behalf of different social groups during data collection and analysis. In addition, it is understood that all proposals for future land use and management will be presented to the CATV and at the council/municipal level for review before final validation. Traditional leaders (who play an important role in the allocation of customary land under common ownership), IPLCs (key stakeholders as regards the use of rural space), other individual actors, civil society organizations, and the private sector, are also envisioned to play more specific roles at various stages of the LUP process. The role of different bodies and actors will be defined through simple ToR during consultations and preparations for the LUP process.

The methodology has seven phases: (i) organization and preparation of the PLADDT process and official launch; (ii) preliminary diagnosis, collection and analysis of existing data in preparation for consultations; (iii) consultations, including at the level of villages, institutional strengthening, data collection, diagnosis and planning; (iv) restitution of the village diagnosis and at the commune level, elaboration and approval or revision of the provisional PLADDT; (v) restitution of the draft PLADDT to the communities and documentation of village-level observations; (vi) finalization of the PLADDT, official approval and public release; and (vii) implementation and monitoring and evaluation (to inform adaptive management and revisions). As stated in the guidelines for the development of PLADDT, the process is intended as a judicious interpretation and refinement of national policies and strategies at the local level. The process allows for local municipalities and their communities to share their ambitions and priorities with the government and have them considered in iterative regional and national LUP processes. As part of the PLADDT development all parties must agree on optimal land management solutions through a fully participatory process with the communes and local communities. It also requires following the FPIC principle when any decisions impact IPLCs lands. The overall aim is to assure that land use supports sustainable rural development and that the distribution of land at the local level responds in a coherent manner to different productive, cultural and protective uses and functions. As explicated by the GoC it is intended as a first step towards securing land for all stakeholders and actors in the rural space and aims to ensure social balance and avoid conflicts between the different groups of actors living in the commune, including all vulnerable and marginalized social strata. It also includes provisions on how local stakeholders should be engaged in the implementation of the PLADDT, in particular when any decisions affecting rural lands are made.

This project will support stakeholders in Ngoyla and Mintom to realize the LUP process through the finalization of the PLADDT with a special focus on the inclusion of IPLCs in the process. To promote an inclusive LUP process, the project will build the capacity of local stakeholders, including women, youth and IPLCs, to participate. It will also take advantage of the window of opportunity presented by the development of PLADDT that will be fully integrated in broader sub-national and national LUP frameworks to assist IPLCs in securing their customary land and rights by encouraging a process that recognizes the protection of community rights, respects IPLCs governance systems, and is tenure-sensitive.

The realization of the PLADDT will respond to the ambitions of Cameroon as regards decentralization and sustainable development by supporting the transfer of competences and resources for LUP to the council level. Once the PLADDT are completed, the project will facilitate the integration of the results of council-level LUP in ongoing sectoral (*Schéma Sectoriel*) and regional (*Schémas Régionaux d'Aménagement et de Développement Durable du Territoire*) LUP and decision-making processes for the South and East regions of Cameroon. If successful, the project will provide a transformational example of how a multi-sectoral

framework to plan, monitor and adapt land management and regulations on the use of resources can be established and coordinated through an integrated framework at the local, sub-national and national levels.

This outcome will be realized through two outputs:

Output 1.1.1 Mapping and accounting of ecosystem natural capital completed for the Ngoyla (816,087 ha) and Mintom (381,431 ha) council areas

Output 1.1.1 will apply existing available data in Cameroon, regionally or in international databases to map and create accounts for a set of core ecosystem services in the Ngoyla and Mintom councils. The exercise will be under the coordination of MINEPDED with local authorities and will take place in years one and two of the project. In year one, a technical partner with expertise in the mapping and accounting of natural capital as well as in designing and leading participatory processes, will be identified to work with relevant ministries, regional delegations and local stakeholders to complete the exercise using a step-wise process from the identification and assessment of stakeholders and their capacities to preparation and selection of the most appropriate methodology to the delivery of final maps and other communication materials (Activities 1.1.1.1 - 1.1.1.4). The selection of methodology will be done in consultation with relevant communities of practice, such as the Africa Natural Capital Accounting Community of Practice. In consideration of the assessment of capacities undertaken in Activity 1.1.1.1, a simple data management system will be established to support the process (Activity 1.1.1.5). Lessons learned from the exercise will be documented, shared and used to develop recommendations to inform sub-national, national and regional strategies for ecosystem natural capital accounting (Activity 1.1.1.6).

Output 1.1.2. Integrated land use plans developed and endorsed for the Ngoyla and Mintom council areas based on a multi-stakeholder process which builds the capacity of IPLCs, CSOs, private sector and governance entities to incorporate ecosystem natural capital accounting and recognize the tenure and access rights of IPLCs

Output 1.1.2 will result in PLADDT for the Ngoyla and Mintom council areas. Starting in year one, MINEPAT and its regional delegations, will work with the Mayors and Municipal Councils of Ngoyla and Mintom and IPLCs representatives to identify technical consultants with appropriate expertise on inclusive LUP and conflict resolution that will be engaged to co-develop with local stakeholders the principles for engagement in LUP, and accompany local stakeholders through the LUP process. The technical consultants will work with MINEPAT and local actors to map and assess the relationships between stakeholders (Activity 1.1.2.1) and design roadmaps to participatorily develop PLADDT based on methodological guidelines put forth by MINEPAT (Activity 1.1.2.2). Once the road map is established, outreach will be undertaken to discuss with stakeholders (e.g., government ministries, regional delegations, local authorities, IPLCs, civil society actors, key private sector operators) the consultation process and collaboratively identify their roles. Throughout the planning process, the project will work with IPLCs representatives to support the organization and participation of IPLCs, including women and youth, to ensure they are well and equitably represented in the Steering Committee and other relevant decision-making fora (Activity 1.1.2.3). Simultaneously, a targeted training program will be designed and implemented to build the capacity of local stakeholders to participate in the LUP process and empower them to protect their rights, including the integration of natural capital accounting and means to recognize the rights of IPLCs (Activity 1.1.2.8). This training program will be developed in coordination with training of national stakeholders planned under the RCP of the Congo IP.

Starting in year two, the consultants will work to compile existing data (e.g., land use; outputs of community mapping or land use plans at village level; social, cultural and natural capital) and documentation (e.g., existing land use plans, sectoral strategies, use regulations) to inform the LUP process and organize

consultations, including with village representatives, to share understanding of principal land use trends; known past, current and future land use issues; and the institutional and regulatory frameworks for land management and resource use (Activity 1.1.2.4). Among the information that will be considered is also the knowledge base anticipated to be developed on sustainable vegetable oils at the regional and national level under the Congo IP. The compiled information will be used to identify possible land use scenarios that take into consideration key factors such as population projections, primary needs, areas required to meet political objectives and targets, and climate change and variability (Activity 1.1.2.5). These plans will then be shared with local stakeholders, with the participation of women, youth and IPLCs, to undertake village-level diagnoses, analyze different scenarios and identify an optimal scenario. The consultation process will include careful documentation of any areas of uncertainty or potential conflicts (Activity 1.1.2.6). The optimal scenarios will be used to elaborate the PLADDT which reflect the rights and needs of local stakeholders and the value of natural capital (Activity 1.1.2.7). Once these plans have been validated through the official process laid out in the LUP framework, the project will work with MINEPAT and Municipal Councils to promote their recognition in sectoral and regional land use planning processes, as well as in transboundary planning for the TRIDOM LS. To promote the scaling out and up of integrated land use planning, the lessons learned from the LUP process in Ngoyla and Mintom will be shared with other councils in the forested landscapes of Cameroon and with the national program on integrated land use planning and management (Activities 1.1.2.10). Finally, the project will participate in transboundary landscape LUP processes (e.g., Regional Learning and Leadership Group) led by the RCP. Among the key areas of potential learning are how national and transboundary LUP processes, including for TNS and CMRC, can be made complimentary and foster the participation of all stakeholders (Activity 1.1.2.11).

Project Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species (USD 2,301,629)

Component 2 will promote better governance of protected areas and their peripheries, thereby promoting more effective management that aligns with the desired objectives of these areas and support targeted interventions to protect their endangered species. It assumes that stakeholders have the willingness and motivation to develop participatory governance and management models for protected areas and their peripheries and will build on baselines that cover some of protected area management. In particular, it is designed to complement ongoing initiatives, including actions already supported by the state, the FTNS, FEDEC, WWF, AWF and other donors.

The component will directly address barriers associated with the lack of participatory management models for sustainable forest and wildlife management, including (i) the low level of capacity (including inadequate budget allocations) and accountability in government agencies to establish inclusive governance and management models for protected areas and (ii) the weak engagement of IPLCs and the private sector in biodiversity conservation, including notably in the periphery of the project's targeted protected areas. The need for PA management to better take into consideration IPLCs concerns was highlighted as a priority during the consultation process.

Interventions will be focused on the two high value conservation areas of CMNP in the Cameroon segment of the CMRC landscape and LNP in the TNS landscape. These protected areas have high levels of biodiversity capital upon which IPLCs depend for their self-efficacy and other factors of resilience, and which are under increasing and evolving threats (i.e., uncontrolled and unsustainable harvesting practices, poaching and harvesting of live animals, the proliferation of arms, weak application of the law, corruption,

unsustainable industrial and illegal timber exploitation, mining, unsustainable sport hunting, encroachment, poor planning, and large-scale infrastructure development).

Under Outcome 2.1, the project will systematically work with protected area conservation services and communities to foster the understanding, tools and interdisciplinary skills necessary to strengthen inclusive and adaptive management and governance systems for CMNP and LNP through best practices. It will also directly invest in increasing the capacity of conservation services and other key stakeholders (i.e., law enforcement organizations, magistrates, judges) to undertake responsible park management and address threats to endangered species. Under Outcome 2.2, the project will build participatory models of sustainable forest and wildlife management in the peripheries of these protected areas by means of the establishment, implementation, and monitoring of transparent management agreements that recognize the rights of IPLCs between key stakeholders. Finally, under Outcome 2.3, the project will work to strengthen zoonotic disease surveillance systems.

Outcome 2.1. Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems (USD 1,760,767)

Output 2.1.1. Studies, management tools, and regional coordination to strengthen adaptive management systems of CMNP and LNP

Under Output 2.1.1, the project will contribute to the increased management effectiveness of CMNP and LNP by strengthening the management and governance frameworks of these protected areas. This work will build on the significant baselines that have been established by WWF, AWF, FTNS and FEDEC in these protected areas. In year one, the project will undertake participatory assessment of standards, conditions, and accountability in key areas of protected area management (i.e., legal authority, Codes of Conduct, approach to law enforcement, respect for human rights, inclusion of IPLCs in key aspects of park management, financial systems) at both sites to identify measures needed to improve management effectiveness and inform governance and management strategies (Activity 2.1.1.1). The current management and business plans for CMNP expired in 2019. Following the participatory assessments, the project will work with MINFOF, its technical partners and other key local stakeholders (e.g., traditional leaders, CSO) to undertake an inclusive process to produce updated versions of its management and business plans (Activity 2.1.1.2). This planning processes will provide an opportunity for key stakeholders (including IPLCs, the private sector and national authorities) to consider how to tackle strategically and collectively threats to biodiversity and will ensure that the park's objectives and management strategies are aligned with the current and evolving context in the periphery of the park. This process will also allow stakeholders to participatorily assess and develop responses to issues identified by IPLCs as of high concern, including issues related to human-wildlife conflicts. This output will also contribute to the financial sustainability of CMNP through business planning that considers the funding requirements of CMNP and identifies sources of funding, through a variety of mechanisms aimed at meeting short-term, medium- term, and long-term needs.

The project will also support ongoing strategic thinking on models for co-management of protected areas in Cameroon, building on the COMIFAC best practices for PPP models for co-management in Central Africa, the simplified manual for PPP to benefit protected areas (2019-2035) developed by MINFOF, and the experiences of other protected areas within Cameroon and across the region that are successfully applying co-management frameworks (e.g., the Dzanga Sangha Protected Area Complex, Nouabalé Ndoki National Park, Zakouma National Park). Specifically, feasibility studies and workshops will be organized to strengthen the enabling conditions for co-management models in Cameroon and to support the development of a co-management system for LNP (Activity 2.1.1.3). By year 3, a new management model,

such as a co-managed or delegated model with a relevant non-governmental partner, will be established. This process will be informed by lessons learned in the protected areas in the other segments of the TNS landscape.

Furthermore, to advance efforts to strengthen governance and accountability systems around protected areas, the project will undertake an evaluation of the grievance redress mechanism (GRM) being established in the Cameroon segment of the TNS as well as complimentary efforts in neighboring countries (e.g., GRM in CAR) to assess lessons learned and identify actions to strengthen the design and operation of the GRM in the Cameroon segment of the TNS and inform the development of such a mechanism for CMNP. The evaluation will look at the framework and capacity to manage GRM, including as related to human-wildlife conflicts, and complimentary stakeholder dialogue platforms (e.g., through human rights centers); assess lessons learned; and identify actions (e.g., third party and/or community monitoring and/or steps to better protect defenders and rights-holders) to strengthen their design and operation (Activity 2.1.1.4).

Finally, given the transboundary and regional nature of many of the threats and management issues facing CMNP and LNP, and their endangered species, the project will work bilaterally and with the Congo IP RCP to animate transboundary consultative platforms, in particular with adjacent landscape segments in EG, CAR and RoC, to strengthen coordination on transboundary agreements and key policy and management issues that impact protected areas and biodiversity conservation, including managing and monitoring wildlife crime (e.g., through the Monitoring the Illegal Killing of Elephants -MIKE - program), zoonotic disease surveillance, sustainable land planning and use, development of commodities, agribusiness infrastructure, water management, tenure security, tourism, and climate change and vulnerability. The project will also support raising awareness on findings of regional studies on wildlife trafficking and the supply chains and support participation in regional initiatives/programs (e.g., GEF 7 Global Wildlife Program) and bringing the results of broader initiatives to organizations at the local level (Activity 2.1.1.5).

Output 2.1.2. Trainings, workshops/meetings, equipment, small supplies, and technical assistance to strengthen and/or establish inclusive governance and management systems for CMNP and LNP

Through a combination of direct investment and technical assistance, Output 2.1.2 will address the low level of capacity in government agencies to establish inclusive and effective governance and management models in CMNP and LNP and improve the capacity of IPLCs to be involved in these models. The project will use a variety of communication materials to raise the awareness and understanding of IPLCs and other stakeholders on their rights, the values of protected areas, and environmental and social laws and regulations (Activity 2.1.2.1). The project will also contribute to the costs for regular meetings of protected area governance bodies at CMNP and LNP, including Management Committees, Scientific and Technical Committees, and Local Consultative Committees (Activity 2.1.2.2). Furthermore, regular face-to-face meetings between local stakeholders will be used to participatorily develop, coordinate, and adapt management strategies for CMNP and LNP and their peripheral zones (Activity 2.1.2.3). In national parks, where the primary form of governance is by the government, governance bodies and regular communication and direct consultations are critical instruments and tools for engaging with and sharing information between rights-holders and other stakeholders in issues pertaining to protected area management. By supporting these consultative processes, the project aims to reduce knowledge gaps and misunderstandings between conservation services and IPLCs (who largely rely on natural resources for their livelihoods) on the management of natural resources and biodiversity conservation and help to empower local communities to secure their rights and engage in collaborative wildlife management and protection.

The project will also directly invest in increasing the capacity of conservation services at CMNP and LNP to implement responsible community engagement and park administration through the purchasing of

critical logistical means and field gear (Activity 2.1.2.4). Simultaneously, the skills of conservation service personnel to undertake community engagement and park administration, as well as the capacity of IPLCs to meaningfully participate in consultative platforms, governance bodies and other aspects of park management, will be strengthened through targeted trainings (Activity 2.1.2.5).

To address more specifically the threat posed by wildlife crime and wildlife trafficking, the project will also undertake targeted training and refresher courses for the conservation services of CMNP and LNP, as well as other key stakeholders (i.e., law enforcement organizations, magistrates, judges), to raise their awareness and strengthen their capacity to implement best practices for law enforcement, addressing wildlife crime, and respecting human rights (Activity 2.1.2.6).

Building on the findings of the assessment under Output 2.1.1, the project will directly invest in supporting the capacity needs of GRM to facilitate the sharing of information and the effective mitigation, management, and resolution of concerns and undertake trainings and sensitization actions to ensure IPLCs, including women and youth, have access to the GRM in TNS and CMNP and the necessary capacity to air, elevate and act upon any concerns (Activities 2.1.2.7-2.1.2.8).

Finally, to regularly assess the impacts of project interventions in CMNP and LNP and support an adaptive management approach, the project will contribute to the monitoring of protected area management effectiveness through the regular application of the nationally adopted Integrated Management Effectiveness Tool (IMET) and large mammal surveys in 2025 (Activity 2.1.2.9-2.1.2.10). Punctual surveys of large mammals are critical to detect trends in key populations of species both inside of the park and in areas around the park where the development of agribusiness and infrastructure are rapidly changing the environmental and social context.

Outcome 2.2. The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders (USD 295,240)

Outcome 2.2 aims to engage IPLCs in improving the effectiveness of forest and wildlife management in critical peripheral areas of CMNP and LNP, including areas that serve as important corridors for wildlife and as sources of key natural capital for IPLCs, and building their capacity to do so successfully.

Output 2.2.1. Meetings, communication, equipment, small supplies, field costs and technical assistance to strengthen engagement and coordination between local stakeholders, including IPLCs, on forest and wildlife management and monitoring

In the TNS landscape, the project will support the establishment or strengthening of formal models of collaboration between key stakeholders in and around LNP. This will include platforms such as the convention between MINFOF and ASBABUK, which is currently being aided by the Center for Education, Training and Support for Development Initiatives in Cameroon (*Centre pour l'Education, la Formation et l'Appui aux Initiatives de Développement au Cameroun* – CEFAID), and the Mambélé Convention (Activity 2.2.1.1). Regular meetings will be organized among local wildlife management committees (*Comité de Valorisation des Ressources Fauniques* – COVAREF), conservation services, private sector actors (i.e., community forest enterprises, logging companies, safari operators as detailed in Stakeholder Engagement Plan) and IPLCs around LNP to assess provisions for the management of wildlife, including state of understanding on target species, best practices, hunting rights, quota systems and benefit-sharing. The aim of these meetings, which were identified as a priority by local stakeholders, is to empower local communities to directly engage in wildlife management and establish equitable and transparent

management agreements that recognize the rights of IPLCs, including women and youth, between COVAREFs and professional hunting outfits (Activity 2.2.1.2).

Finally, under Output 2.2.1, the project will work with stakeholders, namely IPLCs, to build their capacity to design and implement adapted and participatory wildlife surveys, social impact, and threats monitoring systems in peripheral zones and key wildlife corridors around CMNP and LNP. This monitoring of wildlife will complement monitoring of governance frameworks and biodiversity targets for CMNP and LNP under Output 2.1.1 and will be an important means of building the engagement of rights-holders in the management of resources upon which they depend. It will also be used to and improve skills in applying adaptive management strategies, including in other areas of the Cameroon segment of the CMRC landscape, often referred to as the Campo Technical Operating Unit (UTO), and the COVAREFs in TNS (Activity 2.2.1.3).

Outcome 2.3. The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa (USD 245,622)

Outcome 2.3 directly targets the establishment of long-term zoonotic disease surveillance systems for CMNP and LNP to minimize the risks of disease transmission. This strategy was raised to the level of its own outcome in part in response to the current global pandemic and builds on the baseline that has been established at CMNP through the Bengo Project and LNP through the FTNS. It applies lessons that have been learned through long-standing programs working to establish such systems (e.g., Wildlife Conservation Society's Congo Wildlife Health Program). Its implementation will feed national health monitoring efforts and be coordinated with work under the RCP to promote sharing of information and best practices.

Output 2.3.1. Zoonotic disease surveillance systems targeting diseases for great apes operational for CMNP and LNP

To maintain continuous health control and strengthen long-term zoonotic disease prevention, around CMNP, the project will support efforts to improve health and hygiene conditions in target stakeholder groups (e.g., trackers, ecoguards), prevent large-scale spread of severe disease outbreaks and their transmission between humans and animals, and build local and institutional capacities for continuous health monitoring. Prevention measures to avoid acute outbreaks of diseases and their transmission between humans and animals (e.g., testing, sample analysis, emergency treatment) will be managed through the WWF Wildlab, which has the capacity to analyze human and animal samples for diseases such as Filoviruses (Ebola/Marburg), Anthrax, Orthopox, and human respiratory viruses (HMPV, RSV). The lab, which works in collaboration with the Robert Koch Institute, has also integrated COVID-19 testing into its protocols. The project will contribute to costs for field gear and small supplies to continuously monitor the health of target wildlife (notably gorillas) through systematic sampling and analysis (Activity 2.3.1.1). Health checks and vaccination campaigns for gorilla trackers and their extended families will also be maintained (Activity 2.3.1.2). Simultaneously, the project will work with local NGOs to expand awareness raising campaigns on health issues related to gorilla tourism (i.e., hygiene measures, risk of disease transmission and preventive measures) to target civil society, government authorities, private workers, and IPLCs bordering CMNP (Activity 2.3.1.3). The project will also regularly train gorilla trackers and other CMNP employees on biosafety and other safety protocols (Activity 2.3.1.4). Finally, the project will coordinate with ongoing efforts to establish a transboundary surveillance system in TNS and other regional initiatives to share information and the establishment of best practices (Activity 2.3.1.5).

Project Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains (USD 3,411,640)

Component 3 will address the impacts of unsustainable resource use by local communities and private sector actors by promoting their increased engagement in local-level models for SFM that engage IPLCs and the private sector. The project will simultaneously support the development of two different local-level models (or approaches) for SFM: (i) across the three target landscapes, the project will work to develop or strengthen NTFP value chains where IPLCs and community producers make up an important portion of the sector and are key actors in ensuring forest resources are equitably and sustainably managed and (ii) the project will support the expansion of a public-private partnership (PPP) to create a sustainable and socially-responsible value chain for tropical hardwood species in the TRIDOM landscape. The first outcome is designed to take advantage of baselines in target councils of all three landscapes to improve socio-economic conditions, increase the productivity of basic natural resources, promote the more sustainable production of commodities, and develop NTFP value chains. It will allow for the scaling out and up of efforts supported by KfW and implemented by AWF in and around CMNP, the FTNS in and around LNP, as well as ongoing and planned activities on NTFP development by WWF, the Rainforest Alliance, and other partners in certain areas of TRIDOM. Its second outcome will capitalize on the opportunity presented by the significant baseline established by the Ebony Project since 2011 to expand this initiative.

Outcome 3.1. Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes (USD 2,400,786)

Through Outcome 3.1, the project will develop (or strengthen) inclusive NTFP value chains linked to SFM in the three project landscapes. As a result of this outcome stakeholder in at least 30 IPLCs communities will derive economic benefits from NTFP value chains and be directly invested in supporting SFM models. Establishing and strengthening NTFP value chains was the highest priority identified by IPLCs across all landscapes during the consultation process.

Output 3.1.1. Landscape-specific strategies for NTFP value chain development that are gender sensitive and take into consideration the enabling conditions for ensuring establishment and sustainability of community-based NTFP initiatives, including through the engagement of the private sector

In the first year of the project, specialized partners with expertise in developing equitable and sustainable NTFP value chains in Cameroon or the broader Congo Basin will be selected to work with the Ministry of Forests and Wildlife (MINFOF), the Ministry of Social Affairs (MINAS), representatives of IPLCs, and the PMU to coordinate and provide technical assistance for the realization of Outcome 3.1 in each of the three project landscapes. Through literature review, observations, interviews (IPLCs producers/entrepreneurs, CSOs NTFP experts, researchers, practitioners, private sector actors) and research, these partners will assess the current context as regards NTFP value chains to develop an understanding of important issues and define key opportunities. Simultaneously, they will work with IPLCs and other stakeholders to identify 1-2 target value chains for development, e.g., Njansang (*Ricinodendron heudelotii*) and wild mango (*Irvingia gabonensis*), in each landscape (Activity 3.1.1.1). NTFP value chains will be selected based on how they respond to environmental, socio-institutional, and economic indicators and criteria that are important to developing equitable and sustainable NTFP value chains that contribute to local livelihoods and the welfare of the community. Among the criteria that may inform the selection are: the environmental impact and sustainability of developing the value chain and the value of the product when it comes to conserving biodiversity; the resource ecology and other characteristics of the product

(availability, seasonality, domestication, etc.); accessibility of the product and access to markets; characteristics of actors involved (number of potential beneficiaries, employment or income generation potential for women and youth, etc.) and governance arrangements; the role of the product in household strategies including income generation, consumption and improved resilience; market characteristics, including fair pricing; the potential for added value; and overall sustainability.

Once the preliminary selection process has been completed, inclusive and gender sensitive consultations with local organizations and IPLCs groups, including youth, will be undertaken and strategies for the development of selected value chains will be elaborated (Activity 3.1.1.2). The strategies will build on traditional knowledge, the wealth of scientific studies available on NTFPs in Cameroon and lessons learned from past and present initiatives. They will identify barriers to the sustainable development of the selected NTFP value chains and explicit points of leverage where the project should intervene to upgrade them, for example by improving the position of IPLCs, increasing the income generated by IPLCs and/or establishing direct links with SFM. The strategies will also specifically consider opportunities for community access to finance and how the private sector can be more directly engaged to improve the establishment and sustainability of NTFP value chains. This could be through micro-finance to increase access to capital to develop value chains, the supply side of production (e.g., establishing formal agreements to regulate collection and transport, the provision of inputs for cultivation, enhancing processing and quality), or as off-takers of products (linking to the value chains of larger enterprises). As relevant, synergies between this component and the efforts of the RCP and REPALEAC under the Congo IP to establish multi-stakeholder platforms and supply chains for SFM that benefit IPLCs will be explored and used to scale up the work. Finally, recognizing the importance of behavioral change to the sustainability of these value chains, and the risks they may pose as regards the impacts of increased income (e.g., potential to contribute to social issues such as alcoholism) or contributing to disparities between genders, the project's Social Safeguards and Gender Specialist will work with partners to integrate these considerations into the strategies to develop value chains. This could include integrating certain topics into training modules, working with local health centers to build awareness on key risks, and integrating criteria into the process to select target beneficiaries that will help to mitigate any identified risks.

Finally, the project will work with stakeholders, including representatives of IPLCs to collectively-determine environmental, social, and economic considerations that will be applied to select the IPLCs and local organizations that will be the focus of project interventions under Outcome 3.1. Among the types of project interventions that may be proposed are: technical, financial and organizational trainings and exchange visits; the provisioning of materials, grants and technical assistance to build capacity along the value chains (harvest/cultivation, storage, primary and secondary processing, packaging and commercialization); improving the enabling conditions for the private sector to engage in the value chains; and organizing and facilitating opportunities for IPLCs and local organizations to establish more formal links with other actors in the value chains, including those concerned with the management of forest resources.

Output 3.1.2. Training, equipment, small supplies, technical assistance, and exchange visits for target IPLCs and local organizations to strengthen and/or establish the sustainable production of NTFPs (based on the Output 3.1.1 strategies)

Following the elaboration of strategies under Output 3.1.1, gender sensitive consultations and capacity needs assessments/monitoring tools will be applied and form the basis for targeted training and technical assistance plans to build the capacity (organizational, technical, business management) of local organizations and IPLCs to develop NTFP enterprises (Activity 3.1.2.1). Potential subjects of trainings or

areas of capacity building include: awareness raising to build the understanding of IPLCs and other stakeholders on their rights as regards access, use and benefit-sharing and overall stakeholder capacity building to ensure these rights are recognized (e.g., negotiation skills); financial literacy, including potential means to invest in safety nets to support long-term sustainability; organizational capacity building; and best practices for cultivation, storage, primary and secondary processing, packaging and commercialization of NTFPs (Activity 3.1.2.2). In parallel, the project will develop small grants or other financial mechanisms to ensure community organizations working directly with local producers have access to sustainable financial mechanisms that allow them to provide ongoing support to community-based initiatives to develop NTFP enterprises (Activity 3.1.2.3) and that producers have access to the adequate inputs and equipment to support NTFP production using efficient methods and technology along the value chain (Activity 3.1.2.4). Exchange visits, in particular for women and youth, will also be organized to capitalize on lessons learned from other previous or ongoing initiatives to develop sustainable NTFP value chains (Activity 3.1.2.5).

Output 3.1.3. MoUs or other forms of agreements between IPLCs, private sector operators, decentralized local services and other key stakeholders to strengthen NTFPs value chains targeted under Output 3.1.2. and link the use of NTFPs with SFM practices

Recognizing that NTFP production depends on sustainably managed resources, the project will work under Output 3.1.3 to establish a clear connection between IPLCs producer groups, economics, and the sustainable management of forest resources. Specifically, the project will help to increase the sustainability of NTFP value chains by creating direct links with private sector actors and resource managers committed to supporting the engagement and empowerment of IPLCs. As necessary, the project will work to build the awareness of these actors in issues related to recognizing and respecting the rights of IPLCs.

To help producer groups establish business alliances, the project will support local stakeholders' participation in national and international NTFPs marketing or promotional events (Activity 3.1.3.1). The project will simultaneously organize and facilitate direct meetings between IPLCs producer groups with private sector actors and other potential partners along the value chain to negotiate and establish mutually beneficial partnerships. Among the private sector actors to be engaged in this process are financial institutions, input providers, off-takers, distributors, service providers, etc. These meetings will be used to negotiate MoUs or other forms of agreement that support the NTFP value chain in alignment with strategies developed under Output 3.1.1, ensuring that any benefit-sharing aspects are transparent and equitable (Activity 3.1.3.2).

In parallel, the project will work with resource managers (including private sector actors and decentralized technical services) and IPLCs to establish (or strengthen) MoUs or other forms of agreement that recognize the rights of IPLCs as regards the collection/harvesting/production of NTFPs and also establish means to ensure that these practices are sustainable through appropriate regulations. Among the private sector actors that will be engaged on issues of access and sustainable use are community forest enterprises, logging companies, agrobusinesses and safari operators active in the project's target areas of intervention (see Appendix 6 for additional details). These agreements will reflect the legal and regulatory frameworks that apply to the type of forest management area concerned, such as protected areas, community forests, council forests and concessions. As a result, NTFP value chains will be directly linked through agreements to the sustainable management of forest resources and biodiversity conservation in different types of forest management areas (Activity 3.1.3.3). This work will be coordinated with activities under Component 2 to establish, strengthen and operationalize agreements to recognize the rights of IPLCs in the protected areas targeted by this project (i.e., CMNP and LNP) and in their peripheral zones.

Output 3.1.4. A participatory system to monitor and evaluate the impacts of efforts to develop and establish NTFP value chains is in place and used to share experiences and lessons learned across the transboundary landscapes of the Congo IP

Starting in year two, the project will develop and operationalize a participatory system to regularly monitor outcomes and impacts of efforts to develop NTFP enterprises in target communities and inform adaptive strategies for the project. The system will include indicators to track levels of engagement of different stakeholder groups, including IPLCs disaggregated by gender and age, and benefits (e.g., income, food security, empowerment, tenure security). It will also examine the impacts of developing NTFP value chains to attitude and behavior change towards SFM and biodiversity conservation and include components to ensure that extraction pressures from NTFP value chains remain within the forest carrying capacity, and that the opening up of access to markets and increased production do not raise exploitation of forest resources to unsustainable and unregulated levels (Activity 3.1.4.1). The results of the monitoring system will be used to inform lessons learned and will be shared with IPLCs participants and other stakeholders via workshops and other materials to support the adaptive management of targeted NTFP value chains and promote the scaling out of lessons learned on the development of sustainable NTFP value chains across the Congo IP (Activity 3.1.4.2).

Outcome 3.2. Public-private partnership (i.e., Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape (USD 1,010,854)

Under Outcome 3.2, the public-private partnership between Taylor Guitars and MINEPDED to apply an agroforestry approach to create a sustainable and socially responsible value chain for tropical hardwood species, in particular West African ebony (*Diospyros crassiflora* Hiern) and improve livelihoods and food security, will be expanded within the TRIDOM landscape. This outcome builds on the history of the Ebony Project and is fully aligned with the findings of the project's 2019 feasibility study. (See Section 1.5). The outcome will be coordinated by a consortium of partners, including CBI, IITA, and UCLA.

By expanding the Ebony Project to four new communities (Output 3.2.1), this outcome will increase the engagement of IPLCs in SFM techniques and increase the medium-term value of reforested land for IPLCs through science-based agroforestry. In the long-term it will also contribute to local food security and the successful development of value chains for local fruit and sustainable ebony. Applied ecological research and the establishment of a more comprehensive monitoring and evaluation system will ensure this expansion is thoughtful and that verifiable information regarding its impacts on target communities, the timber industry and the environment is available and fully understood (Output 3.2.2). Finally, assessing the possibility of expanding the project's model with other private sector actors and engaging with them on the project's approach will lay the groundwork for potential further scaling up using the public-private partnership model to develop value chains to achieve larger scale forest regeneration in the transboundary landscapes of the Congo IP (Output 3.2.3).

Output 3.2.1. Public-private partnership (i.e., Ebony Project) to create a sustainable and socially responsible value chain expanded to 4 new communities (IPLCs) through the establishment and implementation of MoUs between IPLCs, Crelicam, and CBI

The first step in expansion of the Ebony Project is community recruitment. Potential sites for expansion will be identified based on key community traits that have led to project success to date, including the interest and level of engagement of the community as well as geographic (e.g., the suitability of the area for ebony, land availability, conservation value, proximity to other participating communities or project sites, proximity to markets/mill) and other socio-economic factors (e.g., existing sensitization to conservation). As relevant the project will also leverage professional connections in rural communities within the natural geographic range of ebony and community word of mouth to identify potential new sites, allowing the project to grow organically, and focus resources and impact on a specific geographic area. Once a community has been identified, the project will be discussed with the local community, and if there is interest (the consultation process showed that there is a significant level of interest among communities) an MoU will be negotiated between the community, Crelicam, and CBI that details roles, responsibilities, and expectations. This process will begin in year one but continue through the project period as communities will be engaged on a rolling basis (Activity 3.2.1.1).

Recognizing the need to strengthen the inclusiveness of the Ebony Project, a priority which was expressed during the consultation process by certain groups, in particular women, an expert will be engaged to analyze gender and youth considerations related to the project's approach, including rights, roles and responsibilities in the use and management of forest resources (Activity 3.2.1.2). Opportunities to strengthen gender integration will be identified. This exercise will be applied to inform the thoughtful growth of the project and ensure its approach does not perpetuate existing inequalities, but rather promotes active and meaningful



The Ebony Project is a partnership where business, communities, and researchers work together to protect a valuable timber species, reforest degraded land, and improve rural livelihoods and food security.

The goal of The Ebony Project is to create sustainable populations of West African ebony, provide a source of meaningful income for local communities, and serve as a testbed for community-based scalable rainforest restoration efforts in Central Africa.

In 2020, The Ebony Project planted its 15,000th ebony tree, along with thousands of locally valuable fruit trees by working in close partnership with six communities. Through applied research, the project has discovered how ebony reproduces, and linked its natural reproduction with the iconic African forest elephant.

Annual reports for The Ebony Project are available at <https://crelicam.com/resources/>

participation by men and women. It will also improve the partnership's overall understanding of the socio-cultural context, which is necessary to fully evaluate the project's impacts and sustainability, which are tightly linked to benefits from standing forests (tenure security, food security, NTFP and other economic values) which have strong gender differentiations. The recommendations that come out of this work, will be applied throughout the remainder of the project, resulting in more equal access to opportunities, resources and benefits for women and youth, and increased sustainability of its approach.

Once communities have been identified and have signed the MoU, the project will work with these communities to roll out the agroforestry approach to rainforest restoration leveraging the experience of the Ebony Project and informed by over 30 years of ecological research on vertebrate seed dispersers and forest dynamics in the southern Cameroon. For example, this may involve co-cropping with native species that can fulfill economic or food security needs of the surrounding communities while promoting the ecosystem services that forests provide. The project will build community capacity by providing technical assistance, trainings, inputs, and small commercial materials to establish nurseries for community-based tree propagation (Activity 3.2.1.3) through both seed germination and more advanced techniques like grafting. The project will work with communities to identify degraded lands including cocoa farms, vegetable crops, fallows, and secondary forests (Activity 3.2.1.4). The project will provide science-based trainings to IPLCs participants on propagating, caring for, and transplanting saplings, and will document planting in silvicultural booklets that farmers can use to bolster local and official land tenure claims. The project will continue to support communities for three to five years after transplantation to ensure the trees thrive and advance towards productivity.

Community-based tree propagation provides the saplings necessary for reforestation and gives communities hands on training in useful technical skills. Technical assistance will also be provided to assist communities in identifying valuable trees and collecting seeds. Communities will gather local materials and plants and care for the saplings. During the rainy season, communities will plant degraded land with ebony, other selected rainforest tree species and native valuable fruit trees they have produced in the local nursery. Additional technical assistance will be provided to identify land to be restored. Each transplanting will be documented in a Silvicultural Booklet, strengthening the community's basis for increased tenure security. Finally, communities will benefit from incentive payments to tend plants for the five years of the project, after which the saplings should be robust enough to survive without assistance, and improved fruit trees may be starting to yield, and thus support livelihoods and food security (Activity 3.2.1.5).

Output 3.2.2. Applied ecological research and monitoring and evaluation system established to inform Ebony Project design and evaluate the impact of the project on target communities, the timber industry and relevant ecosystems services.

Under Output 3.2.2., the Ebony Project will transition from its pilot phase monitoring system, which was focused on measuring metrics associated with activities, to a more rigorous, gender inclusive system of monitoring, evaluation, and learning (Activity 3.2.2.1). This system will permit the assessment of more complex outcomes and impacts and enable the project to thoughtfully grow its adaptive management approach as it is scaled up to additional sites. The system will be designed to (i) promote participation of IPLCs, including women and youth, (ii) to build their appropriation of project actions and (iii) to provide documentation of results and indicators of change within the communities involved. Community members will be provided basic materials and training to ensure their successful participation in the monitoring and evaluation process at the site level. Among the site-level benefits that will be assessed are the project's impacts on community development, livelihoods, food security, household income, tenure security and land cover and reforestation.

The project will also undertake broader-scale monitoring and applied ecological research to better understand project attributes and impacts outside the scope of participatory site-level monitoring (Activity 3.2.2.2). These activities, which will integrate indigenous knowledge and ecological science to test appropriate rainforest reforestation techniques, improve plant propagation approaches, promote, and leverage natural process, such seed dispersal by animal species, species conservation, to better inform program decisions and support biodiversity conservation. Research and monitoring are important to understand the broader and more long-term impacts of the project on biodiversity, ecological services, carbon sequestration and other stakeholders. As part of this process, applied ecological research studies will be conducted by a post-doctoral level scientists who will assist in training young local scientists in conservation biology and restoration techniques. For example, this research will include (i) methodologies in rainforest conservation and restoration and ways to leverage indigenous and local knowledge to further local livelihoods and promote a healthy ecosystem; (ii) scientific forest inventories being conducted at proximity of participating local communities to understand tree population dynamics and to allow for efficient seed collection by project participants.

As a result of the improved monitoring, evaluation and learning system, verifiable information on the social, environmental, and economic impacts of the project will be available. This information will be collected and shared with IPLCs and other stakeholders, and applied to refine its approach, assess its long-term sustainability, and inform a strategy to expand the project approach and its geographic scale (Output 3.2.3).

Output 3.2.3. Strategic document to inform outreach to other private sector actors to replicate the Ebony Project model and apply its approach to develop value chains

Starting in year three and as part of a longer-term vision, the project will examine the potential to expand the partnership model (between the private sector, IPLCs and academia) and the agroforestry approach of the Ebony Project to develop other value chains and promote larger scale forest restoration. A strategic document will be developed on how to engage other private sector actors to replicate the project's method to develop other legal and socially responsible value chains that deliver social, economic, and environmental benefits (Activity 3.2.3.1). The strategy will be developed in consultation with other stakeholders, including IPLCs rightsholders, and build on lessons learned through the expansion of the Ebony Project under Outputs 3.2.1 and 3.2.2 and the findings and recommendations of the 2019 feasibility assessment. In accordance with the document that is developed, meetings will be held with other private sector actors to explain the project's approach and impacts, laying the groundwork for potential further scaling out of the public-private partnership model, which may at the regional level include examining the potential to diversify the hardwood species considered for such a model. Communication materials will also be developed (Activity 3.2.3.2) to share the lessons learned from the Ebony Project with key stakeholders in the transboundary landscapes of the Congo IP as part of regional knowledge sharing initiatives under Component 5.

Project Component 4: Increasing benefit generation from biodiversity through sustainable tourism development (USD 1,263,435)

Outcome 4.1. Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape (USD 1,263,435)

Outcome 4.1 will take advantage of the unique set of attractions and baseline (i.e., FEDEC, KfW, AWF, WWF, Jengi Tours) that can be found in and around CMNP to develop a sustainable tourism value chain

in the Cameroon segment of the CMRC landscape. The development of this value chain provides an important opportunity to increase the incentives for IPLCs and civil society organizations to engage in forest and wildlife management and develop sustainable alternatives to unsustainable resource use by growing financial, economic, social, and environmental benefits. It will also directly address the low capacity of stakeholders to develop sustainable tourism, including through increased engagement of the private sector.

At present, CMNP does not generate sufficient revenue through user fees to share any economic benefits with IPLCs⁶; opportunities for other economic benefits such as employment from the protected area are also limited. The inclusive and coordinated development of a successful sustainable tourism value chain would increase the number of visitors to the area, improving benefits for local stakeholders through means such as employment to manage tourism products, employment in tourism facilities, income from supplying goods and the development of community-based tourism activities (e.g., cultural tourism, agritourism, natural tourism, arts and crafts) around attractions in the periphery of the park. Recognizing that the link between economic incentives and behavior change is often very complicated, especially in areas where livelihoods are often directly linked to natural resource use, the project will work with local communities to examine potential means of making these links more direct (e.g., through community agreements) as part of the product development process. The project is also committed to establishing participatory means of monitoring monetary and other benefits accrued by the communities through the development of this value chain and how economic or other incentives impact community behaviors, notably unsustainable practices associated with natural resources.

This strategy is in full alignment with the management objectives of the park and more specifically the Campo Ma'an National Park Ecotourism Development and Management Plan for 2018-2027 to guide the successful development of responsible and sustainable tourism (see Section 1.5). It was also expressed as a priority by park management and local communities. Under the coordination of MINTOUL and MINFOF, and in collaboration with IPLCs, the private sector, and technical partners, the project will progress or facilitate the five key strategies laid out in the Plan. Recognizing the potential impacts of the global health situation around COVID-19 to tourism, the inception workshop will be used as an opportunity to review these strategies as well as the theory of change for this component and make any necessary modifications.

Under Output 4.1.1, sustainable tourism products will be developed (or strengthened) in the Campo sector, one of the five geographic development nodes identified in the Plan (i.e., Campo, including Dipikar Island and Ebodjié; Memve'ele; Akom II; Ma'an; and Nyete). The Plan, which relies on a "package" of multiple tourism products to appeal to a diverse market of national and international tourists highlights this area as the main focus for tourism activities in the short to intermediate term and encompasses what are considered key potential tourism products: gorilla tracking and marine turtle viewing. The project will work directly with private sector partners (e.g., Jengi Tours), the Gorilla Habituation Program at CMNP and the local organization EBOTOUR in Ebodjié to ensure these products engage and empower IPLCs, reach the market and are managed in an equitable and sustainable manner. The development of gorilla tracking will be carefully coordinated with efforts to maintain continuous health control and support long term zoonotic disease surveillance under Component 2.

Under Output 4.1.2, the capacity of stakeholders to promote a culture of tourism and collaboratively develop and manage ecotourism in and around CMNP will be strengthened, including by making operational a newly established PPP for ecotourism between MINFOF, MINTOUL and Jengi Tours. Establishing such a partnership with a professional tour operator is critical to optimize the potential for

⁶ From 2015 -2017 CMNP had 788 visitors, of which only 48% visited the Park for tourism purposes.

successful management of tourism operations and revenue generation. Simultaneously, the conservation services of CMNP will benefit from direct capacity building to ensure CMNP can responsibly manage tourists. Recognizing that ensuring the security of CMNP and protecting its natural attractions are key enabling conditions to being able to attract and responsibly manage tourism, this component will be closely coordinated with activities in and around CMNP under Component 2. This output will also promote vertical integration with national tourism initiatives, by establishing CMNP as a pilot case for ecotourism development and supporting improved cross-border coordination with the EG component of the transboundary landscape. Finally, under Output 4.1.3, the project will establish operational equitable benefit distribution mechanisms for ecotourism products in CMNP and Ebodjé.

If this strategy is successful, ecotourism will be established in and around the Campo sector of CMNP, delivering increased income to IPLCs and providing a tangible incentive to participate in sustainable forest and wildlife management. It will also serve as a deterrent to future decisions (land management in the vicinity of CMNP) that may negatively impact the conservation of CMNP.

Output 4.1.1. Viewing of habituated gorilla groups and other sustainable tourism products involving IPLCs and the private sector developed in and around CMNP

Under Output 4.1.1, a diverse set of ecotourism products will be developed in and around CMNP, including Dipikar Island, Ebodjé and surrounding communities. The establishment of gorilla tracking on Dipikar Island is considered by stakeholders, including private sector partners, a key high-end experience to attract tourists. As such, the project will support the continued development of this product through the existing Gorilla Habituation Program managed by WWF Cameroon in partnership with MINFOF. Equipment, supplies and other costs will be provided to advance the habituation process to the point where a tourism product can be taken to market (Activities 4.1.1.1.- 4.1.1.2). Regular external evaluations and technical support by the well-established gorilla habituation program in Dzanga-Sangha, Central African Republic will also be provided to ensure the application of best practices (Activity 4.1.1.3). As part of the overall gorilla habituation process, and to strengthen the capacity of the park to monitor the health of gorillas and control access into the park, the project will also work to maintain key trails, tracks, and signage for park access points in CMNP (Activity 4.1.1.4).

To support the development of multiple tourism products that would provide visitors a more varied experience and encourage longer stays, the project will also work with local stakeholders to strengthen successful community-based tourism initiatives developed and managed by EBOTOUR in Ebodjé (Activities 4.1.1.5 - 4.1.1.7). As identified by communities as priority, this support will include sustained technical assistance on issues such as organization and management, equipment and small grants to local associations monitoring marine turtle nests and conducting awareness raising on marine turtle conservation for local communities and other key actors (e.g., private workers). A strategy to source basic products to support tourism will also be developed with IPLCs and implemented, as this was identified by both women and the private sector as important.

In addition, the project will help IPLCs to capitalize on the cultural richness of the Campo Ma'an area to develop and manage a select number of cultural and natural tourism products that allow for community participation. Feasibility studies will be undertaken in collaboration with MINAC and used to identify and assess the sustainability of these products, including how they can be directly linked to sustainable tourism models such as the PPP for ecotourism and skills development training and supplies will be provided to support their development and marketing. These studies will also consider how the project can develop direct links between tourism products and more sustainable forest management as well as the best means to participatorily monitor monetary and other benefits accrued by the communities through the development

of this value chain and how economic or other incentives impact community behaviors. (Activities 4.1.1.8 - 4.1.1.9).

Output 4.1.2. Meetings, trainings, exchange visits and technical assistance for CMNP ecotourism stakeholders to collaboratively manage CMNP ecotourism and establish CMNP as a pilot project for ecotourism development

This output aims to strengthen the capacity of key stakeholders to collaboratively develop and manage ecotourism in and around CMNP. At the level of CMNP, the institutional capacity of the conservation services to manage tourism will be improved through technical assistance and trainings coordinated by AWF. This assistance will include expertise to put in place appropriate policies and procedures, standards, and systems to manage and monitor visitors (Activity 4.1.2.1). At present this capacity does not exist; it will be built up across the project period. In year one, the project will also design and implement a tourism skills development plan for staff at CMNP (Activity 4.1.2.2). Depending on their responsibilities, areas in which staff may receive training include tourism culture and sensitization, customer service, product knowledge, guiding skills, conflict resolution and hospitality.

To establish a culture of ecotourism beyond CMNP and promote coordination and collaboration, quarterly meetings will be organized between stakeholders of the CMNP ecotourism development strategy and the PPP between MINFOF, MINTOUL and Jengi Tours (Activity 4.1.2.3). These meetings will provide an opportunity to coordinate work planning and advocacy to ensure enabling conditions (e.g., infrastructure, security) for ecotourism are in place and that tourism development and marketing remains on track. The project will also ensure vertical integration of ecotourism development in and around CMNP with national efforts to develop tourism (Activity 4.1.2.4). Through the regional delegate for MINTOUL, the project will be promoted as a pilot project for the development of ecotourism in Cameroon and the lessons learned shared to inform the national tourism strategy and responsible pro-tourism policies. Workshops will also be organized with stakeholders in EG to discuss and progress cross-border tourism and as relevant will be coordinated with the RCP (Activity 4.1.2.5)

Finally, key stakeholders, in particular representatives of IPLCs (including women and youth), community organizations and the institutions directly concerned by ecotourism development in and around CMNP, will benefit from educational exchange visits to other ecotourism destinations (Activity 4.1.2.6). These exchanges will be organized in years two and four of the project and will be important to increase understanding on ecotourism, including as regards enabling conditions, product diversity, standards, management, revenue sharing, partnership arrangements, marketing, and community ownership.

Output 4.1.3. Equitable benefit distribution mechanisms that include IPLCs developed and operational for ecotourism products in CMNP and Ebodjé

Under Output 4.1.3, the project will undertake activities aimed at ensuring the capacity and systems are in place to equitably share benefits generated through ecotourism. In year one of the project and as part of efforts to build the capacity of CMNP to manage tourism, a participatory process that includes IPLCs will be undertaken to develop a system for sharing revenue generated. As part of this process an official pricing strategy and structure for CMNP tourism activities (e.g., entrance fees, activity fees) will be created will be decided by MINFOF and its partners, taking into consideration management costs associated with tourism (Activity 4.1.3.1). Taking into consideration this strategy, revenue generation arrangements that take into consideration benefit-sharing with IPLCs will be jointly developed. Expertise (consultant) will also be engaged based on clear ToR to design and ensure the necessary capacity to manage a benefit-sharing mechanism for tourism products concerning CMNP (Activity 4.1.3.2). Finally, expertise will also be engaged to work with EBOTOUR and other stakeholders, including women, in Ebodjé to undertake a

participatory diagnostic assessment of their existing benefit-sharing mechanism to ensure it equitably takes into consideration the different actors supporting tourism products associated with Ebodjé and implement recommendations for its improvement (Activity 4.1.3.3).

Project Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination (USD 942,172)

Outcome 5.1: Project results monitored, and lessons learned inform adaptive management and outreach in support of SFM at national and regional levels

Component 5 and its associated Outcome 5.1 will support strengthening regional coordination as well as ensuring the project is able to assess its impacts through monitoring and evaluation, and that lessons learned can be documented and shared through diverse knowledge management platforms to support the replication and scaling up of best practices and successful strategies within and across transboundary landscapes and at national and regional levels. Among the areas anticipated to figure prominently in regional coordination efforts are the strengthening of transboundary agreements and associated protocols, the alignment of methodologies and tools (e.g., natural capital accounting), the sharing of data and best practices (e.g., surveillance of zoonotic diseases, biomonitoring, law enforcement), and, in collaboration with RCP, knowledge exchange and dissemination (e.g., IPLCs engagement, development of forest value chains, management effectiveness of forest areas). Strategies developed and implemented under this component will be aligned with the framework for knowledge management established through the Congo IP to strengthen transboundary collaboration and coordination on efforts to maintain forest resources, protect biodiversity, enhance forest management, and restore forest ecosystems.

Output 5.1.1: Gender-sensitive monitoring and evaluation of the project and across the program

In year one, an inception workshop will be held. The inception workshop will be used to review and refine the theory of change for the project and each of its components, and to examine whether the project's assumptions and underlying conditions remain accurate or may have significantly changed due to COVID-related issues, the national and regional security context, and/or any other contextual considerations. This opportunity will also be used to participatorily discuss how best the project can communicate and coordinate effectively with all stakeholders, including the RCP, and whether there should be any modifications to the project's strategies, its approach to communications and knowledge management, its workplan/timeline and/or its operational arrangements based on the context at that time (Activity 5.1.1.1).

A gender-sensitive M&E Plan that also considers the important role of youth will be developed and subsequently implemented throughout the six-year project period (Activity 5.1.1.2). The Plan will contain detailed indicators and targets designed to track project progress and impacts and will integrate components of field-based monitoring systems that are included under the project's different components. Given the focus of the project on the engagement and empowerment of IPLCs in SFM, the field-based monitoring systems will be co-designed with IPLCs and be implemented in a fashion to ensure participatory evaluation of community actions and documentation of results within the communities themselves. Periodic monitoring and supervision missions will be organized to assess the course of the project, compile M&E data and update performance indicators. The results of progress and impact monitoring will be applied to adapt project strategies and assess environmental, socioeconomic, and cultural, and policy conditions for replication and scaling up at landscape, national and international levels (Activity 5.1.1.3).

Annual reflection and planning workshops will also be organized to analyze the progress made and plan for the next year. External consultants with the expertise to evaluate ecological as well as socioeconomic,

cultural, and political impacts of the project will be engaged to lead mid-term review and final evaluation missions (Activity 5.1.1.5).

Output 5.1.2: Project achievements and results documented, and knowledge management products prepared for replication and scaling up

In year one, the PMU will develop a detailed project communication and knowledge management strategy based on the draft Communications and knowledge management plan in Appendix 14 to promote visibility and support the achievement of the project's objective (Activity 5.1.2.1). This strategy will be based on a thorough assessment of target audiences, key messaging, and appropriate communication techniques, and as relevant, will be reassessed and adjusted based on the project context (including the ongoing health crisis linked to COVID-19). In alignment with said strategy and to raise awareness and engagement on issues pertaining to SFM, biodiversity conservation and the roles and rights of IPLCs, the project will participate in multi-faceted communication actions (e.g., face-to-face, radio, internet, print) (Activity 5.1.2.2). Simultaneously the project will design communication and knowledge management materials (e.g., technical briefs, case studies, articles, posters) to share key lessons learned on-the-ground from the project, including the conditions and recommendations for replication and scaling up of project strategies as identified under Output 5.1.1 (Activity 5.1.2.3). To promote collaboration, eliminate knowledge gaps and secure the development of effective strategies, the project will actively contribute to platforms that promote exchange and learning among different levels of stakeholders, including at the local, national, regional and international levels (e.g. cross-landscape national monitoring and knowledge management initiatives, COMIFAC's knowledge initiatives and outputs, OFAC's State of the Forest reports, CBFP knowledge development and networking initiatives, Global Wildlife Program's knowledge creation on wildlife issues in the Congo Basin).

Output 5.1.3: Regional coordination and active participation of key stakeholders in Congo IP

As part of the Congo IP, the project will work to promote the scaling out and up of impacts across transboundary landscapes and at the regional level. This output will build on targeted actions (e.g., bilateral meetings, workshops) planned under previously described project components that aim to ensure direct collaboration and coordination as part of individual project strategies (see activities 1.1.2.10, 1.1.2.11, 2.1.1.5, 2.3.1.5, 3.1.4.2, 3.2.3.2, and 4.1.2.6). Among the key areas anticipated for regional coordination are the continued development or upholding of transboundary agreements and associated protocols. More specifically, in the CMRC landscape, and in coordination with the EG national child project, this project will promote the establishment of a formal bilateral agreement and work to ensure coordinated interventions to address threats (e.g., enforcement of laws and policies governing adjacent protected areas and biodiversity) and take advantage of mutually-beneficial opportunities (e.g., tourism development) in the cross border region. In the TRIDOM landscape, the project will continue to promote the upholding of the 2005 collaboration agreement signed between the governments of Cameroon, RoC, and Gabon and subsequent agreements (e.g., 2014 anti-poaching agreement). The project will also work to ensure that efforts on natural capital accounting and LUP will be, as relevant, used to inform transboundary planning with RoC and Gabon and directly contribute to complimentary initiatives at national or regional levels (e.g., FIP, CAFI). In the TNS, the project will build on the framework established through the 2000 cooperation agreement signed between the three State parties creating the TNS and laying out four initial protocols for cooperation on combatting poaching, the free movement of TNS personnel, the organization and functioning of a tri-national anti-poaching brigade, and the movement of tourists across borders. This project will coordinate with transboundary LUP efforts being led by the RCP, and ensure these efforts are aligned with and contribute to national policies, programs, and priorities.

As part of its regional coordination efforts, the project will also promote the alignment of methodologies and tools and the sharing of data and best practices. This includes in the areas of LUP and natural capital accounting, developing effective conservation incentives, the surveillance of zoonotic diseases, biomonitoring, law enforcement, the development of sustainable forest-based value chains (e.g., improved incentives, sustainable sourcing, and practices), the recognition of IPLCs rights, and engagement of the private sector. Lessons learned will be shared through various forms of media, meetings, and exchanges, as relevant, to identify opportunities for scaling up and promoting best practices across all transboundary landscapes, at the same time as the project will work with the RCP to ensure these efforts are being informed by and feeding into regional level trends and dialogues. Finally, the project will work with the RCP as well as with organizations such as REPHALEAC and AIWO-CAN to advance the recognition of IPLCs rights across all areas of intervention and at all levels.

In order to strengthen regional coordination and the participation of key project stakeholders in scaling up and out results, the results of the project will be regularly shared with the PMU of the RCP to support regional knowledge exchange, including through the knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP) and targeted thematic studies (Activity 5.1.3.1). Key project stakeholders will also participate in bilateral and regional capacity building, knowledge sharing, and strategic exchange opportunities organized through the Congo IP RCP or through other frameworks for transboundary or regional collaboration (e.g., transboundary agreements for CMRC, TRIDOM, TNS) to facilitate the direct transfer of knowledge and technologies and coordinate on strategic interventions (Activity 5.1.3.2).

2.3 Institutional Arrangement

The Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED) will have the overall executing and technical responsibility of the project, with WWF GEF Agency providing oversight as the GEF Agency (Figure 5). As the main **Executing Agency (EA)**, **MINEPDED** will be responsible for the timely implementation of the agreed project results, operational oversight of implementation activities, timely reporting, and the effective use of GEF resources for their intended purposes and in line with WWF-US and GEF policy requirements.

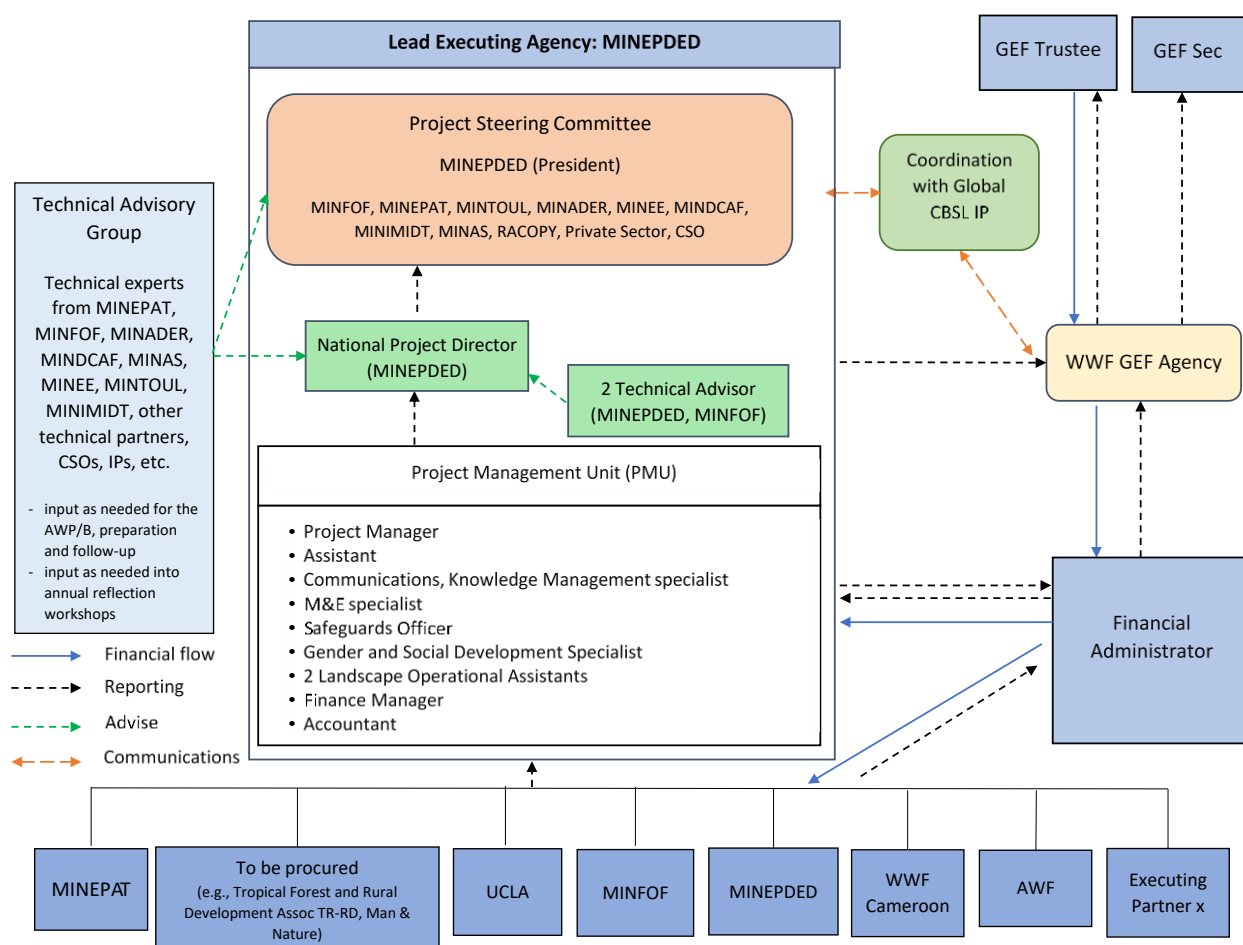
As the Financial Administrator, WWF Cameroon will provide their financial and operational infrastructure in support of the project. This includes, financial systems, policies and procedures, and risk assessment and monitoring. Project funding will flow to the Financial Administrator through a grant agreement from WWF-US (GEF agency), which can then be accessed by the PMU. The Financial Administrator will provide the necessary training to the PMU to ensure that project is executed according to the financial stands that the Financial Administrator provides. e

Coordination for the implementation of the project with other ministries will be managed via the National Project Director and approval of the annual work plan and budget via the Project Steering Committee (PSC). A Technical Advisory Group (TAG) will also be established to provide punctual support to the PSC on particular subjects, as relevant.

As the EA, MINEPDED will nominate a **National Project Director (NPD)** who will be the contact point for the project within the government of Cameroon and responsible for coordinating project activities with national bodies related to the different project components as well as with the project partners. The NPD

will also be responsible for supervising and guiding the Project Manager (PM) on government policies and priorities. He/she will be supported by a Technical Advisor from each MINEPDED and MINFOF. The proposed institutional set-up to implement the project activities is described in the following sub-sections.

Figure 5: Overview of institutional arrangements for implementation



Project Steering Committee (PSC): The PSC will be the main decision-making body for the project and shall provide overall policy orientation and supervision to the project EA. As such, it approves project reporting before submission to the GEF Agency (WWF-US) and provides strategic guidance to the PMU and to all executing partners. The PSC will be presided over and chaired by MINEPDED and will be composed of representatives of relevant project partners including other ministries, executing partners, civil society including women representatives and IPs, and the private sector. The WWF GEF Agency will participate as an observer.

The PSC will meet at a minimum on an annual basis to ensure that all relevant project partners are involved in the decision making and implementation of the project. Among the specific roles that will be played by the PSC are to: (i) provide oversight and assurance of technical quality of outputs, (ii) review past progress in project execution and approve annual work plans and budgets (AWP/Bs), (iii) align the project with the

regional project of the Congo IP and other regional and national initiatives and programs, (iv) promote effective coordination between government partners, (v) support timely availability and effectiveness of co-financing support; (vi) promote the sustainability of key project outcomes, including up-scaling and replication; and (vii) take any necessary decisions when guidance is required by the PM. based on PMU documentation provided in advance of PSC meetings.

A **Project Management Unit (PMU)** will be co-funded by the GEF and established within MINEPDED. The main functions of the PMU, and under the guidance of the Project Steering Committee, are to oversee fiduciary arrangements and operations and ensure overall efficient management, coordination, implementation, and monitoring of the project through the effective implementation of the annual work plans and budgets (AWP/B). The PMU will also ensure coordination with the RCP.

The PMU staff will be competitively recruited on the open market by the Financial Administrator (FA) following WWF recruitment process/systems in coordination with MINEPDED and seconded to the project. It will be composed of the following full-time staff: Project Manager (PM); Communications, and Knowledge Management Specialist; Monitoring and Evaluation Specialist; Safeguards Officer; Gender and Social Development Specialist; Project Assistant; and Finance Manager;; accountant; two Landscape Operational Assistants; and two project drivers.

The **Project Manager (PM)** will be in charge of daily implementation, management, administration, and technical supervision of the project, on behalf of the PSC. He/she will be responsible, among others, for:

- (i) Coordination and monitoring of the implementation of project activities, including cooperation with the regional Child Project;
- (ii) Tracking the project's progress and ensuring timely delivery of inputs and outputs;
- (iii) Overall responsibility for compliance with WWFs ESSF as detailed in WWF Environment and Social Safeguards Integrated Policies and Procedures;
- (iv) Providing technical support and assessing the outputs of the project national consultants hired with GEF funds, as well as the products generated in the implementation of the project;
- (v) Coordination with relevant initiatives;
- (vi) Ensuring a high level of collaboration among participating institutions and organizations at the national and local levels;
- (vii) Ensuring coordination of the Cameroon child project with the regional child project of the Congo IP.
- (viii) Ensuring compliance with all sub-agreements to project partners provisions during the implementation, including on timely reporting and financial management;
- (ix) Managing requests for provision of financial resources using provided format in sub-agreement Appendixes;
- (x) Monitoring financial resources and accounting to ensure accuracy and reliability of financial reports;
- (xi) Ensuring timely preparation and submission of requests for funds, financial and progress reports to WWF GEF Agency per reporting requirements;

- (xii) Maintaining documentation and evidence that describes the proper and prudent use of project resources as per sub-agreement provisions, including making available this supporting documentation to WWF GEF Agency and designated auditors when requested;
- (xiii) Implementing and managing the project's monitoring and communications plans;
- (xiv) Organizing project workshops and meetings to monitor progress and preparing the Annual Budget and Work Plan (AWP/B);
- (xv) Submitting the six-month Project Progress Reports (PPRs) and the yearly PPRs with the tracking against targets in the AWP/B and Results Framework to the PSC and WWF GEF Agency;
- (xvi) Preparing the first draft of the Project Implementation Review (PIR);
- (xvii) Supporting the organization of the mid-term and final evaluations in close coordination with the WWF GEF Agency;
- (xviii) Reflect on opportunities for adaptive management based on M&E and other contextual considerations;
- (xix) Informing the PSC and WWF GEF Agency of any delays and difficulties as they arise during the implementation to ensure timely corrective measure and support.

Landscape coordination: Given the complex logistical context and distance of certain of the project landscapes from Yaoundé, Landscape Operational Assistants will be recruited for the TRIDOM and TNS landscapes. These assistants will be based within the landscapes and will be responsible for day-to-day coordination of certain project activities at the local level. They will work in close collaboration with the PMU, the projects executing partners, sub-contractors, local administrative bodies, IPLCs, and other stakeholders to support project implementation. They will also play a significant role in project communications and monitoring by organizing regular meetings with key stakeholders to evaluate project progress.

Draft TORs for project staff are included in Appendix 4.

Technical consultants/sub-contracts: In addition, sub-contracts will be awarded by the FA in line with WWF procurement policies based on identification by the PMU/EA to executing partners and consultants for specific project tasks. These include:

- Sub-contract on natural capital (Output 1.1.1)
- Sub-contract on land use planning (Output 1.1.2)
- Sub-contract(s) on the development of NTFP value chains (Outputs 3.1.1-3.1.3)
- Sub-contract on the ebony value chain (Outputs 3.2.1-3.2.3)
- Sub-contract on protected area management (under Output 2.1.1)
- Sub-contract on participatory surveys and monitoring (under Output 3.1.1 and 3.2.1)
- Sub-contract on gorilla habituation program (under Output 4.1.1)
- Sub-contract on ecotourism (under Output 4.1.1)

For the mid-term review and terminal evaluations of the project, independent evaluators will be recruited directly by WWF-US evaluation staff with review and inputs to the TOR by the WWF GEF Agency and the EA.

Financial Administrator (FA):

The fiduciary risk is substantial, considering the political and security situation of the country, weak legal framework and past project experience of other Implementing Agencies with operational delay and poor contract management. A prequalifying financial management assessment of MINEPDED was carried out in April 2020 with the outcome to assign a FA for the project. WWF Cameroon is proposed to take on the project's fiduciary responsibilities. In this role, it will provide the underlying financial systems, controls, policies and procedures that will support the Project Management Unit in the financial and administrative operations of the project. This includes the establishment and management of an independent Project Bank Account, the recruitment of the PMU to be seconded to the Executing Agency and the provision of the necessary training to the PMU to ensure understanding of the operational policies and procedures and financial systems. In addition, they will provide institutional oversight of all procurement and sub-granting and facilitate the annual audit.

Firewall: As per the GEF policy, World Wide Fund for Nature Cameroon and World Wildlife Fund US (GEF agency) have an established firewall between the two institutions since they are legally, administratively and financially independent organizations. **GEF Agency:** World Wildlife Fund -US is the GEF Agency for the project and will provide oversight on strategic, administrative, safeguards and fiduciary matters on behalf of the GEF Secretariat and GEF Trustees. The main tasks for which WWF GEF Agency will be responsible, among others, include: (i) administering funds from the GEF in accordance with the rules and procedures of WWF GEF Agency; (ii) ensuring project compliance with GEF policies and standards; (iii) overseeing project implementation in accordance with the project document, work plans, budgets, agreements with co-financiers, project sub-agreements, and other rules and procedures of WWF GEF Agency; (iv) monitoring and evaluating project performance, including through supervisory missions, and preparing implementation reviews; (v) reporting to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Review (PIR), the Mid Term Review, the Terminal Evaluation and the Project Closure Report on project progress; and (vi) ensuring quality control of the project workplans, budget and reports; and financial reporting to the GEF Trustee.

Worldwide Fund for Nature Cameroon executing role: WWF Cameroon is a key partner of the government of Cameroon for the sustainable management of forestry and wildlife resources and particularly working towards inclusive conservation to strengthen the effective management of key protected areas and their surrounding areas. In LNP WWF Cameroon is the only technical partner of the government and the only government partner working in Lobéké and Campo since more than 5 years implementing prevention measures to avoid acute outbreaks of diseases and their transmission between humans and animals, on hygiene and sanitation. No other executing partner was identified to have experience, interest and established human resources and infrastructure to work on the issues in these landscapes. WWF Cameroon is in a unique position of holding the trust of local communities and governments and as knowledgeable partner who is able to coordinate and execute certain activities together with IPLCs and the government. These include improving the effectiveness of wildlife management in critical peripheral areas of Lobéké National Park (LNP) and Campo Ma'an National Park (CMNP) including areas that serve as important

corridors for wildlife and as sources of key natural capital for IPLCs; and building their capacity to do so successfully as well as developing or strengthening sustainable tourism products which has been highlighted by the Campo Ma'an National Park Ecotourism Development and Management Plan for 2018-2027.

Project Partners

Table 7: Project Partners

Project Activities	Executing Partners
COMPONENT 1: MAINSTREAMING INTEGRATED LAND USE PLANNING (LUP) AND MANAGEMENT	
Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape	
Output 1.1.1: Mapping and accounting of ecosystem natural capital completed for the Ngoyla (816,087 ha) and Mintom (381,431ha) council areas	PADIDJA and National CSOs Partners (tbd) under the coordination of MINEPAT, MINFOF and MINEPDED
Output 1.1.2: Integrated land use plans developed for the Ngoyla and Mintom council areas based on a multi-stakeholder process which builds the capacity of IPLCs, CSOs, private sector and governance entities to incorporate ecosystem natural capital accounting and recognize and respect the rights of IPLCs	
Activities 1.1.2.1 to 1.1.2.3 and 1.1.2.9 to 1.1.2.11	PADIDJA and National CSOs Partners (tbd) under the coordination of MINEPAT, MINFOF and MINEPDED
Activities 1.1.2.6 to 1.1.2.8	PADIDJA, Rain Forest Alliance and National CSOs Partners (tbd) under coordination of MINEPAT and MINEPDED
COMPONENT 2: IMPROVING MANAGEMENT EFFECTIVENESS AND GOVERNANCE OF HIGH CONSERVATION VALUE FORESTS, AND TARGETED INTERVENTIONS TO PROTECT THEIR ENDANGERED SPECIES	
Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems	
Output 2.1.1: Studies, management tools, and regional coordination to strengthen adaptive management systems of CMNP and LNP	
Activity 2.1.1.1, 2.1.1.2, 2.1.1.5	AWF for CMNP, WWF-Cameroon for LNP and National CSOs Partners (tbd) under coordination of MINFOF
Activity 2.1.1.3	WWF-Cameroon and National CSOs Partners under coordination of MINFOF
Activity 2.1.1.4	RACOPY and IP National CSOs Partners (tbd) in collaboration with CNDHL under condonation of MNAS
Output 2.1.2: Trainings, workshops/meetings, equipment, small supplies, and technical assistance to strengthen and/or establish inclusive governance and management systems for CMNP and LNP	
Activities 2.1.2.1 to 2.1.2.6, 2.1.2.9	AWF for CMNP, WWF Cameroon for LNP and National CSOs Partners (tbd) under coordination of MINFOF
Activity 2.1.2.7 and 2.1.2.8	RACOPY and IP National CSOs Partners (tbd) in collaboration with CNDHL under the condonation of MNAS

Project Activities	Executing Partners
Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders	
Output 2.2.1: Meetings, communication, equipment, small supplies, field costs and technical assistance to strengthen engagement and coordination between local stakeholders, including IPLCs, on forest and wildlife management and monitoring	National CSOs Partners (tbd) under coordination of MINFOF and MINAS
Outcome 2.3: The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa	
Output 2.3.1: Zoonotic disease surveillance systems targeting diseases for great apes operational for CMNP and LNP	WWF Cameroon and National CSOs Partners (tbd) under coordination of MINFOF
COMPONENT 3: ADVANCING SUSTAINABLE FOREST MANAGEMENT (SFM) THROUGH NON-TIMBER FOREST PRODUCT (NTFP) AND HARDWOOD VALUE CHAINS	
Outcome 3.1: Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes	
National CSOs Partners (tbd) under coordination of MINFOF and MINAS	
Outcome 3.2: Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape	
UCLA, CBI, Crelicam and National CSOs Partners (tbd) under coordination of MINEPDED	
COMPONENT 4: INCREASING BENEFIT GENERATION FROM BIODIVERSITY THROUGH SUSTAINABLE TOURISM DEVELOPMENT	
Outcome 4.1: Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape	
Output 4.1.1: Viewing of habituated groups of gorillas and other sustainable tourism products involving IPLCs and the private sector developed in and around CMNP	
Activity 4.1.1.1 to 4.1.1.3	WWF Cameroon and National CSOs Partners (tbd) under coordination of MINFOF
Activity 4.1.1.4 to 4.1.1.9	AWF and National CSOs (tbd) and local Partners under coordination of MINTOUL and MINFOF
Output 4.1.2: Meetings, trainings, exchange visits and technical assistance for CMNP ecotourism stakeholders to collaboratively manage CMNP ecotourism and establish CMNP as a pilot project for ecotourism development	AWF and National CSOs (tbd) and local Partners under coordination of MINTOUL and MINFOF
Output 4.1.3: Equitable benefit distribution mechanisms that include IPLCs developed and operational for ecotourism products in CMNP and Ebodjé	AWF and National CSOs (tbd) and local Partners under coordination of MINTOUL and MINFOF
COMPONENT 5: MONITORING AND EVALUATION (M&E), KNOWLEDGE MANAGEMENT (KM), AND REGIONAL COORDINATION	
Outcome 5.1: Program results monitored and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels	
Output 5.1.1: Effective project coordination and gender-sensitive monitoring evaluation	MINEPDED
Output 5.1.2: Project achievements and results documented, and knowledge management products prepared for replication and scaling up	MINEPDED
Output 5.1.3: Regional coordination and active participation of key stakeholders in Congo IP	MINEPDED

2.4 Stakeholder Engagement

This project is a multi-sector child project under the Congo IP, which will be implemented in the Cameroon segment of three transboundary landscapes. Given the broad thematic focus of the project, the stakeholder engagement process requires consideration of a wide range of actors involved with the integrated management of Cameroon's forests at the local, national, and regional levels. These include government ministries and other public administrations; civil society, including IPLCs; technical organizations and partners, the private sector; academic and research institutions; and other interested parties.

Stakeholder engagement activities during project preparation

Detailed stakeholder consultations were conducted during the project preparation. Stakeholder engagement began in 2019 with a national dialogue to identify priorities for GEF-7. This was followed up with a workshop in Mbankomo January 9-10, 2019, to launch the process to develop a child project under the Congo IP, with participants from sectoral ministries, national and international NGOs, and bilateral and multilateral partners of MINEPDED. The process continued during the PIF stage of project development. On February 20-21, 2019, MINEPDED organized a workshop in Mbankomo to improve understanding on the process to develop a PIF and progress the technical design of the project. A second workshop was held March 13-15, 2019, to review the project components and complete the PIF. The main stakeholder-related outputs of these workshops were: a draft table of stakeholders and co-financing; a Stakeholder Analysis Matrix; a preliminary identification of landscapes and sites for implementation of individual strategies; and preliminary lists of baseline projects and potential partners by component.

At the start of the ProDoc stage of project development, objectives and a methodology for stakeholder engagement were elaborated⁷ based on several main steps or components: (i) a kick-off workshop to launch the ProDoc development process; (ii) national and local (or site level) stakeholder consultations; and (iii) a validation workshop/process. The outcomes of this process were documented in a report on National Consultation Process and three individual local stakeholder consultation and site visit reports, one for each of the three project landscapes.

The project development kick-off workshop was held in Ebolowa from July 23-25, 2019, with participants representing sectoral administrations (i.e., MINEPDED, MINADER, MINFOF, MINTOUL and MINAS), national and international civil society organizations working in the environment sector, representatives of IPLCs, the private sector, local elected officials, and universities and research institutions. Among the main outputs of the workshop were (i) a refined Stakeholder Analysis, (ii) a preliminary list of baseline projects, and (iii) updated project strategies and criteria for site selection, which were taken into consideration in planning for site level consultations.

Following the kick-off workshop, a more in-depth process of stakeholder consultation was launched at national and local levels. Identified stakeholders were categorized into a set of distinct groups based on their type and their potential interests and role in the project. For each category of stakeholder, an approach to consultation was identified and materials to support a gender inclusive consultation process were developed. National-level consultations were organized from October 7th to the 25th with the aim to: (i) build understanding on the project and promote its appropriation by relevant actors; (ii) ensure project alignment with national priorities and policy frameworks; (iii) gather relevant technical inputs to the project design process; (iv) promote discussions on the project framework and risks, and a means to debate strategies for intervention; and (v) identify and develop potential partnerships, including aspects related to

⁷ This methodology was laid out in a document entitled "Stakeholder consultation process for the development of the ProDoc for the Cameroon child project under the Congo Basin Sustainable Landscapes Impact Program (Congo IP)".

co-financing. Overall, national level stakeholders expressed their interest in seeing a project that aims to increase the engagement of IPLCs. They also provided important feedback on various technical aspects of the project strategies, such as how LUP can be advanced in a meaningful way given the national framework, and provided valuable insights on the potential for partnerships in each of the landscapes.

The local consultation process was organized around a series of simultaneous site visits to the three project landscapes between October 26th and November 2nd, 2019. In each landscape, the local consultation process started with one day plenary meetings to (i) inform and generate awareness among stakeholders about the project, (ii) collect their input on the intervention strategies proposed, and (iii) prepare for follow up bilateral small group meetings. Among the key groups of stakeholders that participated in these meetings were administrative authorities, institutional actors, local associations, IPLCs community representatives, international NGOs providing technical assistance to protected areas and private sector actors. These meetings were followed by numerous small group and one-on-one consultations with stakeholders in each of the three project landscapes; certain of these meetings were accompanied by field visits. In each of the landscapes, efforts were made to meet one-on-one with key rights-holder groups, including indigenous peoples and women, to promote open dialogue and ensure their perspectives were captured and could be used to inform the overall project design and priorities within each of its strategies.

Overall local stakeholders were excited by the project and stressed that IPLCs engagement and participation should be a central aspect of each of the project's strategies. Although the LUP process in Cameroon is relatively new, local elected officials and IPLCs agreed that it is needed to better secure rights and address conflicts. IPLC groups that were consulted also expressed the need for support to engage in LUP. Protected area management authorities and IPLCs also highlighted the need to improve their means of interacting on issues pertaining to resource rights, the enforcement of laws and issues such as human-wildlife conflicts, and identified opportunities to do so through better information sharing and official agreements. Across all landscapes, IPLCs, including women, iterated that strengthening NTFP value chains among their highest priorities to be able to continue to benefit from forest resources and address key issues of sustainability, and stressed the need for technical and financial support to make these value chains more sustainable. Communities involved in the Ebony Project reported important benefits but mentioned the need to make the overall approach more inclusive. In the CMRC, IPLCs also expressed clear interest in strengthening their involvement and capacity for ecotourism development (building off of what has been done previously) and establishing clear benefit-sharing mechanisms. They also talked about the lessons learned from previous experiences and recognized the importance of getting the private sector involved (given some previous community-based initiatives were not sustainable given the level of capacity). The specific objectives of the site level meetings and summaries of the consultation process are detailed in three site level consultation reports.

The outcomes of the project development consultation process are reflected in the overall program design and its strategic approaches. For example, given it is a priority for IPLCs, the project will support the development of NTFP value chain in all three landscape segments. Also, capacity building, a need that was reiterated across strategies, has been integrated under each strategy. Appendix 6 provides additional detail on the input received from stakeholders at the national and local level and how this has informed project development.

A validation workshop led by MINEPDED was held in Mbankomo from March 03-05, 2021 with participants representing sectoral administrations (i.e., MINEPDED, MINFOF, MINAS, MINEPAT, and MINTOUL), public sector programs (i.e., PNDP, PADI-DJA, FEDEC), the Human Rights Commission of Cameroon, decentralized authorities, national and international CSOs, traditional leaders and IPLCs

representatives. The objectives of the workshop were to: (i) continue to strengthen understanding of the Congo IP; (ii) present the results of the project development process; (iii) collect observations and recommendations on the core content of the project to finalize the ProDoc and associated products; (iv) reconfirm the commitments of partners; and (v) validate at the national level the ProDoc. The main output of the workshop was the validation at national level of the ProDoc for the Cameroon child project of the Congo IP.

Stakeholder engagement during implementation

The strategy for stakeholder engagement during project implementation is detailed in the project's preliminary Stakeholder Engagement Plan (Appendix 6). The plan is intended to be updated at the start of project implementation to take into consideration any changes in the overall context of the project, and will be implemented in an adaptive manner in accordance with official guidance as regards social distancing and based on communication and engagement needs. The PMU will be responsible for ensuring the implementation of the plan, and that the timetable for engagement means is aligned with the project work plan and M&E process. It will also be responsible for monitoring and reporting on stakeholder engagement through the Semi-annual Project Progress Reports (PPR). In year one, a Communications and Knowledge Management Strategy will be developed to, among other things, support stakeholder engagement. As part of this strategy, communication methods and materials will be developed taking into consideration target audiences and languages. Costs associated with stakeholder engagement have been allocated in the project budget as shown in Appendix 9.

The table below summarizes the engagement approach for the main groups of stakeholders who will play a key role in project implementation.

Table 8: Overview of engagement approach for the project's main groups of stakeholders

Stakeholder group	Primary methods for consultation and engagement	Means	Responsibles
1. National and local state actors	National and local government stakeholders were consulted through the project development process to ensure its alignment with national and local policies and priorities. They will be reconvened at project inception to review the project design. At the national level key actors in this groups will be members of the PSC and Technical Working Group. At the regional and local level, they will also be key partners in project implementation and beneficiaries of project actions. At all levels they will be key targets of project communications and KM projects to promote replication and scaling up of lessons learned. Key activities for consultation and engagement have been included in all 5 of the project's components.	<ul style="list-style-type: none"> • Inception workshop • Annual PSC meetings • PPRs and PIRs • Workplans and budgets • Project Reviews • Strategic documents • Technical reports • Communication and knowledge management products • Knowledge management platform • Congo IP online Community of Practice • Consultations, trainings, and workshops • Email, phone, and face-to-face meetings 	PND, PMU, executing partners
2. Civil society – IPLCs and their organizations	As detailed in Stakeholder Engagement Plan in Appendix 6, IPLCs were consulted directly and through representative organizations during project design and will be key stakeholders under each of its 5 components. Representatives of this	<ul style="list-style-type: none"> • Inception workshop • Annual PSC meetings • PPRs and PIRs • Workplans and budgets 	PMU, executing partners

Stakeholder group	Primary methods for consultation and engagement	Means	Responsibles
	key group will be members of the PSC and Technical Working Group. Additional consultations will be undertaken at the start of the project and throughout its implementation to refine project strategies in collaboration with these key rights-holders. As such, consultations with communities and participatory approaches have been explicitly incorporated into all relevant activities of the work plan. Participatory monitoring systems have also been included in the project design to promote collective assessments of project impacts and build ownership of its actions.	<ul style="list-style-type: none"> • Project Reviews • Strategic documents • Technical reports • Communication and knowledge management products • Face-to-face consultations • Focus groups • Trainings and workshops • Small grants mechanisms • Exchange visits • Facilitation of agreements 	
3. Regional and international organizations, development partners	Regional and international organizations have been consulted during the project design phase and will continue to be kept informed of the project activities. In addition, knowledge management products under all of the project strategies will be shared as relevant at the regional and international level. Direct engagement at the regional level will be closely coordinated with the Congo IP RCP.	<ul style="list-style-type: none"> • Transboundary consultative platforms • Bilateral and regional events to exchange knowledge • Knowledge management platform • Congo IP online Community of Practice • Communication and knowledge management products • Technical reports/project pamphlets • Email, phone, and face-to-face meetings (as relevant) 	PMU, executing partners, Congo IP RCP
4. Private sector	Private sector stakeholders that have been consulted during the project design phase include project co-financers Taylor Guitars and Jengi Tours (who will be represented in PSC), as well as other private sector operators working in the project landscapes. Private sector actors will be key stakeholders in the development of sustainable value chains under Components 2 and 4. They are also important actors in land use planning and developing mutually beneficial agreements in the periphery of protected areas that recognize the rights of IPLCs.	<ul style="list-style-type: none"> • Inception workshop • Annual PSC meetings • PPRs and PIRs • Workplans and budgets • Project Reviews • Strategic documents • Technical reports/project pamphlets • Communication and knowledge management products • Consultations • Email, phone, and face-to-face meetings 	PMU, executing partners
5. National /international research institutions	Members of this group were consulted during project design and will be engaged as relevant to source relevant expertise, ensure that the project is building on best available knowledge, and applying best practices. They will be contacted during key strategic process to inform technical aspects of the project.	<ul style="list-style-type: none"> • Punctual email, phone, and face-to-face meetings • Participation in project design and consultation processes • Technical reports/project pamphlets • Communication and knowledge management products 	PMU, executing partners

Stakeholder group	Primary methods for consultation and engagement	Means	Responsibles
		<ul style="list-style-type: none"> Knowledge management platform Congo IP online Community of Practice 	

Target group - IPLCs

This project aims to engage and empower IPLCs rights-holders, including women and youth⁸. As such, the project will work with IPLCs and their representatives to ensure that their views and participation are facilitated and promote dialogues that are ongoing and open, and gender and inter-generationally inclusive whenever possible. To facilitate these target stakeholder groups to mobilize, the project will build relationships and work with representative organizations and traditional leaders. Based on local preferences, effective channels for communicating will be applied. In collaboration with representative organizations and traditional leaders, the project will pro-actively work to identify target IPLCs and women's associations to include in project actions. Expertise in gender and social development has been integrated into the PMU to this effect.

The Gender and Social Development Specialist will work with IPLCs, MINAS and other partners to ensure gender and social development considerations are integrated across project strategies, including by requiring gender/indigenous people specific analyses and/or gender/indigenous people specialists in ToR issued by the project to further refine strategic approaches (e.g., roadmap for LUP, NTFP value chain strategies). In addition, the project's communications and knowledge management strategy will design communications, awareness raising, and KM campaigns considering different demographics, and apply methods/materials specifically designed to target different IPLCs groups (i.e., women, men, youth, cross-cultural). This strategy will be used simultaneously to ensure that the needs, perspectives, and concerns of these groups as regards diverse aspects of SFM and biodiversity conservation are better understood and brought forth to the greater public. To further promote meaningful participation, the project will work with IPLCs to identify barriers to their engagement in project actions and try to address these directly, including by ensuring their knowledge is considered in strategic planning, they have equal access and opportunities, training or skills development strategies are inclusive and gender-sensitive, and benefit-sharing mechanisms are equitable. Finally, as during the consultation process during project preparation, separate meetings and sessions with these target groups will be employed as deemed effective to ensure they remain informed and are able to participate meaningfully in the project.

2.5 Gender

Like many countries in Africa, Cameroon sustains a dual structure of statutory and customary laws that promote or constrain gender equality to different degrees. Despite a strong legislative framework that promotes gender equity, customary laws are upheld and reinforced by social norms and traditional values. This is especially true in rural areas where statutory regulations are not always followed. This project emphasizes gender inclusive engagement in all aspects of project development and implementation, including by ensuring gender sensitive consultation, planning and implementation of project interventions at all levels. To support these efforts a Gender Analysis and Action Plan has been developed and is included in Appendix 8. An overview of some key outcomes of this work are summarized below.

⁸ Appendix 7 provides additional information on the groups that constitute local communities and indigenous peoples in Cameroon and project principles for working with these groups.

Overview of gender analysis

Policy context

According to Law No. 96/06 of January 18, 1996 to amend the Constitution of 2 June 2, 1972, Cameroon is committed to principles enshrined in the Universal Declaration of Human Rights, the United Nations Charter and the African Charter on Human and Peoples' Rights. Specifically, the Preamble to the Constitution states that "the human being, without distinction of race, religion, sex or creed, possesses inalienable and sacred rights". The idea of gender equity and non-discrimination is therefore a founding principle of public policies in Cameroon. Numerous legislative and regulatory norms have been enacted to support the implementation of the constitutional guidelines. Laws regulating land and natural resources in Cameroon reflect the fundamental principle of equality (i.e., are gender neutral), they do not address gender issues directly. Cameroon has also ratified the majority of international conventions and resolutions promoting women's rights. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was signed on June 6, 1983. Similarly, the Beijing Platform for Action, the Maputo Protocol, the Programme of Action of the International Conference on Population and Development (ICPD), the Millennium Development Goals (MDGs), the Sustainable Development Goals (SDGs) and the Addis Ababa Declaration on Gender Equality in Africa have all been ratified by the Government of Cameroon.

The Government of Cameroon has recognized the importance of improving gender equity as an integral component of trying to achieve its overall development objectives. The National Gender Policy of Cameroon (NGPC) was adopted in 2014 in the midst of efforts to strengthen the efficiency of the national institutional mechanism for the promotion of the equality of sexes, which had emerged as a development imperative and governance requirement. The policy comprises four parts, including a situational analysis which identified pending issues including the low level of education of girls, discrimination and violence against women, high maternal mortality rate, low economic power for women and the insufficient participation of women in public life and decision-making. It also examined the low level of impact and visibility of women and gender promotion policies (Mefire et al., 2017; Government of Cameroon, 2019).

At present, women remain under-represented in political and administrative posts. In the context of this project, it is also noteworthy that the representation of women in structures such as protected area management and the technical directions of ministries concerned with natural resources is also low. Finally, the representation of women in local decision-making bodies is also weak. In most ethnic groups men have control over many strategic assets (e.g., land, money) and therefore make decisions over these assets. In local communities, decisions are also often made by village chiefs, with notables, most of who are men, limiting women's ability to inform decisions at the community level.

Education and literacy

The disparity between boys and girls in education in Cameroon is declining overall, however girls are less likely to complete their education than are boys. According to World Bank data, the primary school completion rate was 68% for boys and 61% for girls in 2018; secondary school gross enrollment rate was 65% for boys and 55% for girls (2016); and tertiary gross enrollment rate was 14% for boys and 11% for girls (2017). There is also a gender gap in the overall literacy rate (adult men 83%, adult women 72%, young men 88%, and young women 82%: data from 2018).

Demography and health

The population of Cameroon is estimated at approximately 27.75 million, with over 60% of the population under the age of 25 (CIA, 2020). The fertility rate, which was 4.6 in 2017 according to World Bank data, is falling but remains high especially among women who are poor, rural and have not had an education.

The lack of access to contraceptive methods contributes to this high rate and, combined with low coverage of sexual and reproductive health services, also contribute to infectious diseases and risky behaviors. Gender-based violence is also an issue in Cameroon.

Land ownership

In Cameroon, land ownership can only be conferred via a land title and the rural population is mostly recognized as “land users”. The number of people that possess a land title is extremely low due to the prohibitive costs and complexity of the associated process, with women having far fewer titles than men. The lack of land titles means that it is hard for local communities to lay claim to their land or resources, as they would normally have been recognized under customary law. The lack of alignment between customary land tenure practices and the legal regime has been a major contributing factor to tenure insecurity for rural people. In practice, the majority of land and use rights in rural areas continue to be managed through customary systems which are male dominated. Discriminatory inheritance practices are a further barrier to women owning land, particularly in rural areas. Access to land is especially important to indigenous women in Cameroon given their role in food production. Despite national legislation that does not support such practices, indigenous women face acute discrimination when it comes to land tenure because of their gender, their ethnicity, and their economic class (economically poor). While indigenous women may be able to access land, they have little control and are often marginalized from decision-making processes regarding land as these are often managed under customary laws based in patriarchal Bantu customs (Njieassam, 2019).

Gender roles and workloads

Women bear the responsibility for a large number of daily activities. These include preparing meals, fetching and storing water, household and children’s hygiene, taking care of dependent people in the family and community. According to the Gender Standby Capacity Project (2019) women spend an average of 8.2 hours more per week on unpaid household tasks. These tasks require significant investment, and as a consequence limit women’s access to income-generating activities and result in less overall rest time and the ability to participate in decision-making forums. These roles can be further impacted by in cases of displacement, where women’s workloads increase due to higher morbidity. In such situations, daily tasks such as fetching water and fuelwood can also be more difficult.

Participation in the forest sector

As explained above, Cameroon’s national laws, including laws on the management of the environment, forests, fauna, and fishing, recognize the rights of women. In practice, however, there are entrenched socio-cultural factors which influence their participation in the forest sector. Studies at the Congo Basin regional level have shown that activities and roles in value chains of forest products are highly gendered and varying with the product’s characteristics, the segment of the chain and customary regulations and norms (Ingram et al., 2014). These studies show that high-value products are primarily male-harvested while NTFPs can be important cash sources for both women and men.

Non-Timber Forest Products (NTFPs)

Women are heavily active in the informal agricultural sector, with women making up 71.6% of the informal agricultural sector, and the harvesting and transformation of NTFPs (Brun, 2019). Despite their lack of control over certain assets (which remain vested in men, customary and state authorities), these activities are important sources of livelihoods, subsistence and cash revenues that provide women some financial autonomy. In the face of falling prices for certain agricultural products and growing poverty, more men have also integrated into NTFP production and market chains (Awono et al., 2010).

Participation in the ecotourism sector in and around CMNP

Limited information is available on the gender aspects of nature-based tourism in Cameroon; however, consultations with stakeholders in the project's proposed area of intervention showed that men and women are interested and actively engaged in ecotourism around CMNP. Women are active members of many local associations associated with ecotourism, although there is often a clear division between the roles played by men and women. For example, in EBOTOUR, women are largely responsible for managing hospitality and food services while men conduct marine turtle monitoring. Men also play the main role in gorilla tracking and guiding, while women have been involved through previous projects in the development of cultural tourism products. Time availability, including the inability of women to leave their houses at night, was repeatedly cited as the main barrier to women's engagement in ecotourism. Women also cited the need for more particular support to effectively provide key hospitality services, such as storage equipment and support to establish regular supply of food items.

Opportunities related to this project

As part of the national and site-level stakeholder consultation processes for this project, additional gender and age-related information was collected. In order to do so efforts were made to assure that women and representatives of women's groups, including indigenous peoples' women's groups, were able to participate in workshops and plenary meetings. In addition, small group and individual meetings were held with women to allow them to express themselves more freely. Finally, questionnaires used during consultations, for example with local organizations, integrated questions focused on gender roles and participation.

Among the general findings of the consultation process were the following:

- Women and indigenous people are under-represented in local administrative positions and in existing governance structures.
- Well-documented social factors that influence land and resources rights and access in Cameroon are prevalent in the rural areas that will be targeted by this project.
- The lack of recognition of access/use rights is a concern within areas that are under some form of formal management (e.g., concessions).
- Women and indigenous people are under-represented within the governance frameworks of some community organizations, although they do hold positions of responsibility in certain associations.
- The degree of organization of different groups (women, indigenous peoples) is variable across the project sites.
- Human wildlife conflicts and their impacts on agricultural production were cited as a problem by women and men, impacting both food security and livelihoods.
- Skills building and sustained support for NTFP value chain development were repeatedly cited as priority need by women, including indigenous women.
- Time availability was repeatedly cited as a barrier to women's engagement.

This project presents an important opportunity to address some of these findings and support gender equality, in particular the project will:

- Promote more equal representation.
- Address the lack of recognition of access/use rights experienced by women as by developing and implementing inclusive agreements between local stakeholders.
- Use existing structures, where they are already well organized, to promote engagement in the project and, at the same time, work to strengthen structures where needed. For example, women are active in many production sectors, most notably agriculture and NTFPs, and in places have

established a considerable degree of organization, with numerous women's associations. This degree of organization provides an opportunity for the project to build on existing capacity. It also provides a potential means to promote peer-to-peer learning within and across project sites.

- Address the need for skills building and sustained support for NTFP value chain development.
- Develop strategies to strengthen NTFP value chains using gender disaggregated analysis and understanding of the objectives, issues and chains, as means to design gender-sensitive interventions.

Promoting the engagement and empowerment of women has been considered in the development of all project strategies. The Gender Action Plan identifies gender responsive objectives for each project outcome and proposes practical methods to ensure project strategies are gender sensitive and responsive. It also lays out indicators to monitor, including through participatory monitoring systems, degree to which women and their organizations have been engaged and benefited from the project. The PMU will also include gender and social development expertise who will work with project partners to ensure gender considerations are successfully addressed.

2.6 Safeguards

Standard on Environment and Social Risk Management -

The proposed project is a special consideration, category. Any adverse environmental and social impacts due to project activities are anticipated to be minor and site specific and can be mitigated. The project is a special consideration project based on its listing on the World Bank country list of Fragile and Conflict-affected Situations.

An environmental and social safeguards specialist developed, on behalf of MINEPDED, the lead executing agency, a limited Environmental and Social Assessment (ESA) and an Environmental and Social Management Framework (ESMF) to analyze the safeguards issues mentioned below in more detail as well the appropriate mitigation measures to address the triggered environmental policies.

Field missions by the independent safeguards specialist team took place from January 31 to February 10, 2021, to gather data through the ESA and stakeholder consultations. For efficiency, the consultants organized three teams, each corresponding to the three forest landscapes of Cameroon's segment of the Congo Basin, namely Campo Ma'an-Rio Campo, the TRIDOM and the Sangha Tri-National landscapes.

The same methodology was used for all project sites which included:

- stakeholder mapping and analysis;
- information exchange meetings with project stakeholders (local authorities, community leaders, etc.) to inform them about the study, methodologies, and timeline for data collection; and
- individual interviews and/or focus group discussions with local people, grassroots organizations, indigenous people, local authorities, scientific research organizations and others, to collect more qualitative and quantitative data in the context of each particular area.

The planning of the meetings with the local populations and administrative and municipal authorities involved up-front coordination with all potential stakeholder according to a pre-designed field program. The administrative authority in each zone was briefed on the reasons for an ESMF, the project and its objectives. This was followed by issuing of letters by the concerned administrative authority convening the

leaders of local communities (village chiefs, association leaders, women, scientific research organizations, and youths group leaders) to the meetings on the scheduled date, time and place.

All meetings with Indigenous Peoples (IP), were planned in accordance with Free Prior and Informed Consent (FPIC), which included:

- Information and negotiation during which IP were met several days prior to the meetings. They were informed about the reasons for an ESMF and the objectives of the public consultation meetings with them, followed by
- Consultation with IP giving them enough time to respond on whether they wanted to participate in the public consultation meetings. In addition, IPs were consulted on their preferred date and time of the consultations;
- Prior to the start of each meeting, a local translator was selected to assure clear and proper communication. Administrative and municipal authorities were not part of the meetings with IPs and other focus group discussions (men, women and youths);
- Individual interviews were conducted with various stakeholders as part of the consultation process according to common interview guides that were prepared beforehand.

All information and data collected during the consultations are providing the necessary input into the ESA and the ESMF which are currently being developed.

The Environmental and Social Safeguards Standards described below have been triggered through the landscape screening and risk categorization exercise as well as the safeguards field mission conducted to gather further data as mentioned above:

Standard on Protection of Natural Habitats – is triggered as the proposed project directly targets protecting and restoring species and their habitats; strengthening local communities' ability to conserve the natural resources they depend on through the strengthening and establishment of integrated land use plans in the Ngoyla and Mintom council areas of the TRIDOM landscape; and through promoting access to sustainable harvesting and value chains of non-timber forest products (NTFP) in 30 communities in all three project landscapes.

Standard on Access Restriction and Resettlement – While the proposed project will not cause displacement of people, the project might lead to certain access restrictions. Given that the activities proposed under the project include, but are not limited to, protected area management and the development of integrated land use plans for the Ngoyla and Mintom council areas, the strengthening and establishment of sustainable NTFP harvesting and value chains for 30 communities from all three project landscapes; and the improvement of governance and management practices in both Campo Ma'an and Lobeke National Park, the Policy on Involuntary Resettlement is being triggered and the project will prepare a Process Framework (PF). The purpose of this PF is to ensure participation of Project Affected People (PAP) while recognizing and protecting their interests and ensuring that they do not become worse off because of the project. This, however, will eventually only occur with the consent of the affected people and following a decision made with all required information at hand. WWF policy prohibits forced evictions which include acts 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. In addition, the project will exclude financing any activities that would lead to physical displacement and voluntary or involuntary relocation. However, economic displacement or restriction to livelihoods or access to natural resources may occur as a result of project activities including negotiating through highly participatory consultations the

establishment of collaborative land use management plans and arrangements for protected areas and other natural resource sustainability approaches, such as establishing sustainable NTFP value chains.

Standard on Indigenous Peoples – This policy is triggered since the project area is inhabited by the various ethnic groups, including two considered to meet the definition of Indigenous Peoples under WWF’s Policy on Indigenous Peoples (SIPP:74). These are the Bagyeli or Bakola (estimated at about 24,000 people) living in the western part of the project area and the Baka (estimated at about 40,000 people) that are living in the central and eastern part of the project area. Both groups are traditionally hunter-gatherers and internationally considered as the traditional owners and customary users of the vast forests outside the settlements of agricultural populations along the streams and roads in the project area. However, their rights are largely not recognized, and they do not have equal access to decision making processes, despite recent efforts and governance structures put in place to support these processes. To gain a better understanding of these challenges, a Social Impact Assessment (SIA) has been conducted and an Indigenous Peoples Planning Framework (IPPF) developed, in close consultations with the affected Indigenous Peoples to a level where it gains the free, prior and informed consent (FPIC) of the affected people.

Standard on Cultural Resources – This standard is being triggered as a precautionary measure, since two out of the three project landscapes will be implementing activities that may increase risks of affecting communities’ cultural resources, especially those of Indigenous Peoples, namely in the Campo Ma’an and TRIDOM landscapes. Activities in those landscapes involve promoting sustainable tourism and land use planning processes, respectively. Therefore, close monitoring of these activities will be required throughout the project life cycle. In the event risks relating to cultural resources are surfaced during the project implementation phase, appropriate measures will be taken to develop mitigation plans to address those newly identified risks.

Standard on Community Health, Safety and Security - This standard is being triggered as a precautionary measure since this project will be engaging with numerous stakeholders and partners, who for some groups, have a history of conflicts between them. Certain project activities may increase the potential for these existing conflicts to escalate or for new conflicts to emerge among these groups and lead to violence and abuse targeted at some communities or individuals. Therefore, it is essential to monitor the situation closely during the project life cycle, to ensure that if risks arise, appropriate assessments and mitigation measures and plans are developed to address these risks and reduce any negative impacts that may ensue.

To ensure that the overall process meets **WWF’s Standard on Stakeholder Engagement and Standard on Public Consultations and Disclosure**, as well as provide stakeholders with culturally appropriate and free-of cost avenues to voice their concern in line with **WWF’s Policy on Accountability and Grievance Mechanisms**, a Stakeholder Engagement Plan has been prepared. It covers all stakeholder engagement processes under the project and outlines culturally appropriate grievance management and disclosure requirements for documents, including monitoring reports, established under the project.

2.7 Monitoring & Evaluation (M&E)

Monitoring will be carried out by the PMU and the projects executing partners. The Project Manager will be responsible for gathering M&E data for the annual results framework tracking. Project performance will be monitored using the project results matrix, including indicators (baseline and targets) and annual work plans and budgets (see Appendix 3 & 9). The Results Framework includes 1-2 indicators per Outcome. The baseline has been completed for each indicator along with feasible targets, set annually where relevant. A

methodology for measuring indicator targets is provided. Indicator targets are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), and disaggregated by sex where applicable. Component 5 of the Results Framework is dedicated to M&E, knowledge sharing and coordination.

At project inception, the results matrix will be reviewed to validate and, if required, update: i) the project's theory of change; ii) outputs; iii) indicators; and iv) baseline information and targets, based to review and refine the theory of change for the project and each of its components, and to examine whether the project's assumptions and underlying conditions remain correct or may have significantly changed due to COVID-related issues, the national and regional security context, and/or any other contextual considerations. Relevant core indicators have been included to provide a portfolio level understanding of progress towards the Results Framework that build on the specific targets the project established.

The project's M&E plan is summarized below; detailed indicators and methods for verification have been established in Appendix 3. A more detailed M&E plan, which builds on the results matrix and defines specific requirements for each indicator (with annual targets for certain indicators, data collection methods, frequency, responsibilities for data collection and analysis, etc.) will be developed during project inception by the Communications, M&E, and Knowledge Management Specialist appointed to the PMU, and reviewed and approved by the PSC and WWF GEF Agency.

Table 9: Monitoring and Evaluation Plan

M&E Activity	Responsible Parties	Timeframe	GEF Budget in USD
Inception Workshop	Project Management Unit (PMU)	Within two months of project document signature	65,000
Inception Report	Project Management Unit (PMU)	within one month of the Inception workshop	10,000
Capacity strengthening for M&E	Project Management Unit (PMU)	During the first year of implementation	15,000
M&E across the program and coherence across child projects.	PMU	Annually	30,000
Results-based annual workplan and budget with implementation targets (AWP/B)	PMU	Within one month of project start-up and on an annual basis thereafter covering the July to June reporting period	60,000
Annual PSC meetings and annual stakeholder reflection workshops	PMU	Annually	96,860
Quarterly Financial Reports	PMU	Every three months starting from first disbursement	(No budget required – covered by the Financial Manager)
Sub-recipient/partner progress reports and follow-up	PMU	Ongoing	65,000

M&E Activity	Responsible Parties	Timeframe	GEF Budget in USD
Project Progress Reports (PPRs) with results framework and project tracking including M&E of Core Indicators	Project Manager and Communications, M&E, and Knowledge Management Specialist	Every six months	60,000
Learning missions / site visits	PMU and other executing partners	Annually	60,000
Mid-term Evaluation (MTE)	By independent consultants based on ToR developed by PMU and WWF GEF Agency	During the 3 rd year of the project	44,250
Terminal evaluation (TE)	By independent consultants based on ToR developed by PMU and WWF GEF Agency	Six months prior to the actual project completion date	44,250
Project Closeout Report (based on the format of the PPR)	PMU and WWF GEF Agency	Within two months of project closure	50,000
End of project workshop	PMU	Project Close	65,000
Total			665,360

Annual reflection workshops have been budgeted to review Project progress and challenges, taking into account results framework tracking, work plan tracking, and stakeholder feedback to review Project strategies, risks, and the theory of change. The results of these workshops will inform Project decision making (i.e., refining the theory of change, informing Project Progress Report and the Annual Workplan and Budget).

Specific reports that will be prepared under the M&E program are: (i) Project inception report (within one month of the Inception workshop); (ii) Annual Work Plan and Budget with indicators to track implementation progress (AWP/B); (iii) Quarterly financial reports; (iii) sub-recipient/partner progress reports; (iv) Six month and 12-month Project Progress Reports (PPRs) including tracking against results targets in the Results Framework and tracking against implementation targets in the AWPB, in the 12 month report; (v) Technical Reports/Studies; (vi) Sub-recipient/partner progress reports; and (vii) Closeout Report. In addition, assessment of the relevant GEF-7 Core Indicators (see Appendix 3: Project Results Framework) will be required at mid-term and final project evaluation.

Project Inception Report. It is recommended that the PMU prepares a draft project inception report in consultation with the NPD, the FA, and other project partners. Elements of this report should be discussed during the Project Inception Workshop and the report subsequently finalized. The report will include a narrative on the institutional roles and responsibilities and coordinating action of project partners, progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. It will also include a detailed first year AWP/B, a detailed project monitoring plan including M&E of Gender, ESS Strategies and Stakeholder Engagement Plan. The draft inception report will be circulated to the PSC for review and comments before its finalization, no later than one month after project start-up. The report should be cleared by WWF GEF Agency.

Annual Work Plan and Budget (AWP/B) . The draft of the first AWP/B and procurement plan using the WWF-GEF procurement plan template, will be prepared by the PMU in consultation with the FA and reviewed at the project Inception Workshop. The AWP/B will include indicators and targets to allow for tracking project implementation. For subsequent AWP/B and procurement plans, the PMU will organize a project progress review and an annual stakeholder reflection workshops for its review and adaptive management. The PMU will circulate the AWP/B and procurement plan to the WWF GEF Agency for comments/clearance. The AWP/B and procurement plan must be linked to the project's Results Framework indicators so that the project's work is contributing to the achievement of the indicators. The AWP/B and procurement plan should include detailed activities to be implemented to achieve the project outputs and output targets and divided into monthly timeframes and targets and milestone dates for output indicators to be achieved during the year. A detailed project budget for the activities to be implemented during the year should also be included together with all monitoring and supervision activities required during the year. The AWP/B including procurement plan should be approved by the Project Steering Committee (PSC). Tracking against the AWP/B targets will be reported on annually, and the end of year tracking will contribute to the project's implementation progress rating.

Quarterly Field Reports: The Project Management Unit will receive quarterly field reports from subgrantees/consultants, using a Project Progress Report template. These reports will track progress on project activities, challenges encountered, expenditures, lessons learned, and adaptive management applied.

Semi-annual Project Progress Reports (PPR): PPRs will be prepared every six months by the PMU with the FA based on the systematic monitoring of objective and outcome indicators identified in the project's Results Framework (Appendix 3), using the WWF-GEF Project Progress Report (PPR) template for 6 months and 12 months project progress. The purpose of the PPR is to identify constraints, problems or bottlenecks that impede timely implementation and to take appropriate remedial action in a timely manner. They will also report on projects risks and implementation of the risk mitigation plan. The PPR will be submitted to the WWF GEF Agency for review and clearance. The report will include:

- Self-rating of project Development Objective and Implementation Progress, and Risk using WWF GEF rating criteria. Action plans for sub-optimal ratings (Annual report only)
- Summary of project outcomes and impacts based on project monitoring and evaluation plan (including RF in Appendix 3 plus tracking of output-level indicators against the AWP/B) (Annual report)
- Challenges and strengths of the project
- Progress of project based on approved annual work plan
- Exchange of lessons learned and opportunities for adaptive management
- Financial progress.

GEF Core Indicator Worksheet: The relevant section of the GEF Core Indicator Worksheet was updated for the CEO endorsement submission (Appendix 16). This worksheet will also be updated: i) prior to mid-term review; and ii) prior to the terminal evaluation.

Monitoring and Evaluation of Technical Reports (Studies): Technical reports will be prepared by national, international consultants, and partner organizations as part of project outputs and to document and share project outcomes and lessons learned. The drafts of any technical reports must be submitted by the PMU to the WWF GEF Agency which will be responsible for ensuring appropriate technical review and clearance of said report. Copies of the technical reports will be distributed to project partners and the Project Steering Committee as appropriate.

Sub-recipient/partner progress Reports: The PMU will be responsible for collecting the required information and reporting on co-financing as indicated in the Project Document/CEO Request. The PMU will compile the information received from the executing partners and transmit it in a timely manner to the WWF GEF Agency. The report, which covers the period 1 July through 30 June, is to be submitted on or before 31 July and will be incorporated into the annual PIR. The format and tables to report on co-financing can be found in the PIR.

Project Closeout Report: Within three months before or after the end date of the project, the PMU will submit to the WWF GEF Agency a draft Project Closeout Report. The main purpose of the Closeout Report is to give guidance at ministerial or senior government level on the policy decisions required for the follow-up of the project, and to provide the donor with information on how the funds were utilized. The Closeout Report is accordingly a concise account of the main products, results, conclusions and recommendations of the project, without unnecessary background, narrative or technical details. The report will outline the same areas as the PPRs, but will be cumulative for the whole project period, and will also include information on project equipment handover, an assessment of WWF GEF performance, an exit and sustainability plan, and will focus on key lessons from the project. This report is due within one month of project close.

The target readership consists of persons who are not necessarily technical specialists but who need to understand the policy implications of technical findings and needs for insuring sustainability of project results.

Evaluation Provisions

Two independent project evaluations, a Mid-Term Evaluation (MTE) within 6 months from the mid-term and a Terminal Evaluation (TE) within 6 months from financial close of project, will be carried out. The WWF GEF Agency will arrange both, the MTE and the TE in consultation with the NPD and the PMU. The MTE will be conducted to review progress and effectiveness of implementation in terms of achieving project objective, outcomes and outputs. The MTE will allow mid-course corrective actions, if needed. The MTE will provide a systematic analysis of the information on project progress in the achievement of expected results against budget expenditures. It will refer to the Project Budget (see Appendix 9) and the approved AWP/Bs. It will highlight replicable good practices and key issues faced during project implementation and will suggest mitigation actions to be discussed by the PSC, the PMU, the FA, and the WWF GEF Agency.

An independent Terminal Evaluation (TE) will be carried out within 6 months from financial close of project. The TE will aim to identify the project impacts, sustainability of project outcomes and the degree of achievement of long-term results. The TE will also have the purpose of indicating future actions needed to expand the existing project results, mainstream and upscale its products and practices, and disseminate information to management authorities and institutions with responsibilities for protected area management, land use planning, and improvement of livelihoods of IPLCs to assure continuity of the project initiatives. The TE evaluation report will be shared with project stakeholders and the donor and is a public document. Both the MTE and TE will pay special attention to outcome indicators, including the GEF core indicators.

GEF Agency M&E

In addition to the M&E outlined above, financed through the GEF project budget, the WWF GEF Agency will also provide a monitoring and evaluation role as part of the GEF agency function, financed by the Agency fee.

Annual WWF GEF Project Implementation Review (PIR): WWF GEF Agency will prepare an annual PIR, building off the semi-annual PPRs delivered by the PMU, in consultation with the FA covering the

period July (the previous year) through June (current year) The PIR includes general project information, implementation summary, results framework (tracking of high-level M&E plan), ratings of GEF rating criteria, and financial status. The WWF GEF Agency will submit the PIR to the GEF Secretariat and GEF Evaluation Office as part of the Annual Monitoring Review report of the WWF-GEF portfolio.

Supervision Mission Reports: Annually the WWF-GEF Agency will conduct a support mission to discuss project progress with the PMU, key stakeholders and executing partners. The PMU will assist with organizing logistics for the support mission in communication and coordination with the WWF-GEF Agency, and the mission will serve to assist the WWF-GEF Agency in supervising project implementation and monitoring WWF Safeguard Policies in the project regions. The WWF-GEF Agency will develop a report for each annual mission, to which the PMU will respond and adapt its action plan.

Disclosure

The project will ensure transparency in the preparation, conduct, reporting and evaluation of its activities. This includes full disclosure of all non-confidential information, and consultation with major groups and representatives of local communities. The disclosure of information shall be ensured through posting on websites and dissemination of findings through knowledge products and events. Project reports will be broadly and freely shared, and findings and lessons learned made available.

3.8 Budget

Table 10 provides an overview of the overall project budget. The budget was developed in accordance with the expected results of the project and the resources needed to carry out the various activities. This budget complements the existing and projected resources of the various partners executing activities related to the project. The contribution made by the GEF will ensure that the results of the project are achieved with the desired impacts. More detailed budget information, including the budget spreadsheet and the budget notes can be found in Appendix 9.

Table 10: Budget by component and outcome

Component/ Outcome	Budget in USD
COMPONENT 1: Mainstreaming integrated land use planning (LUP) and management	1,231,635
Outcome 1.1. Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across the TRIDOM landscape	1,231,635
COMPONENT 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species	2,301,629
Outcome 2.1. Management effectiveness of CMNP and LNP is improved	1,760,767
Outcome 2.2. The effectiveness of forest and wildlife management in the peripheries of CMNP and LNP is strengthened	295,240
Outcome 2.3. The long-term zoonotic disease surveillance systems in CMNP and CNP and their peripheries are strengthened	245,622
COMPONENT 3: Advancing SFM through NTFP and hardwood value chains	3,411,640
Outcome 3.1. Strengthened and/or established sustainable NTFP value chains	2,400,786
Outcome 3.2. PPP (Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded in the TRIDOM landscape	1,010,854
COMPONENT 4: Increasing benefit generation from biodiversity through sustainable tourism development	1,263,435
Outcome 4.1. Sustainable tourism value chain that engages IPLCs and the private sector is strengthened	1,263,435
COMPONENT 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination	942,172
Outcome 5.1. Program results monitored, and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels	942,172
Project Management	457,745
TOTAL PROJECT COSTS	9,608,257

SECTION 3: GEF ALIGNMENT AND JUSTIFICATION

3.1 Incremental Cost Reasoning and Global Environmental Benefits

This project builds upon a strong national commitment to intersectoral LUP at different administrative levels, and the efforts made by MINEPAT and other ministries, as well as associated public sector programs to advance this objective. Incremental funding will help to take this process to the most local level of the national LUP framework, i.e., councils, to assure it is inclusive and recognizes the rights of IPLCs and natural capital values. Furthermore, the project will build on the baseline scenario on the management of protected areas and their peripheries, as well as efforts to address threats, and help drive transformational change by strengthening governance systems so that they are more inclusive and formally recognize the rights of resource-rights holders, as well as by investing in building capacity to address key gaps in management effectiveness. The project will also build on numerous efforts to develop forest-based value chains by providing more strategic support to assure these value chains are inclusive and sustainable, and testing models based on PPPs, increasing IPLCs access to sustainable alternatives to unsustainable practices and livelihoods.

The incremental cost reasoning and the expected contributions from the baseline, the GEF financing and co-financing for each component is further detailed in the table below.

Table 11: Incremental reasoning

Project component	Baseline scenario	With-project scenario
Component 1: Mainstreaming integrated land use planning (LUP) and management	In 2014, the GoC initiated the process for the development of an integrated and cascading LUP framework, with a national land-use master plan (which provide perspectives for the development of a national land-use plan), regional land use plans, and local level council land use plans. Subsequently, the Government simultaneously launched the development of the national land-use master plan, and the regional land use plans in two pilot regions, i.e. the South and East regions. These plans are currently in the process of being finalized and validated. Simultaneously, the GoC has established a national program, i.e., MINEPAT-PADI-DJA to support local development and planning in areas of TRIDOM, and, in December 2019, Law 2019/024 was passed establishing a legal framework for the transfer of mandates from the State to the regions and councils, as part of the broader decentralization process, and establishing clarity on the relative mandates of different levels. In the baseline scenario, there will not be the capacity or financial resources to take a systematic LUP process down to the council level and ensure integrated, informed, and inclusive local LUP, or the means to ensure that the rights, needs and concerns of IPLCs are being systematically integrated into the cascading LUP framework being developed in Cameroon. Likewise, the	GEF incremental funding will advance the integrated LUP approach to the local level in two councils of TRIDOM. These will be the first councils in Cameroon to develop PLADDT. The process will be implemented in accordance with guidelines established by MINEPAT, which aim to be multi-sectoral and inclusive of local stakeholders and will be used to inform adaptive planning in the South and East regions. By supporting the participation of IPLCs in this process, the project will ensure these communities are able to meaningfully engage in the LUP framework of Cameroon, empower them in land use decisions, and strengthen the recognition of their rights. Furthermore, the project will ensure that the planning process is well informed on aspects of ecosystem services mapping and accounting. This will provide an important opportunity to guarantee ecosystem values are taken into consideration in LUP for Ngoyla and Mintom, but also provide a transformative learning experience that can be used to inform how ecosystem services accounting can be integrated in LUP and management in other councils, at the regional, and even at the national level.

Project component	Baseline scenario	With-project scenario
	<p>capacity and financial means to promote the incorporation of ecosystem values and accounting into the LUP framework will also not exist in the baseline scenario.</p>	
<p>Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species</p>	<p>Multiple initiatives are currently supporting protected area management in CMNP and LNP, including through the FTNS and FEDEC trust funds and direct support from partners such as WWF and AWF. These initiatives also support activities in the peripheries of these parks. In addition, there have been multiple agreements set up to recognize the rights of IPLCs in protected areas and in different types of forest management units in their peripheries. Despite this support and existing frameworks for cooperation, the levels of management effectiveness in CMNP and LNP remain insufficient, and there is a need to strengthen management and governance systems.</p> <p>Efforts to develop a more effective management model in LNP, i.e, a co-management model similar to those developed in the other segments of the landscape, remain in early stages. In CMNP the capacity to develop and implement mandated management tools is also inadequate. At both CMNP and LNP, there remains insufficient capacity to develop more inclusive governance systems, which include meaningful collaboration with IPLCs. In addition, despite a well-established transboundary agreement and associated protocols for the TNS, strengthening transboundary coordination remains key to addressing threats to biodiversity. Capacity to implement responsible law enforcement, by park authorities and other organizations also remains inadequate. While a GRM has been established in TNS, it has yet to become operational to the point that access to all IPLCs rights-holders is ensured and no such mechanism exists for CMNP.</p> <p>At the same time, the capacity to develop, operationalize and monitor agreements concerning the management of resources in protected areas and within forest management units in peripheral zones (e.g., within community hunting zones that overlap with wildlife corridors) remains inadequate to ensure their effectiveness and equitable benefit-sharing. A GRM has been established in TNS, but has yet to become operational to the point that access to all IPLCs rights-holders is ensured and no such mechanism exists for CMNP.</p> <p>In both LNP and CMNP, systems to monitor zoonotic diseases have been established. To support these efforts in CMNP a lab has been</p>	<p>GEF incremental funding will be used to strengthen the management and governance systems of LNP and CMNP, and in consequence, strengthen the protection of these key biodiversity areas. It will provide critical means to evaluate strategically the standards, conditions, and accountability in key areas of management and support the establishment of tailored management and governance systems, including through the establishment of a co-management model for LNP and updated management and business planning for CMNP. It will also invest in ensuring the capacity of conservation services and IPLCs and their organizations to participate in mandated governance bodies, helping to reduce conflicts and establish more collaborative relationships between conservation services and IPLCs, as well as other stakeholders. It will also support increased cross-border coordination in the CMRC and TNS landscapes on issues pertaining to protected area management and biodiversity conservation.</p> <p>The project will also serve a transformative role in the establishment and adaptive management of equitable and transparent management agreements between local stakeholders (including private sector actors) in the peripheries of these two parks, and in the operationalization of the GRM in TNS and the establishment of a GRM for CMNP. To promote ownership of actions and management responses that supports SFM and biodiversity conservation, the project will further address key gaps in results-based monitoring by developing participatory wildlife surveys, social impact and threats monitoring systems in peripheral zones.</p> <p>Finally, the project will strengthen long-term zoonotic disease surveillance systems to ensure the early detection of any potential diseases for both CMNP and, in coordination with the RCP, LNP.</p>

Project component	Baseline scenario	With-project scenario
	established that allows for continuous on-site human health monitoring, veterinary monitoring and real time investigation of disease and death in great apes and other wildlife. In LNP, efforts to develop a coordinated system across the three segments of the landscape are underway.	
Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains	<p>Several initiatives have and/or are promoting the development of NTFP value chains in the forested areas of Cameroon. These initiatives have resulted in significant research on NTFP value chains, substantial experience, and an increase in the levels of capacity and organization of local producer groups. However, within the target landscapes these efforts do not currently cover all areas, nor are they consistently supported with the required technical capacity. In addition, they continue to face challenges to secure access to NTFPs and the means (e.g., financing, means of storage or transformation, agreements with off-takers) to develop, strengthen, and render profitable and sustainable these value chains among IPLCs. Likewise, the level of engagement of the private sector remains limited.</p> <p>The Ebony Project has been established and supported via the PPP between MINEPAT and Taylor Guitars to protect a valuable timber species, reforest degraded land, and improve rural livelihoods. It has successfully established partnerships in 4 IPLCs localities and undertook a feasibility study in 2019 on its expansion. In the baseline scenario, support for the refinement of the approach, the expansion of the model to benefit more IPLCs, and the scaling of the private-public model to develop sustainable hardwood value chains would remain limited.</p>	<p>Incremental funding from the GEF will be used to build on the knowledge and capacity base that has been established to develop and strengthen strategically important NTFP value chains upon which IPLCs in the project's target landscapes rely for their well-being. As part of these efforts engagement with the private sector will be increased, agreements to secure access rights will be developed or strengthened, and questions of sustainability will be addressed. As a result, the number of IPLCs, including women and youth, that have access to a sustainable alternative to unsustainable practices will increase.</p> <p>With support from the GEF, the Ebony Project model will expand its engagement to new IPLCs communities. It will also further test and refine its approach, including through improved systems for expansion (e.g., logistics, sourcing), integrating gender considerations, developing participatory systems to assess social impacts, and continuing scientifically rigorous studies to evaluate the applicability of the approach from ecological perspective. This expansion is vital to assess the applicability of the model and presents a significant opportunity to examine how the private sector can engage in a socially responsible way to develop small-scale hardwood value chains. It will also help to determine how the model could potentially be expanded to other value chains (e.g., cacao, coffee). The lessons learned will be used to inform recommendations on scaling out, including as regards the engagement of other private sector actors.</p>
Component 4: Increasing benefit generation from biodiversity through sustainable tourism development	Ongoing baseline initiatives are supporting the development of tourism products in and around CMNP, including with support from FEDEC, KfW and CUSO. These efforts build on previous initiatives that have worked to establish tourism products and infrastructure, and develop local capacity to manage tourism products and establish benefit-sharing mechanisms (e.g., in Ebodjé). However, critical gaps remain to successfully establish a sustainable tourism value chain. Many previous efforts have not been successful due in large part to the lack of a strategic approach to tourism development, the weak engagement of the private sector, and inadequate accompanying support to IPLCs in managing tourism. To address	With GEF support, platforms to establish an ecotourism value chain will be animated and the key tourism product envisioned for CMNP, i.e., gorilla tracking, will be established and open to visitors. The project will work with stakeholders to adapt tourism development strategies based on the impacts of COVID-19 and the continued application of best practices. Simultaneously the capacity of the conservation services of CMNP to manage tourism in a collaborative fashion with other stakeholders will be established. Furthermore, through the PPP, the private sector will be directly engaged to establish and manage key tourism infrastructure professionally, a critical

Project component	Baseline scenario	With-project scenario
	<p>some of these issues, an ecotourism development strategy has been elaborated for CMNP with the participation of a wide range of stakeholders. In addition, a PPP for ecotourism has been negotiated between MINTOUL, MINFOF, and Jengi Tours.</p> <p>A significant baseline for the development of a key tourism product, i.e., gorilla tracking, has also been established through the WWF's Gorilla Habituation Program. This program is being implemented through the application of best practices for maintaining the health and safety of the gorillas, trackers, and the broader surrounding communities.</p>	<p>transformative means of developing the value chain in the near term.</p> <p>The project will also work with IPLCs to develop and strengthen tourism products in the periphery of CMNP, including associated benefit-sharing mechanisms, which will establish the range of tourism products deemed necessary to establish a successful visitor experience and the requisite number of visitor days.</p> <p>As a result of this component, the number of IPLCs directly benefiting from tourism will be increased, providing an important alternative to unsustainable practices – especially for IPLCs who are forest-dependent. The experiences will also be used to inform national efforts to establish eco-tourism as part of the national tourism development strategy.</p>
Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination	<p>Significant initiatives and platforms exist to encourage regional cooperation and share knowledge at the level of the Congo Basin (see regional bodies in Stakeholder Engagement Plan); however, in the baseline there will remain a need for more strategic knowledge exchange and improved transboundary coordination and collaboration to progress SFM and biodiversity conservation in priority transboundary landscapes and at a scale that can deliver transformational results.</p>	<p>GEF incremental funding will support the effective coordination of the project activities with ongoing initiatives in Cameroon, across transboundary landscapes, and across the Congo Basin region. It will also directly strengthen regional cooperation in key aspects of SFM and biodiversity conservation. As part of the project's M&E approach, the project will generate knowledge in key areas of SFM and biodiversity conservation. It will also directly contribute to building awareness and exchanging knowledge on SFM and biodiversity conservation at the landscape, national, regional, and global levels through the implementation of its communications and knowledge strategy, and in coordination with the Congo IP RCP.</p>

Global Environmental Benefits

The Cameroon child project will contribute to conserving the second-largest contiguous block of dense tropical rainforest in the world as well as its biological processes, which plays a major role in the Earth's climate dynamics. It will also contribute to the conservation of its biodiversity, and intact assemblages of its endangered large forest mammals, such as forest elephant, western lowland gorilla, and chimpanzee. Furthermore, the project will contribute to maintaining the ecological functioning of this natural system, and the goods and services, such as the provision of wood, freshwater, foods, and medicines, which are of importance to people, notably forest-dwelling populations, and national economies.

In terms of wildlife, the project will tackle direct threats to wildlife by building the understanding and engagement of key stakeholders, the establishment of transparent agreements between key stakeholders on use rights, strengthening capacity for best practices in law enforcement, and/or establishing systems of zoonotic disease surveillance.

In addition, management that benefits biodiversity will be strengthened in the areas of Ngoyla and Mintom through increased knowledge and the mainstreaming of natural capital considerations in land use planning and decision making, thus reducing competing pressures on natural resources. The project assumes that land use plans will be developed and implemented taking into consideration national objectives/targets as concerns conservation of biodiversity and lead to measurable and sustainable improvements in practices.

Furthermore, in the CMRC and TNS landscapes, it is assumed that the development of sustainable value chains that are linked to the sustainable management of forests will reduce pressures on forests and avoid deforestation. It is also assumed that the engagement of stakeholders in value chains which are linked to forest management units outside of protected areas will increase socio-economic benefits for rightsholders and incentivize and result in improved practices. Finally, the project will strengthen governance and management systems in areas outside of protected areas, including through mutually beneficial agreements with forest resource managers and the private sector.

As such, the project will generate multiple environmental benefits and socio-economic co-benefits and will contribute to GEF-7 Core Indicators as described in Table 12. Many of these targets have been refined during the project development process to better reflect the anticipated results and impacts of the project.

Table 12: Contribution to GEF-7 Core Indicators

GEF-7 Core Indicator	Cameroon child project's contribution
GEF Core Indicator 1. Terrestrial protected areas created or under improved management for conservation and sustainable use	The project is anticipated to contribute 952,573 ha to this indicator as detailed under Indicator 1.2.
Indicator 1.2. Terrestrial protected areas under improved management effectiveness as measured by METT score	Through the natural capital accounting and land use planning process, Component 1 is anticipated to address certain threats to protected areas that overlap the Ngoyla and Mintom councils and result in increased management effectiveness. Component 2, and especially Output 2.1.2, aims to improve the management effectiveness of CMNP and LNP directly by strengthening their governance systems and addressing key capacity needs. CMNP: 261,598 ha LNP: 218,398 ha Nki National Park: 315,855 Ngoyla Faunal Reserve: 156,722
GEF Core Indicator 4. Area of landscapes under improved practices (hectares; excluding protected areas)	The project is anticipated to contribute 3,076,113 ha to this indicator as detailed under indicator 4.1 and 4.3.
Indicator 4.1. Area of landscapes under improved management to benefit biodiversity	The area under improved practices is anticipated to total 3,076,093 ha. The figure reflects the councils within each of the project's three target landscapes that have been identified as areas of intervention under Components 1, 2, 3, and 4. Target councils (excluding protected areas) in Cameroon segment of CMRC landscape: 507,848 ha Target councils (excluding protected areas) in Cameroon segment of TRIDOM landscape: 1,296,091 ha Target councils (excluding protected areas) in Cameroon segment of TNS: 1,272,15 ha
Indicator 4.3. Area of landscapes under sustainable land management in production systems	The project under Outcome 3.2 is expected to contribute 20 ha to this indicator as part of efforts to develop a sustainable ebony value chain through the application of an agroforestry approach.
GEF Core Indicator 6.1 Carbon sequestered or emissions avoided in the AFOLU sector (see EX-ACT calculations)	Total emissions reduction expected to be generated are approximately 3.3 t/ha/yr 26.2 million t CO ₂ eq over 20-year period
GEF Core Indicator 11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	The project is anticipated to benefit 18,471 (8,866 women, 9,605 men) individuals. The beneficiary target is composed of portions of populations from the councils of Campo, Somalomo, Lomie, Ngoyla, Mintom, Salapoumbe and Moloundou. Pending the availability of 4th General Census of Population and Housing (<i>Recensement Général de la Population et de l'Habitat</i> - RGPH), figures were projected using available 2010 population figures. It was assumed that all stakeholders in the Ngoyla and Mintom councils will benefit from land use planning. It was also assumed that a smaller proportion (10%) of the rural populations of these councils as well as the councils of Campo, Salapoumbe and Moloundou will benefit from value chain development.

The project will also contribute to numerous Sustainable Development Goals (SDGs) and Aichi Targets, as detailed with the Results Framework in Appendix 3.

3.2 Alignment with GEF Focal Area and/or Impact Program Strategies

The Cameroon child project is aligned with the Congo Basin Sustainable Landscapes Impact Program developed under the GEF 7 Sustainable Forest Management Impact Program (GEF 7 Programming Directions). It will contribute directly to the objectives of the SFM IP and biodiversity. as described below.

Table 13: Alignment with GEF Focal Area and Impact Program Strategies

GEF-7 priority	Project contribution
BD-1-1. Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors	Component 1 of the Cameroon child project will contribute to this GEF priority by undertaking informed, integrated, and inclusive land use planning that integrates systems thinking and natural capital accounting for the councils of Ngoyla and Mintom. Stakeholders will be mapped, their understanding in the land use planning process (which will follow the latest guidance from MINEPAT for the development of PLADDT) strengthened, and their participation facilitated to ensure the process is inclusive. Component 5 will also contribute through knowledge management and dissemination of lesson learned to enhance in other councils, regions, and at the national level in Cameroon. In addition, the experiences will be shared across the Congo Basin region in conjunction with Congo IP RCP.
SFM IP: Promoting effective coordination for sustainable forest management	The project will be implemented across large segments of transboundary landscapes that form part of the larger Congo Basin tropical humid forest ecosystem. It fully recognizes and aims to protect the numerous benefits to biodiversity and climate change provided by this ecosystem, including vital ecosystem services and livelihoods to forest-dependent communities. Key areas for collaboration with the Congo IP regional program have been integrated into the project design to promote the scaling up and out of its strategies and lessons learned.

In addition, the project will have a positive impact on the following GEF-7 priorities:

GEF-7 priority	Project contribution
BD-1-3. Mainstream biodiversity across sectors as well as landscapes and seascapes through Natural Capital Assessment and Accounting.	Component 1 of the project will contribute to natural capital assessment and accounting by undertaking such exercises for a set of priority accounts in the Ngoyla and Mintom councils of TRIDOM. The results of these participatory exercises, which will be preceded by mapping of key stakeholders and decision-makers, will be incorporated into the planning and decision-making through a land use planning process for the same councils. These efforts are intended to facilitate dialogues between the public and private sector, and inform lessons learned that can be applied at regional and/or national levels, including on how such assessments can be mainstreamed and institutionalized.
BD-1-5. Mainstream biodiversity across sectors as well as landscapes and seascapes through inclusive conservation	All five components of the project will be targeted towards engaging and empowering IPLCs in the SFM and biodiversity conservation. Component 1 aims to ensure their participating and recognition of their rights in land use planning, and ensuring their considerations are integrated in natural capital assessments and accounting. Component 2 works to increase the involvement of IPLCs in the governance mechanisms for CMNP and LNP. In addition, it will strengthen governance and management systems in the peripheries to these protected areas, including through mutually beneficial agreements with forest resource managers and the private sector. Component 3 works with IPLCs to develop socially responsible value chains for NTFP and ebony that result in their increased well-being, while also supporting sustainable natural resource management. Under Component 4,

GEF-7 priority	Project contribution
	IPLCs are key stakeholders and intended beneficiaries of the development of a sustainable value chain for ecotourism. Finally, under Component 5, IPLCs will be main targets of the project's communications and knowledge management strategy to support the project's objective, and will be participants in exchange and learning opportunities.
BD-2-7. Address direct drivers to protect habitats and species and improve financial sustainability, effective management, and ecosystem coverage of the global protected area estate	Component 2 of the project aims to increase the management effectiveness of CMNP and LNP, both globally significant protected areas that contribute to Aichi Target 11 for Cameroon, while simultaneously undertaking targeted actions to address direct drivers of wildlife loss. This component includes significant capacity building for CMNP and LNP, as well as other relevant organizations, to undertake responsible enforcement of environmental laws and will support cross border coordination on this issue. It also includes an output focused on strengthening the capacity of zoonotic disease surveillance. The management and financial planning for CMNP proposed will be fully aligned with existing financial mechanisms (i.e., FTNS, FEDEC). A key aspect of improving the governance of these areas will involve building the capacity of conservation services and IPLCs to collaborate on management issues in and around the protected areas, including through formal agreements such as the ASBABUK-MINFOF agreement for LNP. Component 4 will also work with the conservation services of CMNP, IPLCs, and the private sector to develop a sustainable value chain that delivers both positive benefits to IPLCs and supports biodiversity conservation.
CCM-2-7. Demonstrate mitigation options with systemic impacts for sustainable forest management impact program	The ecosystem services mapping and accounting, and subsequent land use planning process, under Component 1 will contribute to halting the release of GHG emissions through avoided forest degradation and deforestation by increasing the area under improved management, including by increasing transparency on decision-making, promoting multi-sectoral planning that recognizes the values of forests and the rights of IPLCs, and reducing land use conflicts. Components 3 and 4 also aim to reduce pressures on forests and avoid deforestation by developing sustainable value chains that are linked to the sustainable management of forests. Under these components, models for engaging the private sector will be supported and assessed for their ability to be scaled out. Component 2 also aims to reduce threats to protected areas, including those associated with forest degradation and deforestation. Finally, Component 5 will contribute through regional cooperation as well as knowledge management and dissemination to enhance these efforts at the broader scale.
LD-1-2. Maintain or improve flow of ecosystem services, including sustaining livelihoods of forest-dependent people through Sustainable Forest Management (SFM)	Component 1 of the project will contribute through inclusion of natural capital accounting in LUP. The project will also invest through components 3 and 4 as part of efforts to develop or strengthen value chains that sustain the livelihoods of forest-dependent people and linking these value chains to SFM. Component 5 will contribute through knowledge management and dissemination to enhance these efforts at the broader scale.
LD-1-4. Reduce pressures on natural resources from competing land uses and increase resilience in the wider landscape	Through integrated land use planning that is well integrated in national and regional LUP processes, the project will contribute to reducing competing pressures on natural resources in the councils of Ngoyla and Mintom. Lessons learned will be shared as part of Component 5.

3.3 Socioeconomic Benefits

The project will generate socio-economic benefits by maintaining and enhancing the resource base on which IPLCs in the southern forest belt of Cameroon rely for their livelihoods (e.g., income, food, shelter, medicine). It will directly address competing demands on this resource base by progressing informed and inclusive land use planning in the councils of Ngoyla and Mintom, thereby helping to secure the access rights of IPLCs to critical resources and serving as an important learning opportunity for how access rights can be formally recognized and respected through the national land use planning framework.

In all three of the targets landscapes the project will also support IPLCs in establishing modern value chains for NTFPs, including through agreements with private sector operators. Simultaneously, the project will strengthen the development of a sustainable tourism value chain that engages IPLCs and the private sector in the Cameroon segment of the CMRC landscape. Furthermore, the project will support the establishment of a sustainable and socially responsible value chain for ebony in Cameroon segment of the TRIDOM landscape. In addition to directly increasing income generation for target stakeholders, the Ebony Project will be used to develop recommendations on establishing models of public-private partnerships involving IPLCs. Each of these efforts aim to realize socio-economic benefits for rightsholders, while incentivizing them to manage their resources sustainably.

As such, the project, will work to increase productive and sustainable employment for IPLCs in rural forest areas. The project seeks to achieve additional income from enhanced value chains and public-private partnerships for at least 450 people (of which at least 50% women). A baseline income survey will be conducted at the beginning of the project implementation. A target of 10% increase in income has been included in the results framework in Appendix 3.

3.4 Risks and proposed Mitigation Measures

Risk management is a structured, methodical approach to identifying and managing risks for the achievement of project objectives. The risk management plan will allow stakeholders to manage risks by specifying and monitoring mitigation actions throughout implementation. Part A of this section focuses on external risks to the project and Part B on the identified environmental and social risks from the project.

In addition to risk management through the PMU and stakeholders, the WWF GEF agency implemented a wide catalogue of landscape-level risk mitigation measures which are described in Appendix 12.

The following table presents an overview of identified risks that may impact the ability of the project to achieve its objective. Each risk has been rated as high, moderate, or low based on (1) its probability of occurrence and (2) its potential impact on the success of the project. Measures to mitigate these risks have been integrated into project design as demonstrated in the table below. Given the importance of current risks associated with the COVID-19 pandemic, a separate analysis of risks and opportunities related to this global health crisis has also been included (Table 14).

The risk level describes the residual risks considering that mitigation measures are adequately implemented. The identified risks and associated mitigation measures will be continuously monitored and updated throughout the project and will be reported on in the PIRs.

Table 14: Risks and proposed mitigation measures

Description of risk	Probability of occurrence	Impact	Mitigation measures
The stability of the political, and economic and security situation in Cameroon deteriorates, redirecting attention and resources of the GoC and other stakeholders, and creating challenges for project implementation.	Low	High	The overall political and security situation in Cameroon has been unstable at times, but this has largely been outside of the project's geographic scope. This project has limited means to affect these risks and disruptions; however, project implementation will be adapted if at any time the responsible organization of project activities becomes impossible or if the security of the project partners or beneficiaries cannot be guaranteed. The situation will be continuously monitored, and the project will be managed adaptively to take the political and security situation and any impacts they have in terms of project operations, funding, stakeholder involvement and partnerships into consideration. The inception workshop as well as quarterly and annual review and planning meetings will be key instruments to adapt to this risk as necessary.
Project's complexity and large number of stakeholders make it difficult to implement effectively.	Moderate	Moderate	The project's integrated approach will require engagement with a large number of stakeholders across three landscapes and at regional, national, and international levels. In the first year the project will work to establish a strong management unit and build relationships with key stakeholder and their representatives to facilitate coordination of project implementation.
Poor governance and corruption affect the potential for the project to be implemented effectively.	Low	Moderate	Project activities will be implemented at multiple levels and through numerous partners, making it impossible to avoid all risks associated with corruption, weak governance, and the lack of adequate accountability mechanisms. The project will implement its own internal control mechanisms to address any direct risks that are identified. Simultaneously, the project strategies aim to strengthen open and transparent dialogues, and increase the recognition of rights, helping to fight issues of poor governance and corruption.
Sectoral and development priorities take precedence over sustainable forest management objectives of the project.	Moderate	High	The project has been developed in consultation with key stakeholders and designed to align with national priorities. Through its component on land use planning, it aims to increase the level of cooperation and coordination across sectors. Through this same component and via mutually beneficial agreements the project will also work to address weak tenure systems and improve the recognition of customary resource use rights.
Lack of commitment to bilateral or regional collaboration and coordination affect the regional dimensions of project strategies.	Moderate	Low	The project has been designed in full recognition that transboundary collaboration can pose significant challenges. The project will work to take advantage of any opportunities for transborder collaboration and coordination but aims to remain realistic in terms of outcomes. For example, undertaking transboundary, intersectoral planning in the project's three target landscapes was deemed beyond the scope of the project. Instead, the project will work within the national framework for LUP to progress intersectoral planning that recognizes the rights of IPLCs in a target area and will then feed this work into both the national

Description of risk	Probability of occurrence	Impact	Mitigation measures
			framework and transboundary planning in collaboration with the RCP as relevant.
Threats to biodiversity due to sectoral activities and/or demographic trends increase rendering it impossible for the project to achieve its overall targets.	Moderate	High	The threats facing the biodiversity of Cameroon are high. This project will work to address multiple of these threats by promoting integrated land use planning, establishing alternatives to unsustainable practices, and strengthening governance systems in and around target protected areas. It assumes that other threats are being addressed through other initiatives.
Law enforcement misconduct	Moderate	Moderate	This project will not directly finance eco-guards; however, it will provide trainings to protected area staff and other law enforcement agents on human rights and responsible law enforcement. It will also conduct in year 1 full assessments of standards, conditions and accountability in protected area management in LNP and CMNP to inform measures to strengthen management effectiveness. The financing for these areas will be contingent on the implementation of Codes of Conduct and disciplinary consequences in the case of any abuses. The project has been designed taking into consideration the recommendations from a report by an independent panel commissioned by WWF to review human rights allegations levelled at government park rangers in areas where WWF works (including Cameroon) and propose measures to strengthen human rights protections.
Target groups, including IPLCs, women and youth are not adequately represented, able to participate or equitably considered in planning and decision-making processes.	Low	High	As further detailed in the section on stakeholder engagement, and the draft Stakeholder Engagement Plan, IPLCs, including women and youth, are key stakeholders and the primary beneficiaries of this project. As such, consultations with IPLCs and participatory approaches have been explicitly incorporated into all relevant activities of the work plan. A Gender Action Plan has also been developed which lays out means to promote a gender sensitive/responsive approach and monitor progress in this area. Both, IPCLs and gender representatives will be also members of the Steering Committee of the project.
Sustainable NTFP products cannot be identified or the project's strategies have negative impacts on the livelihoods of IPLCs.	Low	Moderate	Under Component 3 concrete value chain development activities will be implemented that are expected to be sustainable and provide tangible benefits for IPLCs, including women and youth. This strategy was consistently identified as a priority by these groups and other stakeholders during the project design consultation process. NTFPs are already an important contributor to the livelihoods of many forest-dependent communities, and preliminary screening of existing NTFP value chains resulted in the identification of numerous products. The process to elaborate detailed strategies to strengthen or develop a select number of value chains will consider the sustainability of these chains and their potential to deliver positive benefits to IPLCs and include these considerations as criteria in the final selection of NTFP products. Participatory monitoring systems will also be established to allow stakeholders to track the environmental and social

Description of risk	Probability of occurrence	Impact	Mitigation measures
			impacts of the project strategies, and will be applied to track impacts and adjust as necessary.
Weak private sector engagement limits the potential to develop sustainable value chains.	Low	Moderate	While the level of engagement of the private sector in enabling and promoting SFM remains low overall, private sector partners and co-financiers have been identified under outcomes concerning the development of sustainable value chains for ebony and ecotourism. Furthermore, the private sector is considered a key stakeholder group to consult and engage with in the process to elaborate strategies to develop sustainable NTFP value chains. The project will work to raise the awareness and engagement of these stakeholders as part of its communications actions, in particular to examine questions of sustainability and identify opportunities for collaboration/partnership with IPLCs. Finally, the LUP process under Component 1 will be a multi-sectoral process which aims to address questions of conflicting land use and is part of an integrated national framework.
The project's intended outcome related to sustainable tourism development is impacted by the unfavorable conditions for tourism in Cameroon and/or at the international level.	Moderate	Moderate	The project's strategy on the development of ecotourism in and around CMNP is in alignment with policies and planning at the national and local level; however, the enabling conditions to establish a sustainable tourism value chain remain uncertain. The project recognizes that the full benefits from increased numbers of visitors may not be realized in the first years of the project and proposes to concentrate at the start on increasing the capacity for tourism (i.e., establishing key products, building institutional capacity) and strengthening dialogues between key stakeholders already working to develop CMNP as a tourist site. These investments have the potential to already deliver benefits to target stakeholders (e.g., employment for trackers, service providers supporting in-country tourists). Likewise, strengthening dialogues is critical to address some direct challenges that will not figure as part of this project (e.g., actors are already examining how to best address questions of access) and support adaptive and long-term thinking and planning as regards the CMNP tourism strategy.
Climate change or strong climate variability during project lifetime, lead to increased loss and deterioration of forests.	Moderate	Low	The risk is more relevant at the medium to long term. The project by strengthening systems for SFM and addressing the concerns and needs of IPLCs will contribute to improving resiliency. It will also contribute to maintaining the connectivity of the Congo Basin's humid tropical forest ecosystem.

COVID-19 Risk and Opportunity Analysis

The current global health crisis associated with COVID-19 pandemic presents a number of potential risks that could affect the project's implementation and outcomes. As part of its overall approach, the project will respect all national preventative measures put in place by the GoC to contain COVID-19, as well as those of the WWF. Costs for managing personal protection as part of social distancing measures have been integrated into the project management costs.

In addition, the project has integrated adaptive management instruments into its design and will apply these instruments to adapt as necessary to this risk. The inception workshop will be used to review the results framework and project timeline to determine if there is a need to make any adjustments due to operational challenges, funding, stakeholder involvement and partnerships as a result of the global health situation. The annual reporting process will also be used to ensure the project is able to adapt in a timely manner. A series of mitigation measures have been identified to address specific risks associated with the COVID-19 pandemic as detailed in the table below.

Table 15: Risks associated with COVID-19 and proposed mitigation measures

Potential risk	Probability of occurrence	Impact	Mitigation measures
Impacts from COVID-19 affects the availability of technical expertise and capacity, specifically regional/international consultants and organizations are not able to travel to Cameroon to carry out various studies and support activities	Moderate	Low	<p>In addition to its adaptive management approach, the project relies heavily on partners and sub-contractors with a national presence (e.g., AWF, UCLA/CBI, NGOs, ministries) for its implementation.</p> <p>According to the situation, specific measures which could be considered to manage this risk include:</p> <ul style="list-style-type: none">• Workplan is adjusted to postpone certain activities until a time when experts could travel.• National experts are recruited to work with regional/international experts that provide expertise remotely, helping to build capacity of local experts in the process.
National stakeholders have limited or no ability to travel for landscape, national, transboundary or regional meetings, trainings, workshops or exchanges, including those planned in collaboration and coordination with other national child projects and the RCP	Moderate	Moderate	<p>Many of the project's executing partners have an established presence in the project's target landscapes and have, so far, been able to continue meeting with stakeholders and implementing activities. Regardless, the SEP will be reviewed and finalized at project inception based on the situation at the time. As necessary, adjustments to the means and timing of face-to-face activities will be made. The Communications and Knowledge Management Strategy and associated activities proposed for knowledge management at the landscape, cross-landscape, national and regional levels will also be developed taking into consideration the latest available information and the project will adhere to national and international guidance/measures on practicing social distancing.</p> <p>According to the situation, specific measures which could be considered to manage this risk include:</p> <ul style="list-style-type: none">• Workplan is adjusted to postpone certain activities until a time when participants could travel and participate.• Activities are reduced in scope, i.e., number of participants or number of meetings, workshops, trainings or exchanges, is made smaller to reduce risks.

Potential risk	Probability of occurrence	Impact	Mitigation measures
			<ul style="list-style-type: none"> Alternative means of communication and exchange are applied to assure coordination and collaboration, as well as support capacity building and sharing of experiences. Visio-conference technology, remote platforms or means (e.g., radio), and printed materials are used to host events and exchange on lessons learned.
Preventative measures reduce potential for project staff, technical consultants, and stakeholders to meet and undertake activities, leading to delays or stalling in implementation	Low	High	<p>As detailed above, the project will implement adaptive management and the SEP will be adjusted, as necessary, to reflect the impacts of COVID-19. The project design includes on-site landscape coordination assistants for TRIDOM and TNS that will assure consultation and coordination with local stakeholders, much of which will be done in outdoor environments. In addition, many of the project's executing partners have an established presence in the project's target landscapes.</p> <p>According to the situation, specific measures which could be considered to manage this risk include:</p> <ul style="list-style-type: none"> Workplan is adjusted to postpone certain activities until a time when participants could meet. Meetings and consultations are undertaken using different means and under different formats, for example smaller meetings with stakeholder representatives, remote communication via email, online meetings and phone, etc.
COVID-19 may have impacts on the project strategy to develop strengthen inclusive, ecosystem-based value chains for NTFPs, such as reduced access to markets	Low	Moderate	During early implementation, and as part of its consultations with stakeholders and targeted analyses to support strategies to strengthen value chains, the project will work to identify any specific risks and develop mitigation measures. Many of the markets for NTFPs are local or national.
COVID-19 may have impacts on the project strategy to develop strengthen a sustainable tourism value chain in the CMRC landscape, especially given potential impacts to anticipated international visitors over the short-term	Low	Low	As described above, the project recognizes that the full benefits from increased numbers of visitors may not be realized in the first years of the project and proposes to concentrate at the start on increasing the capacity for tourism and strengthening dialogues between key stakeholders already working to develop CMNP as a national and international tourist site, which has the potential to already deliver benefits to target stakeholders.
Attention and resource of the GoC and other stakeholders are redirected towards COVID-19 and affect the overall operations of the project	Low	Moderate	As detailed above, the project integrates adaptive management instruments into its design and will apply these instruments to adapt as necessary to this risk. It has been designed in a participatory manner to align with the priorities of the GoC. Updated co-financing commitments have been confirmed as part of the project development process.

In addition to the risks presented above, an analysis of the project shows that it also provides multiple opportunities to strengthen Cameroon's response to the COVID-19 pandemic and enhance the resilience of its beneficiaries.

Specifically, the proposed project has the potential across its components to:

- maintain forest and freshwater ecosystems and their ecological functionality;
- support sustainable land and natural resource management that recognizes and protects natural capital; and

- engage the private sector in sustainable practices, which over the long-term contribute to reducing greenhouse gas emissions and climate change mitigation.

In addition:

- Under components 3 and 4 the project has the potential to mitigate negative socioeconomic impacts, including for vulnerable groups that may be more adversely affected, by supporting the development of inclusive value chains for NTFPs, ebony, and tourism products in and around CMNP.
- Under Component 2, the project will strengthen zoonotic disease surveillance systems that have the potential to contribute to early warning systems for emergent diseases and reduce their impacts. These efforts will directly contribute to increasing the effectiveness of the management of the project's targeted protected areas by increasing their capacity to detect and mitigate threats from diseases that can be transmitted between species, while also building the capacity of key stakeholders to operate and manage activities that can lead to interactions between humans and wildlife, such as tourism, responsibly.

Collectively, these opportunities have the potential to support a resilient recovery to the current pandemic and any future risks.

3.5 Consistency with National Priorities or Plans

The project is fully aligned with the main sectoral directives and policies of Cameroon, and contributes to, national priorities of Cameroon for the environment, land use planning, forest management, biodiversity conservation, and sustainable development.

As described in section 1.4, the GoC has laid out its ambitions to become an emerging country in the “Cameroon Vision 2035”, which provides the guiding vision for numerous national approaches and strategies, such as for industrialization; private-sector promotion; resource allocation; sub-regional, regional and international integration; and partnership and development assistance. It also lays the foundation for other key policies, including the second phase GESP for 2020-2027; the Plan for the Acceleration of Economic Growth in Cameroon; and the RSDS. These strategies promote the incorporation of the environmental dimension into different policies and strategies and aim to ensure sustainable management of natural resources, including environmental benefits. As such the project is fully aligned with development priorities.

Forest management

The project is also fully aligned with the forestry policy of Cameroon and will support the principal objective of the national forestry policy to maintain at least 30% of the national territory as forest with a representation of its ecological diversity. The project is also consistent with multiple national programs that have been established concerning the management of the environment, forests, and wildlife. These include the National Program for Environmental Management (PNGE) in 1995, the Sectoral Program on Forest and Environment (PSFE) in 2002, and the 2020 Subsector Strategy for Forests and Wildlife. Notably, it will directly contribute to the objective of the PSFE “stakeholders manage resources and wildlife sustainably so as to ensure the sustainability of economic, ecological and social functions of all forest ecosystems in Cameroon” and, more specifically its components on valorizing forest products, conserving biodiversity, community management of wildlife and forest resources, and capacity building.

The NAPCC provides a framework to guide the coordination and implementation of adaptation initiatives and serves as a planning tool for the various stakeholders to identify and monitor priority activities to be carried out in a series of key sectors in each of 5 identified Agro-Ecological Zones (AEZ). This project is

aligned with multiple of the NAPCC's strategic axes in the two AEZ (i.e., AEZ 4: Monomodal Forest for Campo and AEZ 5: Bimodal Forest Zone for TNS and TRIDOM) that encompass the project's target landscapes, notably axis 2 to inform, educate and mobilize the Cameroonian population to adapt to the climatic changes and axis 3 to reduce the vulnerability of the population in the main sectors and agro-ecological zones of the country.

The project directly addresses the major issues in the forest sector as outlined in Cameroon's NDC, including (i) sustainable forest management through the harvesting and development of productive forests within the framework of plans; (ii) contribution to economic growth and poverty alleviation through the transfer of part of the tax revenue to communities, job creation, the creation of communal forests in the PFE and community forests in the NPFE (iii) conservation of biodiversity through the strengthening of the national network of protected areas, and (iv) coherence of the land tenure system through zoning plans. It is also fully coherent with major orientations on consistency of planning while limiting deforestation and degradation and key aspects of proposed program 19 on forests, i.e., reducing the vulnerability of forests to climate change and biodiversity conservation.

Cameroon's FIP encompasses three programs: (i) Reducing emissions from deforestation and forest degradation in the southern forested plateau of Cameroon; (ii): Resilience and adaptation to climate change in the Northern woodlands (high Savannas) and Sudano-sahelian zone and (iii) Integrated management of catchment areas in the Western highlands. The Investment Plan proposes three programs, the first of which overlaps with the project's geographical scope.

Biodiversity and protected areas

This project is fully in accord with the GoC's priorities as regards the protection of biodiversity. The second NBSAP outlines a policy orientation to reverse and halt the current trend in the loss of biodiversity as a way to establish a strong nature base that is indispensable for the growth of the nation's economy and a better livelihood of its people. It stresses that the country's rich biological diversity and the services offered by its diverse ecosystems are critical foundations for rural development and industrialization driven by production sectors, ambitions outlined in the Cameroon Vision 2035 and the GESP. The project will directly contribute to the mission of the NBSAP to "take all necessary measures to reduce the rate of national biodiversity loss and ensure long-term sustainability of critical ecosystems in order to guarantee by 2020 the continuous contribution of biodiversity and other ecosystem services to wealth creation including through mainstreaming, capacity building and funding biodiversity that is driven by a strong partnership with the involvement of indigenous and local communities and a focus on gender as a guarantee for future generations". Specifically, it will support the strategy's four major areas for intervention aimed at (i) redressing the drivers of ecosystem degradation and biodiversity loss (Strategic Goal A); (ii) the consequences of the drivers on the physical and ecological environment (Strategic Goal B); (iii) the consequences on the socio-economic environment (Strategic Goal C); and (iv) strengthening the capacity measures to managing biodiversity loss (Strategic Goal D). The NBSAP also lays out 20 national-level targets, and 10 ecosystem-specific targets, priority actions, timeframes for action, performance indicators, and actors/organizations responsible for implementation. This project will contribute to numerous of the identified targets, including targets 6 to reduce degradation and fragmentation of ecosystems, target 11 of effective and equitably managed protected areas, target 13 on community-based conservation and ecosystem management approaches, and target 19 on gender mainstreaming. It will also contribute to the ecosystem-specific targets for the tropical dense humid forest ecosystem.

Land use planning

The project has been designed to directly align with the LUP framework of Cameroon and the country's decentralization laws. It will directly contribute to the elaboration of tools laid out in Law n°2011/008, i.e.,

PLADDT for the councils of Ngoyla and Mintom, and be fully integrated into planning processes at the regional (i.e, East and South regions of Cameroon) and national frameworks.

Tourism

The development of the tourism sector is a key component of the GoC's strategy for economic growth. The Cameroon Vision 2035 lays out the GoC aims to accomplish its tourism goals by: (i) enhancing knowledge of tourist areas; (ii) upgrading tourist sites and areas; (iii) developing tourist sites and (iv) promoting Cameroon as tourism destination. Among the specific targets that were set in the 2010-2020 GESP associated with the tourism sector were (i) the share of tourism in the GDP is at least 7%, (ii) at least 1 million international tourists per year, (iii) 1000 tourist enterprises standardized, and (iv) 10 tourist sites developed. The project will support these goals through the development of a sustainable tourism value chains in and around CMNP.

Regional and global commitments

At the sub-regional level, the project will also help Cameroon deliver on its commitments to COMIFAC and other sub-regional structures to which Cameroon is a member. The project is fully aligned with key regional priorities and plans for forests. Notably, the project is aligned with the six priority areas of intervention of COMIFAC's Convergence Plan for 2015-2025, including (i) harmonization of forestry and environmental policies; (ii) sustainable management and development of forest resources; (iii) conservation and sustainable use of biological diversity; (iv) combating the effects of climate change and desertification; (v) socio-economic development and multi-stakeholder participation; (vi) sustainable financing. It will also directly contribute to cross-cutting axes focused on (i) training and capacity-building; (ii) research and development; and (iii) communication, awareness-raising, information, and education. At the sub-regional level, it will also help Cameroon deliver on its commitments to COMIFAC and other sub-regional structures to which Cameroon is a member, including the TRIDOM and TNS Transboundary Agreements.

The Project will also help Cameroon deliver on its various commitments under international agreements, including the CBD, SDG and its commitments under the UNFCCC and associated agreements. In addition, it will contribute to the countries voluntary commitments to Land Degradation Neutrality (LDN), which at the global level includes a commitment to reach LDN compared to baseline in 2015 and improve (net gain) land degradation across 10% of the national territory by promoting SFM. More specifically, the project will contribute to commitment to restore degraded land and promote sustainable livelihoods that do not depend on the conversion of forested land.

3.6 Innovativeness, Sustainability & Potential for Scaling up

Innovation

The project will apply an integrated approach to tackle the barriers to establishing SFM in Cameroon, notably through the engagement and empowerment of IPLCs. A major innovation of the project will be the LUP process at the council level. The project will build on the LUP processes at the national and regional levels and ensure that the cascading framework for LUP is taken down to the council levels. This will provide an important opportunity for IPLCs to directly participate in decision-making bodies in the LUP process and serve as an important means to progress the recognition of their villages and rights, especially in areas for which decentralized services have been granted legal authority. In particular IPLCs will be part of the Steering Committees that will help to coordinate LUP processes. They will also be represented among the CATV, which are expected to be representative of different social groups and play a key role in the analysis of data on land use and the consideration of future land use and management options. The project will also work to integrate ecosystem services mapping and accounting into the LUP process in Cameroon for the first time.

Additionally, the project will support multiple, innovative public-private sector models to develop sustainable value chains that increase the livelihoods and resiliency of IPLCs. These models of partnership, both for ebony and ecotourism, offer unique opportunities to serve as learning experiences in how different stakeholder groups can collaborate in a mutually-beneficial manner. Assessments of these models will provide important lessons on the engagement of the private sector in developing sustainable value chains and the types of public-private models that may be most applicable to other value chains.

The operationalization and participatory monitoring of agreements that recognize the rights of IPLCs, the strengthening of the GRM for LNP, and targeted support to increase the involvement of IPLCs in the management of protected areas and their peripheries will also provide a key opportunity to examine how governance and management systems can be strengthened through the engagement and empowerment of IPLCs, including women and youth.

Sustainability

The project builds on long standing foundations and structures for SFM and biodiversity conservation in the Cameroon segments of three recognized transboundary landscapes and will largely work with these structures to participatorily develop and apply innovative means to engage and empower IPLCs in SFM. For example, the LUP process is fully integrated into the national framework for LUP. It is anticipated that the state will continue to apply this framework and that this project will serve as a first step towards planning at the local level. The strengthening of governance systems for protected areas and their peripheries also builds on policies and institutional structures (e.g., mandated governance bodies) which are in place for the management of the project's targeted protected areas and other forest management units. The project is also designed to contribute to the commitments by the GoC as regards forest management, biodiversity conservation and climate change, furthermore, to improve the enabling conditions to achieve these commitments. This high-level political backing and the will of participating ministries to support the project's objectives will be important factors in sustaining the longevity of the project's outputs and scaling out lessons learned.

It is anticipated that stakeholders will be motivated to engage on the development of value chains, as this was identified as a priority at all levels in the consultation process. The project will work with stakeholders to design and develop market driven approaches that IPLCs will adopt and that will last beyond the lifespan of the project, including the development or strengthening of NTFP value chains, the expansion of socially responsible hardwood value chains, and the establishment of a sustainable tourism value chain. The question of sustainability for these value chains (including ecological, economic, and social sustainability) will be directly examined in the refinement of approaches under Components 2 and 4. For example, in the selection of NTFPs products, particular attention will be paid to ensuring the longevity of product sourcing and relevant control measures, and market considerations. The project will also strengthen the sustainability of community enterprises by investing in building the capacity of rights-holders and their associations to establish more sustainable business models. Notably, the project will engage IPLCs and their associations to identify and implement relevant and socially sustainable NTFP collection, processing, and transformation technologies, building on traditional knowledge and the substantial existing evidence of successful on-the-ground approaches and methodologies. At the same time, the project will work to raise the awareness and increase the engagement of the private sector to develop partnerships with IPLCs, support the application of sustainable practices, and stimulate the scaling up and out of best practices in all value chains.

Investing in the capacity of IPLCs and their associated organizations to enter into mutually beneficial partnerships with private sector actors and facilitating the establishment of agreements between said parties will provide another mechanism to encourage sustainability. Finally, the project will actively participate in

and support knowledge management through national, regional, and global platforms. Many of these platforms are well established with a lifespan far beyond the duration of the project and will be used for scaling out and up.

Potential for scaling up

The Congo Basin and the countries of Central Africa will continue to need to find solutions to forest degradation, biodiversity loss, adaptation to climate change, poverty, food security and increasing pressures on land and natural resources. As such, it is crucial to find solutions that can be replicated and taken to scale to support more lasting and sustainable management of forested areas and development. Through the implementation of its integrated approach, the project and its stakeholders will gain insights into the types of tools and interventions that work at local and landscape scales and could be suitable for further scaling up (taking into consideration local needs and conditions).

The project will work to establish key enabling conditions for widespread replication by strengthening governance and management frameworks, including through the development of integrated land use plans that respect the rights of stakeholders and recognize the values of natural capital under Component 1, strengthening the governance and management capacity of protected areas and their peripheries under Component 2, and establishing sustainable value chains under Components 3 and 4. The fact that the project will be implemented in three different landscape segments and will bring together actors from many different stakeholder groups under each of its strategies will provide a critical learning opportunity and favor the mainstreaming, replication and scaling up of experiences on SFM practices. Additionally, under the projects various components, participatory M&E systems and/or strategic documents to inform lessons learned and recommendations and conditions for scaling up and out have been proposed.

Finally, through the implementation of the project's communication and knowledge management strategy, the lessons learned from the project will be shared within and across landscapes, as well as at national and regional levels with a view to replication within Cameroon and in the broader transboundary Congo Basin region. This work will be undertaken in close coordination with the regional Congo IP child project and will take advantage of the platforms proposed in that project for knowledge management at the regional scale. As a result, the project will contribute to enabling better regional and global coordination on SFM.

3.7 Lessons learned during project preparation and from other relevant projects

This project takes into consideration the lessons learned through other projects as discussed with key stakeholders and recorded in relevant outputs (e.g., reports, evaluations).

Integrated land use planning

It is widely recognized that multi-sectoral, transparent LUP has a critical role to play in addressing land conflicts, ensuring the sustainable management of resources, and supporting the recognition of IPLCs rights. Previous LUP processes in the project's priority landscapes (e.g., under the Central Africa Regional Program for the Environment) have primarily focused on the forest sector, and were not fully integrated into national legal frameworks. While these efforts have played a significant role in increasing coordination and cooperation among certain stakeholders, including across national borders, they have not provided a clear framework for decision-making on land use issues and have had a limited impact on advancing barriers to the recognition of IPLCs rights. The proposed approach for LUP in this project is fully aligned with the national framework, providing a clear mechanism for official recognition of the plans that are developed and for integration with LUP at other levels (e.g., regional sectoral planning, national LUP). As part of a national level process, it will also work to ensure that the rights of IPLCs are more formally recognized, and that consideration of natural capital mapping and accounting is systematically integrated into the framework in which official land use decisions are made.

Securing indigenous peoples' rights to land and resources

Key lessons relevant to land and forest management have been recoded as part of the European Union-funded project “LandCam: Securing Land and Resource Rights and Improving Governance in Cameroon”. The project found that complex and cumbersome land registration procedures are practical barriers for most indigenous peoples who have limited means to access legal recognition. In addition, important safeguards against practices such as expropriation are designed to apply to registered land ownership, which therefore tend to also exclude them (Nguiffo et al., 2017). Among the recommendations that have been made to further secure indigenous peoples' rights to land and resources are: widespread participatory resource mapping, including in protected areas and logging concessions; imaginative legislative solutions for effective protection; free, prior and informed consent (FPIC) for initiatives affecting indigenous peoples rights; developing compensation that recognizes the social and cultural value of indigenous resources; enabling representation of indigenous peoples in public decision-making; and promoting the recognition of indigenous villages. The project aims to apply the LUP process to progress many of these recommendations, including FPIC, the representation of IPLCs in decision-making bodies, and the recognition of indigenous villages. Simultaneously, the development of agreements between IPLCs and private sector actors or government resource managers (e.g., conservation services of protected areas) will also be developed to provide creative solutions to secure their rights to mapped resources.

Strengthening governance and management effectiveness of high conservation value forests

A large number of projects have and continue to support the ongoing need for capacity building of state institutions in protected area governance and management. These projects have recognized the need to strengthen existing governance structures and consider a more diverse set of governance arrangements, including delegated management arrangements. In existing frameworks, there continues to be a need to strengthen the involvement of IPLCs and reduce conflicts, including through more direct communications and cooperation and the development of mechanisms to manage grievances. The project will work to directly address these needs in CMNP and LNP.

Since the mid-2000s, a number of protected area management authorities have also delegated management of some of the most prestigious of their protected areas to international non-governmental partners. A set of best practices has been developed under the coordination of COMIFAC and the RAPAC (COMIFAC, 2018). Reviews of experiences to date and the best practices developed, highlight the need to carefully consider many different aspects of delegated management arrangements when planning their design, including legal arrangements, financial provisions, management and governance structures, and their anticipated contribution to building the capacity of the state (Scholte et al., 2018). The project will examine these different issues in the case of LNP.

Development of NTFP value chains

There has been significant research into NTFP value chains in Cameroon as a source of income diversification, and a range of projects that have worked to support their development, including in the humid zones (Perez et al., 2000; Ingram and Schure, 2010; Caspa et al, 2018). This project will build on this rich knowledge base and consider the key lessons that have been learned. Among the most relevant points:

- Ensuring solid and coherent arrangements governing the entire value chain is critical to ensure that the resource is sustained. A review of NTFP value chains in Cameroon and the DRC found that, at present, NTFPs value chains in Cameroon integrate many different types of governance frameworks and that corruption plays a significant role in these frameworks. It also found that the more productive chains had governance arrangements characterized by well-established customary arrangements, controlled resource access, and cultivation. Weakly-enforced governance

arrangements were found to be counterproductive to sustainable livelihoods as the inconsistent and arbitrary enforcement of regulations created an uneven playing field for access to and trade of the NTFPs, which resulted in short-termism and over-exploitation. In addition, previous initiatives have shown that it is important to consider how the project's strategies may impact governance. For example, while community forests have been promoted to build on customary and collective traditions, in practice the study found that they have resulted in undermining traditional customary rules over the NTFPs because the new community management institutions have more power, finances and support from influential organizations – at least as long as any projects which are supporting them continue (Ingram, 2017).

- Looking at revenue capture at the local level is key, and organization of local people makes a significant difference in their ability to earn greater income because of integrated factors, such as transportation, information sharing and bulk sales. Revenue capture is also an important factor to consider as part of efforts to avoid over-exploitation of highly commercialized species. Related to revenue capture, studies have shown the need to carefully consider the possibility to add value locally and develop the right marketing strategy (Tieguhong and Ndoye, 2004) and the potential importance of sub-regional markets in remote areas (Awono, 2018).
- Certain studies have looked specifically at barriers to particular aspects of the value chains, such as processing (Meinhold and Darr, 2019). Among the constraints identified are: the lack of resource access (e.g., finances, skills, technologies), market information, and basic infrastructure; insufficient cooperation across the value chain, amongst producers, and members of the institutional environment; and lack of an abundant resource base. As such, stimulating innovations in harvesting, aiding cultivation, developing inventory and harvesting norms, supporting more efficient processing and commercialization, and enterprise development are proposed.
- Finally, there have been other projects that worked to establish agreements on NTFPs in protected areas in Cameroon. Among the lessons learned were the importance of ensuring that the project does not compensate for deficiencies in government services, thus removing their incentives to engage in governance.

Overall, the key lesson that has been learned is that successful NTFPs value chains strongly depend on the socio-economic and environmental context in question, and that they require a holistic approach tailored to the respective context and value chain. As such, the project will work to ensure its interventions are guided by clear strategic approaches, which are tailored to the context and developed in consultation with stakeholders. In the development of these approaches for a limited set of NTFPs, the project will consider key areas in the successful development of conservation enterprises, including: status of the product of interest; alignment with the needs and aspirations of participants; market demand, i.e., there is strong market demand and the enterprise is capable of meeting this demand; positive profit potential; access to credit and/or capital and the ability to manage these funds; strong and coherent governance arrangements; compliance with government requirements, and policies and legal frameworks (including to control overuse); business alliances and partnerships; skills to manage the enterprise and to produce goods; access to inputs; access to equipment for development, processing and distribution; infrastructure to meet production and transportation needs; equitable benefit-sharing mechanisms; planning for disturbances from external forces; and integration with other strategic approaches (Baker and Boshoven, 2017). In the specific case of management access to NTFPs in protected areas, this project will work to support agreements between government agencies and IPLCs (e.g., ASBABUK Convention with MINFOF) and build the capacity of these stakeholders to manage their governance systems.

Sustainable tourism

The principal lesson that was articulated around tourism was the need for more private sector engagement. Many previous investments in tourism were developed ad hoc or as part of programs that lacked ongoing support for the development, management and marketing of quality ecotourism products and facilities. These investments have shown that private sector partnership models for managing tourism facilities and some activities have a critical role to play given the low level of community capacity to undertake such responsibilities in the near term. The project will directly address that issue by supporting a PPP for ecotourism in CMNP and establishing clear mechanisms to consult and coordinate with private sector actors as part of the development of the sustainable tourism value chain.

Gender integration

The outcomes of gender analyses that have been developed in the context of other projects were reviewed as part of the gender analysis for this project. Among the lessons taken from other projects are the need for a gender-inclusive approach to address key threats to forests and biodiversity that incorporates cultural, livelihood and food security dimensions. In addition, many projects point to a clear need to consider national policies with respect to rights, access and use; in cases where laws may not be discriminatory, but practices continue to marginalize women, other projects emphasize the need to work to mainstream gender and identifying opportunities to empower women in forest-related interventions. Many projects also point to the need to promote equitable representation/participation and women's empowerment through capacity building, and to regularly track the impacts of these efforts. Finally, a clear gender action plan is key to ensure an impact, including the development of gender indicators that measure gender differential in participation and impacts. These considerations have all been integrated into the project design.

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SECTION 4: TECHNICAL APPENDICES:

Appendix 1: Project Map(s) with geo-coordinates

Maps of the project intervention area and its targeted landscapes are presented below. The following provides the central geocoordinates for each area:

GEF Project Area: 13°17'26.4922"E 2°36'30.6554"N

Cameroon segment of CMRC landscape: 10°19'47.6333"E 2°30'30.5588"N

Cameroon segment of TRIDOM landscape: 13°44'26.9269"E 2°39'30.7037"N

Cameroon segment of TNS landscape: 15°41'28.8103"E 2°40'42.723"N

Figure 6: Overview of Cameroon Child Project Area and three targeted transboundary landscapes

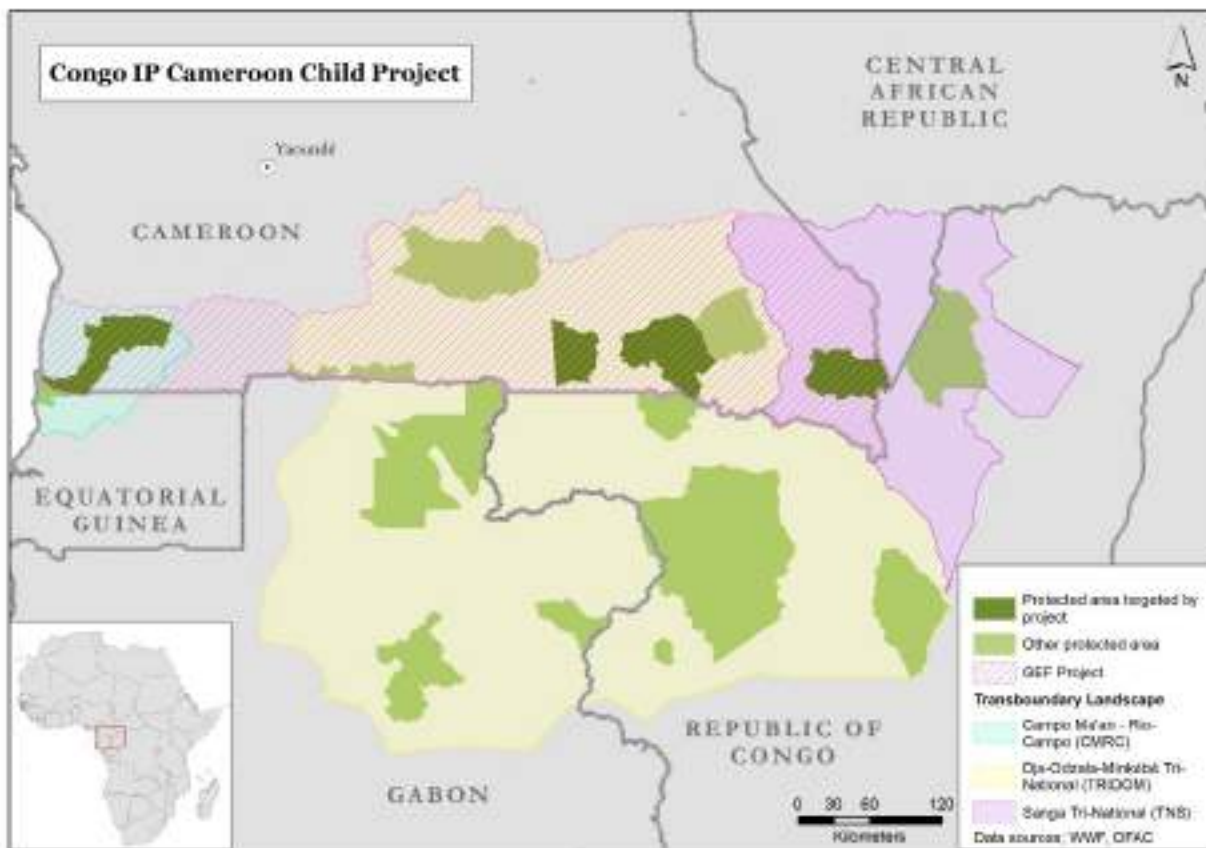


Figure 7: Cameroon segment of Campo Ma'an-Rio Campo (CMRC) landscape

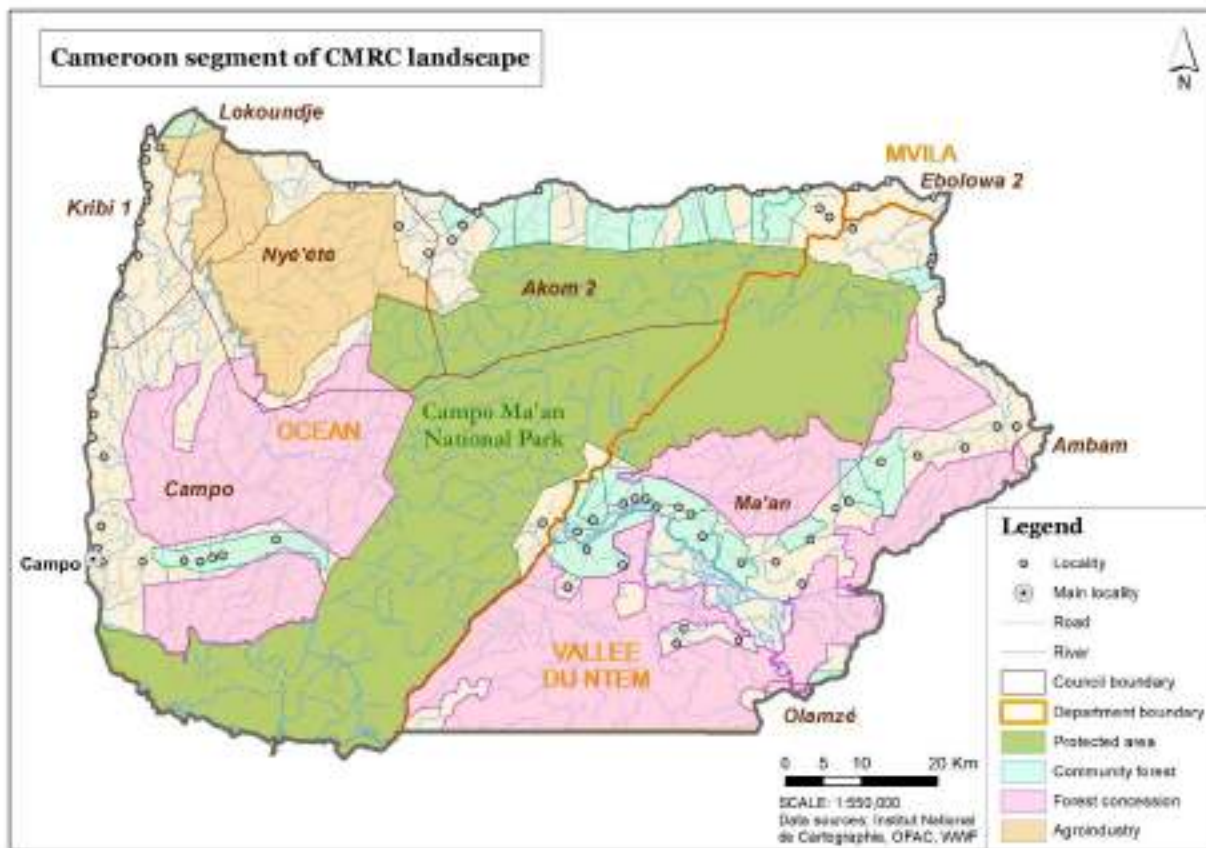


Figure 8: Cameroon segment of Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape

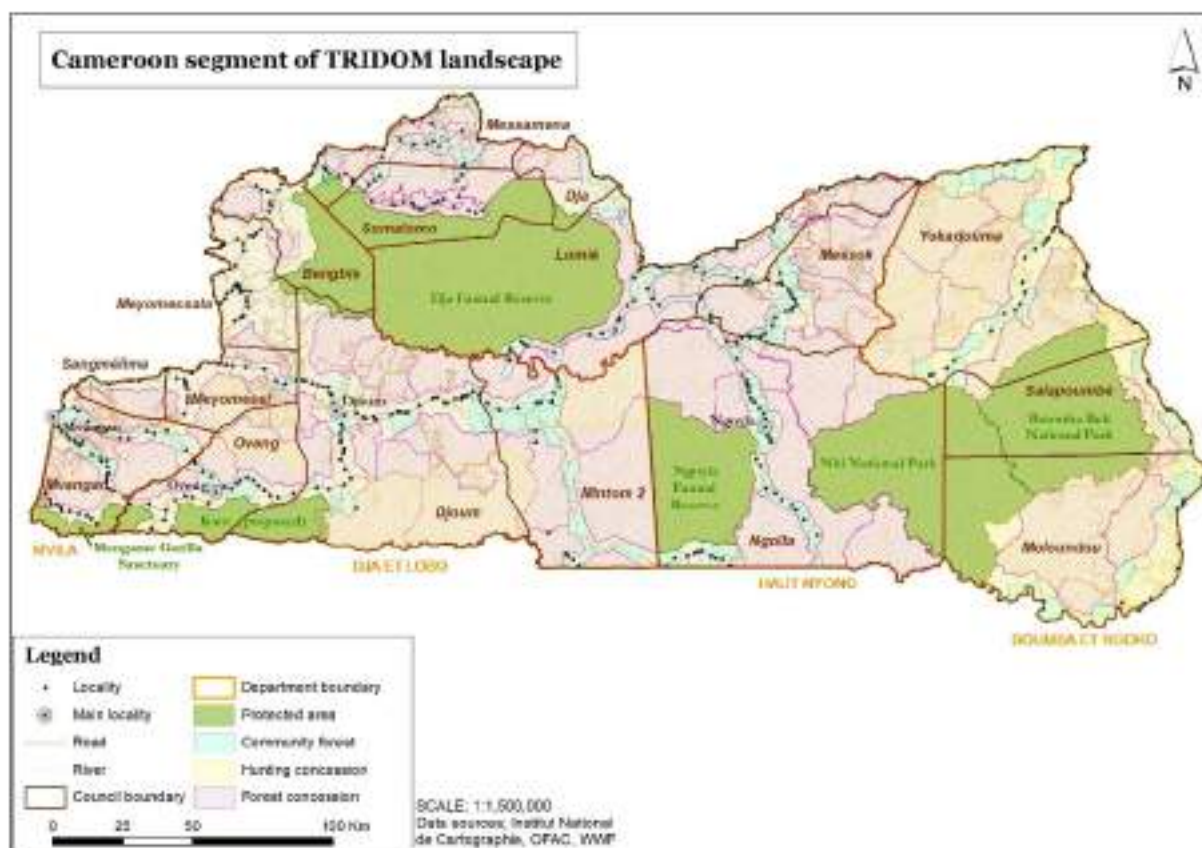
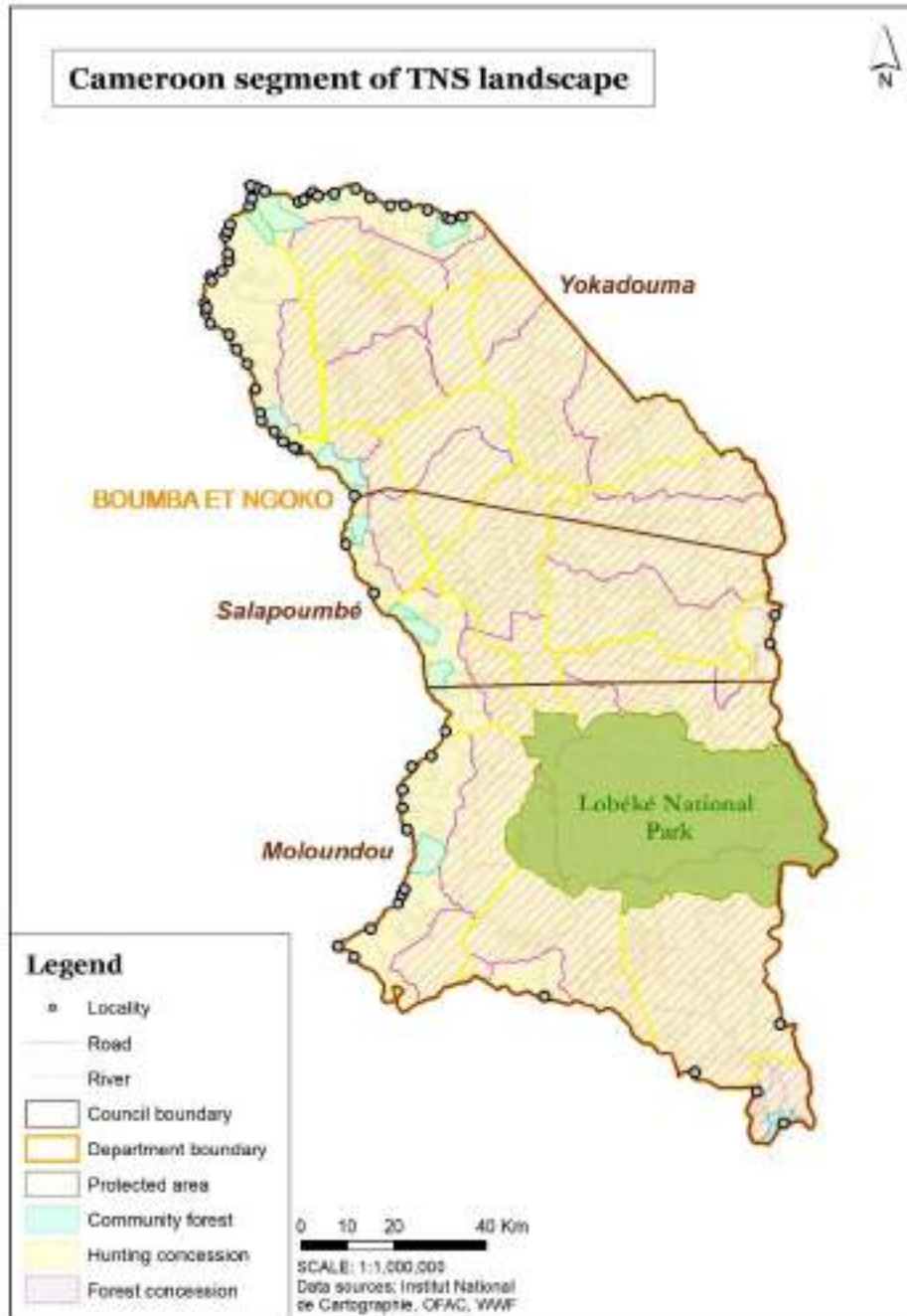


Figure 9: Cameroon segment of the Sangha Tri-National (TNS) landscape



Appendix 2: High Level Work Schedule

Table 16: High-level work schedule

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
COMPONENT 1: Mainstreaming integrated land use planning (LUP) and management						
Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape						
Output 1.1.1: Mapping and accounting of ecosystem natural capital completed for the Ngoyla (816,087 ha) and Mintom (381,431 ha) council areas						
Activity 1.1.1.1: Assess existing initiatives and data availabilities for mapping and accounting of ecosystem natural capital and identify relevant stakeholders (including women, youth and IPLCs) and capacities to undertake mapping and accounting of ecosystem natural capital for Ngoyla and Mintom council areas						
Activity 1.1.1.2: Convene stakeholders, ensuring participation of women, youth and IPLCs, to establish priorities and indicators for mapping of natural capital and the development of natural capital accounts (land cover, carbon, water, etc.), and identify appropriate methodology (-ies) and data infrastructure to support regular accounting of natural capital						
Activity 1.1.1.3: Design and populate information management systems with existing geospatial and non-geospatial data and information on the links between natural resources, ecosystems, cultural and social capital, socio-economic priorities, and drivers of change						
Activity 1.1.1.4: Produce maps of ecosystem assets, core ecosystem natural capital accounts and drivers of change, and design and disseminate materials (taking into consideration different target audiences) to communicate results and raise awareness and understanding on the values of ecosystem natural capital mapping/accounting and how it can be integrated with other information to inform LUP and decision-making						
Activity 1.1.1.5: Provision adequate IT equipment and supplies to operate data management systems for ecosystem natural capital accounting and support operating costs						
Activity 1.1.1.6: Document lessons learned and share experiences from Ngoyla and Mintom councils to inform sub-national, national, and regional strategies for ecosystem natural capital accounting						
Output 1.1.2: Integrated land use plans developed for the Ngoyla and Mintom council areas based on a multi-stakeholder process which builds the capacity of IPLCs, CSOs, private sector and governance entities to incorporate ecosystem natural capital accounting and recognize and respect the rights of IPLCs						
Activity 1.1.2.1: Undertake stakeholder and political ecology mapping for the Ngoyla and Mintom council areas						
Activity 1.1.2.2: Lay out principles for engagement in LUP and design a roadmap to develop integrated land use plans (<i>Plan Locaux d'Aménagement et de Développement Durable du Territoire</i> - PLADDT) with relevant stakeholders, including women, youth and IPLCs						

Table 16: High-level work schedule

Table 16: High-level work schedule	YR 1												YR 2												YR 3												YR 4												YR 5												YR 6																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						

Table 16: High-level work schedule

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
COMPONENT 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species						
Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems						
Output 2.1.1: Studies, management tools, and regional coordination to strengthen adaptive management systems of CMNP and LNP						
Activity 2.1.1.1: Participatory assessment of standards, conditions, and accountability in key areas of protected area management (legal authority, human resources policies, human rights and law enforcement, engagement with IPLCs and social impacts, financial systems, etc.) for CMNP and LNP to identify measures to improve management effectiveness						
Activity 2.1.1.2: Updated management and business plan for CMNP based on a participatory process that involves IPLCs, including women and youth						
Activity 2.1.1.3: Feasibility studies and workshops to strengthen the enabling conditions for co-management models in Cameroon and support the development of a co-management system for LNP						
Activity 2.1.1.4: Consultant to conduct an evaluation of the GRM being established in TNS to assess lessons learned and identify actions to strengthen the design and operation of the GRM in TNS and inform the development of GRM for CMNP						
Activity 2.1.1.5: Travel and meeting costs for transboundary and regional coordination on key protected area and wildlife management issues, including transboundary agreements and sustainable land use, managing and monitoring wildlife crime (e.g., MIKE, collaboration on zoonotic disease surveillance, etc.)						
Output 2.1.2: Trainings, workshops/meetings, equipment, small supplies, and technical assistance to strengthen and/or establish inclusive governance and management systems for CMNP and LNP						
Activity 2.1.2.1: Design, produce and disseminate communication materials to raise awareness and understanding of IPLCs and other local stakeholders on their rights, the values of protected areas, and environmental and social laws and regulations						
Activity 2.1.2.2: Contribute costs for regular meetings of protected area governance bodies at CMNP and LNP (including Management Committees, Scientific and Technical Committees, and Local Consultative Committees)						
Activity 2.1.2.3: Contribute costs for regular face-to-face meetings between local stakeholders to participatorily develop, coordinate, and adapt management strategies for CMNP and LNP and their peripheral zones						
Activity 2.1.2.4: Purchase logistical means (vehicle, boat, engine, motorcycles), field gear (tents, life vests, etc.) and small supplies (fuel, lubricants, batteries, rations, first aid supplies, sandals and communications) so conservation services can implement responsible community engagement and park administration						

Table 16: High-level work schedule

	YR 1				YR 2				YR 3				YR 4				YR 5				YR 6			
Activity 2.1.2.5: Training and refresher courses for conservation services of CMNP and LNP to strengthen their capacity for effective community engagement and administration of protected areas, including in the area of animation of multi-stakeholder meetings/consultative platforms, as well as for IPLCs to strengthen their capacity to meaningfully participate in park management																								
Activity 2.1.2.6: Training and refresher courses for conservation services of CMNP and LNP, as well as other key stakeholders (i.e., law enforcement organizations, magistrates, judges), to raise their awareness and strengthen their capacity to implement best practices for law enforcement, addressing wildlife crime, and respect human rights																								
Activity 2.1.2.7: Targeted sensitization and training to ensure IPLCs, including women and youth, have access to GRM in TNS and CMNP and the necessary capacity to air, elevate and act upon any concerns																								
Activity 2.1.2.8: Purchase office equipment and provide budget for communications, office supplies and transport for GRM in TNS and CMNP to facilitate the sharing of information and the effective mitigation, management, and resolution of concerns																								
Activity 2.1.2.9: Technical assistance, equipment (field gear, software, laptops, GPS, communication equipment, cameras), and supplies (fuel, lubricants, batteries, rations, first aid supplies, sandals, communications) to plan and execute large mammal surveys and in and around CMNP																								
Activity 2.1.2.10: Workshops to assess management effectiveness on a regular basis through the application of IMET																								
Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders																								
Output 2.2.1: Meetings, communication, equipment, small supplies, field costs and technical assistance to strengthen engagement and coordination between local stakeholders, including IPLCs, on forest and wildlife management and monitoring																								
Activity 2.2.1.1: Costs for meetings (e.g., facilitation, communication, venue) and technical assistance to develop, implement, monitor, and report on multi-stakeholder agreements (i.e., conservation services, private sector actors, and IPLCs) that strengthen the recognition of IPLCs rights and their engagement/empowerment in the management of high conservation value forests (such as the MINFOF – ASBABUK agreement, the Mambélé Convention, etc.)																								
Activity 2.2.1.2: Costs for meetings (e.g., facilitation, communication, venue) between key stakeholders (i.e., COVAREFs, conservation services, private sector actors, and IPLCs) on provisions for the management of wildlife, and technical assistance to establish and strengthen equitable and transparent management agreements that recognize the rights of IPLCs between COVAREF and professional hunting outfits																								

Table 16: High-level work schedule

	YR 1				YR 2				YR 3				YR 4				YR 5				YR 6			
Activity 2.2.1.3: Technical assistance, training, equipment (i.e., field gear, software, laptops, GPS, communication equipment, cameras), and supplies (i.e., fuel, lubricants, batteries, rations, first aid supplies, sandals, communications) to establish and implement participatory wildlife, social impact, and threats monitoring in peripheral zones/key wildlife corridors around protected areas, including in the Campo UTO and COVAREFs in TNS																								
Outcome 2.3: The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa																								
Output 2.3.1: Zoonotic disease surveillance systems targeting diseases for great apes operational for CMNP and LNP																								
Activity 2.3.1.1: Contribute to costs for field gear and small supplies to continuously monitor the health of target wildlife (notably gorillas) through systematic sampling and analysis by Wildlab in partnership with the Robert Koch Institute																								
Activity 2.3.1.2: Health checks and vaccination campaigns for gorilla trackers and their extended families, and prevention measures to avoid acute outbreaks of diseases and their transmission between humans and animals (testing, sample analysis, emergency treatment)																								
Activity 2.3.1.3: Expand awareness and education campaign using workshops, meetings, and mass media (such as community radio) on health issues (hygiene measures, risk of disease transmission, and preventive measures) for civil society, government employees, private workers, and IPLCs bordering CMNP																								
Activity 2.3.1.4: Regular training of gorilla trackers and other CMNP employees on biosafety and other safety protocols																								
Activity 2.3.1.5: Coordinate with ongoing efforts to establish transboundary surveillance system in TNS, and share experience on best practices at regional level																								
COMPONENT 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains																								
Outcome 3.1: Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes																								
Output 3.1.1: Landscape-specific strategies for NTFP value chain development that are gender sensitive and responsive, and take into consideration the enabling conditions for ensuring establishment and sustainability of community-based NTFP initiatives, including through the engagement of the private sector																								
Activity 3.1.1.1: Identify sustainable NTFP products through valuation analyses, stakeholder and expert consultations, and an assessment of key lessons learned from previous or existing NTFP models (local, national, regional)																								
Activity 3.1.1.2: Elaborate gender sensitive and responsive strategies for strengthening or establishing NTFP value chains for three landscapes, taking into consideration the results of Activity 3.1.1.1, existing capacity and key enabling conditions																								

Table 16: High-level work schedule

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
Output 3.1.2: Training, equipment, small supplies, technical assistance, and exchange visits for target IPLCs and local organizations to strengthen and/or establish the sustainable production of NTFPs (based on the strategies developed as Output 3.1.1)						
Activity 3.1.2.1: Identify engaged communities and undertake gender inclusive consultations and capacity needs assessments of local organizations and IPLCs groups to develop or establish NTFP value chains						
Activity 3.1.2.2: Design and implement training and technical assistance plan to build the organizational, technical, and business management capacity of local organizations and IPLCs to develop, monitor and adaptively manage NTFP enterprises, including targeted capacity building to raise awareness and understanding of IPLCs on their rights (access, use, benefit-sharing, etc.) and ensuring these rights are recognized						
Activity 3.1.2.3: Develop and implement small grants mechanism or other financial mechanisms as identified under Activity 3.1.2.1 to facilitate operations of local organizations or IPLCs groups to support the development of NTFP enterprises						
Activity 3.1.2.4: Provide or facilitate access of local organizations and IPLCs groups to adequate inputs and equipment to support the production (harvest/cultivation, storage, primary and secondary processing, packaging, and commercialization) of NTFPs						
Activity 3.1.2.5: Organize exchange visits with established NTFP enterprises, including exchanges designed specifically for women and youth						
Output 3.1.3: MoUs or other forms of agreements between IPLCs, private sector operators, decentralized local services and other key stakeholders to strengthen NTFPs value chains targeted under Output 3.1.2. and link the use of NTFPs with SFM practices						
Activity 3.1.3.1: Support costs (travel, food, communications) of local stakeholders to participate in national and international NTFPs marketing or promotional events to establish business alliances						
Activity 3.1.3.2: Organize or facilitate meetings to build mutually beneficial partnerships between IPLCs and private sector operators (managers of concessions, input providers, off-takers, financial institutions, etc.) and establish MoUs or other forms of agreements with clear benefit-sharing mechanisms that support value chains targeted under Output 2.1.2.						
Activity 3.1.3.3: Facilitate meetings and provide technical assistance establish (or strengthen) MoUs or other forms of agreements between IPLCs and private sector actors, resource managers or decentralized local services to link the sustainable use of NTFP with SFM practices and biodiversity conservation in forest management units						

Table 16: High-level work schedule

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
Output 3.1.4: A participatory system to monitor and evaluate the impacts of efforts to develop and establish NTFP value chains is in place and used to share lessons learned across the transboundary landscapes of the Congo IP						
Activity 3.1.4.1: Develop and cover costs (technical assistance, workshops/trainings, equipment/supplies, field costs) to implement a participatory system to monitor outcomes and impacts of efforts to develop NTFP enterprises, including as regards benefits, attitude and behavior change, threat reduction and improved biodiversity conservation						
Activity 3.1.4.2: Conduct workshops and design and disseminate materials to share experiences and lessons learned from NTFP value chain development across the transboundary landscapes of the Congo IP						
Outcome 3.2: Public-private partnership (Ebony Project) to create a sustainable and socially-responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape						
Output 3.2.1: Public-private partnership (Ebony Project) to create a sustainable and socially-responsible value chain expanded to 4 new communities (IPLCs) through the establishment and implementation of MoUs between IPLCs, Crelicam, and CBI						
Activity 3.2.1.1: Identify potential local communities (IPLCs) and sites for expansion of the project, and cover meetings and trainings costs to explain the project and negotiate MoUs between interested communities, Crelicam and CBI						
Activity 3.2.1.2: Engage expert consultant to conduct study to assess and strengthen the integration of gender and youth considerations into the project approach and integrate recommendations into the project design						
Activity 3.2.1.3: Provide communities with training, improved inputs, small materials and technical assistance to establish nurseries for community-based tree propagation						
Activity 3.2.1.4: Provide trainings, small materials and technical assistance to communities on transplanting and care as part of efforts to reforest degraded lands						
Activity 3.2.1.5: Provide technical assistance, small materials and incentive payments to support the tending of plants for first five years after planting						
Output 3.2.2: Applied ecological research and expanded monitoring and evaluation system inform the Ebony Project design and track its impact on target communities, the timber industry, and the environment						
Activity 3.2.2.1: Develop an expanded monitoring system to track and assess the economic, social and environmental impacts of the project and train and cover costs for communities to participate in its implementation						
Activity 3.2.2.2: Conduct broad-scale monitoring and applied ecological research involving young Cameroonian scientists to improve the scientific basis and design of the project and generate verifiable information on its impacts						

Table 16: High-level work schedule

	Table 16: High-level work schedule																							
	YR 1				YR 2				YR 3				YR 4				YR 5				YR 6			
Output 3.2.3: Strategic document to inform outreach to other private sector actors to replicate the Ebony Project model and its approach to developing value chains																								
Activity 3.2.3.1: Elaborate a strategic document to inform the engagement of other private sector actors to replicate the Ebony Project model and hold meetings with said actors to plan for bringing the model to scale																								
Activity 3.2.3.2: Design and disseminate materials to ensure experiences and lessons learned from the Ebony Project are available to support the development of similar models of public-private partnership involving IPLCs in the transboundary landscapes of the Congo IP																								
COMPONENT 4: Increasing benefit generation from biodiversity through sustainable tourism development																								
Outcome 4.1: Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape																								
Output 4.1.1: Viewing of habituated groups of gorillas and other sustainable tourism products involving IPLCs and the private sector developed in and around CMNP																								
Activity 4.1.1.1: Purchase field gear, as well as communication and navigation equipment for habituation of 1-2 groups of gorillas																								
Activity 4.1.1.2: Purchase small supplies and cover field costs for consistent tracking of gorillas																								
Activity 4.1.1.3: Undertake punctual external evaluations of gorilla habituation program and provide expert technical support to ensure application of best practices (including as regards management of health issues/zoonotic diseases)																								
Activity 4.1.1.4: Purchase basic materials (signs, tools, etc.) and pay for field costs so staff can maintain key trails, tracks, and signage for park access points in CMNP																								
Activity 4.1.1.5: Provide technical assistance and equipment to EBOTOUR to strengthen sustainable tourism products in Ebodjé																								
Activity 4.1.1.6: Provide small grants to cover equipment, supplies, and field costs of local associations to monitor marine turtle nests and conduct awareness raising on marine turtle conservation for local communities and other key actors																								
Activity 4.1.1.7: Provide technical assistance to EBOTOUR to develop a strategy to source basic products to support tourism in Ebodjé and provide equipment and supplies (agricultural inputs, tools, storage, processing equipment) to implement the strategy																								
Activity 4.1.1.8: Feasibility studies, in consultation IPLCs and community organizations, to assess the potential to responsibly develop cultural and natural tourism products that can serve as conservation incentives in communities around CMNP and identify capacity needs (such as structuration, negotiations, conflict management, product development and marketing, language proficiency) to improve IPLCs participation in sustainable tourism models																								

Table 16: High-level work schedule

	YR 1				YR 2				YR 3				YR 4				YR 5				YR 6			
Activity 4.1.1.9: Provide technical assistance, trainings equipment and small supplies to IPLCs and community organizations in and around CMNP to increase their participation in ecotourism, and develop and maintain cultural and natural tourism products																								
Output 4.1.2: Meetings, trainings, exchange visits and technical assistance for CMNP ecotourism stakeholders to collaboratively manage CMNP ecotourism and establish CMNP as a pilot project for ecotourism development																								
Activity 4.1.2.1: Provide technical assistance for ongoing development of appropriate policies & procedures, standards, and systems to enable the realization of tourism investment in CMNP and manage and monitor visitors, including long-term COVID resilience planning and measures																								
Activity 4.1.2.2: Design and implement a skills development plan (training materials and trainings) for CMNP staff to responsibly manage ecotourism																								
Activity 4.1.2.3: Organize semi-annual meetings between key stakeholders of the CMNP ecotourism development strategy and PPP to exchange information, workplan and strengthen coordination to ensure enabling conditions for sustainable tourism development and marketing																								
Activity 4.1.2.4: Advocate for CMNP as a pilot project for ecotourism development and fund meetings and travel costs to share lessons learned, inform the national tourism development strategy, and promote pro-tourism policies																								
Activity 4.1.2.5: Fund travel, accommodation, and other associated costs for workshops with stakeholders in Equatorial Guinea to discuss and progress planning for the development of cross-border ecotourism																								
Activity 4.1.2.6: Fund travel, accommodation and other associated costs for local/national exchange visits or educational travel to other tourism sites by key stakeholders and representatives of IPLCs																								
Output 4.1.3: Equitable benefit distribution mechanisms that include IPLCS developed and operational for ecotourism products in CMNP and Ebodjé																								
Activity 4.1.3.1: Organize and cover costs for meetings of key parties to design and officialize pricing strategy and structure for CMNP tourism activities and design arrangements for revenue distribution from tourism, including to support associated management costs (including for ongoing gorilla tracking and monitoring)																								
Activity 4.1.3.2: Design and put in place necessary capacity (equipment, organizational/technical capacity) to manage benefit-sharing mechanism for tourism products concerning CMNP																								
Activity 4.1.3.3: Undertake participatory diagnostic assessment of existing benefit-sharing mechanism in Ebodjé and develop and implement recommendations for its improvement																								

Table 16: High-level work schedule

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
COMPONENT 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination						
Outcome 5.1: Program results monitored and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels						
Output 5.1.1: Effective project coordination and gender-sensitive monitoring evaluation						
Activity 5.1.1.1: Establish Steering Committee, PMU and hold inception workshop						
Activity 5.1.1.2: Develop and implement a project-level results-based Monitoring & Evaluation Plan, including monitoring implementation of Gender Action Plan, Stakeholder Engagement Plan and Social and Environmental Management Plan						
Activity 5.1.1.3: Apply results of progress and impact monitoring to adapt project strategies and assess environmental, socioeconomic and policy conditions for replication and scaling up (local, sub-national, national, and international levels)						
Activity 5.1.1.4: Lead project coordination, including adaptive project planning and management, and quarterly and annual reporting						
Activity 5.1.1.5: Conduct Mid-Term Review and Final Evaluation						
Output 5.1.2: Project achievements and results documented and knowledge management products prepared for replication and scaling up						
Activity 5.1.2.1: Develop project communication and knowledge management strategy (in coordination with Congo IP RCP)						
Activity 5.1.2.2: Design materials to communicate project results and lessons learned, including conditions and recommendations for replication and scaling up, and participate in multi-faceted communication and learning actions to strengthen understanding and increase engagement in sustainable forest management and biodiversity conservation						
Activity 5.1.2.3: Share project results and lessons learned through sub-national, national, regional, and international knowledge management platforms						
Output 5.1.3: Regional coordination and active participation of key stakeholders in Congo IP						
Activity 5.1.3.1: Share the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the Congo IP knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP), targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the RCP						
Activity 5.1.3.2: Support travel costs for key project stakeholders to participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes (CMRC, TRIDOM, TNS)						

Appendix 3: Results Framework

Project objective: To strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people

Project alignment: The Cameroon child project is aligned with the Congo Basin Sustainable Landscapes Impact Program developed under the GEF-7 Sustainable Forest Management Impact Program, and will contribute to the objectives of the biodiversity, land degradation, and climate change focal areas under GEF-7. It will also contribute to multiple Sustainable Development Goals (SDGs) and Aichi Targets, as identified below.

The project will contribute to the following Sustainable Development Goals:

SDG 1: End poverty in all its forms everywhere

SDG 5: Achieve gender equality and empower all women and girls

SDG 10: Reduce inequality within and among countries

SDG 12: Ensure sustainable consumption and production patterns

SDG 13: Take urgent action to combat climate change and its impacts

SDG 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

It will make secondary contributions towards SDG 2 (end hunger) and **SDG 17** (global partnerships for sustainable development)

The Cameroon child project will contribute to Aichi Targets as follows:

Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society

Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably. By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.

Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.

Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use

Target 5: By 2020, the rate of loss of all-natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.

Strategic Goal C: Improve the status of biodiversity by safeguarding ecosystems, species, and genetic diversity

Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures and integrated into the wider landscape and seascapes.

Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.

Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services

Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods, and wellbeing are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.

Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building

Target 18: By 2020, the traditional knowledge, innovations, and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.

Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.

Table 17: Results Framework

Indicator / unit	Definition	Method/ source	Who	Disaggregation	Baseline	YR1	YR2	YR3	YR 4	YR 5	YR 6	Notes/ Assumptions
Project Objective: To strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people												
GEF Core Indicators												
Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares) Sub-indicator 1.2: Terrestrial protected areas under improved management effectiveness	Number of hectares of protected area whose management has been improved.	Assessed using METT METT reports	PMU, conservation services	METT score by protected area	For CMNP, Nki NP and Ngoyla Faunal Reserve baseline figures will be provided at the beginning of the project to allow for data relevance. METT LNP (2020): 66	0	479,996	952,573	952,573	952,573	952,573	Includes: areas in which the project will intervene through land use planning, i.e., Nki National Park and Ngoyla Faunal Reserve where the project is anticipated to primarily improve the context for management; and CMNP and LNP, where the project will intervene in multiple areas, including context of management, planning, inputs, process, results and effects and impacts. Assumes land use planning and increased management effectiveness leads to enhanced conservation and sustainable use.
Core Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas) Sub-indicator 4.1: Area of landscapes	Cumulative This indicator captures the landscape area being managed to benefit biodiversity,	Calculated using GIS Land use and management plans Monitoring reports	PMU, executing partners	Sub-indicators 4.1 & 4.3	0	0	0	3,076,113	3,076,113	3,076,113	3,076,113	Includes: 100% of Cameroon segments of TNS (less LNP) and CMRC (minus CMNP); Ngoyla and Mintom councils (minus overlaps with protected areas; and
					0	0	3,076,093	3,076,093	3,076,093	3,076,093	3,076,093	

under improved management to benefit biodiversity	but which is not certified. This indicator captures the landscape area that is in production (e.g., agriculture, rangeland, and forests) and whose soil, air, and water are managed in a sustainable manner	Field reports			0	0	5	10	15	20	20 ⁹	portions of Somalomo and Lomié councils. Improved management to benefit biodiversity assumes the project will tackle direct threats to wildlife by building the understanding and engagement of key stakeholders, the establishment of transparent agreements between key stakeholders, strengthening capacity for best practices in law enforcement, and/or establishing systems of zoonotic disease surveillance. It also assumes land use plans are developed and implemented taking into consideration national objectives as concerns conservation of biodiversity and lead to measurable and sustainable improvements in practices. Finally, it assumes that the development of sustainable value chains that are linked to the sustainable management of forests will reduce pressures on forests and avoid
Sub-indicator 4.3: Area of landscapes under sustainable land management in production systems												

⁹ These 20 hectares are anticipated to be restored under the Ebony project under Outcome 3.2

												deforestation and that the engagement of stakeholders in these value chains will increase socio-economic benefits for rightsholders and incentivize and further result in improved practices. Finally, it is assumed that the project will strengthen governance and management systems outside of protected areas through mutually beneficial agreements with forest resource managers and the private sector.
Core Indicator 6: Greenhouse gas emission mitigated Sub-indicator 6.1: Carbon sequestered, or emissions avoided in the AFOLU sector	Carbon sequestration is defined as the process of increasing the carbon content of a reservoir/pool other than the atmosphere (IPCC, 2012). Avoided emissions refers to reduced emissions due to avoided deforestation or forest degradation, sustainable forest management, and improved	t/ha/yr calculated using FAO EX-ACT Tool	PMU, executing partners	n/a	0 t/ha/yr ¹⁰			1.5 t/ha/yr			3.3 t/ha/yr 26.2 million t CO ₂ eq over 20-year period	Project interventions lead to measurable changes on the ground.

¹⁰ Emissions without the project would be 4.8 t/ha/yr and with the project

	practices on other land uses such as in agriculture.											
Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Cumulative	Field reports	PMU, executing partners	Total	0	745	15,497	16,246	16,995	17,744	18,471	Includes: 100% of populations in Ngoyla and Mintom councils; 10% of rural populations in Campo, Moloundou and Salapoumbé councils; and communities targeted by Ebony Project in Somalomo and Lomié councils.
	Direct beneficiary: individual who receives targeted support from a given GEF project and/or who uses specific resources that the project maintains or enhances. The beneficiary has to be aware that they are receiving this support or that they are using these specific resources. See GEF CORE Indicator guidelines for further guidance.	Training reports		Female	0	358	7,439	7,798	8,158	8,532	8,866	
				Male	0	387	8,058	8,448	8,837	9,242	9,605	
COMPONENT 1: Mainstreaming integrated land use planning (LUP) and management												
Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape												
Outcome 1.1: # of councils with integrated land use plans (PLADDT) developed with support from the project	Non-cumulative	Minutes of meetings from LUP process PLADDT	PMU, executing partners	n/a	0	0	0	2	n/a	n/a	n/a	Assumes MINEPAT continues process to roll out LUP, stakeholder mapping is comprehensive, and motivation to engage in LUP. Current guidelines to develop PLADDT are new and may need to be

												modified based on lessons learned and to ensure safeguards.
Outcome 1.1: Quality of PLADDT development and adaptive management process	Non-cumulative	Scorecard will be used to measure the development process: inclusiveness of development process, recognition of IPLCs rights, integration/consideration of natural capital information produced by the project, and degree of integration with other sectors. Post development will measure: degree of integration with sub-regional planning and process to review and adapt plans.	PMU	By PLADDT	0	n/a	n/a	For development criteria by PLADDT: 8 For post-development criteria by PLADDT: n/a	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	
COMPONENT 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species												
Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems												
Outcome 2.1: % increase in IMET ¹¹ synthesis indicators	IMET synthesis indicators	IMET assessments by conservation	Conservation services and technical	Protected area	CMNP (2017) (%): i) 19.7	n/a		CMNP (%): i) 25.0 ii) 75.0			CMNP (%): i) 30.0 ii) 80.0	Assumes actions will improve the involvement, relations, and

¹¹ IMET (the Integrated Management Effectiveness Tool) was developed in the context of the BIOPAMA (Biodiversity and Protected Areas Management) programme to contribute to improving protected area management effectiveness and meeting conservation targets. This tool concerns the planning, monitoring and evaluation of protected areas and it directly support managers on the field and at national agencies level.

		services and technical partners	partners (AWF & WWF)	Indicators on: i) Context of management, ii) planning iii) input, iv) process, v) results, and vi) effects and impacts	ii) 64.0 iii) 20.0 iv) 48.9 v) 62.0 vi) 67.8 LNP (2020) (%): i) 66.5 ii) 84.2 iii) 51.5 iv) 46.5 v) 80.0 vi) 58.1			iii) 25.0 iv) 55.0 v) 70.0 vi) 71.0 LNP (%): i) 68.0 ii) 86.0 iii) 55.0 iv) 55.0 v) 82.5 vi) 60.0			iii) 30.0 iv) 70.0 v) 75.0 vi) 73.0 LNP (%): i) 70.0 ii) 88.0 iii) 54.0 iv) 60.0 v) 85.0 vi) 62.0	assistance to local communities as well as other aspects of management (e.g., management planning, material capacity, results).
Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders												
Outcome 2.2: # (and area covered) of management agreements	Cumulative	Tracking by PMU and executing partners MoUs/ Agreements	PMU, executing partners	Types (e.g., private-public) Area covered under each	0	0	2	4	6	6	6	Includes multi-stakeholder agreements between IPLCs, MINFOF, COVAREFs, private sector, etc.
Outcome 2.2: Quality of agreements and implementation and monitoring process	Non-cumulative	A scorecard will be developed to measure: participatory process, recognition of IPLCs rights, inclusion of equitable benefit sharing, degree of implementation, participatory monitoring	PMU, executing partners	By agreement	n/a	n/a	Score per agreement: 10	Score per agreement : 10	Score per agreement : 10	Score per agreement : 10	Score per agreement: 10	
Outcome 2.2: # of participatory wildlife, social impact and threats monitoring systems in peripheral	Cumulative	Peripheral zones/ key wildlife corridors: of	Tracking by PMU and executing partners	PMU, executing partners, conservation services of CMNP	n/a	0	0	0	2	2	2	2

zones/key wildlife corridors around protected areas established and operating	CMNP and LNP Operating: Data on key indicators is being collected at agreed upon intervals and results are being shared.	Monitoring reports Systems must be established and operating to meet criteria for this indicator	and LNP, local communities									
Outcome 2.3: The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa												
Outcome 2.3: # of long-term zoonotic disease surveillance systems operating using best practices	Cumulative CMNP and LNP Operating using best practices: Systems are operating systematically in alignment with standards at the regional level, which will be determined in consultation with RCP and efforts underway in TNS.	Tracking by PMU and executing partners Monitoring reports	PMU, executing partners, conservation services of CMNP and LNP, local communities	n/a	2 systems operating, 0 applying best practices	2 systems operating, 0 applying best practices	2	2	2	2	2	Assumes development of surveillance system in the TNS continues to be strengthened in coordination with RCP.
COMPONENT 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains												
Outcome 3.1: Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes												
Outcome 3.1: # of IPLCs with increased monetary income and/or non-monetary benefits from development of NTFP value chains	Cumulative Non-monetary benefits from development of NTFP value chains: Such as food security, improved health, women's empowerment, etc. As part	Baseline survey at the start of the project and follow up survey years 3-6 for self-reporting on income and other benefits	Executing partners	Total Female Male Youth Landscape	0 0 0 0	0 0 0 0	0 0 0 0	300 200 100 75	600 400 200 150	900 600 300 225	1200 800 400 300	Note: These beneficiaries will overlap with total number of direct beneficiaries under Core Indicator 11. Assumes development or strengthening of NTFP value chains will lead to increase in employment and income generation opportunities. There

	of the project the scope of benefits will be further assessed in a participatory manner with IPLCs.											is a risk that it is hard to get quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.
Outcome 3.2: Public-private partnership (Ebony Project) to create a sustainable and socially-responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape												
Outcome 3.2: # of IPLCs with increased monetary income and/or non-monetary benefits from development of hardwood	Cumulative Non-monetary benefits from hardwood value chains: Such as food security, improved health, women's empowerment, increased tenure security, etc. As part of the project the scope of benefits will be further assessed in a participatory manner with IPLCs.	Baseline survey at the start of the project and follow up survey years 3-6 for self-reporting on income and other benefits	Executing partners	Total Female Male Youth Landscape	0 0 0 0	0 0 0 0	0 0 0 0	100 70 30 29	200 140 60 58	300 210 90 87	350 245 105 100	Note: These beneficiaries will overlap with total number of direct beneficiaries under Core Indicator 11. Assumes development or strengthening of agroforestry system will lead to increase in employment and income generation opportunities. There is a risk that it is hard to get quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.

COMPONENT 4: Increasing benefit generation from biodiversity through sustainable tourism development												
Outcome 4.1: Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape												
Outcome 4.1: # of tourism products developed (or strengthened) through this project	<p>Cumulative</p> <p>Tourism products: gorilla tracking, treks and turtle viewing in Ebodjé, TBD cultural or natural tourism products in periphery of CMNP</p> <p>Developed (or strengthened): includes products which may still be under development; strengthened can include: product is closer to being offered as a tourism product and accepting visitors, increase in number of visitors, increase in number of IPLCs with perceived benefits, improved application of best practices.</p>	Tracking by PMU and executing partners (AWF & WWF)	PMU, conservation services, technical partners (AWF & WWF), local stakeholders	Type Location Whether under development or already offered	0	0	1	2	4	4	4	Assumes seasonality of tourism can be managed, income generation potential PPP for ecotourism continues to be developed and is not overcome by impacts of global pandemic and that challenges to nature-based tourism at the regional and national level, including poor infrastructure and security, do not inhibit realization of tourism strategy. Also assumes risks to the successful habituation of gorillas can be successfully managed (e.g., disease, poaching) and IPLCs are motivated to engage in tourism.
Outcome 4.1: # of IPLCs with increased monetary income and/or non-	<p>Cumulative</p> <p>Non-monetary benefits from</p>	Baseline income survey at the start of the	Executing partners	<p>Female</p> <p>Male</p> <p>Youth</p>	0	0	0	10	30	40	50	Note: These beneficiaries will overlap with total number of direct

monetary benefits from development of project supported sustainable tourism value chain	development of sustainable tourism value chain: Such as food security, improved health, women's empowerment, etc. As part of the project the scope of benefits will be further assessed in a participatory manner with IPLCs.	project and follow up survey years 3-6										beneficiaries under Core Indicator 11. Assumes tourism will lead to increase employment and income generation opportunities. There is a risk that it is hard to get quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.
COMPONENT 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination												
Outcome 5.1: Program results monitored and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels												
Outcome 5.1 indicator: % of M&E plan implemented	Implemented: refers to completion of project progress reports (PPR) and Project Closeout Report (PCR), quarterly financial reports (QFR), reflection exercise (RE) completed with Results Framework and ToC assessed and validated or modified, and midterm and terminal evaluations (MTE and TE) completed.	Tracking of development and implementation of M&E Plan by PMU	PMU	n/a	0	100% (6) 2 PPR; 3 QFR; 1 RE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (8) 2 PPR; 4 QFR; 1 RE; 1 MTE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (9*) 2 PPR*; 1 PCR, 4 QFR, 1 RE, 1 TE (*) It may be agreed to substitute the PCR for the second/annual PPR but depends on WWF GEF and PMU agreement.	
Outcome 5.1 indicator: # of communications,	Cumulative	Tracking by PMU	PMU	% that target women	0 (0%)	1 (0%)	3 (33%)	5 (40%)	7 (43%)	9 (67%)	11 (73%)	Materials produced will be designed to reflect target groups

awareness raising, and KM materials produced and proportion (%) that target women (and other vulnerable groups)	Type (e.g., radio program, television, program, technical brief, case study, articles) Target group, as applicable (e.g., women, youth, indigenous peoples) Subject area	Communication & Knowledge Management Strategy Communication & KM materials		and other vulnerable groups								as part of the project's Communication & Knowledge Management Strategy. These are in addition to products developed under component 3.
Outcome 5.1 indicator: # of bilateral or regional events to coordinate and exchange knowledge on project strategies for transboundary landscapes in which Cameroon is represented as a result of this project	Cumulative	Tracking by PMU Participation logs	PMU	Type (e.g., bilateral, landscape, regional) Subject area	0	1	3	5	7	9	10	Assumes Congo IP RCP or multiple national child projects organize knowledge sharing opportunities.

Indicator / unit	Definition	Method/ source	Who	Disaggregation	Baseline	YR1	YR2	YR3	YR 4	YR 5	YR 6	Notes/ Assumptions
Project Objective: To strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people												
GEF Core Indicators												
Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares) Sub-indicator 1.2: Terrestrial protected areas under improved management effectiveness	Number of hectares of protected area whose management has been improved.	Assessed using METT METT reports	PMU, conservation services	METT score by protected area	For CMNP, Nki NP and Ngoyla Faunal Reserve baseline figures will be provided at the beginning of the project to allow for data relevance. METT LNP (2020): 66	0	479,996	952,573	952,573	952,573	952,573	Includes: areas in which the project will intervene through land use planning, i.e., Nki National Park and Ngoyla Faunal Reserve where the project is anticipated to primarily improve the context for management; and CMNP and LNP, where the project will intervene in multiple areas, including context of management, planning, inputs, process, results and effects and impacts. Assumes land use planning and increased management effectiveness leads to enhanced conservation and sustainable use.
Core Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas) Sub-indicator 4.1: Area of landscapes under improved management to benefit biodiversity	Cumulative This indicator captures the landscape area being managed to benefit biodiversity, but which is not certified.	Calculated using GIS Land use and management plans Monitoring reports Field reports	PMU, executing partners	Sub-indicators 4.1 & 4.3	0 0	0 0	0 3,076,093	3,076,113 3,076,093	3,076,113 3,076,093	3,076,113 3,076,093	3,076,113 3,076,093	Includes: 100% of Cameroon segments of TNS (less LNP) and CMRC (minus CMNP); Ngoyla and Mintom councils (minus overlaps with protected areas; and portions of Somalomo and Lomié councils.

Sub-indicator 4.3: Area of landscapes under sustainable land management in production systems	This indicator captures the landscape area that is in production (e.g., agriculture, rangeland, and forests) and whose soil, air, and water are managed in a sustainable manner				0	0	5	10	15	20	20 ⁹	Improved management to benefit biodiversity assumes the project will tackle direct threats to wildlife by building the understanding and engagement of key stakeholders, the establishment of transparent agreements between key stakeholders, strengthening capacity for best practices in law enforcement, and/or establishing systems of zoonotic disease surveillance. It also assumes land use plans are developed and implemented taking into consideration national objectives as concerns conservation of biodiversity and lead to measurable and sustainable improvements in practices. Finally, it assumes that the development of sustainable value chains that are linked to the sustainable management of forests will reduce pressures on forests and avoid deforestation and that the engagement of stakeholders in
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⁹ These 20 hectares are anticipated to be restored under the Ebony project under Outcome 3.2

												these value chains will increase socio-economic benefits for rightsholders and incentivize and further result in improved practices. Finally, it is assumed that the project will strengthen governance and management systems outside of protected areas through mutually beneficial agreements with forest resource managers and the private sector.
Core Indicator 6: Greenhouse gas emission mitigated Sub-indicator 6.1: Carbon sequestered, or emissions avoided in the AFOLU sector	Carbon sequestration is defined as the process of increasing the carbon content of a reservoir/pool other than the atmosphere (IPCC, 2012). Avoided emissions refers to reduced emissions due to avoided deforestation or forest degradation, sustainable forest management, and improved practices on other land	t/ha/yr calculated using FAO EX-ACT Tool	PMU, executing partners	n/a	0 t/ha/yr ¹⁰			1.5 t/ha/yr			3.3 t/ha/yr 26.2 million t CO ₂ eq over 20-year period	Project interventions lead to measurable changes on the ground.

¹⁰ Emissions without the project would be 4.8 t/ha/yr and with the project

	uses such as in agriculture.											
Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Cumulative Direct beneficiary: individual who receives targeted support from a given GEF project and/or who uses specific resources that the project maintains or enhances. The beneficiary has to be aware that they are receiving this support or that they are using these specific resources. See GEF CORE Indicator guidelines for further guidance.	Field reports Training reports	PMU, executing partners	Total Female Male	0 0 0	745 358 387	15,497 7,439 8,058	16,246 7,798 8,448	16,995 8,158 8,837	17,744 8,532 9,242	18,471 8,866 9,605	Includes: 100% of populations in Ngoyla and Mintom councils; 10% of rural populations in Campo, Moloundou and Salapoumbé councils; and communities targeted by Ebony Project in Somalomo and Lomié councils.
COMPONENT 1: Mainstreaming integrated land use planning (LUP) and management												
Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape												
Outcome 1.1: # of councils with integrated land use plans (PLADDT) developed with support from the project	Non-cumulative	Minutes of meetings from LUP process PLADDT	PMU, executing partners	n/a	0	0	0	2	n/a	n/a	n/a	Assumes MINEPAT continues process to roll out LUP, stakeholder mapping is comprehensive, and motivation to engage in LUP. Current guidelines to develop PLADDT are new and may need to be modified based on lessons learned and

												to ensure safeguards.
Outcome 1.1: Quality of PLADDT development and adaptive management process	Non-cumulative	Scorecard will be used to measure the development process: inclusiveness of development process, recognition of IPLCs rights, integration/consideration of natural capital information produced by the project, and degree of integration with other sectors. Post development will measure: degree of integration with sub-regional planning and process to review and adapt plans.	PMU	By PLADDT	0	n/a	n/a	For development criteria by PLADDT: 8 For post-development criteria by PLADDT: n/a	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	For development criteria by PLADDT: n/a For post-development criteria by PLADDT: 4	
COMPONENT 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species												
Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems												
Outcome 2.1: % increase in IMET ¹¹ synthesis indicators	IMET synthesis indicators	IMET assessments by conservation services and	Conservation services and technical partners	Protected area Indicators on:	CMNP (2017) (%): i) 19.7 ii) 64.0 iii) 20.0	n/a		CMNP (%): i) 25.0 ii) 75.0 iii) 25.0 iv) 55.0			CMNP (%): i) 30.0 ii) 80.0 iii) 30.0 iv) 70.0	Assumes actions will improve the involvement, relations, and assistance to local communities as

¹¹ IMET (the Integrated Management Effectiveness Tool) was developed in the context of the BIOPAMA (Biodiversity and Protected Areas Management) programme to contribute to improving protected area management effectiveness and meeting conservation targets. This tool concerns the planning, monitoring and evaluation of protected areas and it directly support managers on the field and at national agencies level.

		technical partners	(AWF & WWF)	i) Context of management, ii) planning iii) input, iv) process, v) results, and vi) effects and impacts	iv) 48.9 v) 62.0 vi) 67.8 LNP (2020) (%): i) 66.5 ii) 84.2 iii) 51.5 iv) 46.5 v) 80.0 vi) 58.1			v) 70.0 vi) 71.0 LNP (%): i) 68.0 ii) 86.0 iii) 55.0 iv) 55.0 v) 82.5 vi) 60.0			v) 75.0 vi) 73.0 LNP (%): i) 70.0 ii) 88.0 iii) 54.0 iv) 60.0 v) 85.0 vi) 62.0	well as other aspects of management (e.g., management planning, material capacity, results).
Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders												
Outcome 2.2: # (and area covered) of management agreements	Cumulative	Tracking by PMU and executing partners MoUs/ Agreements	PMU, executing partners	Types (e.g., private-public) Area covered under each	0	0	2	4	6	6	6	Includes multi-stakeholder agreements between IPLCs, MINFOF, COVAREFs, private sector, etc.
Outcome 2.2: Quality of agreements and implementation and monitoring process	Non-cumulative	A scorecard will be developed to measure: participatory process, recognition of IPLCs rights, inclusion of equitable benefit sharing, degree of implementation, participatory monitoring	PMU, executing partners	By agreement	n/a	n/a	Score per agreement: 10	Score per agreement : 10	Score per agreement : 10	Score per agreement : 10	Score per agreement: 10	
Outcome 2.2: # of participatory wildlife, social impact and threats monitoring systems in peripheral zones/key wildlife corridors around	Cumulative Peripheral zones/ key wildlife corridors: of CMNP and LNP	Tracking by PMU and executing partners Monitoring reports	PMU, executing partners, conservation services of CMNP and LNP, local	n/a	0	0	0	2	2	2	2	

protected areas established and operating	Operating: Data on key indicators is being collected at agreed upon intervals and results are being shared.	Systems must be established and operating to meet criteria for this indicator	communities									
Outcome 2.3: The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa												
Outcome 2.3: # of long-term zoonotic disease surveillance systems operating using best practices	Cumulative CMNP and LNP Operating using best practices: Systems are operating systematically in alignment with standards at the regional level, which will be determined in consultation with RCP and efforts underway in TNS.	Tracking by PMU and executing partners Monitoring reports	PMU, executing partners, conservation services of CMNP and LNP, local communities	n/a	2 systems operating, 0 applying best practices	2 systems operating, 0 applying best practices	2	2	2	2	2	Assumes development of surveillance system in the TNS continues to be strengthened in coordination with RCP.
COMPONENT 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains												
Outcome 3.1: Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes												
Outcome 3.1: # of IPLCs with increased monetary income and/or non-monetary benefits from development of NTFP value chains	Cumulative Non-monetary benefits from development of NTFP value chains: Such as food security, improved health, women's empowerment, etc. As part of the project the scope of	Baseline survey at the start of the project and follow up survey years 3-6 for self-reporting on income and other benefits	Executing partners	Total Female Male Youth Landscape	0 0 0 0	0 0 0 0	0 0 0 0	300 200 100 75	600 400 200 150	900 600 300 225	1200 800 400 300	Note: These beneficiaries will overlap with total number of direct beneficiaries under Core Indicator 11. Assumes development or strengthening of NTFP value chains will lead to increase in employment and income generation opportunities. There is a risk that it is hard to get

	benefits will be further assessed in a participatory manner with IPLCs.											quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.
Outcome 3.2: Public-private partnership (Ebony Project) to create a sustainable and socially-responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape												
Outcome 3.2: # of IPLCs with increased monetary income and/or non-monetary benefits from development of hardwood	Cumulative Non-monetary benefits from hardwood value chains: Such as food security, improved health, women's empowerment, increased tenure security, etc. As part of the project the scope of benefits will be further assessed in a participatory manner with IPLCs.	Baseline survey at the start of the project and follow up survey years 3-6 for self-reporting on income and other benefits	Executing partners	Total Female Male Youth Landscape	0 0 0 0	0 0 0 0	0 0 0 0	100 70 30 29	200 140 60 58	300 210 90 87	350 245 105 100	Note: These beneficiaries will overlap with total number of direct beneficiaries under Core Indicator 11. Assumes development or strengthening of agroforestry system will lead to increase in employment and income generation opportunities. There is a risk that it is hard to get quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.

COMPONENT 4: Increasing benefit generation from biodiversity through sustainable tourism development												
Outcome 4.1: Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape												
Outcome 4.1: # of tourism products developed (or strengthened) through this project	<p>Cumulative</p> <p>Tourism products: gorilla tracking, treks and turtle viewing in Ebodjé, TBD cultural or natural tourism products in periphery of CMNP</p> <p>Developed (or strengthened): includes products which may still be under development; strengthened can include: product is closer to being offered as a tourism product and accepting visitors, increase in number of visitors, increase in number of IPLCs with perceived benefits, improved application of best practices.</p>	Tracking by PMU and executing partners (AWF & WWF)	PMU, conservation services, technical partners (AWF & WWF), local stakeholders	Type Location Whether under development or already offered	0	0	1	2	4	4	4	Assumes seasonality of tourism can be managed, income generation potential PPP for ecotourism continues to be developed and is not overcome by impacts of global pandemic and that challenges to nature-based tourism at the regional and national level, including poor infrastructure and security, do not inhibit realization of tourism strategy. Also assumes risks to the successful habituation of gorillas can be successfully managed (e.g., disease, poaching) and IPLCs are motivated to engage in tourism.
Outcome 4.1: # of IPLCs with increased monetary income and/or non-	<p>Cumulative</p> <p>Non-monetary benefits from</p>	Baseline income survey at the start of the	Executing partners	<p>Female</p> <p>Male</p> <p>Youth</p>	0	0	0	10	30	40	50	Note: These beneficiaries will overlap with total number of direct

monetary benefits from development of project supported sustainable tourism value chain	development of sustainable tourism value chain: Such as food security, improved health, women's empowerment, etc. As part of the project the scope of benefits will be further assessed in a participatory manner with IPLCs.	project and follow up survey years 3-6										beneficiaries under Core Indicator 11. Assumes tourism will lead to increase employment and income generation opportunities. There is a risk that it is hard to get quantitative information on the benefits participants see from the project, or those benefits mostly accrue after the project ends and are hard to predict.
COMPONENT 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination												
Outcome 5.1: Program results monitored and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels												
Outcome 5.1 indicator: % of M&E plan implemented	Implemented: refers to completion of project progress reports (PPR) and Project Closeout Report (PCR), quarterly financial reports (QFR), reflection exercise (RE) completed with Results Framework and ToC assessed and validated or modified, and midterm and terminal evaluations (MTE and TE) completed.	Tracking of development and implementation of M&E Plan by PMU	PMU	n/a	0	100% (6) 2 PPR; 3 QFR; 1 RE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (8) 2 PPR; 4 QFR; 1 RE; 1 MTE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (9*) 2 PPR*; 1 PCR, 4 QFR, 1 RE, 1 TE (*) It may be agreed to substitute the PCR for the second/annual PPR but depends on WWF GEF and PMU agreement.	
Outcome 5.1 indicator: # of communications,	Cumulative	Tracking by PMU	PMU	% that target women	0 (0%)	1 (0%)	3 (33%)	5 (40%)	7 (43%)	9 (67%)	11 (73%)	Materials produced will be designed to reflect target groups

awareness raising, and KM materials produced and proportion (%) that target women (and other vulnerable groups)	Type (e.g., radio program, television, program, technical brief, case study, articles) Target group, as applicable (e.g., women, youth, indigenous peoples) Subject area	Communication & Knowledge Management Strategy Communication & KM materials		and other vulnerable groups								as part of the project's Communication & Knowledge Management Strategy. These are in addition to products developed under component 3.
Outcome 5.1 indicator: # of bilateral or regional events to coordinate and exchange knowledge on project strategies for transboundary landscapes in which Cameroon is represented as a result of this project	Cumulative	Tracking by PMU Participation logs	PMU	Type (e.g., bilateral, landscape, regional) Subject area	0	1	3	5	7	9	10	Assumes Congo IP RCP or multiple national child projects organize knowledge sharing opportunities.

Appendix 4: Draft ToRs

The draft summary Terms of Reference of the main project-supported staff, including the Project Manager; Land Use Planning Specialist; Wildlife Management Specialist; Sustainable Forest Management Specialist; Landscape Operational Assistants; Communications and Knowledge Management Specialist, M&E Specialist; Social Safeguards & Gender Specialist; Finance Manager, and Administrative Assistant are presented below.

Table 18: TORs

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
Project Manager (PM)	<p>The Project Manager will be in charge of daily implementation, management, administration, and technical supervision of the project, on behalf of the Project Steering Committee (PSC) and in coordination with the Technical Advisory Group. He/she will have relevant qualifications and experience in the sustainable forest management in tropical areas and will provide oversight to other PMU staff and consultants. He/she will be responsible, among others, for:</p> <ul style="list-style-type: none"> • Coordination and monitoring of the implementation of project activities; • Providing technical leadership and assessing products generated by the project, including by project consultants; • Ensuring a high level of coordination and collaboration among participating institutions, organizations, and initiatives at the national and local levels; • Ensuring coordination of the Cameroon child project with the regional child project of the Congo IP; • Overall responsibility for implementation of Stakeholder Engagement Plan (SEP) in collaboration with PMU staff; • Overall responsibility for ensuring compliance with WWF Environment and Social Safeguards Integrated Policies and Procedures, including coordination of the implementation of the safeguards procedures and Gender Action Plan in close collaboration with the Social Safeguards & Gender Specialist; • Ensuring proper M&E of project progress and ensuring timely delivery of inputs and outputs in collaboration with Communications, Knowledge Management and M&E Specialist; • Implementing and managing the project's Knowledge Management and Communications Strategy in collaboration 	12%	7,733	46.398

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<p>with Communications, Knowledge Management and M&E Specialist;</p> <ul style="list-style-type: none"> • Ensuring compliance with GEF and WWF project management procedures and standards; • Ensuring proper financial management, including requests for provision of financial resources, and reporting of the project resources; • Ensuring compliance with all sub-agreements to project partners provisions during the implementation, including on timely reporting and financial management and reporting; • Organizing workshops and meetings to monitor progress and preparing the Annual Budget and Work Plan; • Submitting the six-monthly Project Progress Reports (PPRs) with the AWP/B to the PSC and WWF GEF Agency, and ensuring fluid communication between the executing and implementing agencies; • Preparing the first draft of the Project Implementation Review (PIR); • Supporting the organization of the mid-term and final evaluations in close coordination with the WWF GEF Agency; • Inform the PSC and the WWF GEF Agency of any delays and difficulties as they arise during the implementation to ensure timely corrective measure and support; • Maintaining documentation and evidence that describes the proper and prudent use of project resources as per sub-agreement provisions, including making available this supporting documentation to the WWF GEF Agency and designated auditors when requested; and • Reflect on opportunities for adaptive management based on M&E and other contextual considerations. 			
Administrative Assistant	<p>The Administrative Assistant will support the Project Manager and other PMU staff in carrying out their duties, in particular through the following tasks:</p> <ul style="list-style-type: none"> • Provide organizational and logistical support related to project execution to the Project Manager, PMU staff and consultants as per GoC and WWF guidelines and procedures; • Assist PMU staff and consultants in the organization of project activities, meetings and events, as well as travel and logistical arrangements; 	100%	9,280	55,678

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<ul style="list-style-type: none"> Assist the Project Manager and PMU staff in preparing and monitoring consultancy contracts and sub-agreements; Assist the Project Manager; Communications, Knowledge Management and M&E Specialist; and Social Safeguards & Gender Specialist in preparation and updating of project work plans and reports; and Keep record of project documents. 			
Land Use Planning Specialist	<p>The Land Use Planning Specialist will be familiar with natural capital accounting and have expertise in land use planning (LUP) in the context of decentralization. He/she will provide targeted technical support to the implementation of Component 1 of the project. In particular, the Land Use Planning Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> Ensuring a high level of coordination with key institutions, organizations, and initiatives working on natural capital accounting and LUP at the national and regional levels; Supporting the application of the project's SEP, Gender Action Plan, and safeguards procedures as part of participatory natural capital accounting and LUP processes; Providing technical direction to the natural capital accounting and LUP processes under Output 1.1.1 and Output 1.1.2; Supporting capacity building activities to build the capacity of key stakeholders to apply natural capital accounting and recognize the rights and governance systems of IPLCs through LUP; Ensuring experiences from Ngoyla and Mintom councils are used to inform sub-national, national, and regional strategies for ecosystem natural capital accounting; and Organizing workshops and supporting the design and dissemination of materials to share experiences from LUP process in Ngoyla and Mintom with other councils in the Cameroon segments of the CMRC, TRIDOM and TNS landscapes, and the national program on LUP. 	28%	18,466	110.794
Wildlife Management Specialist	<p>The Wildlife Management Specialist will be familiar with key concepts of protected area and wildlife management, including IPLCS engagement, in the context of Cameroon. He/she will provide targeted technical support to the implementation of Component 2 of the project. In particular, the</p>	27%	17,695	106.170

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<p>Wildlife Management Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> • Proving technical direction to activities under Outcomes 2.1, 2.2 and 2.3, and supporting their implementation in accordance with the project's SEP, Gender Action Plan, and safeguards procedures; • Supporting the identification and engagement of expertise to support participatory assessment of standards, conditions, and accountability in key areas of protected area management as well as the elaboration of key management tools; • Ensuring a high level of coordination with key institutions, organizations, and initiatives working on protected area and wildlife management at the national and regional levels; • Supporting transboundary coordination on key protected area and wildlife management issues; • Helping organize activities to build the capacity of key stakeholders to strengthen protected area governance and management; and • Assuring experiences and lessons learned from work in CMNP and LNP under Component 2, including on establishing inclusive protected area governance systems, co-management models, developing and implementing GRM, establishing and managing equitable and transparent agreements between local stakeholders, and establishing zoonotic disease surveillance systems, inform sub-national, national, transboundary, and regional dialogues in these areas. 			
Sustainable Forest Management Specialist	<p>The Sustainable Forest Management Specialist will be familiar key concepts of forest management and associated value chains in the context of Cameroon. He/she will provide targeted technical support to the implementation of Component 3 of the project. In particular, the Sustainable Forest Management Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> • Proving technical direction to activities under Outcomes 3.1 and 3.2, and supporting their implementation in accordance with the project's SEP, Gender Action Plan, and safeguards procedures; • Providing technical input and supporting processes to identify sustainable NTFP products and elaborate strategies for strengthening or establishing NTFP value chains; 	34%	22,119	132.715

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<ul style="list-style-type: none"> Helping to identify potential private sector partners and facilitating meetings to establish MoUs or other forms of agreements between IPLCs and private sector operators; Helping organize activities to build the capacity of key stakeholders in key areas of entrepreneurship and NTFP value chain development (including exchange visits); and Organizing workshops and supporting the design and dissemination of materials to share experiences from value chain development with other councils in the Cameroon segments of the CMRC, TRIDOM and TNS landscapes, and at the national, transboundary and regional levels. 			
Communications & Knowledge Specialist	<p>The Communications and Knowledge Management Specialist will be responsible for knowledge management and communications activities of the project, in consideration of the project's Stakeholder Engagement Plan and anticipated project outcomes under all components. In particular, he/she will be responsible for:</p> <ul style="list-style-type: none"> Under Output 5.1.2, developing and leading the implementation of a gender-sensitive/responsive knowledge management and communications strategy and associated actions in close collaboration with the Project Manager and WWF, including linkages with the Congo IP; Under Output 5.1.3, and with the Project Manager, sharing the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the Congo IP knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP), targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the RCP; 	100%	35,056	210,338
Monitoring and Evaluation Specialist	<p>The M&E Specialist will be responsible for:</p> <ul style="list-style-type: none"> Under Output 5.1.1, working with other PMU staff to develop and lead the implementation of the project's M&E plan based on the project results framework and indicators; Working with Social Safeguards & Gender Specialist to ensure integration of Gender Action Plan with broader project M&E strategy; 	100%	30,932	185.592

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<ul style="list-style-type: none"> Working with PMU staff, executing partners, sub-contractors and IPLCs to apply participatory, results-based monitoring (RBM) to track progress toward set project targets from the baseline; Monitoring all project activities from the workplan, expenditures and progress towards achieving the project outcomes and outputs; Carrying out regular monitoring visits to the project sites and provide feedback to the PM and other PMU staff and partners on project strategies and activities; Follow-up on M&E findings to ensure that corrective actions are taken and/or adjustments are made to program responses as required; Training government and partner staff in appropriate M&E techniques to build capacity of staff, increase awareness on the importance of M&E and encourage accountability for demonstrating results; and <p>Contributing to the project's progress reports and implementation reports.</p>			
Safeguards Officer	<p>The Safeguards Officer will have expertise in gender sensitive/responsive program development and social and environmental safeguards, and will be familiar with social dynamics, including as regards indigenous peoples, in rural Cameroon. He/she will be responsible for assuring safeguards and gender considerations are managed in line with the GoC, GEF and WWF requirements. In particular, they will:</p> <ul style="list-style-type: none"> Support the adaptive development and implementation of the project's Stakeholder Engagement Plan in alignment with the GEF's Guidelines for the Implementation of the Policy on Stakeholder Engagement; Work with PMU staff to assure the regular re-screening of stakeholders in project sites and the updating of the project's Stakeholder Engagement Plan as necessary; Monitor the application of safeguards procedures in accordance with the project's safeguards documents; In collaboration with other PMU staff, partners, and the WWF GEF Agency, monitor and report progress on ESIA, IPP/IPPF, Process Framework associated with Policy on Involuntary Resettlement, and ESMP; Provide punctual technical expertise on the systematic integration of women's 	100%	33,510	201.058

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<p>empowerment and gender considerations in project strategies;</p> <ul style="list-style-type: none"> In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 			
Gender and Social Development Specialist	<p>The Gender and Social Development specialist will ensure:</p> <ul style="list-style-type: none"> Ensure gender balance and provide support for the implementation of component 3 project activities contributing the sustainable development of local communities and indigenous peoples. Provide punctual technical expertise on the systematic integration of women's empowerment and gender considerations in project strategies; In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 	100%	33,510	201,058
Landscape Operational Assistants	<p>Landscape Operational Assistants for TRIDOM and TNS will be based within the landscapes and will be responsible for day-to-day coordination of certain project activities at the local level. This will involve, in particular:</p> <ul style="list-style-type: none"> Coordinating and facilitating the implementation of project activities at the local level (landscape, councils, and localities) in close collaboration with PMU staff, the projects executing partners, sub-contractors, local administrative bodies, IPLCs, and other stakeholders; Working with Social Safeguards & Gender Specialist and Project Manager to ensuring compliance with WWF Environment and Social Safeguards Integrated Policies and Procedures, including the implementation of safeguards procedures and the project's Gender Action Plan; Working with Communications, Knowledge Management and M&E Specialist and Project Manager on project communications and monitoring, including by organizing regular meetings with key stakeholders to evaluate project progress; Supporting capacity building activities on the application of project strategies; Ensuring coordination with other relevant ongoing initiatives at the local level; and Providing inputs to the project's progress reports. 	100%	19,075 per staff	228,897

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
Finance Manager	<p>The Finance Manager will be responsible for the financial management of the WWF grant in line with GEF and WWF GEF Agency requirements. In particular, he/she will:</p> <ul style="list-style-type: none"> Assist the Project Manager in financial management of the project, including preparation of budgets, expense reports and audits; Be responsible for and prepare the project's financial reports such as quarterly expense reports, progress reports and implementation reports; Assist the Project Manager in drafting proposed budget reallocations or revisions, and obtaining approval by the Steering Committee as well as the WWF GEF Agency to formalize these annually as part of the GEF budget reconciliation; Assist the Project Manager in preparing and monitoring consultancy contracts and sub-agreements; and Coordinate reporting on co-finance contributions for the project. 	100%	26,783	160,700
Accountant	<ul style="list-style-type: none"> The accountant will ensure the booking of transactions and work closely with the Finance Manager for the smooth process of disbursements to partners and review of the financial reports. He is in charge of the day-to-day bookkeeping. Process payments and documents such as invoices, journal vouchers, employee reimbursements, and statements; Enter, update, and/or retrieve accounting data from automated systems; Prepare financial reports (donors and Management) for the projects assigned to him/her; Determine content and assemble data in order to prepare monthly reports for review; Verify and process employee expense claims; File and/or remove records and reports; Assist in the timely closing of monthly account by ensuring cash management, accounts payable and General Ledger data is up to date; Draft consultancies contracts and grants and do proper follow up to ensure contract terms are respected; Assist in preparing cost recovery journals and upload in the Oracle system; Perform assigned roles in the different tools (AP, GL, AGIS, Oracle, Bridger, GFS, Panda Pays, etc.); 	100%	19,590	117,542

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget (USD)	Total Project Budget (USD)
	<ul style="list-style-type: none"> • Prepare bank reconciliations and conduct analysis of general ledger accounts manually and in the Oracle system; • Assign code to data; • Monitor vendor advances and other receivables and ensure timely clearance of vendor outstanding items, taking corrective follow up actions where required; • Maintain proper control over various financial records such as commitments and expenditures against budgeted amounts; initiate actions related to the following: general financial information, travel payments, and procurement transactions; • Provide assistance to all staff services such as travel, expense claims, document retrieval, etc; • Perform other related duties as required. 			
	<ul style="list-style-type: none"> • 			

Appendix 5: Site Selection

The following aims to synthesize the main considerations applied during the PPG process to inform the selection of project target areas. The overall goals of the process were to ensure a clear, rationale and strategic process to select project target areas. Accordingly, the process applied a process of site selection based on a set of criteria that reflect the objectives and conservation aims of the project.

Project geographic scope

The geographical scope of this project was identified as Cameroon's southern trans-frontier forest belt (7,904,952 ha) during the PIF stage of project development. This belt encompasses the Cameroon segments of three forest landscapes: (i) the Campo Ma'an-Rio Campo (CMRC) landscape (769,446 ha), (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha) and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha). It also includes a 695,916 ha interzone between the CMRC and TRIDOM landscapes, although this area has not been considered as a target area for project implementation.

The project area falls within the tropical forest biome and covers significant area of two terrestrial ecoregions. The Cameroon segment of the CMRC landscape is within the Atlantic Equatorial Coastal Forests ecoregion, while the Cameroon segments of the TRIDOM and TNS landscapes are within the Northwestern Congolian Lowland Forests ecoregion (Olsen et al., 2001). Approximately 97% of the project area is covered by tropical and sub-tropical moist broadleaf forest (Figure 10). The deforestation rate for the area is relatively low, with an average annual deforestation rate of 0.21% between 2010 to 2018 with a total loss of approximately 146,508 ha, but this rate is increasing (Figure 11). During this same time period, Global Forest Watch (2020) estimates that Cameroon lost 907 kha of tree cover, equivalent to a 2.9% decrease in tree cover and 354 Mt of CO₂ emissions.

Figure 10: Land cover of landscape segments within the project's geographic scope based on data from Hansen et al. 2013.

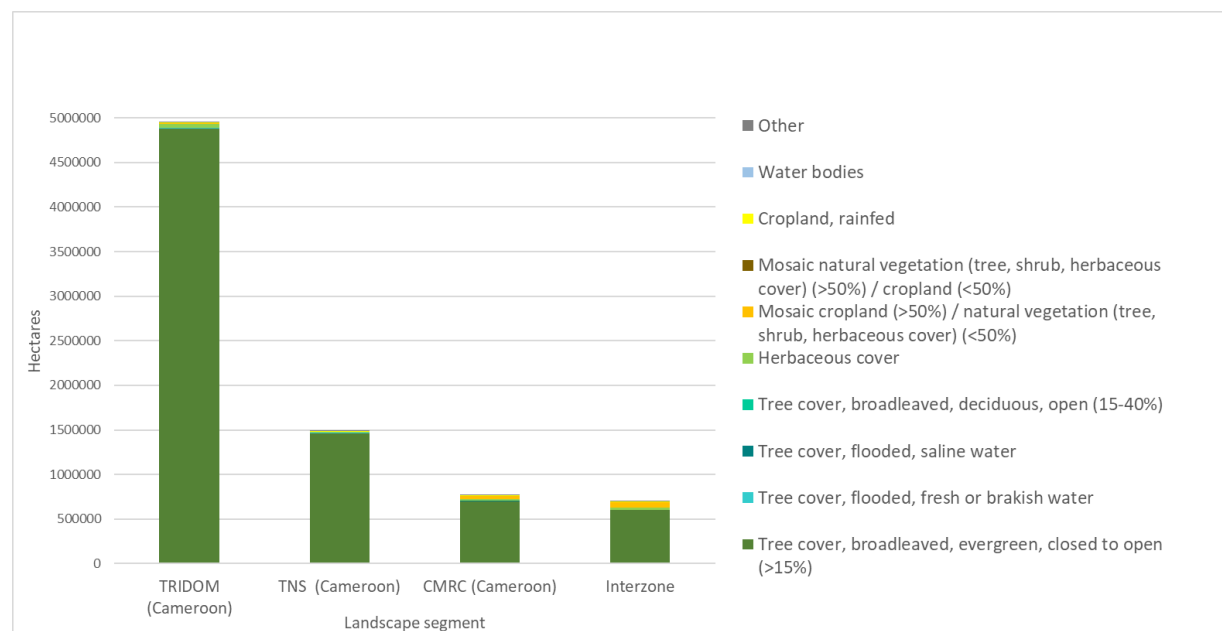
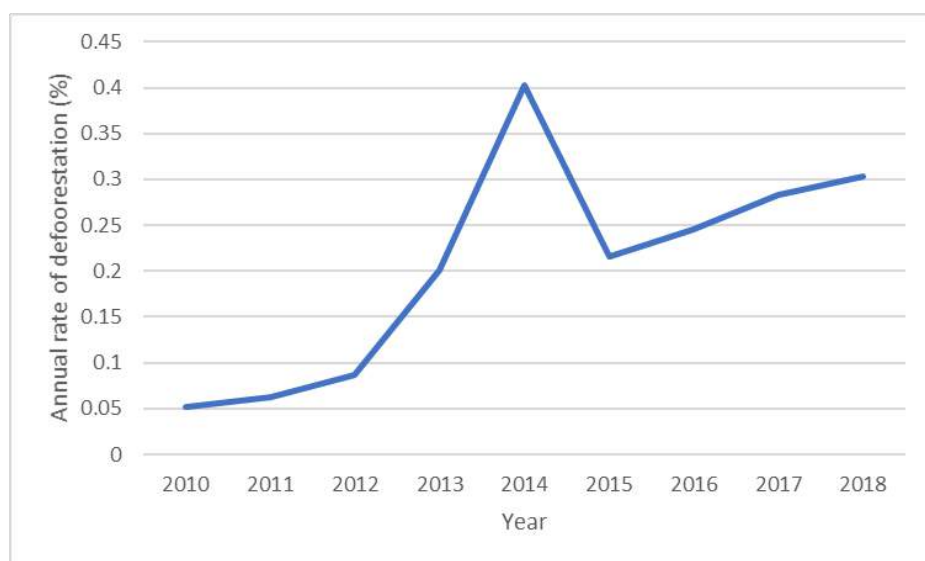


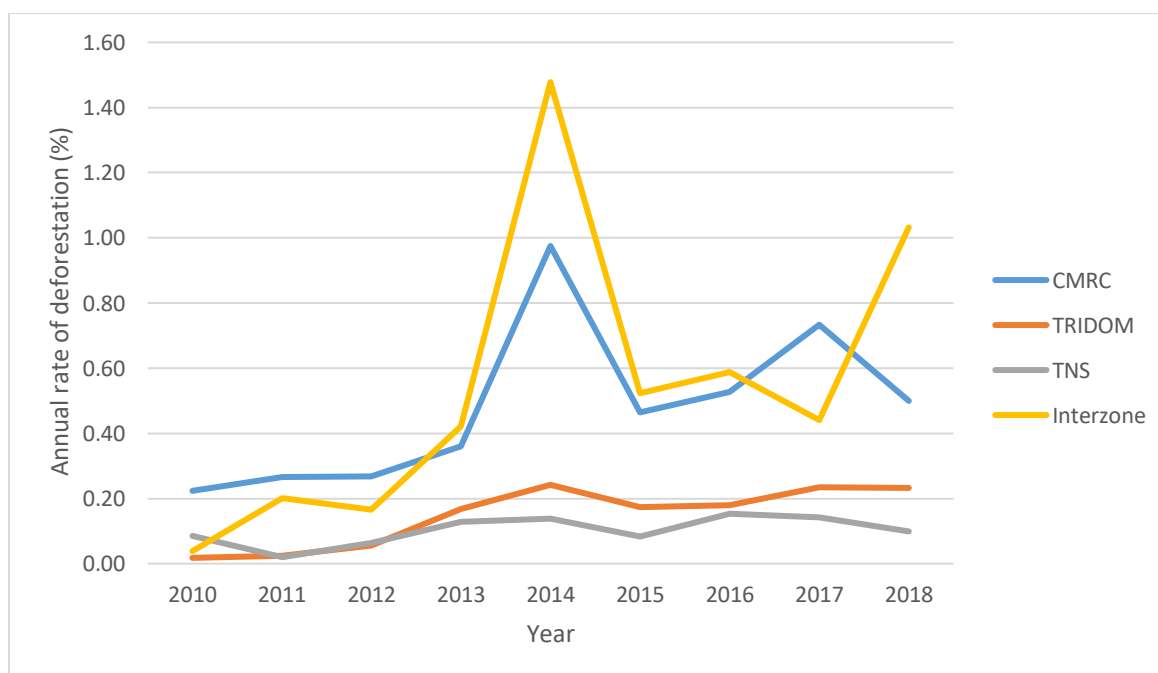
Figure 11: Annual rate of deforestation for GEF Project Area (2010-2018)



Source: Hansen/UMD/Google/USGS/NASA

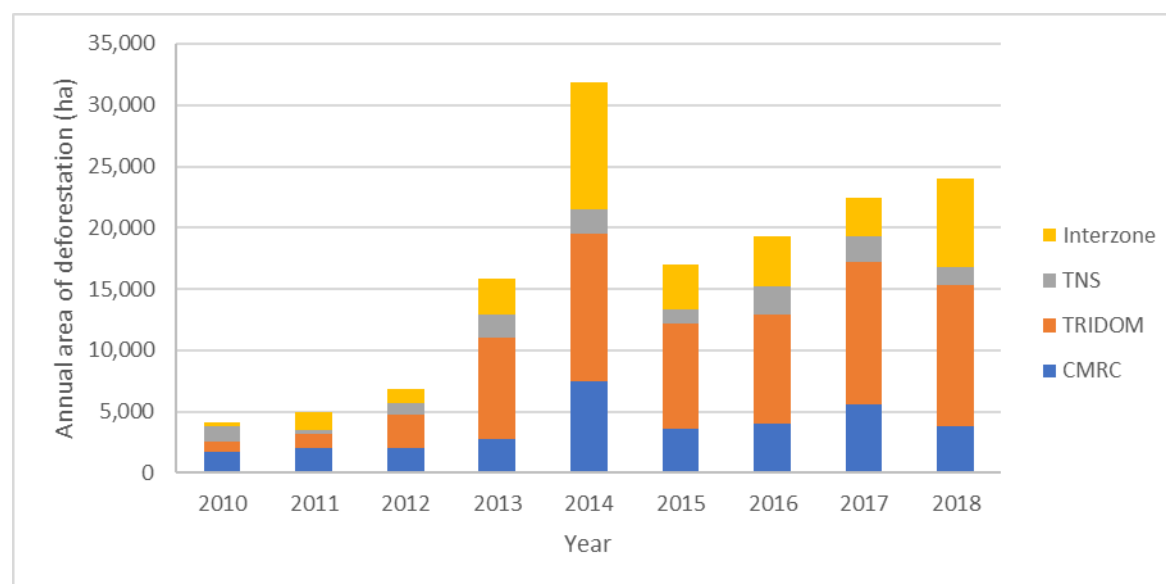
The rate of deforestation and contribution of each segment of the project's geographic scope to the total area of deforestation from 2010-2019 varies (Figures 12 & 13), with the highest average annual rate of deforestation in the interzone (0.52%), followed by the Cameroon segments of the CMRC (0.50%), TRIDOM (0.18%) and TNS (0.10%) landscapes.

Figure 12: Annual rate of deforestation for GEF Project Area by landscape segment (2010-2018)



Source: Hansen/UMD/Google/USGS/NASA

Figure 13: Annual rate of deforestation for GEF Project Area by landscape segment (2010-2018)



Source: Hansen/UMD/Google/USGS/NASA

The Cameroon segments of the three transboundary landscapes were identified as targets for the project based on a consideration of the GEF criteria for SFM landscape, including their transboundary nature; their potential to contribute to transformation and multiple benefits; their high carbon storage values; the presence of globally endangered species; the presence of forest dependent indigenous peoples and local communities (IPLCs); and the presence of significant baseline investments in conservation, sustainable forest management (SFM) and/or REDD+. During the PPG stage of project development, Cameroon's southern trans-frontier forest belt and more particularly the Cameroon segments of its three trans-frontier forest landscape were retained as the geographical scope of the project. These areas encompass multiple protected areas as described in the table below.

Table 19: Established protected areas within the project area

Protected area	Boumba Bek National Park	Campo Ma'an National Park	Dja Faunal Reserve	Lobéké National Park	Mengame Gorilla Sanctuary	Nki National Park	Ngoyla Faunal Reserve
Landscape	TRIDOM	Campo Ma'an	TRIDOM	TNS	TRIDOM	TRIDOM	TRIDOM
National category	National Park	National Park	Faunal Reserve	National Park	Wildlife Sanctuary	National Park	Faunal Reserve
IUCN category	II	II	IV	II	IV	II	IV
WDPA ID	308624	1242	1240	1245	308636	30674	555622119
Size (ha)	236,380	261,507	526,454	215,446	26,648	313,146	156,722
Year of establishment	2005	2000	1950	2001	2008	2005	2014
Legal text(s)	Décret 2005/3284/P M du 06/10/2005	Décret 2000/004/P M du 06/01/2000	Arrêté 75/50 du 25/04/1950 and Décret 2007/1029/P	Décret 2001/107/CAB/PM du 19/03/2001	Décret 2008/2207 du 14/07/2008	Décret 2005/3283/P M du 06/10/2005	Décret 2014/2383/P M du 27/08/2014

Protected area	Boumba Bek National Park	Campo Ma'an National Park	Dja Faunal Reserve	Lobéké National Park	Mengame Gorilla Sanctuary	Nki National Park	Ngoyla Faunal Reserve
			<i>M du 9 juillet 2007</i>				
Terrestrial ecoregions	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Atlantic Equatorial Coastal Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)	Northwestern Congolian Lowland Forests (Tropical and Subtropical Moist Broadleaf Forests)
Freshwater ecoregions	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)	Sangha (Tropical and Subtropical Floodplain Rivers and Wetland Complexes)	Southern Gulf of Guinea Drainages - Bioko (Tropical and Subtropical Coastal Rivers)
International designations			Biosphere Reserve, World Heritage Site (1987)	World Heritage Site (TNS - 2012)			
Important Bird Area (IBA)	CM030	CM031	CM029	CM033		CM032	
Vulnerability to CC	Vulnerable (Coldrey and Turpie, 2019)	Not assessed	Vulnerable (Coldrey and Turpie, 2019)	Not assessed	Vulnerable (Coldrey and Turpie, 2019)	Vulnerable (Coldrey and Turpie, 2019)	Highly vulnerable (Coldrey and Turpie, 2019)

Project target areas

A preliminary assessment of the potential for landscape segments to contribute to each of the four main project components was made during the PIF stage of project development. The site selection process during the PPG stage built on this preliminary assessment to further refine the areas within each of the three landscapes that will be targeted by the project.

The process to refine areas was based on criteria at the level of individual project components as well as at the level of the overall project. Criteria at the component level were used to assess the potential of different areas to contribute to the theory of change for that component. Criteria at the project level were used to assess the potential for target areas to drive for impact. Target areas were evaluated relative to their ability to respond to criteria at both levels. Factors such as cost-effectiveness and implementation efficiency were also considered.

Project level considerations

At the level of the project, target areas for interventions were assessed at the level of local councils and protected areas (PA), including their peripheral zones and adjacent wildlife corridors (Table 19). Only councils that had at least 30% of their area within the project's transboundary forest landscape were considered. The essential criteria considered at the level of the project included:

I. Overall potential to contribute to GEF core indicators

- A. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment
- B. Terrestrial protected areas under improved management effectiveness
- C. Greenhouse Gas Emissions mitigated (Mt of CO₂e)
- D. Area of landscape under improved practices (hectares; excluding protected areas)
- E. Area of landscape under improved management to benefit biodiversity
- F. Area of landscape that meet national or international third-party certification that incorporates biodiversity considerations
- G. Area of landscape under sustainable land management in production systems

II. Overall potential to contribute to project's successful implementation

A. Potential for successful implementation of multiple project strategies. Priority was given to target areas that have the potential to drive for high impact by successfully progressing multiple project strategies. This was considered critical to ensure the theory of change will progress and to achieve a level of cost effectiveness.

B. Presence of significant baseline projects and potential for co-financing. Priority was given to target areas that have significant baseline projects and on-going potential for co-financing. Areas where there is a significant potential for replication or overlapping of GEF projects were not considered.

C. Potential to successfully manage all safeguard considerations. The project recognizes the importance of ensuring all applicable social and environmental safeguards processes can be effectively implemented. Sites where this was deemed beyond the scope of the project were eliminated from consideration and priority was given to target areas that have the potential to successfully progress multiple project strategies.

D. Potential to contribute to project's added value due to transboundary considerations. Priority was given to target areas with high potential to contribute to the project's added value as regards transboundary considerations.

In addition, the project considered the potential of areas to contribute to biodiversity conservation, i.e., presence of target wildlife species and level of threat to wildlife, potential to maintain or contribute to intact forest connectivity and level of deforestation and forest degradation. The fact that the geographic scope of the project was defined by transboundary forest landscape that were in themselves established because of their potential to contribute to biodiversity conservation, means that most areas considered have a significant potential to contribute to biodiversity conservation. Based on an assessment of the criteria above, the target areas for project implementation were updated (Table 20).

Table 20: Target areas for project components as elaborated at the PPG stage of project development

COMPONENT	CMRC LS	TRIDOM LS	TNS LS
Component 1: Mainstreaming integrated land use planning (LUP) and management	✗	✓ (Mintom and Ngoyla council areas)	✗
Component 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species	✓ (Campo Ma'an NP and peripheral area)	✗	✓ (Lobéké NP and peripheral area)
Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains	✓ (Campo Council)	✓ (Somalomo, Lomie, Mintom and Ngoyla council areas)	✓ (Mouloundou and Salapoumbe council areas)
Component 4: Increasing benefit generation from biodiversity through sustainable tourism development	✓ (Campo Ma'an NP and peripheral area)	✗	✗
Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination	✓	✓	✓

Short list of target areas for Component 1

Areas: Ngoyla and Mintom council areas

The target areas for Component 1 were identified as the Ngoyla Council (821,830 ha) and Mintom Council (384,109 ha) during the PIF stage of project development. Over 99% of each of the council areas is covered by tree canopy and both have relatively low annual rates of deforestation (the 2018 rate of deforestation for Mintom was 0.16% and for 0.05% Ngoyla) but are at risk for increasing deforestation from further development.

As part of the TRIDOM landscape, these areas respond to the broader GEF criteria for SFM landscapes. They are part of a transboundary zone, have high carbon storage values, host globally endangered species and are home to IPLCs who are dependent on forest resources. The two council areas have benefited from significant baseline investments and have the potential for transformation and multiple benefits. The possibility for these areas to successfully contribute to the project's theory of change, and more particularly the component on land use planning, is high relative to other areas of the project because the Ministry of Economy, Planning and Regional Development (MINEPAT) has already prioritized the Southern and Eastern region for integrated land use planning. The selected council areas are also the object of on-going reflections on how to allocate land for carbon, protected areas, agriculture, and mining. The high number of diverse demands for land and resources means the potential for conflicting land use interests in these two

councils will remain important, including as concerns the interests of IPLCs. During the PPG phase of project development stakeholder consultations supported this justification.

LUP at the council level, implies consideration of two protected areas: Nki National Park, which is partially within the Ngoyla Council, and the Ngoyla Faunal Reserve, which is completely within the council.

Short list of target areas for Component 2

Areas: CMNP and peripheral zone, LNP and peripheral zone

Selecting a limited number of target areas to short list for Component 2 was considered essential to ensure cost effectiveness and drive for impacts. The identification these areas was undertaken at the level of PAs and associated peripheral zones. These peripheral zones are comprised of different types of land use, including community hunting zones (CHZ), council forests, community forests, logging concessions, mining concessions, agribusiness and other forested areas that have not been classified. They also overlap with areas that have been identified as wilderness corridors for certain large mammal species (e.g., forest elephants).

In addition to the project level criteria described above, the process to identify target areas that could successfully contribute to the implementation of Component 2 considered: the potential number and level of engagement of IPLCs beneficiaries; the level of threat to biodiversity from wildlife crime and unsustainable practices; the potential to maintain or contribute to connectivity between populations of target species (i.e., presence of key wildlife corridor); the presence of potential co-management and technical partners; and the potential to achieve meaningful improvements in protected area management effectiveness (PAME) within the six-year project period.

The areas that have been shortlisted for Component 2 include Campo Ma'an National Park (CMNP) and its peripheral zone in the CMRC landscape and Lobéké National Park (LNP) and its peripheral zone in the TNS landscape (Table 20). These two areas meet the overall project criteria, including the potential for successful implementation of multiple project strategies, the presence of significant baseline projects and potential for co-financing; the potential to successfully manage all safeguard considerations, and the potential to contribute to the project's added value due to transboundary considerations. These areas also meet all or nearly all the specific criteria for Component 2, including the potential to achieve meaningful improvements in key areas of PAME. The project's interventions will aim to address specific areas of PAME and will be monitored using the nationally adopted Integrated Management Effectiveness Tool (IMET). See Table 21 for an overview of IMET synthesis indicators that serve as the project baseline.

Protected areas in TRIDOM were not retained on the project's short list for Component 2. While all PAs within the project's geographic scope face significant levels of threat to their biodiversity from wildlife trafficking and unsustainable practices and meet overall project level criteria on their potential to contribute to biodiversity conservation, PAs in TRIDOM were not considered to meet all other project criteria. In particular, criteria related to co-financing could not be met because of the overlap of this project component with the thematic and geographic scope of the Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon (GEF Project ID # 9155). Certain PAs also lacked the partnerships that were considered critical to successfully manage safeguards and achieve meaningful improvements during the six-year project period.

Table 21: Overview of synthesis indicators for IMET from CMNP and LNP.

Management effectiveness synthesis indicator	CMNP (2017)	LNP (2020)
Context of management	19.7%	66.5%
Planning	64.0%	84.2%
Inputs	20.0%	51.5%
Process	48.9%	46.5%
Results	62.0%	80.0%
Effects and impacts	67.8%	58.1%

Short list of target areas for Component 3

Areas: Campo Council in the CMRC landscape; Somalomo, Lomié, Mintom and Ngoyla council areas in the TRIDOM landscape; and Mouloundou and Salapoumbe council areas in the TNS landscape.

A key message iterated in national and local stakeholder consultations was the relevance and importance of this component (i) across the project's geographic scope and (ii) when it comes to delivering project objectives on strengthening IPLCs engagement in SFM and improving their economic opportunities. As such, the process to identify a short list of target areas for Component 3 was carried out for all three of the project's forest landscapes.

The project's landscapes comprise a wide variety of forest management areas, including protected areas, council forests, community forests, logging concessions and other forests that have not been classified. Given the large number of individual forest areas and difficulties in acquiring detailed information on each of these areas, the evaluation of target areas for Component 3 was undertaken at the level of local councils. In addition to the project level criteria described above, the identification of target areas that could successfully contribute to the successful implementation of Component 3 considered: the potential number and level of engagement of IPLCs beneficiaries; the presence of private sector partners committed to progressing SFM and their level of interest in working with IPLCs; and the potential to develop SFM value chains. The selection of IPLCs communities that will directly benefit from investments under component two will be made during project implementation based on jointly developed and transparent criteria.

In the Cameroon segment of the CMRC landscape, the Campo Council has been included in the short list of target areas for Outcome 3.1 on the development of non-timber forest product (NTFP) value chains. Focusing on the Campo Council, which is also a target under Components 2 and 4, will contribute to cost effectiveness and facilitate the management of safeguards considerations. The Campo Council also meets overall project criteria when it comes to providing important opportunities to deliver benefits to IPLCs within the six-year project period by building on existing capacity and baselines (including building on ongoing efforts to develop NTFP value chains in Nyete).

In the TRIDOM landscape, the project will focus interventions under Component 3 in the Somalomo, Lomié, Mintom and Ngoyla council areas. The Somalomo and Lomié councils were included on the short list of target areas because of the presence of private sector partners committed to progressing SFM and their level of interest in working with IPLCs; the presence of significant baseline projects and potential for co-financing; and the potential to successfully manage all safeguard considerations. Specifically, the Ebony

Project, which will be expanded under Outcome 3.2 has established sites working with IPLCs in the Somalomo and Lomié councils. The Mintom and Ngoyla council areas were also selected for inclusion on the short list of target areas for Outcome 3.1 based on the fact that they meet project level criteria and offer potential for successful implementation of multiple project strategies (i.e., they are also the focus of project activities under Component 1).

In the TNS landscape, the Moloundou and Salapoumbé council areas have been included on the short list of target areas for Outcome 3.1 based on the fact that they meet project level criteria and offer potential for successful implementation of multiple project strategies (i.e., they are also the focus of project activities under Component 2).

Short list of target areas for Component 4

Areas: CMNP and peripheral zone

During the PIF stage of project development, the geographical scope proposed for Component 4 was set as the Cameroon segment of the CMRC landscape. The decision to focus the development of the sustainable ecotourism value chain in and around CMNP reflects the priorities of the Government of Cameroon, including the Ministry of Tourism and Leisure (MINTOUL) and Ministry of Forests and Wildlife (MINFOF), and was retained during the PPG phase of project development.

Additional criteria and contextual considerations were applied to identify more precisely the target areas within the Cameroon segment of the CMRC landscape that will be the main focus of the project's interventions. The selection process was driven by key conditions and priority tourism products identified in the Campo Ma'an National Park Ecotourism Development and Management Plan for 2018-2027. The Plan, which was developed through a platform for collaboration between MINFOF and MINTOUL under the coordination of the African Wildlife Foundation (AWF) (Tambara and Aime, 2018), is the product of a participatory process that included consultation with numerous stakeholders in and around CMNP: IPLCs, MINFOF, MINTOUL, local councils, conservation organizations (i.e., WWF and AWF), funding agencies, hoteliers at Kribi town and HEVECAM.

The Plan, which examines the potential to develop tourism products in five sectors of CMNP, specifies three of these sectors as priorities for short to medium term tourism development: Campo (Dipikar Island and Ebodjé), Memve'ele and Nyete. This project will focus the majority of its interventions on developing tourism products in the first of these areas, specifically the Campo sector (i.e., Dipikar Island and Ebodjé). This area contains CMNP's main tourism product (i.e., gorilla tracking), the development of which is deemed as critical to attract tourists and establish a sustainable tourism value chain. The area also meets criteria related to the presence of private sector partners committed to progressing sustainable tourism and, because of the existing baselines in Dipikar Island and Ebodjé, offers the potential to generate income for IPLCs from tourism products within the six-year project period. The project will also support activities in the broader CMNP and its peripheral zone to develop stakeholders' capacity to collaboratively manage CMNP ecotourism and establish the area as a pilot project for ecotourism development. Finally, building on a feasibility study to be carried out during project implementation, the project will apply jointly developed and transparent criteria to select a limited number of additional sites in the peripheral zone of CMNP (which includes portions of the Campo, Nyete, Ma'an and Akom II councils) for the development of community-based cultural and natural tourism products.

Table 22: Overview of councils and protected areas within the geographic scope of the GEF Cameroon child project

Potential target area	Surface area (ha)	Area within project's geographic scope (ha)	% of area within the project's geographic scope	Area within CMRC LS (ha)	Area within TRIDOM LS (ha)	Area within TNS LS (ha)	Average annual deforestation rate (2010-2018)	Frontier	COM P 1	COMP 2	COMP 3	COMP 4
Akom 2	210,233	89,909	43	89,909			0.22					
Benbis	205,116	138,211	67		138,211		0.36					
Campo	280,300	280,300	100	280,300			0.10					
Djoum	560,615	560,615	100		560,615		0.16					
Kribi I	20,117	16,259	81	16,259			2.35					
Lomie	782,086	573,114	73		573,114		0.09					
Ma'an	385,525	385,525	100	282,795			0.33					
Messok	233,874	233,874	100		233,874		0.14					
Meyomessala	220,229	115,789	53		115,789		1.57					
Meyomessi	115,324	101,782	88		101,782		0.41					
Mintom II	381,431	381,431	100		381,431		0.11					
Moloundou	1,084,066	1,084,066	100		448,237	635,829	0.08					
Mvangan	214,954	208,584	97		188,559		0.31					
Ngoyla	816,087	816,087	100		816,087		0.05					
Nyete	100,920	82,212	81	82,212			2.56					
Oveng	183,847	183,847	100		183,847		0.11					
Salapoumbe	551,074	551,074	100		253,585	297,489	0.07					
Samalomo	178,044	178,044	100		178,044		0.04					
Yokadouma	1,178,486	1,074,116	91		536,549	537,567	0.19					
Boumba Bek National Park	236,380	236,380	100		236,380		0.0048					
Campo Ma'an National Park	261,507	261,507	100	261,507			0.0173					
Dja Faunal Reserve	526,454	526,454	100		526,454		0.0616					
Lobéké National Park	215,446	215,446	100			215,446	0.0105					
Mengame Gorilla Sanctuary	26,648	26,648	100		26,648		0.0261					
Nki National Park	313,146	313,146	100		313,146		0.0031					
Ngoyla Faunal Reserve	156,722	156,722	100		156,722		0.0070					

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Appendix 6: Stakeholder Engagement Plan (SEP)

Integrated management of Cameroon's forest landscapes in the Congo Basin GEF Project ID: 10287

This Stakeholder Engagement Plan (SEP) was prepared as part of the process to develop the project titled “Integrated management of Cameroon's forest landscapes in the Congo Basin”, a child project of the Congo Basin Sustainable Landscapes Impact Program (Congo IP). It was informed by an extensive process of stakeholder identification, analysis and engagement that spanned from the Project Identification Form (PIF) stage of project development through the finalization of the Project Document (ProDoc). The document aims to present the main project stakeholders, provide an overview of stakeholder consultations to date, and lay out a preliminary plan for stakeholder engagement during project implementation. Given the project's focus on engaging indigenous peoples and local communities (IPLCs) in sustainable forest management (SFM), particular attention has been given to ensuring their participation in the project design process as well as the means to ensure their continued participation during project implementation. The SEP is intended to be updated at the start of project implementation to take into consideration any changes in the overall context of the project and will be implemented in an adaptive manner in accordance with official guidance as regards social distancing and based on communication and engagement needs.

Project context

This project seeks to strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people. As a child project under the broader Congo Basin Sustainable Landscapes Impact Program (Congo IP), it will address this challenge through the concurrent implementation of five project components over a six year period: (i) mainstreaming integrated land use planning (LUP) and management; (ii) improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species; (iii) advancing SFM through non-timber forest product (NTFP) and hardwood value chains; (iv) improving benefit generation from biodiversity through sustainable tourism development; and (v). Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination .

The project targets Cameroon's southern trans-frontier forest belt (7,904,952 ha), including the Cameroon segments of three transboundary forest landscapes: (i) the Campo Ma'an-Rio Campo (CMRC) landscape (769,446 ha), (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha) and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha) (Figure 6). These areas were identified as targets for the project based on their alignment with the GEF criteria for SFM landscapes, including their transboundary nature, their potential to contribute to transformation and multiple benefits, their high carbon storage values, the presence of globally endangered species, the presence of forest dependent IPLCs, and the presence of significant baseline investments in relevant sectors.

Given the thematic focus of the project to work with the government, civil society, and the private sector to progress SFM across the southern forest belt, the stakeholder engagement process will require consideration of a wide range of actors concerned with the integrated management of Cameroon's forests at the local, national, and regional levels. These include government ministries and other public administrations; civil society, including IPLCs and their representatives; the private sector; technical organizations and partners; academic institutions; and other interested parties. Ensuring the stakeholder engagement process is gender inclusive and promotes the meaningful participation of target groups, notably IPLCs, is paramount to the project objective.

SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Early stages of project development

Stakeholder engagement began in 2019 with a national dialogue to identify priorities for GEF 7. This was followed by a workshop in Mbankomo January 9-10, 2019 to launch the process to develop a child project under the Congo IP. The process continued during the PIF stage of project development. On February 20-21, 2019, the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) organized a workshop in Mbankomo to improve understanding on the process to develop a PIF and progress the technical design of the project. A second workshop was held March 13-15, 2019 to review the project components and complete the PIF. The main stakeholder-related outputs of these workshops were: a draft Stakeholder Analysis; a preliminary identification of landscapes and sites for implementation of individual strategies; and preliminary lists of baseline projects and potential partners and co-financing by component. At the end of the participatory process carried out during the PIF stage of project development, the Congo IP, including the Cameroon child project, was submitted to the GEF Secretariat on April 9, 2019. It was approved by the GEF Council in their June 10-13, 2019, meeting.

ProDoc stage of project development

The objectives and methodologies for stakeholder engagement during the ProDoc stage of project development were laid out in a document entitled “Stakeholder consultation process for the development of the ProDoc for the Cameroon child project under the Congo Basin Sustainable Landscapes Impact Program”. The process built on the efforts made during the PIF stage and its outputs, including the preliminary Stakeholder Analysis. It included three main steps: i) a kick-off workshop to launch the ProDoc development process; (ii) national and local (or site level) stakeholder consultations; and (iii) a validation process. The outcomes of each step of the process were documented in a series of reports as detailed below.

Kick-off workshop

A kick-off workshop was held in Ebolowa from July 23-25, 2019 with approximately 67 participants, representing sectoral administrations (i.e., MINEPDED, MINADER, MINFOF, MINTOUL, and MINAS), national and international civil society organizations working in the environment sector, IPLCs, the private sector, local elected officials, universities and research institutions. The objectives of the workshop were to: (i) officially launch the ProDoc development process; (ii) increase the awareness of participants on the foundations of a GEF project and the Congo IP; (iii) increase understanding of participants on the Cameroon Project Concept and the ProDoc development process; (iv) review the project scope and focus, including objectives, strategies, outcomes, baselines and key targets; (v) collect observations and recommendations for the development of the project; and (vi) agree on an action plan for further development of the project, including draft processes for site selection, stakeholder engagement, and gender and safeguards requirements.

Among the main outputs of the workshop were the further identification of national stakeholders, including government institutions, the private sector, technical partners, and baseline projects. The workshop also contributed to the refinement of strategies and criteria for site selection, which were taken into consideration in planning for site level consultations. Finally, ToR were elaborated for the establishment of a Project Development Working Group (PDWG). Subsequent to the kick-off workshop a decision was made that the effective engagement of government stakeholders, one of the main objectives of the proposed PDWG, would be more effectively managed through inter-ministerial meetings and information sharing coordinated by MINEPDED. As such, the PDWG was not continued.

Additional details on the participants and identified stakeholders from the kick-off workshop can be found in MINEPDED's "*Rapport atelier de lancement du processus d'élaboration du document de projet de la composante Cameroun du Programme à Impact pour la Gestion Durable des Paysages Transfrontaliers du Bassin du Congo*".

National and local (or site level) stakeholder consultations

Following the kick-off workshop, a more in-depth process of stakeholder consultation was launched. To facilitate this process the Stakeholder Analysis was used to categorize each identified stakeholder into a set of groups based on their type and their potential interests and role in the project. For each category of stakeholder, an approach to consultation was identified and materials to support a gender responsive consultation process were developed. Among the groups and approaches/materials which were identified the following:

- National and local state actors (Interview guides + meeting)
- Civil society (Interview guides + meeting), including IPLCs (Questionnaires + meetings) and National/local non-governmental organizations (Questionnaires + meetings)
- Regional and international organizations, development partners (Interview guides + meeting)
- Private sector actors (Interview guides + meeting)
- National/international research institutions (Questionnaires + meetings)

National level consultations

National-level bilateral consultations were organized in Yaoundé and as relevant by phone for numerous national and regional level stakeholders (Table 23). Among the main aims of these consultations were to: (i) build understanding on the project and promote its appropriation by relevant actors; (ii) ensure project alignment with national priorities and policy frameworks; (iii) gather relevant technical inputs to the project design process; (iv) promote discussions on the project framework and risks, and a means to debate strategies for intervention; and (v) identify and develop potential partnerships, including aspects related to co-financing.

Table 23: Overview of stakeholders consulted as part of the national level consultation process.

Stakeholder group	Stakeholders consulted
National and local state actors	Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED), Ministry of Agriculture and Rural Development of Cameroon (MINADER), Ministry of Territorial Administration (MINAT), Ministry of Defense (MINDEF), Ministry of Finance (MINFI), Ministry of Forests and Wildlife (MINFOF), Ministry of Economy, Planning and Regional Development (MINEPAT), Ministry of Tourism and Leisure (MINTOUL), Ministry of Justice (MINJUSTICE), Network of Parliamentarians for the Sustainable Management of Forest Ecosystems in Central Africa (REPAR)
Regional and international organizations, development partners	French Development agency (AFD), Funds for the Environment and Development of Cameroon (FEDEC), United Nations Development Programme (UNDP), World Bank (WB), African Wildlife Foundation (AWF), International Union for Conservation of Nature (IUCN), Zoological Society of London (ZSL), Sangha Tri-National Trust Fund (FTNS), World Wide Fund for Nature – Cameroon (WWF)
International research institutions	Congo Basin Institute (CBI), Center for International Forestry Research (CIFOR), University of California Los Angeles (UCLA), International Institute of Tropical Agriculture (IITA)
Other	Conference on Dense and Humid Forest Ecosystems of Central Africa (CEFDHAC), National Institute of Statistics (INS), Forests and Rural Development

Stakeholder group	Stakeholders consulted
	(FODER), African Aid Organization, Inc. (AFAID), Tropical Forest and Rural Development Association (TR-RD), Organization for Wildlife Conservation in Africa (OCFSA), JMN-Consultant, Taylor Guitars, Crelicam (ebony sawmill)

Feedback received through the national consultation process was overall positive about the proposed project, particularly its focus on forests and community livelihoods, as well as gender and IPLCs empowerment and engagement. Stakeholders found these aspects of the project innovative and generally realistic considering existing dynamics in the landscapes. Technical partners also stressed the need to ensure clear synergies and avoid overlaps with ongoing field activities in the target landscapes. Specific landscape-related observations were also collected and used to further inform the local consultation process and the project development process (Table 24).

Table 24: Recapitulation of main feedback of national consultation process by landscape

Landscape	Feedback
CMRC	<ul style="list-style-type: none"> • Importance of community livelihoods • Importance of strengthening various multi-stakeholder consultative platforms, including with civil society groups, conservation services, etc. • Need for capacity building of local stakeholder groups in NTFP value chains • Importance of critical analysis and solid arrangements for gorilla habituation project • Relevance of ecotourism development in Ebodjé • Need to strengthen transboundary initiatives between Rio Campo and Campo Ma'an
TRIDOM	<ul style="list-style-type: none"> • Determine clear geographical focus of activities and areas of engagement, especially given number of ongoing interventions, wide range of active partners, private sector actors, etc. • Avoid overlap with GEF 6 UNDP project, and build on possible synergies • Need for support for land use planning process • Discuss potential of technical partners in place to play an executing role (e.g., CBI/IITA, ZSL) • Support multi-stakeholder consultative platforms as well as platforms concerning indigenous peoples (e.g., ASBABUK-MINFOF)
TNS	<ul style="list-style-type: none"> • Operationalize ASBABUK IP-MINFOF convention • Operationalize GRM • Invest in community livelihoods using Man & Nature Model for different NTFP • Consider addressing land use planning issues in UFA 023 & Russian mining comp with MINEPDED-MINFOF-MINER • Complementarity with FTNS support for LNP • Reactivate and reinforce Mambele convention

Additional details on the national consultation process were recorded in a report submitted to MINEPDED in December 2019. All recommendations were considered in the design of the project, which includes significant investments in strengthening stakeholder platforms and NTFP value chains as prioritized by stakeholders.

Local (or site level) consultations

The local consultation process was organized around a series of simultaneous site visits to the three project landscapes between October 26th and November 2nd, 2019. The methodology used to carry out stakeholder consultation was participatory and transparent with the objectives to: (i) finalize short list of potential project sites; (ii) improve understanding on the potential project sites, including potential beneficiaries; (iii) build understanding on the project and promote its appropriation by relevant actors; (iv) discuss the project framework and risks, and debate strategies for intervention; (v) collect updated information and data to

inform project indicator baselines; (vi) discuss potential teaming arrangements and contributions to project implementation; (vii) examine possible synergies with other ongoing projects/activities on site; (viii) identify and hold meetings with vulnerable or minority groups to ensure their understanding of the project and solicit feedback, including any potential concerns or opportunities; (ix) ensure gender considerations are well understood and can be used to inform Gender Action Plan, including through the identification of gender-responsive activities; (x) document stakeholders' opinions, concerns and suggestions on the project, and ensure their views are being considered in the project's design and subsequent implementation; and (xi) preliminarily consult and inform stakeholders on safeguards issues (in anticipation of subsequent safeguards assessments).

WWF appointed Focal Points (FP) worked with the consultant team to develop appropriate consultation programs taking into consideration the vast area of the landscapes. In each landscape, the consultation process started with one day plenary meetings (in Campo, Lomié and Moloundou). Among the key groups of stakeholders that participated in these meetings were administrative authorities, institutional actors, local associations, IPLCs community representatives, international NGOs providing technical assistance to protected areas and private sector actors. The plenary meetings were followed in each landscape by one-on-one and small group meetings in and around Moloundou or Salapombe for TNS, Lomie or Djoum for TRIDOM, and in and around Campo Ma'an (Table 25). In each landscape efforts were made to meet with women's and indigenous people's groups or their representatives separately to encourage active participation in the process.

Table 25: Overview of stakeholders engaged during local (or site level) consultations

Groups	CMRC	TRIDOM	TNS
Plenary meetings	Approximately 20 participants including local authorities, central and decentralized administration services, civil society, private sector, local communities, and indigenous populations	Approximately 40 participants including local authorities; public administration, including the local councils of Lomie, Messok, Ngoyla, and Mintom; civil society organizations, representatives of local associations, the private sector, and international development partners.	Approximately 50 participants including central and decentralized administration services, local authorities, civil society, private sector, local communities, and indigenous populations.
National and local state actors	MINEPDED, MINFOF (including conservation services of CMNP), MINADER, MINTOUL, Campo Council	MINEPDED; MINFOF; MINAS; MINAT; MINJUSTICE; councils of Lomie, Messok, Ngoyla, and Mintom; communes of Medoulou; Gendarmes; Police	MINEPDED, MINFOF (including conservation services of LNP), MINTOUL, MINADER, councils of Moloundou and Salapoumbé
Civil society, including IPLCs and national/local non-governmental organizations	Alliance, APED, BACUDA, BASS-PROTOMAR, EBOTOUR, PDCAM, Tubé Awù, PLATFERCAM	RACOPY, AAFEBEN, CEFAID, CIFED, COTRAMO CIERAD, CREDI, Nature Vision+, CEW, TF-RD, ASBAK, ASTRADHE, CAFT-Coop-CA, GIC CODENZOP, NGOMITRI, REFEDDEM, Women's Network of Somalomo, RAFASO/AFAIRD	ASBABUK; community wildlife management committees (COVAREFs) numbers 1, 2, 3, and 10; community forest enterprises (CODDUMA, ASDEBYM, ADBAM, TO'OKPASSI, ASBAM and EMERDI); village committees (Kika-Socambo, Mambélé-Mbatéka, Mbangoe 2-Malapa Fleuve, Moloundourivière-Ndonga); Women Health

Groups	CMRC	TRIDOM	TNS
			Conservation Society: AAFFEBEN, CEFAID, CIFED, CIERAD, CREDI, Nature Vision +, Multifunctional Center of Mambele
International organizations, development partners	AWF, WWF	CBI, ZSL, WWF, IITA	WWF
Private sector actors	Jengi Tours	SIM (forest exploitation)	

Feedback received through the local consultation process covered priorities, challenges, and opportunities related to each of the project's main intervention strategies and was used to inform project development (Table 26). Additional details on the local consultation process were recorded in three reports submitted to MINEPDED.

Validation workshop

A validation workshop led by MINEPDED was held in Mbankomo from March 03-05, 2021, with participants representing sectoral administrations (i.e., MINEPDED, MINFOF, MINAS, MINEPAT, and MINTOUL), public sector programs (i.e., PNDP, PADI-DJA, FEDEC), the Human Rights Commission of Cameroon, decentralized authorities, national and international CSOs, traditional leaders and IPLCs representatives. The objectives of the workshop were to: (i) continue to strengthen understanding of the Congo IP; (ii) present the results of the project development process; (iii) collect observations and recommendations on the core content of the project to finalize the ProDoc and associated products; (iv) reconfirm the commitments of partners; and (v) validate at the national level the ProDoc. The main output of the workshop was the validation at national level of the ProDoc for the Cameroon child project of the Congo IP.

Table 26: Feedback on project strategies by landscape and how it was addressed in project design

Strategy	Priorities	Challenges	Opportunities	How project addresses concerns raised
CMRC				
High value conservation forests/wildlife management	<ul style="list-style-type: none"> - Improve management effectiveness of CMNP - Manage wildlife-human conflicts - Address lack of GRM - Improve collaboration with the judiciary system - Improve transboundary coordination - Improve multi-stakeholder involvement in supporting wildlife management and its associated costs - Outside of CMNP, improve understanding of wildlife management regulations 	<ul style="list-style-type: none"> - Increasing pressures on forests and wildlife due to increasing population pressure, land conversion, poaching, unsustainable practices, etc. - Insufficient capacity to manage threat from poaching - Lack of involvement of private sector in establishing sustainable wildlife management - Absence of collaborative framework with EG (e.g., little progress on MOU with Rio Campo) - Lack of clear legal framework and compensation mechanisms to manage wildlife-human conflicts and GRM - Need for awareness raising on legal regulatory texts on wildlife management - Lack of alternatives for marginalized individuals who are more likely to turn to poaching 	<ul style="list-style-type: none"> - Important wildlife resources - Potential to generate employment and other benefits from ecotourism - Presence of technical partners to support improved management effectiveness in and around CMNP such as AWF and WWF 	<ul style="list-style-type: none"> - Project integrates strategies to improve management effectiveness of CMNP, notably through increased means of multi-stakeholder engagement, capacity development and transboundary cooperation - Project integrates strategies to develop alternatives to unsustainable resource use - Project includes development of GRM
Sustainable forest management	<ul style="list-style-type: none"> - Development of NTFP value chains - Improved land use planning and recognition of forest values and IPLCs rights - More harmonized transboundary regulation and improved transboundary collaboration 	<ul style="list-style-type: none"> - Community forests have been abandoned or overtaken by other development initiatives - Threats to forests from land conversion and infrastructure & lack of transparency in decision-making processes that leads to questions on the consideration of local community rights - Need to harmonize laws, develop partnerships across the border with EG - Lack of sustained technical assistance to support the development of NTFP value chains, including the identification and selection of products with high enterprise development potential - Need for further development of commercialization of NTFP - Need for more support on labelling/certification of NTFPs - Need for more support for successful woman led, NTFP based initiatives - Need for capacity building in conflict management, guarantee funds to cover risks, financial management, legalities, etc. - Limited access to markets, in part due to poor infrastructure maintenance 	<ul style="list-style-type: none"> - Abundance of NTFPs. - Potential to provide sustained technical assistance, building on ongoing and previous work such as: <ul style="list-style-type: none"> ▪ AWF/Tropical Rainforest and Development in Nyete ▪ Forêts modèles and RAFFM in UTO ▪ ICRAF, SNV, APED - Potential to develop MOUs between some key actors, such as HEVECAM and local communities - Potential to revitalize community forests in Ma'an and Akom II 	<ul style="list-style-type: none"> - Project prioritizes strategic development of NTFP value chains and builds on previous work in this area

Strategy	Priorities	Challenges	Opportunities	How project addresses concerns raised
		<ul style="list-style-type: none"> - Need to engage FMU operators and other private sector actors in regulations on the sustainable management of NTFPs - Inability to predict availability of some NTFPs, changes in production due to climate change 		
Sustainable tourism development	<ul style="list-style-type: none"> - Development of inclusive and equitable tourism products, including gorilla habituation - Importance of zoonotic surveillance program to tourism development - Income generation 	<ul style="list-style-type: none"> - Lack of returns - Poor infrastructure maintenance/road access - Weak organization and capacity of IPLCs, including local associations, to develop tourism despite ambitions to that effect - Failure of some previous tourism initiatives due in part to lack of sustained technical or operational assistance 	<ul style="list-style-type: none"> - PPP for ecotourism development currently under elaboration between MINTOUL, MINFOF and Jengi Tours - Established history of tourism at some sites and tourism products under development - Existing local associations supporting ecotourism development - Existing disease surveillance system and health program for key stakeholders 	<ul style="list-style-type: none"> - Project builds on existing opportunities and aims to establish increased income generation for IPLCs from sustainable tourism - Project integrates under Component 2 an output on strengthening disease surveillance and associated awareness raising - Project includes transboundary cooperation
TRIDOM				
Land use planning	<ul style="list-style-type: none"> - Land use planning is required to mitigate threats on protected areas and forest massifs - Important to improve recognition of rights and reduce conflicts 	<ul style="list-style-type: none"> - Weak inter-sectoral planning - Development of agro-industries, dams for energy production and mining activities (and the associated infrastructures) - Local councils (communes) are not properly informed about legal land use planning processes and their roles - IPLCs are not informed about legal land use planning processes and their roles - A coherent land use plan is required for the entire TRIDOM - Unknown status of the GEF-6 UNDP TRIDOM project regarding land use issues - Synergies with the on-going gazettelement of TRIDOM transboundary biosphere reserve 	<ul style="list-style-type: none"> - Legal enabling conditions for sustainable land use planning in place - MINEPAT has already conducted preliminary missions to assess the situation regarding land use planning in each local councils (communes) - Natural capital mapping (e.g. carbon sequestration for climate change mitigation) is perceived as an effective mean to foster sustainable land use planning 	<ul style="list-style-type: none"> - Project will support natural capital mapping and accounting and builds on the work and frameworks established by MINEPAT to support integrated planning - Project will invest in raising understanding of stakeholders on land use planning - Project will support transboundary LUP cooperation
High value conservation forests/wildlife management	<ul style="list-style-type: none"> - Increase support to protected area management - Increase information to stakeholders on wildlife laws - Increase support to IPLC-based local associations 	<ul style="list-style-type: none"> - Unknown status of the GEF-6 UNDP TRIDOM project that is meant to support wildlife and protected area management in the Cameroonian segment. - Poaching and other threats are acute and are not effectively managed because of the limited financial and technical support to wildlife and management 	<ul style="list-style-type: none"> - Existing local associations involved in wildlife management - Presence of technical partners to support wildlife and 	<ul style="list-style-type: none"> - Protected areas in TRIDOM were not retained on the project's short list for this project component. Despite significant levels of

Strategy	Priorities	Challenges	Opportunities	How project addresses concerns raised
	involved in wildlife and PA management	<ul style="list-style-type: none"> - Lack of alternatives for poachers - Human-wildlife conflicts - Weak transboundary coordination 	<p>management (AWF, ZSL, IUCN, WWF)</p> <ul style="list-style-type: none"> - Interest in understanding more the concept of a feedback and grievance redress mechanism 	<p>threat protected areas in TRIDOM were not considered to meet all other project criteria. In particular, criteria related to co-financing and partnerships.</p> <ul style="list-style-type: none"> - Project integrates regional cooperation on addressing threats to wildlife
Sustainable forest management	Strengthening of NTFP value chains	<ul style="list-style-type: none"> - In general, lack of sustained support to strengthen on-going NTFP value chain initiatives - Lack of expertise to further development of storage, primary and secondary processing, packaging, and commercialization of NTFP - Lack of expertise to approach labelling of NTFPs - Lack of adequate training to ensure proper entrepreneurial skills are in place - Yearly/seasonally variability of NTFP availability and the lack of knowledge about the associated drivers 	<ul style="list-style-type: none"> - Abundance of NTFPs, potential for diversification - Strong market demand for NTFPs - Numerous past and on-going projects to support the development of NTFP value chains can provide critical lessons learnt and opportunities for synergies - Numerous existing local groups, local associations and small-scale enterprise developing NTFP value chains. Some groups engaged include Somalomo women association and Baka communities - Potential partnerships with private sector operators (e.g. logging company could facilitate NTFP harvesting through granting transport opportunities). - Agroforestry models have been developed 	<ul style="list-style-type: none"> - Project prioritizes strategic development of NTFP value chains
TNS				
High value conservation forests/wildlife management	<ul style="list-style-type: none"> - Governance - Partnerships and benefit sharing - Wildlife-human conflicts 	<ul style="list-style-type: none"> - Collaborative frameworks - Local and national advocacy - Developing alternatives to wildlife - Employment 	<ul style="list-style-type: none"> - Wildlife resources - Active private sector (safari hunting outfits) 	<ul style="list-style-type: none"> - Project will work to strengthen governance frameworks both for protected areas (i.e.,

Strategy	Priorities	Challenges	Opportunities	How project addresses concerns raised
	<ul style="list-style-type: none"> - Business contracts negotiations - Multi stakeholders' consultative platforms - Knowledge capacities wildlife inventories and establishment of hunting of quotas - Understanding of wildlife management regulatory texts - Development and implementation of simple management plans 	<ul style="list-style-type: none"> - GRM in development - Biodiversity offsets - Awareness raising on legal regulatory texts on wildlife management 	<ul style="list-style-type: none"> - Engagement of traditional rulers in management of certain wildlife conflicts - Presence of local services of technical ministries notably MINFOF - Potential of local wildlife enterprises - Institutional and technical backstopping from local councils and local NGOs 	<ul style="list-style-type: none"> - LNP) and in other forest management units in their peripheries - Project will work with community hunting zones to raise capacity for sustainable management through formal agreements with equitable benefit-sharing - Project will support targeted actions to address threats to wildlife, including disease surveillance and building capacity for enforcement of environmental laws - Project will support regional cooperation in TNS
Sustainable forest management	<ul style="list-style-type: none"> - Partnerships and benefit sharing - Business contract negotiations with buyers and benefit sharing - Governance - Structuring of timber trade sector including markets - Management of cultivable agricultural lands - Best practices - Community forests network - Development and implementation of simple management plans 	<ul style="list-style-type: none"> - Functional community forestry networks - Absence of collaborative framework - Local and national advocacy - Wood transformation technology and marketing - Food security - Biodiversity offsets - Employment 	<ul style="list-style-type: none"> - Abundance of NTFPs - Presence of local services of technical ministries and municipal councils to provide technical and institutional assistance, capacity building and follow up action - Active private sector (logging companies & safari hunting outfits) - Agro-forestry initiatives with exploitation of forest areas in community forests for agriculture (orchards, cultivation of vegetables etc.) - Intensification of cocoa production - Local entrepreneurs in cocoa sector - Availability local and national markets 	<ul style="list-style-type: none"> - Project includes initiatives to improve the governance of different types of forest management units, both through the development of NTFP value chains and in periphery of protected areas - Project will result in more formal agreements to address governance issues - Project will promote best practices and equitable benefit-sharing - Project builds on existing capacity and opportunities

PROJECT STAKEHOLDERS

The table below summarizes the main stakeholders that were consulted during project preparation (PPG) and/or who will play a role in the project implementation. It also indicates the methodology for consultation or engagement.

Types of stakeholders

- Key Stakeholders: Have skills, knowledge or position of power to significantly influence the project
- Primary Stakeholders: Directly affected by the project / direct beneficiaries
- Secondary Stakeholders: Only indirectly or temporarily involved / indirect beneficiaries

Table 27: Stakeholder engagement matrix

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
<i>National and local state actors</i>							
Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)	Key Direct beneficiary and Lead Executing Agency	MINEPDED is the responsible ministry for the formulation, coordination and implementation of legislation, policies and programs on environment, forest and grasslands, protected areas, climate change, sustainable/green development, and ensuring inter-sectoral coordination on environment. It is also responsible for minimizing environmental degradation and pollution, and promoting the appropriate use, protection and restoration of natural resources. MINEPDED also hosts the GEF Operational focal point.	ALL	ALL	Led project design. Participated in consultation process at national level and in all three landscapes. Contributed to development of all project strategies.	Lead Executing Agency (EA) Chair of Project Steering Committee (PSC). Responsible for coordination with other ministries, other technical partners, NGOs, IPs, etc. via the Technical Advisory Group which will advise the Steering Committee.	Interest: High Impact: Potentially positive
Ministry of Forests and Wildlife (MINFOF)	Key	MINFOF is the authority responsible for all forestry resources, which are	ALL	ALL	Participated in consultation process at national level and in all	Member of PSC.	Interest: High

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
	Direct beneficiary	governed in accordance with the 1994 Forest Law. It is the main competent body for the implementation of the regulations on wildlife protection. Its Department of Fauna and Protected Areas is responsible for protected area management across the country.			three landscapes. Contributed to development of all project strategies.	Will lead or co-lead the coordination of Components 2, 3, and 4. Direct engagement with Regional Directions and/or other decentralized services of the ministry.	Impact: Potentially positive
Ministry of Economy, Planning and Regional Development (MINEPAT)	Key Direct beneficiary	MINEPAT is responsible for land use planning at the national level, public investments and the control and evaluation of development programs.	ALL, but in the context of this project mostly TRIDOM	1,5	The project design, including the elaboration of PLADDT, is in alignment with MINEPAT priorities as discussed during multiple consultations.	Member of PSC. Will lead the coordination of Component 1 on land use planning. Direct engagement with Regional Directions and/or other decentralized services of the ministry.	Interest: High Impact: Potentially positive
Ministry of Tourism and Leisure (MINTOUL)	Key Direct beneficiary	MINTOUL is responsible for tourism within Cameroon.	ALL, but in the context of this project mostly CMRC	4,5	The project was designed in consultation with MINTOUL representative in Campo. Proposed strategies reflect the priorities of MINTOUL and the GoC as regards tourism development.	Member of PSC. Will co-lead the coordination of Component 4. Direct engagement with Regional Directions and/or other decentralized services of the ministry.	Interest: High Impact: Potentially positive
Ministry of Social Affairs (MINAS)	Primary	MINAS is the ministry that deals with all matters relating to social issues in Cameroon and the specificities of population groups, in the context of the development of government projects. They are not responsible for consulting or conducting FPIC. It is the technical department that implements the initiative that is responsible for	ALL	ALL	Participated in consultation process in TRIDOM. Key stakeholder on issues pertaining to social development.	Member of PSC. Regular consultation by PMU with MINAS on project strategies. Direct engagement with Regional Directorates and/or other decentralized services of the ministry.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		information and consultation. Also ensures that all sociological components are consulted, that their specificities are taken into account and most often helps to develop a social support plan and a dedicated development plan for the indigenous populations.					
Ministry of Territorial Administration (MINAT)	Secondary	Coordinates GoC actions on the ground through Divisional Officers. At the ground level, they are the one giving official authorization for any meetings organized	ALL, but in the context of this project mostly TRIDOM	1, 5	Participated in local consultations in TRIDOM.	Technical expertise and authority in LUP process.	Interest: Medium Impact: Potentially positive
Ministry of Agriculture and Rural Development of Cameroon (MINADER)	Secondary	Mandate to prepare, plan and implement GoC programs relating to agriculture and rural development. Provides oversight to various value chains in the crop sub-sector; promoting food self-sufficiency and supporting agricultural development.	ALL, but in the context of this project mostly TRIDOM	1, 3, 5	Consulted as part of national consultation process.	Member of PSC. Engagement in LUP for TRIDOM.	Interest: Medium Impact: Potentially positive
Ministry of Mines and Technological Development (MINMIDT)	Secondary	Primary mandate is to promote systematic and scientific development of mineral resources of Cameroon through regulatory inspections of the mines, approval of mining plans and environment management plans to ensure minimal adverse impact on environment.	ALL, but in the context of this project mostly TRIDOM	1, 5	N/A	Member of PSC. Engagement in LUP for TRIDOM.	Interest: Medium Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
Ministry of Water and Energy Ministère de l'Eau et de l'Energiem (MINEE)	Secondary	Supervises the power and water sector in the country.	ALL, but in the context of this project mostly TRIDOM	1, 5	N/A	Member of PSC. Engagement in LUP for TRIDOM.	Interest: Medium Impact: Potentially positive
Ministry of State Property, Surveys and Land Tenure (MINDCAF)	Primary	Responsible for state property, surveys, and land tenure.	ALL, but in the context of this project mostly TRIDOM	1, 5	N/A	Member of PSC. Engagement in LUP for TRIDOM.	Interest: Medium Impact: Potentially positive
Other ministries: Ministry of Finances (MINFI); Ministry of Justice (MINJUSTICE); Minister of Public Works (MINTP); Ministry of Arts and Culture (MINAC); Ministry of Livestock, Fisheries and Animal Industries (MINEPIA)	Secondary	Various ministries with specific mandates designated by the GoC.	ALL	Dependent on ministry	N/A	Ministries will be involved in project based on relevance of mandates to project strategies. Numerous ministries may be involved in LUP process in TRIDOM, based on mapping of stakeholders.	Interest: Low Impact: Potentially positive
Regional and departmental technical services	Key	Regional and departmental representatives of different government ministries. Responsible for carrying out mandates of ministries at different administrative levels.	ALL	ALL	Various representatives participated in consultations at the landscape level.	Technical assistance of different departmental delegations will be involved in providing technical expertise to support the implementation of the project. They will be included in consultative processes within the landscapes and be targets for communication and knowledge management activities,	Interest: High Impact: Potentially positive
Sub-national administrations of regions and divisions	Key	Responsible for state administration at different levels.	ALL	ALL	Various representatives participated in consultations at the landscape level.	Important stakeholders in LUP process. Potential alignment with development priorities.	Interest: High Impact: Potentially positive
Local administrations of municipalities and chiefdoms (villages)	Key	Responsible for administration at local levels.	ALL	ALL	Various representatives participated in	Important stakeholders in LUP process. Potential alignment with	Interest: High

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
					consultations at the landscape level.	development priorities. Important to mobilize IPLCs stakeholders.	Impact: Potentially positive
Local councils (in particular councils of Campo, Somalomo, Lomié, Mintom, Ngoyla, Mouloundou and Salapoumbe)	Key	Administrative authorities at the levels of councils.	ALL	ALL	Representatives of local government were consulted	Administrative authorities over areas where project will intervene at the level of councils. Will be key stakeholders in component on LUP, as well as within other strategies. Meetings and consultations will be organized as needed.	Interest: High Impact: Potentially positive
Conservation services of Campo Ma'an National Park and Lobéké National Park (LNP)	Key Direct beneficiary	Responsible as part of MINFOF for management of national parks in accordance with the laws and policies of Cameroon. Heavily dependent on external technical assistance and financial support.	CMRC, TNS	ALL	Participated extensively in consultations and development of strategies in and around CMNP and LNP.	Target project partners under strategies to improve management of high conservation value forests, undertake targeted actions to protect wildlife, recognize rights of IPLCs in protected areas and develop ecotourism value chain.	Interest: High Impact: Potentially positive
INC (National Institute of Cartography)	Secondary	National state actor for cartography.	TRIDOM	1	N/A	Potential stakeholder for natural capital mapping and accounting.	Interest: Low Impact: Potentially positive
INS (National Institute of Statistics)	Secondary	National state actor for management of data.	TRIDOM	1	N/A	Potential source of information for natural capital mapping and accounting, and land use planning.	Interest: Low Impact: Potentially positive
Police, Gendarmerie, Customs, and the Justice System	Secondary	Along with MINFOF, actors responsible for the implementation and enforcement of environmental laws.	ALL	2, 4	N/A	Key stakeholders on issues of wildlife management to address threats from illegal trade. Project will not directly engage in law enforcement but will work to build the capacity of key stakeholders to responsibly enforce laws and strengthen transboundary cooperation.	Interest: Low Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
<i>Regional and international bodies</i>							
Central African Forest Commission (COMIFAC)	Secondary	Regional intergovernmental body in charge of coordinating forest and environmental policy and actions, and made up of the forestry ministers of the participating Central African countries, including Cameroon. It is under leadership of a secretariat with its headquarters in Yaoundé. Second version of its Convergence Plan runs from 2015-2025.	ALL	ALL	Project will contribute to multiple of the priority areas of intervention of COMIFAC Convergence Plan.	Any coordination or communication with COMIFAC will be managed through the PSC and in conjunction with the Congo IP.	Interest: Medium Impact: Potentially positive
Economic Community of Central African States (ECCAS)	Secondary	An Economic Community of the African Union for promotion of regional economic co-operation in Central Africa that aims to achieve collective autonomy, raise the standard of living of its populations and maintain economic stability through harmonious cooperation.	ALL	ALL	N/A	Any coordination or communication with ECCAS will be managed through the PSC and in conjunction with the Congo IP.	Interest: Low Impact: Neutral
Network of Central Africa Protected Areas (RAPAC)	Secondary	A sub-regional coordination initiative operating within the framework of COMIFAC that covers 82 protected areas in eight countries of Central Africa. Aims to serve as a multi-actor platform for knowledge sharing and action.	ALL	ALL	N/A	Any coordination or communication with RAPAC will be managed through the PSC and in conjunction with the Congo IP, or via national ministries.	Interest: Medium Impact: Potentially positive
Conference on Dense and Humid Forest Ecosystems of Central Africa (CEFDHAC)	Secondary	Started in May 1996, bi-annual conferences established to provide a broad discussion forum to	ALL	ALL	N/A	Any coordination or communication with CEFDHAC will be managed through the PSC and in conjunction with the	Interest: Medium

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		foster collaboration on the conservation and sustainable use of the ecosystems of Central Africa's forests.				Congo IP, or via national ministries.	Impact: Potentially positive
Central Africa Forest Observatory (OFAC)	Secondary	Created in 2007 as a specialized unit of COMIFAC to provide up-to-date, relevant data (including through the State of the Forest reports) on the region's forests and ecosystems that is needed for policymaking and to promote better governance and sustainable management of natural resources. Supported by the EU-funded Project to Strengthen and Institutionalize the Central Africa Forest Observatory (RIOFAC).	ALL	ALL	N/A	Any coordination or communication with OFAC will be managed as part of the M&E Plan of the project.	Interest: Medium Impact: Potentially positive
OCFSA (Organization for Wildlife Conservation in Africa)	Secondary	Platform concerned with wildlife conservation.	ALL	2	N/A	Any coordination or communication with OCSFA will be managed through the PSC and in conjunction with the Congo IP, or via national ministries.	Interest: Medium Impact: Potentially positive
REPALEAC (Network of indigenous and local people for the sustainable management of the forest ecosystem in Central Africa)	Secondary	Regional network bringing together indigenous peoples and local community organizations across countries of Central Africa.	ALL	ALL	N/A	Alignment of objectives. As part of the communications and knowledge management strategy, the project will engage with platforms aimed at engaging and empowering IPLCs in forest management. National representatives may be engaged in Technical Working Group. Exchange of knowledge.	Interest: High Impact: Potentially positive
African Indigenous Women Organization Central	Secondary	An Africa-wide NGO started in 1998, whose members are composed of African	ALL	ALL	N/A	Alignment of objectives. Participation in relevant consultative processes given	Interest: High

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African Network (AIWO-CAN)		Indigenous Women representing NGOs and CBOs from all over the continent and that works towards the promotion of women's rights and indigenous rights throughout Africa. AIWO-CAN has been involved in the REDD+ process in Cameroon and has experience relevant to the project.				relevant technical expertise. National representatives may be engaged in Technical Working Group. Exchange of knowledge.	Impact: Potentially positive
<i>International organizations, development partners</i>							
United Nations Environment Programme (UNEP)	Key	Responsible for coordinating the UN's environmental activities and assisting developing countries in implementing environmentally sound policies and practices.	ALL	ALL	Project design process included coordination with RCP to ensure alignment of strategies and opportunities for synergies.	Lead Executing Agency for RCP of the Congo IP. Regular communication through reporting and work planning. Sharing of communication and knowledge management products.	Interest: High Impact: Potentially positive
Congo Basin Institute (CBI)	Direct beneficiary	A network of permanent, multi-disciplinary enterprises (NGOs, universities, etc.) which aim to find solutions to the interconnected issues of climate change, human disease, food and water security, and loss of biodiversity.	TRIDOM	3	Consultation with partners of ebony project informed development of strategy under Component 3.	Part of consortium of partner under Component 3 that will participate in development of ebony value chain.	Interest: High Impact: Potentially positive
International Institute of Tropical Agriculture (IITA)	Direct beneficiary	A non-profit institution that generates agricultural innovations to meet Africa's most pressing challenges. Along with UCLA, a founding member of the CBI. An executing partner of the Ebony Project.	TRIDOM	3	Consultation with partners of ebony project informed development of strategy under Component 3.	Part of consortium of partner under Component 3 that will participate in development of ebony value chain.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
World Wildlife Fund (WWF-US)	Key Direct beneficiary	International organization working in the field of nature conservation and sustainable use of natural resources.	ALL	ALL	Led project design.	Implementing Agency. Observer to PSC.	Interest: High Impact: Potentially positive
World Wide Fund for Nature (WWF– Cameroon)	Key Direct beneficiary	International organization working in the field of nature conservation and sustainable use of natural resources.	ALL	ALL	Consulted throughout project design.	Key executing partner under Component 4 as part of Gorilla Habituation Project. Financial Administrator (FA). Source of technical expertise.	Interest: High Impact: Potentially positive
African Wildlife Foundation (AWF)	Key Direct beneficiary	International organization working in the field of nature conservation and sustainable use of natural resources.	CMRC, TRIDOM	2,3,4,5	Directly involved in consultations in Campo. Strategies under Components 2 and 4 were informed by their input.	Involved in project design. Participated in plenary meetings and small group meetings in Campo. In Campo, AWF will be an executing partner under Components 3 & 4 building on their support to development of ecotourism, providing technical support to MINFOF to improve PA management effectiveness, and supporting local communities to improve their well-being. In addition, technical resource and potential partner for Component 3, given ongoing work to develop NTFP value chains with IPLCs.	Interest: High Impact: Potentially positive
Zoological Society of London (ZSL)	Secondary	International organization working in the field of nature conservation and sustainable use of natural resources. Currently implementing projects in TRIDOM around Dja National Park.	TRIDOM	1,2,3	Participated in consultations in TRIDOM and informed strategies for that landscape.	Potential synergies between project and ZSL initiatives. Exchange of knowledge.	Interest: Medium Impact: Potentially positive
CUSO International (Canadian University Service Overseas)	Secondary	International development organization that works to place skilled Canadians with communities around the world.	CMRC	4,5	N/A	Technical expertise in community-based tourism in Campo, notably in Ebodjé. Synergies between the technical areas of intervention of CUSO volunteers and the project under	Interest: Medium Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
						Component 4. Will be included in participatory consultative processes under Component 4, as relevant. May be involved in supporting implementation of some activities.	
Sangha Tri-National Trust Fund (FTNS)	Primary	Environmental trust fund established to support preservation of the biodiversity of the protected areas of the TNS, support the improvement of the well-being of the populations of the TNS and support cross-border cooperation.	TNS	1,2,3,5	Participated in consultations at national level. Input used to inform strategy under Component 2 and 3.	Co-financer of the project in Campo. Engagement will be maintained to capitalize on potential synergies between project and FTNS initiatives and to exchange knowledge.	Interest: High Impact: Potentially positive
Funds for the Environment and Development of Cameroon (FEDEC)	Primary	A trust fund under Dutch law, FEDEC was created as a provision to the Environmental Management Plan of the Chad-Cameroon Pipeline Project. FEDEC's activities in CMNP aim to provide long-term financial support for the maintenance and enhancement of biodiversity. Its funds in Campo are executed through AWF.	CMRC	2,3,4,5	Participated in consultations at national level. Input used to inform strategy under Component 2, 3 and 4.	Co-financer of the project in Campo. Engagement will be maintained to capitalize on potential synergies between project and FEDEC initiatives and to exchange knowledge.	Interest: High Impact: Potentially positive
Other GEF Agencies currently implementing projects in Cameroon including United Nations Development Programme (UNDP)	Secondary	Other partners working on GEF projects within Cameroon, and more specifically the project's targeted landscapes	Current project in TRIDOM led by UNDP	ALL	N/A	Potential synergies of objectives. Key opportunities for knowledge exchange.	Interest: High Impact: Potentially positive
International Union for Conservation of Nature (IUCN)	Secondary	International organization working in the field of nature conservation and sustainable use of natural resources. Specifically involved in transboundary	TNS, TRIDOM, national & regional level	1,2,3,5	N/A	Potential synergies between project and IUCN initiatives. Exchange of knowledge.	Potential synergies between project and IUCN initiatives

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		cooperation, biodiversity conservation, national law enforcement strategy, support to local populations, land use planning within context of the proposed transboundary biosphere reserve in TRIDOM, improved governance, etc.					
<i>Civil society</i>							
Forest-dependent local communities (primarily Bantu ethnic groups, including among others the Bassa'a, Bakoko, Douala, Ewondo, Bulu, Ndjem and Fang) and their organizations in the project landscapes	Key Direct beneficiary	Forest-dependent local communities that do not identify as indigenous.	ALL	ALL	Issues raised are captured in summaries provided above and have been taken into consideration in project design.	Represented in PSC. Target stakeholders of the project that will be engaged under all strategies, including in KM and M&E. Target communities to be identified via participatory processes under components. FPIC procedures will be implemented as relevant.	Interest: High Impact: Potentially positive
Forest-dependent indigenous peoples (Baka and Bagyeli/Bakola) and their organizations in the project landscapes	Key Direct beneficiary	Among the communities that self-identify as indigenous within the project area of Cameroon are the Bagyeli or Bakola and the Baka. Various organizations have been established to support, work with and represent different groups of indigenous peoples and are active in the project area.	ALL	ALL	Issues raised are captured in summaries provided above and have been taken into consideration in project design.	Represented in PSC. Target stakeholders of the project that will be engaged under all strategies, including in KM and M&E. Target communities to be identified via participatory processes under components. FPIC procedures will be implemented as relevant.	Interest: High Impact: Potentially positive
RACOPY (Pygmy Concerted Action Research Network)	Key	A national network of 25 organizations working on issues associated with forest indigenous peoples, including community rights and forestry. Aims to coordinate actions between different civil society actors, including indigenous	ALL	ALL	Consulted during project preparation. Issues raised integrated into project design, notably recognizing rights, strengthening governance systems, and addressing livelihoods.	Consulted on project design on alignment of objectives. Key representative platform for indigenous peoples that is active in the project landscapes. Will continue to be engaged via multiple project strategies to mobilize target stakeholder groups.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
		community based organizations, working on these issues.				Exchange of knowledge.	
Gbabandi platform (including Okani, ASBAK, ADEBAKA, ABAGUENI, ABAWONI, ARBO, ASBABUK and CADDAP)	Key	A national level platform of hunter-gatherer indigenous organizations established in 2016, which aims to carry out actions to lobby the GoC for a better implementation of the UNDRIP and for a better integration of the rights of indigenous peoples in actions to progress sustainable development.	ALL	ALL	Individual members of platform were consulted during project design process, and the issues raised have been considered in project design.	Alignment of objectives. As part of the communications and knowledge management strategy, the project will engage with platforms aimed at engaging and empowering IPLCs in forest management. Exchange of knowledge.	Interest: High Impact: Potentially positive
ASBABUK (Association Sanguia Baka Buma'a Kpode)	Key	Local association of Baka in TNS and TRIDOM landscapes.	TNS, TRIDOM	1, 2, 3, 5	Participated in consultation process.	Key stakeholder to mobilize engagement of Baka, including through specific support to strengthen the implementation and monitoring of agreement between ASBABUK and MINFOF.	Interest: High Impact: Potentially positive
Village committees (e.g., Kika-Socambo, Mambélé-Mbatéka, Mbangoe 2, Malapa Fleuve, Moloundou rivière-Ndongo)	Secondary	Village committees are responsible for overseeing management of forest and wildlife revenues for development projects in their localities. The committees were established in 2010 through a joint decision by ministries of finance, territorial administration and MINFOF. They are directly supervised by local councils.	TNS,	2, 3, 5	Participated in consultation process in TNS landscape.	Play a role in forest management in peripheral zone of LNP.	Interest: High Impact: Potentially positive
Tropical Forest and Rural Development Association (TR-RD)	Primary	NGO operating in Cameroon on issues of forests and development.	CMRC, TRIDOM	3	Consulted during project design. Inputs used to inform Component 3.	Potential partner on development of NTFP value chains. Already active in Campo and TRIDOM where it works with AWF and other partners to develop NTFP value chains. Technical expertise in key project area.	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
COVAREFs 1, 2, 3, 10, 14 (Wildlife Management Committees)	Primary	Community-based organizations that play a critical role in wildlife management. Created by government as part of participatory management strategy to empower IPLCs to manage wildlife in designated community hunting areas. Their participation and effective involvement in wildlife management can significantly contribute to improved wildlife management, poverty alleviation and development through revenues generated from trophy hunting in community hunting areas.	TNS, TRIDOM	1,2,3,5	Consulted during project preparation. Issues raised integrated into project design, including support to establish mutually-beneficial agreements.	Consulted on project design. Key stakeholder under Components 1 and 3, including to advance the establishment of equitable and transparent management agreements that recognize the rights of IPLCs, between COVAREFs and professional hunting outfits.	Interest: High Impact: Potentially positive
Forests and Rural Development (FODER)	Secondary	Non-profit association, established in 2002 to encourage sustainable development in Cameroon. Work to ensure justice and equity, preserve biodiversity and restore the environment	ALL	ALL	Consulted at national level. Input used to inform project design.	Expertise in forest governance, including law enforcement, communities' rights, transparency and the fight against corruption, by encouraging participatory decision-making processes.	Interest: High Impact: Potentially positive
CEFAID (Support to Development Initiatives in Cameroon)	Secondary	Cameroonian CSO focused on the sustainable management of natural resources.	ALL	ALL	Participated in consultation processes in TNS and TRIDOM.	Experience in consultations with IPLCs. Potential source of expertise.	Interest: High Impact: Potentially positive
Centre for Environment and Development (CED)	Secondary	Cameroonian NGO created in 1994 that supports community rights for forest people.	ALL	ALL	N/A	Expertise in linking biodiversity conservation to improved livelihoods or poverty reduction, by providing incentives and support to develop community activities that protect and restore	Interest: High Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
						forest cover and biodiversity while improving livelihoods.	
Local organizations/ associations: Alliance, APED, BACUDA, BASS-PROTOMAR, EBOTOUR, PDCAM, Tubé Awù, PLATFERCAM, Okani., CIFED, ADELFODEMO, AAFEBEN, OCBB, APIFED, WHCS, CIERAD, CREDI, Natue Vision +, COTRAMO, ASBAK, ASTRADHE, CAFT-Coop-CA, GIC CODENZOP, NGOMITRI, REFEDEM, Women's Network of Somalomo, RAFASO/ AFAIRD, etc.	Key Direct beneficiary	Provide key technical support to local communities on natural resources management, advocacy, governance, tourism, and livelihood improvement. Promotion of human rights; support for women and indigenous peoples in the promotion, processing and marketing of NTFPs.	ALL	ALL	Numerous local organizations and associations participated in the consultation process, details of which can be found in the reports produced at the national level and for each landscape. These included many organizations working to empower women and indigenous peoples. They provided key information that informed the development of all project strategies.	Targeted technical support to IPLCs in a range of areas. Beneficiaries of capacity building as part of long-term sustainability approach that aims to build local capacity.	Interest: High Impact: Potentially positive
<i>Private sector</i>							
Taylor Guitars	Key Private sector partner	Private company leading manufacturer of acoustic and electric guitars. Part of PPP with the MINEPDED to support Ebony Project.	CMRC	3, 5	Regularly consulted during project design process. Strategy under Component 3 has been designed taking into consideration their inputs.	Co-financer on Component 3. Member of PSC. Synergies between project and Ebony Project supported by Taylor Guitars as part of their efforts to establish a sustainable value chain for ebony. Project will support expansion of project to engage IPLCs and scaling out of lessons learned.	Interest: High Impact: Potentially positive
Jengi Tours	Key Private sector partner	Private company operating in the tourism sector in Cameroon, and specifically in and around CMNP.	CMRC	4, 5	Participated in project design process.	Co-financer on Component 4. Member of PSC. Synergies between project and objectives of Jengi Tours to develop ecotourism at CMNP.	Interest: High Impact: Potentially positive
Crelicam	Key	Ebony sawmill that is part of PPP for development of	TRIDOM	3	Participated in project design process for Component 3.	Part of consortium of partners that will be involved in expansion of Ebony Project.	Interest: High

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
	Private sector partner	sustainable ebony value chain.					Impact: Potentially positive
JMN Consulting	Primary	Consultancy firm providing technical support to GoC on LUP.	TRIDOM	1	Consulted as part of national consultation process and input used to inform Component 1.	Source of expertise on LUP framework and process in Cameroon.	Interest: High Impact: Potentially positive
Community forest enterprises (CODDUMA, ASDEBYM, ADBAM, TO'OKPASSI, ASBAM and EMERDI)	Secondary	Enterprises in community forest areas.	ALL	1, 2, 3, 5	Participated in consultation process in some landscapes. Community forestry in Cameroon faces many well-documented challenges and, in some areas, has been largely abandoned.	Actors concerned with community forest areas. Important in both LUP process and in improving governance systems around protected areas. Also potential source of NTFPs.	Interest: High Impact: Potentially positive
Logging companies (SIM, FIPCAM, GRACOVIR, STBK, CTSC, SBEC (Groupe Thanry), SEFAC, etc.)	Secondary	Logging companies operating within the project areas.	ALL	1, 2, 3, 5	SIM participated in consultations in TRIDOM.	Important stakeholder in land use and conservation planning. Important stakeholder in terms of recognizing the access rights of IPLCs. Potential stakeholder in development of value chains.	Interest: Medium Impact: Potentially positive
SAFARI Operators (e.g., Boumba Safari, Faro Lobeke, Ngoko Safari)	Secondary	Safari companies operating within the project areas.	TRIDOM, TNS	1, 2, 3, 5	N/A	Important stakeholder in land use and conservation planning. Important stakeholder in terms of recognizing the access rights of IPLCs.	Interest: Medium Impact: Potentially positive
Mining companies	Secondary	Mining companies operating within the project areas.	TRIDOM	1, 5	N/A	Important stakeholder in land use and conservation planning. Important stakeholder in terms of recognizing the access rights of IPLCs.	Interest: Low Impact: Potentially positive
Hevea-Cameroon (HEVECAM)	Secondary	Industrial agriculture company operating in Campo.	Campo	3, 4, 5	N/A	Potential involvement in development of value chains.	Interest: Low

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
							Impact: Potentially positive
Tourism operators (tour operators, tourism agencies, hotels/restaurant, etc.)	Secondary	Private sector actors within the tourism value chain Key stakeholders in the development of ecotourism value chain.	Campo	4,5	Jengi Tours participated in project design process. Project design aligns with tourism development plan for CMNP that was developed in a participatory manner, including with tourism operators.	Participants in collective thinking on development of ecotourism value chain under Component 4. Through the development of ecotourism products and the strengthening of capacity for ecotourism, project will have a positive impact on these stakeholders.	Interest: High Impact: Potentially positive
Financial institutions	Secondary	Important means for IPLCs enterprises to acquire financial means to develop value chains.	ALL	3, 4	N/A	Potential partners within strategies to develop more sustainable value chains. Targeted engagement under Components 2 and 4.	Interest: Medium Impact: Potentially positive
Other private sectors actors: input providers, off-takers, distributors, service providers, providers of agrometeorological information, etc.	Secondary	Variety of private sector actors that have the potential to play a role in developing or strengthening value chains.	ALL	3	N/A	Partners the development of particular value chains into more sustainable and profitable ventures; resource on the commercial and marketing needs.	Interest: Medium Impact: Potentially positive
<i>Academic, research or training institutions</i>							
University of California, Los Angeles (UCLA)	Direct beneficiary Executing partner	Academic institution in the United States. Along with IITA, a founding member of the CBI. An executing partner of the Ebony Project.	TRIDOM	3	Consultation with partners of ebony project informed development of strategy under Component 3.	Executing partner under Component 3 that will lead a consortium of partners to develop ebony value chain. Represented in PSC.	Interest: High Impact: Potentially positive
Higher Institute for Environmental Science (HIES)	Primary	Educational institute in Cameroon.	TRIDOM	3	Consultation with partners of ebony project informed development of strategy under Component 3.	Partner under Ebony Project to undertake ecology research.	Interest: High Impact: Potentially positive
French Agricultural Research Centre for International Development (CIRAD)	Secondary	French research institute that is active in Cameroon looking at issues of development.	ALL	ALL	N/A	Potential source of punctual expertise, Target for knowledge exchange.	Interest: Medium Impact: Potentially positive

Stakeholder Name	Stakeholder Type	Stakeholder profile	LS concerned	Component concerned	Issues raised (during PPG) and how they were addressed	Role in project implementation, and/or Consultation methodology	Interest in the project/ Impact by the project
CIFOR (Center for International Forestry Research)	Secondary	Non-profit, scientific institution that conducts research on forest and landscape management globally.	ALL	ALL	Consulted as part of national consultation process.	Potential source of punctual expertise, Target for knowledge exchange.	Interest: Medium Impact: Potentially positive

Stakeholder Engagement Plan

The stakeholder engagement plan will have to be updated after the finalization of the safeguards process and the development of associated plans, including with respect to FPIC measures as applicable to communities affected by project activities.

The table below summarizes the main methods for consultation and engagement of different stakeholder groups, at both national and local levels. In addition, under Output 5.1.2, the project will develop a communication and knowledge management strategy (including timeline) to ensure information dissemination and sharing of knowledge with project stakeholders.

Table 28: Main methods of consultation and engagement

Stakeholder group	Primary methods for consultation and engagement	Means	Timetable	Responsible
6. National and local state actors	<p>National and local government stakeholders were consulted through the project development process and will be reconvened at project inception. At the national level key actor in this groups will be members of the PSC and Technical Working Group.</p> <p>Key activities for consultation and engagement:</p> <ul style="list-style-type: none"> • Component 1: Stakeholder and political ecology mapping; planning and implementation of inclusive LUP process, including in decision-making bodies associated with LUP process; targets of communication and KM products (maps, strategic documents on lessons learned) • Component 2: Participatory assessment of standards, conditions, and accountability in key areas of protected area management; elaboration of management documents and feasibility studies; activities to strengthen governance of protected areas, including meetings of governance bodies; transboundary consultative platforms • Component 3: Consultations on development of NTFP value chains; meetings between stakeholders to establish agreements between IPLCs and decentralized local services to link the sustainable use of NTFP with SFM practices and biodiversity conservation in forest management units; PPP for development of ebony value chains; targets of communication and KM products (strategic document to duplicate model) • Component 4: Technical assistance for ongoing development of appropriate policies & procedures, standards, and systems to enable the realization of tourism investment in CMNP; skills development; advocacy of CMNP as pilot site for ecotourism development; designing benefit-sharing mechanisms • Component 5: Targets of communication and KM products, participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes 	<p>Inception workshop Annual PSC meetings PPRs and PIRs Workplans and budgets Project Reviews Strategic documents Technical reports Communication and knowledge management products Consultations, trainings, and workshops Email, phone, and face-to-face meetings</p> <p>Communication methods and materials will be developed taking into consideration target audiences and languages.</p>	The timetable for engagement means will be aligned with the project work plan and M&E process.	PND, PMU, executing partners

Stakeholder group	Primary methods for consultation and engagement	Means	Timetable	Responsible
7. Civil society – IPLCs and their organizations	<p>IPLCs were consulted directly and through representative organizations during project design, and will be key stakeholders under each of its 5 components. Additional consultations will be undertaken at the start of the project and throughout its implementation to refine project strategies. As such, consultations with communities and participatory approaches have been explicitly incorporated into all relevant activities of the work plan.</p> <p>Key activities for consultation and engagement:</p> <ul style="list-style-type: none"> • Component 1: Stakeholder and political ecology mapping; inclusion of knowledge in natural capital mapping and accounting; planning and implementation of inclusive LUP process, including in decision-making bodies associated with LUP process; targets of communication and KM products • Component 2: Consultations and inclusion of knowledge on strategies for development of NTFP value chains; activities to develop or strengthen value chains, including trainings, small grants, etc.; activities to establish, implement and monitor mutually beneficial partnerships between IPLCs and private sector operators (managers of concessions, input providers, off-takers, financial institutions, etc.) and establish MoUs or other forms of agreements with clear benefit-sharing mechanisms; MoUs or other forms of agreements between IPLCs and private sector actors, resource managers or decentralized local services to link the sustainable use of NTFP with SFM practices and biodiversity conservation in forest management units; partners for the expansion of ebony project model; PPP for development of ebony value chains; participatory monitoring systems; targets of communication and KM products (strategic document to duplicate model) • Component 3: Participatory assessment of standards, conditions, and accountability in key areas of protected area management; elaboration of management documents and feasibility studies; activities to strengthen governance of protected areas, including participation in meetings of governance bodies; strengthening of GRM; activities to develop, implement, monitor and report on multi-stakeholder agreements that strengthen the recognition of IPLCs rights and their engagement/empowerment in the management of high conservation value forests (such as the MINFOF – ASBABUK agreement, the Mambélé Convention; participatory monitoring systems, transboundary consultative platforms • Component 4: Activities to develop tourism products, including feasibility study; targets of awareness raising and health campaigns; skills development; equitable benefit-sharing mechanisms • Component 5: Targets of communication and KM products, participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes 	<p>Inception workshop Annual PSC meetings PPRs and PIRs Workplans and budgets Project Reviews Strategic documents Technical reports Communication and knowledge management products Face-to-face consultations Focus groups Trainings and workshops Small grants mechanisms Exchange visits Facilitation of agreements</p> <p>Communication methods and materials will be developed taking into consideration target audiences and languages.</p>	The timetable for engagement means will be aligned with the project work plan and M&E process.	PMU, executing partners

Stakeholder group	Primary methods for consultation and engagement	Means	Timetable	Responsible
8. Regional and international organizations, development partners	<p>Regional and international organizations have been consulted during the project design phase and will continue to be kept informed of the project activities. In addition, knowledge management products under all project strategies will be shared as relevant at the regional and international level. Direct engagement at the regional level will be closely coordinated with the Congo IP RCP.</p> <p>Key activities for consultation and engagement:</p> <ul style="list-style-type: none"> Component 5: Regional coordination, knowledge exchange, bilateral or regional events 	<p>Transboundary consultative platforms</p> <p>Bilateral and regional events to coordinate and exchange knowledge</p> <p>Knowledge management platform and the Congo IP online Community of Practice</p> <p>Communication and knowledge management products</p>	The timetable for engagement means will be aligned with the project work plan and M&E process.	PMU, executing partners, Congo IP RCP
9. Private sector	<p>Private sector stakeholders that have been consulted during the project design phase include project co-financers Taylor Guitars and Jengi Tours (who will be represented in PSC), as well as other private sector operators working in the project landscapes. Private sector actors will be key stakeholders in the development of sustainable value chains under Components 2 and 4. They are also important actors in land use planning and developing mutually-beneficial agreements in the periphery of protected areas that recognize the rights of IPLCs.</p> <p>Key activities for consultation and engagement:</p> <ul style="list-style-type: none"> Component 1: Participants in LUP process; targets of communications and knowledge management products on natural capital Component 2: Consultation on protected area management and business planning; participation in activities to strengthen governance of protected areas; agreements with IPLCs in peripheral forest management units Component 3: Consultation on strategies to develop NTFP value chains; development of agreements with IPLCs; PPP for ebony value chain; targets of communication and KM products (strategic document on lessons learned from model) Component 4: PPP for ecotourism development; meetings between key stakeholders for CMNP ecotourism development; design and implementation of equitable benefit-sharing mechanisms Component 5: Targets of communication and KM products, participate in events to exchange knowledge 	<p>Inception workshop</p> <p>Annual PSC meetings</p> <p>PPRs and PIRs</p> <p>Workplans and budgets</p> <p>Project Reviews</p> <p>Strategic documents</p> <p>Technical reports</p> <p>Communication and knowledge management products</p>	The timetable for engagement means will be aligned with the project work plan and M&E process.	PMU, executing partners
10. National /international research institutions	<p>Members of this group were consulted during project design and will be engaged as relevant to source relevant expertise, ensure that the project is building on best available knowledge, and applying best practices. They will be contacted during key strategic process to inform technical aspects of the project.</p> <p>Key activities for consultation and engagement:</p> <ul style="list-style-type: none"> Component 1: Natural capital mapping and accounting; designing road map for LUP process 	<p>Punctual email, phone, and face-to-face meetings</p> <p>Participation in project design and consultation processes</p>	The timetable for engagement means will be aligned with the project work plan and M&E process.	PMU, executing partners

Stakeholder group	Primary methods for consultation and engagement	Means	Timetable	Responsible
	<ul style="list-style-type: none"> • Component 2: Design of participatory monitoring systems, biomonitoring, zoonotic disease surveillance systems and health monitoring • Component 3: Consultations on strategies for development of NTFP value chains, design of participatory monitoring systems • Component 4: Design of participatory monitoring systems • Component 5: Targets of communication and KM products, participate in events to exchange knowledge 			

Target beneficiaries

A primary aim of the project is to ensure that IPLCs, including women and youth, are empowered and engage in SFM. As such, the project will ensure that their views and participation are facilitated and has included expertise in gender and social development in the PMU to this effect. The Social Safeguards/Gender Specialist will work with MINAS and other key partners to integrate these considerations across project strategies. In addition, the project's communications and knowledge management strategy will design communications, awareness raising, and KM campaigns considering different demographics, and apply methods/materials specifically designed to target these groups. This strategy will be used simultaneously to ensure that the needs, perspectives, and concerns of different groups (i.e., women, men, youth, cross-cultural) in regards to diverse aspects of SFM are better understood and brought forth to the greater public. To try and help mobilize these target stakeholder groups, the project will engage and work with representative organizations and traditional leaders and apply effective channels for communicating based on local preferences, building on efforts that have been initiated during the project design process.

A Gender Action Plan has also been developed that details by outcome specific actions and proposed indicators to monitor women's engagement in the project and its impacts on this group. Among the types of specific actions proposed are: identifying and addressing barriers to their participation (e.g. support costs of participation, engage with representatives to mobilize key groups); promoting dialogues that are ongoing and open, and gender and inter-generationally inclusive whenever possible and employing gender-specific meetings/sessions when this is not feasible; actively recruiting female and indigenous people trainees; conducting trainings in alignment with gender-sensitive training or skills development strategies; pro-actively identifying target IPLCs and women's associations to include in project actions and ensuring women and their organizations have equal access and opportunities; ensuring IPLCs, including in particular women's, knowledge is incorporated into strategic thinking; supporting equitable benefit-sharing mechanisms; and ensuring that ToRs for project consultancies specify gender/indigenous people specific analyses and/or gender/ indigenous people specialists.

Indigenous Peoples and Free, Prior, and Informed Consent (FPIC)

Cameroon has ratified numerous international conventions and declarations that adhere to the respect of FPIC of local communities. These include the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the African Charter on Human and Peoples' Rights, the Rio Convention, and the Convention on Biological Diversity (CBD). Regionally, COMIFAC, of which Cameroon is a member, developed "Regional Directives on the Participation of Local and Indigenous Populations and NGOs in the Sustainable Management of Central African Forests", which includes FPIC but its implementation has been difficult. Other legal texts do explicitly call for consent, but generally promote participation. For example, the 2011 Orientation Law for Land Use Planning and Sustainable Development calls for local participation in all decisions regarding land allocation and use. Within the framework of REDD+, MINFOF also adopted in 2014 national guidelines for obtaining FPIC. Any project or activity related to the REDD+ process in the country has to follow these guidelines. In addition, numerous international actors operating in Cameroon have adopted safeguards policies that incorporate the principle of FPIC.

GRIEVANCES MECHANISM

WWF is committed to ensuring that its projects and programs are implemented in accordance with the Organizations' environmental and social obligations.

WWF's Policy on Accountability and Grievance Mechanism, also known as WWF Project Complaints Resolution Policy, is not intended to replace project and country-level dispute resolution and redress mechanisms. This mechanism is designed to:

- Address potential breaches of WWF's policies and procedures;
- Be independent, transparent, and effective;
- Be accessible to project-affected people;
- Keep complainants abreast of progress of cases brought forward; and
- Maintain records on all cases and issues brought forward for review.

Project-affected communities and other interested stakeholders may raise a grievance at any time to the Project Team and WWF (see above). The Project Team will be responsible for informing project-affected parties about the Accountability and Grievance Mechanism. Contact information of the Project Team and WWF will be made publicly available. A grievance can be filed with the Project Complaints Officer (PCO), a WWF staff member fully independent from the Project Team, who is responsible for the WWF Accountability and Grievance Mechanism and who can be reached by email or mail.

Email: SafeguardsComplaint@wwfus.org

Mailing address:

Project Complaints Officer Safeguards Complaints,
World Wildlife Fund
1250 24th Street NW
Washington, DC 20037

The PCO will respond within 10 business days of receipt, and claims will be filed and included in project monitoring. In addition to the above, projects requiring FPIC or triggering an Indigenous People's Plan (IPP) will also include local conflict resolution and grievance redress mechanisms in the respective safeguards documents. These will be developed with the participation of the affected communities in culturally appropriate ways and will ensure adequate representation from vulnerable or marginalize groups and subgroups.

Project-level grievance mechanism

The project will establish grievance mechanisms at field level to file complaints during project inception phase. Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.

The project will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

The mechanism includes the following stages:

- In the instance in which the claimant has the means to directly file the claim, he/she has the right to do so, presenting it directly to the Project Management Unit (PMU). The process of filing a complaint will duly consider anonymity as well as any existing traditional or indigenous dispute resolution mechanisms and it will not interfere with the community's self-governance system.

- The complainant files a complaint through one of the channels of the grievance mechanism (as described below). This will be sent to the National Project Director (NPD) to assess whether the complaint is eligible. The confidentiality of the complaint must be preserved during the process.
- The NPD will be responsible for recording the grievance and how it has been addressed if a resolution was agreed.
- If the situation is deemed too complex by the NPD, or the complainer does not accept the resolution, the complaint must be sent to a higher level (as described below), until a solution or acceptance is reached.
- For every complaint received, a written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.
- In compliance with the resolution, the person in charge of dealing with the complaint, may interact with the complainant, or may call for interviews and meetings, to better understand the reasons.
- All complaint received, its response and resolutions, must be duly registered.

Internal process

Level 1: Project Management Unit (PMU). The complaint could come in writing or orally to the PMU directly. At this level, received complaints will be registered, investigated and solved by the PMU.

Level 2: If the complaint has not been solved and could not be solved in level 1, then the NPD elevates it to the WWF focal point.

MONITORING AND REPORTING

The PMU, under the overall supervision of MINEPDED, will be responsible for ensuring stakeholder engagement as outlined in the SEP. It will also be responsible for monitoring and reporting on stakeholder engagement as part of the project-level results-based M&E Plan and through the semi-annual Project Progress Reports (PPRs). The PMU will also be responsible for the development, implementation, and monitoring of the project's communication and knowledge management strategy (Output 5.1.2).

Under project Component 2 (Outcome 2.2) and Component 3 (Outputs 3.1 and Output 3.2) participatory systems which include target beneficiaries will also be established to monitor and evaluate the impacts of the project's efforts to improve the management effectiveness and governance of high conservation value forests and develop sustainable value chains. The project's M&E system will include disaggregated data to assess its impacts more comprehensively on different groups of stakeholders, including IPLCs, women and youth.

Budget for stakeholder engagement has been allocated through the meeting, training and travel budget lines as shown in Appendix 9.

Appendix 7: Note on Indigenous Peoples

According to the Presidency of the RoC, the country is home to more than 240 ethnic groups, including multiple groups who self-identify as indigenous and seek recognition of their ways of life and their rights. According to the International Work Group for Indigenous Affairs, these groups make up approximately 14% of the country's population and include the hunter/gatherers (i.e., the Bagyeli or Bakola, Baka and Bedzam), the Mbororo pastoralists and the Kirdi. Out of this 14%, the hunter/gatherers are estimated to represent approximately 0.4% of the total population of Cameroon; although, the percentage of the population represented by these groups is considerably higher in rural forested areas such as the project landscapes (e.g., in the Ngoyla-Mintom area of the TRIDOM landscape Baka are estimated to represent 30% of the population). Among the groups that identify themselves as indigenous within the project's areas of intervention are the Bagyeli or Bakola in the Cameroon segment of the CMRC landscape and the Baka, who live in the eastern and southern regions of Cameroon, including within the TRIDOM and TNS landscapes. While it is difficult to get precise figures, the Bagyéli or Bakola are estimated to number around 4,000 people and the Baka around 40,000 people (Bouba, 2020). Other local communities that live within the landscapes are primarily ethnic Bantus, including among others the Bassa'a, Bakoko, Douala, Ewondo, Bulu, Ndjem, Nzimé, Bangando, Bakwele and Fang. In addition, all the landscapes have varying sizes of populations of immigrant workers.

Bagyéli and Baka

The Bagyéli and Baka are considered part of the hunter-gatherer groups of indigenous peoples in Cameroon, primarily living in forested areas. The Baka in southeastern Cameroon were until relatively recently highly mobile and depended almost exclusively on hunting and gathering, regularly exchanging goods with Bantu-speaking farmers. This started to change in the 1950s-1960s when there were government led initiatives to promote more sedentary lifestyles and the establishment of permanent dwellings, as well as significant changes in the occurrence of large game. As a result, Baka increasingly abandoned forest camps and established more permanent settlements along logging roads. These changes increased the access of indigenous peoples to public services (although they continue to have limited access to education, health and other services), and led to increasing adoption of agriculture (e.g., cocoa, coffee). Many Baka communities remain highly dependent on forest resources and come and go between villages and forest camps in consideration of the agricultural calendar and the extraction of NTFPs (Leclerc, 2012). Traditionally hunter-gatherers, the Bagyéli have also undergone significant changes in their lifestyles with increased sedentarisation due in large part to acute and increasing pressures on land and resources, including the development the Chad-Cameroon oil pipeline, the creation of CMNP, and the expansion of agribusiness, other extractive industries and their associated infrastructure. Despite the changing environment, many Bagyéli communities continue to rely on hunting and gathering to secure significant portions of their subsistence, while also undertaking agricultural activities and interacting with Bantu communities and other merchants. As in other local communities, there is a gender-based division of roles in IP communities. Women tend to be more involved in agriculture, fishing, gathering of food, childcare and housekeeping. Men are more involved in cash-generating activities, including agricultural activities, timber extraction, gathering of commercial NTFPs and hunting.

National framework

The legislation of Cameroon consistently integrates principles of non-discrimination and gender equity. The preamble to the constitution declares "that the human person, without distinction as to race, religion,

sex or belief, possesses inalienable and sacred rights”, that “all persons shall have equal rights and obligations”, and that “the State shall ensure the protection of minorities and shall preserve the rights of indigenous populations in accordance with the law”; however it is not made clear to whom the terms “minorities” or “indigenous” apply. On May 13, 1988, Cameroon ratified Convention No. 111 on Discrimination and, in 2007, it adopted the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). It is also party to multiple other agreements that promote the recognition of indigenous peoples’ rights, such as the Convention on Biological Diversity and the Maputo Treaty; however, Cameroon has not yet ratified the International Labor Organization’s (ILO) Convention 169 on indigenous peoples.

In 2010, Cameroon initiated a study in the southwest of the country to define who, on the basis of the conditions of the United Nations, meets the criteria of indigenous peoples and can be considered as such. The first phase of the study was completed in 2014 and concluded that the Baka, Bagyeli, Bakola and Bedzang all satisfy the criteria. As such, the Ministry of Social Affairs (MINAS) considers these groups as indigenous populations and annually celebrates World Indigenous Peoples Day. In October 2017, MINAS also set up an inter-ministerial working group (i.e., *Comité de Suivi des Programmes et Projets Impliquant les Populations Autochtones Vulnérables - CISPAV*) consisting of six government ministries along with the National Human Rights Commission and national indigenous peoples’ civil society organizations to monitor projects concerning indigenous peoples and to coordinate on efforts to protect their rights.

In the context of efforts to reduce emissions from deforestation and forest degradation, and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks (REDD+), where much of the recent work on addressing indigenous peoples and local communities’ rights in forest areas has happened, national guidelines for Free, Prior and Informed Consent (FPIC) were established. Within this framework it is worth noting that the term “indigenous communities” is defined as referring to Baka, Bagyéli, Bakola, Bedzang and Mbororo communities of Cameroon whose terroir is covered in whole or in part by the area in which the REDD+ process or initiative is taking place whether it is in a camp, a village, a town or a city; local communities are defined as “populations other than indigenous communities (Baka, Bagyeli, Bakola, Bedzang and Mbororo) whose terroir is covered in whole or in part by the area in which the REDD+ process or initiative is taking place whether it is in a camp, a village, a town or a city”¹²

Organization and participation

At the local level, hunter-gather groups have traditionally been structured around the nuclear family as opposed to a village with a nationally recognized administrative structure and many individuals lack identity documents. Both of these factors contribute to their under-representation in governance systems at national and local levels. The lack of identity papers can also further hinder their access to state services, travel and expressing their rights to vote. With increasing sedentarisation, some indigenous villages have developed different forms of governance systems (e.g., chiefdoms). Nguiffo et al. (2017) recorded that there have been some recent improvements in indigenous peoples’ participation in formally recognized governance systems (i.e., indigenous peoples represented 65 local councilors and one mayor) and indigenous peoples report that there have been advancements in the recognition of their rights through participatory mapping (for which Cameroon has recently developed a national standard). However, there remain real challenges.

¹² As defined in the “Directives Nationales pour l’obtention d’un Consentement Libre, Informé et Préalable (CLIP) dans le cadre du REDD+ au Cameroun” developed under the coordination of MINEPDED.

In 2018, GBABANDJI, a national level platform of hunter-gatherer indigenous organizations, and OKANI, a community-based indigenous NGO located in the East Region of Cameroon, organized a national dialogue on indigenous peoples' rights and access to citizenship with the objective progress the civil rights of indigenous peoples and ensuring they can participate fully in the affairs of the state. Among the priority actions that were identified through the dialogue were: to produce and accompany indigenous peoples to access birth certificates and national identification cards; facilitate their access to public services; and establish systematic measures for the registration of births.

Land access and tenure

In spite of the fact that non-discrimination is a consistent principle in the legislation of Cameroon, indigenous peoples have suffered from discriminatory practices which tend to marginalize them (socially, economically, culturally, politically), contribute to impoverishment and exclude them from full legal protection. One of the key areas where these issues persist is in the system of land access and tenure. Traditionally land access, an important source of wealth and power, was managed through customary land tenure systems. The passing of the Land Ordinances of 1974 made land registration the sole mechanism for formal land ownership, although user rights continued to be recognized, and left all unregistered lands in the hands of the state. A study in 2009 by Nguiffo et al. looking at the land rights of IP and local communities in Cameroon, found that under the current tenure system, indigenous peoples often have weaker rights due to: the absence of visible evidence of their presence on the land they claim; the unbalanced nature of their relationship with farming communities that have often claimed more far-reaching resource rights; and the historical legacy of laws, policies and practices that marginalized indigenous peoples in resource governance and use. At the same time, the rights of IPLCs have been put at greater risk by the increasing pressure on land and resources. This includes pressure from mining and logging companies and associated infrastructure development as well as restrictions associated with the creation of protected areas. For example, the development of the Chad-Cameroon pipeline traversed Bagyeli community lands and led to the creation of Campo Ma'an National Park (CMNP).

In 2017 to mark the 10th anniversary of the adoption of UNDRIP and within the framework of ongoing reforms to the land laws in Cameroon being supported by the European Union-funded project "LandCam: Securing Land and Resource Rights and Improving Governance in Cameroon", a series of participatory national workshops, in which Baka and Bagyeli representatives participated, were held to exchange in equitable information sharing on indigenous peoples' land rights. The process found that conditions for land registration, which include evidence of productive land use, are often difficult for indigenous peoples to meet. The complex and cumbersome land registration procedures are also practical barriers for most indigenous peoples who have limited means to access legal recognition. Important safeguards against practices such as expropriation are designed to apply to registered land ownership, which therefore tend to also exclude them (Nguiffo et al., 2017). Among the recommendations that have been made as part of this process to further secure indigenous peoples' rights to land and resources are:

- Widespread participatory resource mapping, including in protected areas and logging concessions;
- Imaginative legislative solutions for effective protection;
- Free, prior, and informed consent for initiatives affecting indigenous peoples rights;
- Developing compensation that recognizes the social and cultural value of indigenous resources;
- Enabling representation of indigenous peoples in public decision-making; and
- Promoting the recognition of indigenous villages.

Given their important role as primary producers of food and their direct dependence on land and resources for food production, access to land is especially imperative to indigenous women in Cameroon. Despite national legislation prohibiting such practices, indigenous women face acute discrimination when it comes to land tenure because of their gender, their ethnicity, and their economic class (economically poor). While indigenous women may be able to access land through customary laws, they have little control and are often marginalized from any decision-making processes (Njieassam, 2019).

Project principles

WWF, as the GEF Implementing Agency, adheres to the ILO 169 definition of indigenous peoples when determining if the Indigenous Peoples Policy should be applied to this project. Indigenous peoples are defined by ILO Convention No. 169 as: (a) tribal peoples in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations; or (b) peoples in independent countries who are regarded as indigenous on account of their descent from the populations which inhabited the country, or a geographical region to which the country belongs, at the time of conquest or colonization or the establishment of present state boundaries and who, irrespective of their legal status, retain some or all of their own social, economic, cultural and political institutions. Self-identification as indigenous or tribal shall be regarded as a fundamental criterion for determining the groups to which the provisions of this Convention apply. The project considers that indigenous peoples are present in the project site, including the Baka and Bagyéli or Bakola. It also recognizes the presence of other local communities that are dependent on forest resources, primarily different Bantu groups.

This project aims across all of its intervention strategies to respect and strengthen the rights and ability of indigenous and other local communities to effectively participate in and benefit from sustainable forest management.

As such the project will:

- Apply proper due diligence as regards the project's Environmental and Social Safeguards Framework, which will be applied to secure the rights of indigenous peoples and ensure security and safety of communities where the project will work in compliance with GEF-7 policies, WWF environment and social safeguards policies, and the policies of the Government of Cameroon. An Environmental and Social Impact Assessment (ESIA) will be completed to analyze safeguards issues, including FPIC, in more detail. The Environmental and Social Management Framework will be included in the Project Document, when available.

A general series of guiding principles and actions will also be applied to achieve and sustain the effective participation and empowerment of these rightsholders. The project will:

- Engage with IPLCs stakeholders throughout the project life cycle, and their representatives will be integrated into the project governance structure through the Technical Advisory Group and the Project Steering Committee.

- Work in direct partnership with local and indigenous communities and their organizations to ensure that their rights, aspirations, and needs are being addressed.
- Support the GoC to uphold its responsibilities to protect human rights in line with national legislation and international agreements.
- Apply participatory methods to develop project actions and ensure consultation in line with FPIC principles, as applicable.
- Work to strengthen community institutions and build the capacity of IPLCs to engage with government authorities and the private sector and participate meaningfully in decision making.
- Strengthen just, inclusive, and equitable governance regimes that involve IPLCs and support the recognition and sustainability of their rights.
- Strengthen and/or develop cooperation and collaboration frameworks that recognize the rights of IPLCs, empowering them to benefit from the long-term protection of forest ecosystems, and are supported by participatory and third-party monitoring systems.
- Promote mechanisms for equitable benefit-sharing.
- Integrate appropriate communications actions and techniques into the project communication and knowledge management strategy to ensure IPLCs have access to information on the project and critical data and research to support natural resource use strategy-setting by rightsholders.
- Develop and implement tools for the monitoring and participatory evaluation of community actions in order to provide and ensure documentation of results and indicators of change within.

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Appendix 8: Gender Analysis and Action Plan

Introduction

This gender analysis and action plan was prepared as an input to inform the design and implementation of the project titled “Integrated management of Cameroon’s forest landscapes in the Congo Basin”, a child project of the Congo Basin Sustainable Landscapes Impact Program (Congo IP). It was informed by a literature desk study as well as consultations in the project’s proposed areas of intervention and aims to address gender considerations along with other factors related to Indigenous Peoples and local communities (IPLCs). It is focused on topics of particular relevance to this project and is intended to be complimented by additional learning and adaptive monitoring during project implementation. The accompanying action plan provides an overview of the specific measures that will need to be monitored during project implementation to ensure the project meets its aims as regards gender equality and women’s empowerment.

Project context

This project seeks to strengthen the integrated management of Cameroon’s globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people. As a child project under the broader Congo IP, it will address this challenge through the concurrent implementation of five project components over a six year period: (i) mainstreaming integrated land use planning (LUP) and management; (ii) advancing SFM through non-timber forest product (NTFP) and hardwood value chains; (iii) improving management effectiveness and governance of high conservation value forests; (iv) Increasing benefit generation from biodiversity through sustainable tourism development; and (v) Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination.

Policy context

Located in Central Africa along the Atlantic Ocean, Cameroon covers 475,440 km² and borders six other countries: Chad, the Central African Republic (CAR), Equatorial Guinea (EG), Gabon, Nigeria and the Republic of Congo (ROC). With over 24 major language groups, the country’s official languages are English and French. A reflection of its history, Cameroon’s legal system represents a mix of French civil law, English common law and customary law.

According to Law No. 96/06 of January 18, 1996, to amend the Constitution of 2 June 2, 1972, Cameroon is committed to principles enshrined in the Universal Declaration of Human Rights, the United Nations Charter and the African Charter on Human and Peoples’ Rights. Specifically, the Preamble to the Constitution states that “the human being, without distinction of race, religion, sex or creed, possesses inalienable and sacred rights”, and that all “Men are equal in rights and duties”. The idea of gender equity and non-discrimination is therefore a founding principle of public policies in Cameroon. Numerous legislative and regulatory norms have been enacted to support the implementation of the constitutional guidelines; however, while the laws regulating land and natural resources in Cameroon reflect the fundamental principle of equality (i.e., are gender neutral), they do not address gender issues directly.

Cameroon has also ratified the majority of international conventions and resolutions promoting women’s rights. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) was signed on June 6, 1983. Similarly, the Beijing Platform for Action, the Maputo Protocol, the Programme of Action of the International Conference on Population and Development (ICPD), the Millennium Development Goals (MDGs), the Sustainable Development Goals (SDGs) and the Addis Ababa Declaration on Gender Equality in Africa have all been ratified by the Government of Cameroon.

The Government of Cameroon has also recognized the importance of improving gender equity as an integral component of trying to achieve its overall development objectives, as laid out in the Cameroon Vision 2035. To promote this agenda an autonomous Ministry for the Advancement of Women and the Family (*Ministère de la Promotion de la Femme et de la Famille* – MINPROFF) is in place. In 2014, a National Gender Policy (see Gender Mainstreaming below) was developed; it serves as the primary orientation and reference document to address inequalities between men and women. Despite the strong framework to progress gender equality and empower women, several factors still affect their impacts, including inadequate harmonization of legislation with legal instruments, reluctance of certain actors to apply texts and the coexistence of statutory and customary laws.

Like many countries in Africa, Cameroon sustains a dual structure of statutory and customary laws that promote or constrain gender equality to different degrees. Customary laws are upheld and reinforced by social norms and traditional values. This is especially true in rural areas where statutory regulations are not always followed. In this context gender is only one of multiple variables that can affect many basic rights, including access to and benefitting from natural resources. Other factors that also contribute to such disparities in the region include ethnicity, age, education, wealth, skill set and employment, locality, power, and social status (Russel and Vabi, 2013). In rural areas of Cameroon, the social structure remains male dominated and is tied to ethnic heritage and local villages. This structure can lead to inequality in many terms such as land ownership, inheritance of land and property, access to credit, the right to grow cash crops, the right to determine who can use family lands and family planning.

Gender mainstreaming

Cameroon developed its first policy paper on the advancement of women in 1997 in association with the National Action Plan for the integration of Women in Development. In 2002, the national Declaration of Population Policy was updated and established gender issues as development issues. In 2009 the revision of Cameroon's 2003 Poverty Reduction Strategy Document resulted in the adoption of the national Strategy for Growth and Employment Document (DSCE). This DSCE lays out guidelines for gender equality in numerous areas, such as health and education and is considered the foundation of Cameroon's development strategy. It also served as the basis for the development of the National Gender Policy of Cameroon (NGPC).

The NGPC was adopted in 2014 in the midst of efforts to strengthen the efficiency of the national institutional mechanism for the promotion of the equality of sexes, which had emerged as a development imperative and governance requirement. It was drawn up using a participatory approach with the input of all ministries and the support of development partners, particularly the United Nations. The policy comprises four parts, including a situational analysis which identified pending issues including the low level of education of girls, discrimination and violence against women, high maternal mortality rate, low economic power for women and the insufficient participation of women in public life and decision-making. It also examined the low level of impact and visibility of women and gender promotion policies. The document lays out strategic axes for the promotion of equal and equitable access for girls and boys, men and women to education, training and information as well as the strengthening of the institutional framework for the promotion of gender. In reality, the translation of this policy into practice faces numerous challenges. These include lack of knowledge and awareness, lack of willingness or denial and limited capacity and resources (including for MINPROFF) (Mefire et al., 2017; Government of Cameroon, 2019).

Gender equity

Despite gender equality and women's empowerment being included as a mainstreamed target and standalone Sustainable Development Goal (SDG-5), the Gender Standby Capacity Project found that

discrimination between girls and boys, women and men remains an obstacle to human development in Cameroon (Brun, 2019). This is reflected in the latest findings of the United Nations Development Program's (UNDP) Human Development Report (HDR) of 2019. According to the HDR, Cameroon's Human Development Index (HDI) value for 2018 is 0.563, which places it 150th out of 189 countries and puts it in the medium human development category. The 2018 Gender Development Index (GDI) value, which measures gender inequalities in achievement in three dimensions of human development (i.e., health, education and command over economic resources), for Cameroon was 0.522. This value places Cameroon in Group 5, i.e., countries with absolute deviation from gender parity of more than 10 percent and which are considered countries with low equality in HDI achievements between women and men. Cameroon has a Gender Inequality Index (GII), which reflects gender-based inequalities based on reproductive health, empowerment and economic activity, value of 0.566. This ranks it 140th out of 162 countries in the 2018 index. Furthermore, while 39% of the population is below the poverty line, this rate goes up to 51.5% for women (Brun, 2019).

The Organization for Economic Co-operation and Development (OECD) Development Centre's 2019 Social Institutions and Gender Index (SIGI) for Cameroon is 52%, placing it in the category of "very high level of discrimination". This index comprises four components: (i) qualitative information on legal frameworks and action plans to protect women's rights and promote gender equality; (ii) variables measuring the level of discrimination in laws (categorical variable); (iii) social norms (attitudinal data) and practices (prevalence rates), and level of discrimination in social institutions; and (iv) a policy simulator allowing policy makers to scope out reform options and assess their likely effects on gender equality in social institutions. It also covers four dimensions that span major socio-economic areas that affect the lifetimes of women and girls and which are analyzed in the SIGI as sub-indices. Cameroon scores in each of the four sub-indices is as follows: discrimination in the family (High, 73%); restricted physical integrity (Medium, 26%); restricted access to productive and financial resources (Very high, 78%); and restricted civil liberties (Medium, 45%) (OECD, 2019). The lack of gender equity is apparent in the areas where this project will intervene and within key value chains that will be strengthened by the project. (see section on participation in the forest sector below).

Representation

In terms of leadership and political participation, women are underrepresented in Cameroon. The table below compiled by United Nations Women in the 2019 Report of the State of Cameroon on the 25th anniversary of the Beijing Action Plan provides an overview of the distribution of political and administrative posts.

Table 29: Overview of gender distribution in political and administrative posts in Cameroon

Domain of responsibility	Women	Men
Municipal executives	8.3% (31)	91.7% (343)
Leader of political party	13	278
Parliament	31% (56 deputies) 26% (26 senators)	69% (124 deputies) 74% (74 senators)
Constitutional Council (Judges)	1	10
Ministers and other public officials	11	59
Local Administration	Governor 0 Prefects 3 Sub-prefects 15	Governor 10 Prefects 56 Sub-prefects 345

Source: UN Women in the 2019 Report of the State of Cameroon on the 25th anniversary of the Beijing Action Plan (Government of Cameroon, 2019)

In the context of this project, it is also noteworthy that the representation of women in structures such as protected area management and the technical directions of ministries concerned with natural resources is also low. Finally, the representation of women in local decision-making bodies is also weak. In most ethnic groups men have control over many strategic assets (e.g., land, money) and therefore make decisions over these assets. In local communities, decisions are also often made by village chiefs, with notables, most of who are men, limiting women's ability to inform decisions at the community level.

Education and literacy

The disparity between boys and girls in education in Cameroon is declining overall, however girls are less likely to complete their education than are boys. According to World Bank data, the primary school completion rate was 68% for boys and 61% for girls in 2018; secondary school gross enrollment rate was 65% for boys and 55% for girls (2016); and tertiary gross enrollment rate was 14% for boys and 11% for girls (2017). There is also a gender gap in the overall literacy rate (adult men 83%, adult women 72%, young men 88%, and young women 82%: data from 2018). Among the reasons cited for the gender gap in the NGPC are the fact that some families do not value girls' education as women's roles and jobs would not create much income; poor families might prioritize boys' education to girls' (primary education is free of charge since 1999, but there are still costs associated with clothes and learning materials); parents allocate domestic and agricultural work to girls; some girls do not go to school due to early marriage and pregnancy; some families are reluctant to send girls to school fearing violence at school or on the way between home and school; and the toilet facilities at school are inadequate as regards privacy and sanitation, both of which are especially important for girls given menstrual cycles (especially in secondary school).

Demography and health

The population of Cameroon is estimated at approximately 27.75 million, with over 60% of the population under the age of 25 (CIA, 2020). The fertility rate, which was 4.6 in 2017 according to World Bank data, is falling but remains high especially among women who are poor, rural and have not had an education. The lack of access to contraceptive methods contributes to this high rate and, combined with low coverage of sexual and reproductive health services, also contribute to infectious diseases and risky behaviors. Life expectancy at birth remains relatively low, 59.8 years for women and 57.2 years for men in 2017. The

population of Cameroon is 57.6% urban and largely concentrated in the west and the north, with relatively sparse populations in other areas (CIA, 2020).

Gender-based violence

Gender-based violence is an issue in Cameroon. According to the 2019 Report of the State of Cameroon on the 25th anniversary of the Beijing Action Plan, statistics show that 54.6% of women in Cameroon have been victims of some form of violence from the age of 15, compared to 9.8% of men. Spousal violence affects 52.6% of women and early marriage affect 11.4% of young girls. Finally, 1.4% of women have undergone genital mutilation.

Gender roles and workloads

Women bear the responsibility for a large number of daily activities. These include preparing meals, fetching and storing water, household and children's hygiene, taking care of dependent people in the family and community. According to the Gender Standby Capacity Project (2019) women spend an average of 8.2 hours more per week on unpaid household tasks. These tasks require significant investment, and as a consequence limit women's access to income-generating activities and result in less overall rest time and the ability to participate in decision-making forums. These roles can be further impacted by in cases of displacement, where women's workloads increase due to higher morbidity. In such situations, daily tasks such as fetching water and fuelwood can also be more difficult.

Regional context

Many of the factors affecting gender equity and women's empowerment in Cameroon are also relevant at the broader region level of the CONGO IP. A regional gender analysis undertaken in the context of the United States Agency for International Development's (USAID) Central Africa Regional Program for the Environment (CARPE) (Russel and Vabi, 2013) identified numerous root causes of gender disparities and disempowerment, including: violence and impunity; low socioeconomic status and lack of rights, including weak tenure security; underinvestment in sectors dominated by women (e.g., investment in mining, forestry and agroindustry and underinvestment in small-scale agropastoral activities, fisheries, non-timber forest products - NTFPs); health status, demographic trends. Among the other drivers of women's inequality cited by this regional study were low levels of literacy and numeracy, access to education, social expectations and norms, lack of outreach and mentoring of women, inappropriate strategies to engage women and poor communication strategies.

Land ownership

Cameroon's land tenure laws date back to the Land Ordinances of 1974. These ordinances specify that any person may individually or collectively acquire land rights, as long as a land title that designates such property rights is obtained. A high percentage of land in Cameroon remains under customary tenure, but this land is becoming increasingly insecure due to the current influx of investors. The risks to land rights and pressures on natural resources (including forests) are especially high in areas where commercial activities have the potential to generate significant revenue. In response to these challenges, Cameroon's 2011 Framework Law on Land Use Planning is being used to roll out a coordinated process of land law reform and land use planning at various administrative levels.

Given that land ownership can only be conferred via a land title, the rural population is mostly recognized as "land users". The number of people that possess a land title is very low due to the prohibitive costs and complexity of the associated process, with women having far fewer titles than men. The lack of land titles means that it is hard for local communities to lay claim to their land or resources, as they would normally have been recognized under customary law. The lack of alignment between customary land tenure practices and the legal regime has been a major contributing factor to tenure insecurity for rural people.

In practice, the majority of land and use rights in rural areas continue to be managed through customary systems which are male dominated. Discriminatory inheritance practices are a further barrier to women owning land, particularly in rural areas. The ongoing land use planning process aims to improve the recognition of local rights. As part of this broad process which has not yet been rolled out at the local level, a national standard for community mapping has been developed. According to the Tenure Facility this standard has been adopted by the Central Africa Network of Parliamentarians (REPAR) and the National Council of Traditional Chiefs (CNCTC) and is considered as an essential step to advancing the land tenure security of local communities and indigenous peoples. The guidelines for land use planning at the level of local territories also incorporates principles of Free, Prior and Informed Consent (FPIC) for local communities and indigenous peoples based on standards developed as part of the national REDD+ process (MINEPAT, 2019). The land ownership context is an important contributing factor to a variety of other gender-based social issues. For example, while women are overwhelmingly responsible for food sufficiency, they do not own the land upon which they depend. This leaves them incredibly vulnerable to “land grabs” by corporations or elites and makes the issue of food security more complex (Fonjong et al., 2010).

Land allocation

Given the large-scale investments in infrastructure, agriculture, extractive industries, industrial facilities and real estate in Cameroon, the issues of land acquisition and allocation have severe economic, social and cultural impacts and poses a high risk to the rights of IPLCs, regardless of gender. Within the legal framework of Cameroon (which dates from before the evolution of international human rights and investment laws and in lender standards) many of the safeguards associated with these impacts are directly linked to land ownership. This means that people without land ownership have limited means of legal recourse in the case of disputes. In 2018, IIED recommended that in the course of Cameroon’s land law reform, stronger practices be established by:

- Ensuring the protection of the rights of rural people, including both individually and collectively held land and resource use rights;
- Defining more explicitly ‘public purpose’;
- Linking compensation arrangements to restoring livelihoods, including adoption of ‘replacement value’ and establishing robust safeguards for both cash and in-kind compensation;
- Ensuring transparency, information and consultation throughout the process, and accessible, effective legal recourse for legitimate tenure holders; and
- Tailoring arrangements to the needs of particularly vulnerable groups in tenure terms (such as women, migrants and indigenous peoples), including the use of appropriate safeguards in compensation payments (Schwartz et al., 2018).

In addition, land allocation decisions are advised by the national Land Consultative Board (LCB), whose mandate is to ‘make the choice of land use essential to the needs of village communities’ and is therefore key to voicing local concerns. However, the ministry in charge of making land allocation decisions is not obliged to follow the LCB’s recommendations. The LCB is also currently ill-placed to assess a proposed concession’s impact on IPLCs livelihoods or biodiversity. Community representatives form a minority of LCB board members, despite representing local interests. In addition, Environmental and Social Impact Assessments (ESIAs) that are key to evaluating the impacts of a proposed concession cannot be used by the LCB as they are only requested once the land allocation process is complete, while the LCB is only involved at the earliest stage of the land allocation process (Sonkoue and Nguiffo, 2019).

Acute marginalization of indigenous women

Access to land is especially important to indigenous women in Cameroon given their role in food production. Despite national legislation that does not support such practices, indigenous women face acute discrimination when it comes to land tenure because of their gender, their ethnicity, and their economic class (economically poor). While indigenous women may be able to access land, they have little control and are often marginalized from decision-making processes regarding land as these are often managed under customary laws based in patriarchal Bantu customs (Njieassam, 2019).

Participation in the forest sector

As explained above, Cameroon's national laws, including laws on the management of the environment, forests, fauna, and fishing, recognize the rights of women. In practice, however, there are entrenched socio-cultural factors which influence their participation in the forest sector. Studies at the Congo Basin regional level have shown that activities and roles in value chains of forest products are highly gendered and varying with the product's characteristics, the segment of the chain and customary regulations and norms (Ingram et al., 2014). These studies show that high-value products are primarily male-harvested while NTFPs can be important cash sources for both women and men.

The situation in Cameroon is indicative of the regional pattern. Historically, the management of forests in Cameroon has been a male dominated sector. This is in part because within the customary systems which dominate the rural sector, women generally do not have the right to inherit lands and access to land and forests is largely controlled by men. In many areas, logging companies have also provided men a source of employment. This has changed slightly since the promulgation of the forestry law in the 1990s and the establishment of more formal government structures to promote the consideration of women's affairs; however, despite some growth in the employment of women in the public and private sectors, they remain very under-represented in the commercial forestry sector.

As part of the process to mainstream gender into the national REDD+ process, information was collected on gender differentiated forest use. The results are presented in the table below.

Table 30: Overview of gender differentiated forest use

Activities carried out in the forest	
Women	Picking, harvesting, collection of fuel wood, fishing, wood exploitation for home and traditional uses, collection of NTFPs for food and medication, subsistence and cash crop farming, forestry, cosmetic, rituals, water harvesting, craft and weaving
Men	Prospection, fishing, touristic guide, wood exploitation for building or for sale, logging, cash crop production, picking / harvesting, dressing, distraction, rituals, medication, hunting
Part of the forest visited	
Women	Privately owned nearby virgin forests, outskirts of the village, nearby demolished forests, in streams, sacred areas
Men	Everywhere in the forest (inside and at the outskirts), core of the forest
Resources obtain from the forest	
Women	NTFP, wood, animal, raw material for craft work, medicine, fuel wood, food, barks, aquatic products, and for water
Men	Food, medicine, industrial wood / fuel wood, raw material for craft work, fish, trophies, aquatic products, honey, mineral resources.

Benefits obtained from the forest	
Women	NON-CASH: Food; health issues: use of medicinal plants; cosmetic products; harmony with nature; cultural benefits
	CASH: Local sales of products from harvest (e.g. NTFPs); diversified and increased of source of income
Men	NON-CASH: Health issues; nutritional benefits; culturally enriching; emotional, psychological and spiritual satisfaction
	CASH: Economic benefits and diversification of activities and sources of income

Source: Mainstreaming Gender into REDD Workshop organized by IUCN (International Union for the Conservation of Nature) in collaboration with the Women's Environment and Development Organization (WEDO) from September 19-21, 2011

Non-Timber Forest Products (NTFPs)

While decision-makers and economic operators often focus on timber as a valuable forest resource, for local people NTFPs (foods, medicine and other products that contribute to cultural services, building material, ornamental goods and clothing) are often the most valuable forest resource. The inclusion of NTFPs in the forest policy context in Cameroon largely followed the international debate on forest management and rights, and do not figure as a high priority (Awono and Levang, 2018); however, there is a wealth of literature on the use of NTFPs in Cameroon and associated value chains.

Women are heavily active in the informal agricultural sector, with women making up 71.6% of the informal agricultural sector, and the harvesting and transformation of NTFPs (Brun, 2019). Despite their lack of control over certain assets (which remain vested in men, customary and state authorities), these activities are important sources of livelihoods, subsistence and cash revenues that provide women some financial autonomy. In the face of falling prices for certain agricultural products and growing poverty, more men have also integrated into NTFP production and market chains (Awono et al., 2010).

A study based on interviews of 4,108 actors in 11 NTFPs value chains in Cameroon and the DRC, showed that harvesting of NTFPs (from primary open access forests, farms and fallows, customarily controlled forest areas, and community forests) was listed as the main source of income by 39% of participants (farming ranked first for 44%) (Ingram, 2012). Another study by Awono and Levang (2018) that looked at the role of environmental products, and especially NTFPs, across 13 villages in the humid forest zone of Cameroon found that environmental products in general were collected by 96% (East) 76% (South) and 58% (Southwest) of the households interviewed. The study also found that the financial contribution of environmental products to the household economy remained relatively low but varied across the region. The highest relative contribution of NTFPs (16%) to households' income was obtained from Baka villages in the East.

The rights, roles and responsibilities of men, women and children in the collection, processing, and marketing of NTFPs differs. Generally, the primary collectors of NTFPs have limited access to processing technologies, marketing strategies and market information (although this is an area that previous and ongoing projects taking livelihood approaches have tried to address in various areas). The type and collection sites of NTFPs may also differ on the basis of gender. In general, NTFP collection and processing are closely related to the tasks of the male and female members of a household, with women tending to use more of their harvest for domestic consumption while men sell a greater proportion. The role of women in these value chains can also be constrained due to other responsibilities and time constraints, with some studies showing women who are already very busy with household tasks and agricultural activities having to spend increasingly more time away from home to collect NTFPs as the distance to forests from settlements increases (Awono and Levang, 2018). The importance of NTFPs and associated revenues can

be even higher for women-led households that depend on these value chains for food security and livelihoods and are therefore also more vulnerable to disruptions to these value chains.

Studies (Ruiz Pérez et al., 2002) have shown that in forest product markets in the humid forest zone of Cameroon, gender is a main basis for differentiating size of business, product specialization, and market strategies among traders. These same studies found no consistent differences in profit margins between genders, suggesting that trading efficiency is similar and that in the right conditions women entrepreneurs can be as successful as men. The studies also indicate that the gender gap could be closing among the younger generation entering the market. (Ruiz Pérez et al., 2002). Means that have been suggested to improve the benefits women accrue from NTFP value chains include supporting the domesticating and cultivating of overharvested NTFPs by women, addressing customary barriers to access and rights; improving trade regulation, improving value added opportunities, supporting collective action, building position of women and their bargaining power within value chains, and increasing access to credit (Ingram et al., 2014).

In terms of organization, Cameroon has a lot of experience in national networks, but women's networks in the specific area of forest and environment management do not exist. However, Cameroon does participate in broader networks, including the Network of Forestry and Environmental training institutions and the African Women Network for Sustainable Development (*Réseau Femmes Africaines pour le Développement Durable* - REFADD). REFADD is a network that aims to increase women's participation, training, and communication in natural resource management in the Congo Basin. It is regularly active in national and international policy dialogues, including the development of REDD+ frameworks in the region, where it promotes gender mainstreaming. In Cameroon, it is also an active partner in a series of on-the-ground projects that aim to promote entrepreneurship and the empowerment of rural women, including indigenous peoples. In addition, the African Women's Network for Community Management of Forests (*Réseau des Femmes Africaines pour la Gestion Communautaire des Forêts*, - REFACOF) was active in the integration of gender considerations in the REDD+ process.

Community forestry

For the past 20 years, Cameroon has been implementing a community forestry approach to promote the participation of local communities in forest management and poverty alleviation for over 20 years. Studies (Kenfack Essougong et al., 2019) looking at how this issue has addressed questions of equity have found that this approach has not achieved its goals in large part because of the absence of clear benefit-sharing mechanisms and rents capture by elites, insecure tenure, and limited use rights of forest resources.

Among the main observations of the study are:

- An exclusion of vulnerable groups, especially women, and a lack of information flow and transparency in decision-making processes;
- Unfair laws and regulations that give more advantages to the state and logging companies than to the local population; and
- Poor community capacities and high transaction costs in the process of obtaining and exploiting community forests are additional constraints to contextual equity.

Recommendations to improve community forestry contribution to socioeconomic development, equity in benefit sharing, and sustainable management of forest resources:

- To promote transparency in community forests management with fair and gender-based policies that consider socioeconomic differences existing within and between forest communities;
- To strengthen local community members financial and technical capacities and increase their representation and participation in decision-making structures; and
- To set up mechanisms that guarantee existing policies are fully implemented.

Gender and REDD+

Cameroon has been engaged in REDD+ since 2005, although there remain significant obstacles to its implementation. Despite the fact that vulnerability to climate change is shaped by gender roles and relations, as well as the fact that most documents on REDD+ point to the need for a gender responsive process to develop REDD+, a study of national REDD+ policies in the Cameroon, the Democratic Republic of Congo, and the Central African Republic found that in the development of early policy documents, women had little participation in discussions on climate change or REDD+ (Peach Brown, 2011). As the process evolved, Cameroon developed a Gender and REDD+ Roadmap strategy, which included the creation of a Gender and REDD+ Task Force (GTF); the development of a national strategy for the involvement of women in the REDD+ process; and the development of an action plan for mainstreaming gender into it. No information is currently available on the impacts of these efforts; however, a longitudinal study of subnational REDD+ initiatives in six countries, including Cameroon, to analyze their gendered impact on perceived wellbeing has documented some lessons learned. The study found that while definitions of wellbeing overlapped between focus groups with villagers (68% male) and women (100% female), almost half of the women's focus groups thought that having their own source of income was important. The outcomes also suggest that perceived wellbeing decreased in REDD+ villages both for villagers as a whole and for women, relative to control villages, but this decrease was much worse for women. The study concluded that these declines may be due to unrealized expectations for REDD+ combined with little attention to gender in REDD+ initiatives, and points to the need to pay additional attention to gender equality and safeguarding women's rights and ensuring that gender is an integral part of future initiatives to combat climate change in rural communities (Larson et al., 2018).

Ecotourism

Limited information is available on the gender aspects of nature-based tourism in Cameroon; however, consultations with stakeholders in the project's proposed area of intervention showed that men and women are interested and actively engaged in ecotourism around CMNP. Local organizations have been developed to support this sector that include men and women, although women are weakly represented in the highest levels of their governance structures. There is a division of roles with men being more involved with tracking of animals and guiding, while women are involved in the hospitality aspects (food, lodging). In the case of Ebodjé and the local association EBOTOUR a benefit distribution mechanism has been established that does not discriminate based on gender. However, while the association said they also work with indigenous people on an ad hoc basis to arrange tourist outings, these communities are not part of the benefit-sharing system. Indigenous men are employed as part of the gorilla habituation program.

Constraints and opportunities related to this project

As part of the national and site-level stakeholder consultation processes for this project, additional gender and age-related information was collected. This included information on:

- the level of organization of different groups;
- access and rights related to forest resources;
- the social and economic roles and interests of men, women, and youth, in particular as regards forest resources and associated value chains;
- the level of participation and representation of men, women, and youth (including indigenous peoples) in decision-making bodies related to land use, alternative livelihoods and natural resource governance and management;
- factors (e.g., barriers) that affect their meaningful participation and representation;
- the needs of men, women and youth and the resources and opportunities available to these groups to encourage their participation in sustainable forest management;

- potential benefits and impacts of the project; and
- how to promote equitable benefit sharing.

Information on these topics was collected through a combination of mixed group meetings as well as individual and small group consultations with women, including where feasible indigenous women, and representatives of women's associations. The findings of these consultations and site-specific recommendations were detailed in site reports for each of the three project landscapes.

Among the general findings of the consultation process were the following:

- Well-documented social factors that influence land and resources rights and access in Cameroon are prevalent in the rural areas that will be targeted by this project.
- The lack of recognition of access/use rights is also a concern within areas that are under some form of formal management (e.g., concessions).
- The degree of organization of different groups (women, indigenous peoples) is variable across the project sites. In some areas they are well organized and there are significant opportunities to simultaneously use existing structures to promote their engagement in the project at the same time as the project provides an opportunity to strengthen those structures.
- Women and indigenous people are under-represented in local administrative positions and in existing governance structures.
- Women and indigenous people are also under-represented within the governance frameworks of some community organizations, although they do hold positions of responsibility in certain associations (e.g., as financial controller). In many associations consulted, decision-making is done in a way that officially gives equal weight to each member. In cases where women or indigenous peoples are the minority, this remains a potential barrier to the equal consideration of their priorities. Some local associations described clear divisions between the roles of men and women. Also, women reported that they are often more reserved and less likely to voice their opinions in some group situations.
- The degree to which previous or ongoing initiatives and management and governance frameworks integrate gender and youth considerations is variable, but generally low.
- Women are active in many production sectors, most notably agriculture and NTFPs, and in places have established a considerable degree of organization, with numerous women's associations.
- Human wildlife conflicts and their impacts on agricultural production were cited as a problem by women and men, impacting both food security and livelihoods.
- NTFP types and associated value chain activities are highly gendered and developing strategies to strengthen these value chains will require gender disaggregated analysis and understanding of the objectives, issues and chains to design appropriate interventions.
- Skills building and sustained support for NTFP value chain development were repeatedly cited as priority need by women, including indigenous women.
- Time availability was repeatedly cited as a barrier to women's engagement.
- The hunter-gatherer lifestyle, the fact that they are absent from civil registrars and costs were cited as barriers to participation of indigenous peoples in decision-making bodies, benefit-distribution mechanisms, and the recognition of their rights.
- Youth make up a large portion of the population but have limited means and opportunities to acquire education/skills required for many types of formal employment.

In addition, as part of the overall gender analysis, the outcomes of gender analyses that have been developed in the context of other projects were reviewed. Among the lessons taken from other projects are the need

for a gendered-inclusive approach to address key threats to forests and biodiversity that incorporates cultural, livelihood and food security dimensions. In addition, many project point to a clear need to consider national policies with respect to rights, access and use; in cases where laws may not be discriminatory, but practices continue to marginalize women, other projects emphasize the need to work to mainstream gender and identifying opportunities to empower women in forest-related interventions. Many projects also point to the need to promote equitable representation/participation and women's empowerment through capacity building, and to regularly track the impacts of these efforts. Finally, a clear gender action plan is key to ensure an impact, including the development of gender indicators that measure gender differential in participation and impacts.

Conclusion and Recommendation

The gender analysis for this project demonstrates the critical role women play in the management of forest resources and biodiversity, and how they can be heavily impacted by the degradation of ecosystems. As such, understanding women's roles as well as the gender dynamics that shape sustainable forest management, food security and livelihoods is a necessity for ensuring sound outcomes.

Cameroon has proposed or adopted numerous agreements, laws, policies, and procedures that promote gender equality at the international, national, and local level. Unfortunately, the existing legal framework in Cameroon does not guarantee that respecting the equal rights of women and men is the norm, and more vulnerable women, including IPLCs, remain at a high risk of marginalization. The underrepresentation of women in decision-making bodies, disparities in their access to services, disproportionate workloads, and prevailing male privilege in rural communities all contribute to continuing discriminatory practices. In the context of this project, policies and customary practices that restrict or abrogate women's rights (including as regards access and ownership of land) need be considered in activities such as land use planning and benefit sharing or there will be an incomplete understanding and potentially a reinforcement of inequality. This analysis also shows that NTFPs transformation and trade are key economic activities for women as well as important contributors to food security and livelihoods. However, women do not necessarily control the assets (which are vested in men, customary and state authorities) or have access to the productive and financial resources to develop these value chains. Sound NTFPs management, linked to secure access and ownership, is central to forest management. The analysis also shows that climate change impacts and policies may affect men and women differently. Finally, the analysis found that there are considerable opportunities to engage with women's groups and networks (at local, national and international levels) to promote gender mainstreaming and women's empowerment in the forest sector.

The gender analysis above was used to develop specific recommendations that informed the design of the project. These recommendations include the following:

- Include support for targeted capacity to address gender consideration in the PMU.
- Ensure that stakeholder consultations are gender-responsive through the life of the project and track participation.
- Integrate awareness-raising on gender, age, and ethnic related concerns (including their rights) through project supported activities, events, and communications.
- Take into consideration gender, age and ethnic related barriers to representation and participation of women, youth and IPLCs, and ensure they can meaningfully take part in processes to develop project strategies and in any decision-making bodies.
- Take into consideration gender, age and ethnic related barriers concerning access to and control over land and natural resources and promote the equitable and formal recognition of these rights

through formal land use planning processes and other types of relevant mechanisms (such as formal agreements on use rights in protected areas or other forest management units).

- Ensure capacity assessments and subsequent capacity building initiatives are inclusive and gender sensitive and measure sex-disaggregated benefits.
- Support improved communication and collaboration between protected area conservation services and local communities and ensure that capacity building for conservation services includes trainings on gender sensitive community outreach and human rights.
- Support the design of community-based, sustainable livelihoods opportunities that reflect and build on men's and women's knowledge systems and are relevant to women and indigenous peoples.
- As part of strategies to develop sustainable value chains, develop specific interventions to support economic empowerment and entrepreneurship of women, including indigenous women.
- Ensure women and IPLCs have a say in how benefits are shared and promote equitable benefit-sharing.
- Ensure monitoring of benefits and impacts is designed to take into consideration gender, age, and different ethnic groups.

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
COMPONENT 1: Mainstreaming integrated land use planning (LUP) and management			
Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape			
Output 1.1.1: Mapping and accounting of ecosystem natural capital completed for the Ngoyla (816,087 ha) and Mintom (381,431) council areas			
Activity 1.1.1.1: Assess existing initiatives and data availabilities for mapping and accounting of ecosystem natural capital and identify relevant stakeholders (including women, youth and IPLCs) and capacities to undertake mapping and accounting of ecosystem natural capital for Ngoyla and Mintom council areas	<ul style="list-style-type: none"> • Women (and more broadly IPLCs) are equitably represented and participate meaningfully, including in mapping and accounting process • Women's (and more broadly IPLCs) aspects and knowledge are incorporated into mapping and assessment exercises • The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards natural capital are better understood and brought forth to the greater public • Information and communication materials address needs and concerns of women and IPLCs, and reach these groups 	<ul style="list-style-type: none"> • Ensure that ToRs for ecosystem services mapping and accounting specifies gender/indigenous people specific analyses and/or gender/ indigenous people specialists • Engage women, including indigenous women, specifically in stakeholder consultations and data collection • Integrate sex-disaggregated data, as relevant • Design maps and communication materials considering different demographics 	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number of individuals and their institutions/organizations consulted (disaggregated between female, male, youth, and institution/organization) • Number of IPLCs and their organizations consulted (Disaggregated between female, male, youth, and organization) • Proportion of maps (or other materials) produced that include gender disaggregated data/gender analysis components <p>Qualitative:</p> <ul style="list-style-type: none"> • Monitor whether maps, assessment reports and other documentation include women's and IPLCs' considerations/aspects (including sex-disaggregated data/gender analysis as relevant)
Activity 1.1.1.2: Convene stakeholders, ensuring participation of women, youth and IPLCs, to establish priorities and indicators for mapping of natural capital and the development of natural capital accounts (land cover, carbon, water, etc.), and identify appropriate methodology (-ies) and data infrastructure to support regular accounting of natural capital			
Activity 1.1.1.3: Design and populate information management systems with existing geospatial and non-geospatial data and information on the links between natural resources, ecosystems, cultural and social capital, socio-economic priorities, and drivers of change			
Activity 1.1.1.4: Produce maps of ecosystem assets, core ecosystem natural capital accounts and drivers of change, and design and disseminate materials (taking into consideration different target audiences) to communicate results and raise awareness and understanding on the values of ecosystem natural capital mapping/accounting and how it can be integrated with other information to inform LUP and decision-making			
Activity 1.1.1.5: Provision adequate IT equipment and supplies to operate data management systems for ecosystem natural capital accounting and support operating costs			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
Activity 1.1.1.6: Document lessons learned and share experiences from Ngoyla and Mintom councils to inform sub-national, national and regional strategies for ecosystem natural capital accounting			
Output 1.1.2: Integrated land use plans developed for the Ngoyla and Mintom council areas based on a multi-stakeholder process which builds the capacity of IPLCs, CSOs, private sector and governance entities to incorporate ecosystem natural capital accounting and recognize and respect the rights of IPLCs			
Activity 1.1.2.1: Undertake stakeholder and political ecology mapping for the Ngoyla and Mintom council areas	<ul style="list-style-type: none"> • Women's (and more broadly IPLCs) rights are recognized in LUP process • Women (and more broadly IPLCs) are represented and participate meaningfully in LUP process, including in decision-making • Women's (including indigenous women) needs and concerns as regards land ownership and access are brought forth to the greater public • Understanding and recognition of the needs and perspectives of different groups (men, women, youth, cross-cultural) as regards access to land and natural resources is improved • The perspectives, capacities and needs of women, and more broadly IPLCs, are identified and equitably addressed within trainings and communications associated with LUP process 	<ul style="list-style-type: none"> • Ensure that ToRs for stakeholder mapping and elaboration of land use plans specify gender/indigenous people specific analyses and/or gender/indigenous people specialists • Identify and address barriers for women, and more broadly IPLCs, to participate and benefit from LUP activities • Engage women, and more broadly IPLCs, in stakeholder consultations and data collection • Promote dialogues that are ongoing and open, and gender and inter-generationally inclusive whenever possible (including as part of any applicable FPIC) • Apply sex-disaggregated information and gender analyses to LUP process, as relevant • Ensure training modules on LUP integrate gender, youth and IPLCs considerations/ perspectives and promote 	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number of individuals and their institutions/organizations consulted (disaggregated between female, male, youth, and institution/organization) • Number of IPLCs and their organizations consulted (Disaggregated between female, male, youth, and organization) • Number of PLADDT that recognize rights of IPLCs, including in particular women • Proportion of PLADDT developed that include gender disaggregated data and/or gender analysis components • Number of communications, awareness raising, and KM campaigns (on LUP) targeting women (including indigenous women) • Number of communications, awareness raising, and KM materials (on LUP) including gender disaggregated data/gender analysis components • Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) • Number of individuals, in particular IPLCs, and institutions/organizations
Activity 1.1.2.2: Lay out principles for engagement in LUP and design a roadmap to develop integrated land use plans (<i>Plan Locaux d'Aménagement et de Développement Durable du Territoire</i> - PLADDT) with relevant stakeholders, including women, youth and IPLCs			
Activity 1.1.2.3: Inform stakeholders of the consultation process for the elaboration of land use plans, conduct outreach to improve awareness on the roles of different stakeholders in the planning process and support their participation in the process			
Activity 1.1.2.4: Compile existing data (land use; outputs of community mapping or land use plans at village level; social, cultural and natural capital, etc.) and documentation that are relevant to the planning process and consult stakeholders on principle land use trends, known land use issues and the institutional and regulatory frameworks for land management			
Activity 1.1.2.5: Identify possible land use scenarios, taking into consideration key factors			
Activity 1.1.2.6: Undertake and document consultation processes with local stakeholders ensuring the participation of women, youth and IPLCs to develop village-level diagnoses, review and analyze the implications of different scenarios and identify optimal scenarios, documenting any uncertainties or areas of conflicting interests			
Activity 1.1.2.7: Elaborate and disseminate informed and integrated land use plans that have been elaborated based on optimal scenarios and which recognize and respect community rights			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
<p>Activity 1.1.2.8: Develop and implement a targeted training program to build the capacity of key stakeholders to apply natural capital accounting and recognize the rights and governance systems of IPLCs through LUP and other forms of formal agreements</p> <p>Activity 1.1.2.9: Convene meetings to recognize council LUPs (PLADDT) in sectoral (<i>Schéma Sectoriel</i>) and regional (<i>Schémas Régionaux d'Aménagement et de Développement Durable du Territoire</i>) LUP processes</p> <p>Activity 1.1.2.10: Conduct workshops and design and disseminate materials to share experiences from LUP process in Ngoyla and Mintom with other councils in the Cameroon segments of the CMRC, TRIDOM and TNS landscapes, and the national program on LUP</p> <p>Activity 1.1.2.11: Participate in targeted transboundary landscape LUP processes (e.g., Regional Learning and Leadership Group) led by the RCP, including sharing experiences on how national and transboundary LUP (TNS, CMRC) may be better integrated</p>		<p>increased understanding of these considerations</p> <ul style="list-style-type: none"> • Ensure information and communication materials address needs and concerns of IPLCs, in particular women, and reach these groups • Ensure equal access for women and men, and different cultural groups, to workshops to share experiences 	<p>participating in workshops (disaggregated between female, male, youth, and institution/organization)</p> <p>Qualitative:</p> <ul style="list-style-type: none"> • Monitor proportion of target population reporting increased agreement with the concept that females and males should have equal rights as regards land ownership and access • Monitor degree to which PLADDT include women's and IPLCs' considerations/ aspects (including sex-disaggregated data/gender analysis components)
COMPONENT 2: Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species			
Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems			
Output 2.1.1: Studies, management tools, and regional coordination to strengthen adaptive management systems of CMNP and LNP			
<p>Activity 2.1.1.1: Participatory assessment of standards, conditions, and accountability in key areas of protected area management (legal authority, human resources policies, human rights and law enforcement, engagement with IPLCs and social impacts, financial systems, etc.) for CMNP and LNP to identify measures to improve management effectiveness</p> <p>Activity 2.1.1.2: Updated management and business plan for CMNP based on a participatory process that involves IPLCs, including women and youth</p> <p>Activity 2.1.1.3: Feasibility studies and workshops to strengthen the enabling conditions for co-management models in Cameroon and support the development of a co-management system for LNP</p>	<ul style="list-style-type: none"> • The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards protected area management are better understood and brought forth to the greater public • Women's and indigenous people's access to, use of and control over natural resources are considered alongside those of men 	<ul style="list-style-type: none"> • Ensure that ToRs for development of management documents specify gender/indigenous people specific analyses and/or gender/indigenous people specialists • Ensure women's perspectives and needs are considered in elaboration of management plan and feasibility studies • Ensure women and their organizations have equal 	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number of individuals and their institutions/organizations consulted (disaggregated between female, male, youth, and institution/organization) • Number of IPLCs and their organizations consulted in strategic planning for protected areas (disaggregated between female, male, youth, and organization) • Number of IPLCs and their organizations participating in meetings of governance bodies (disaggregated

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
<p>Activity 2.1.1.4: Consultant to conduct an evaluation of the GRM being established in TNS to assess lessons learned and identify actions to strengthen the design and operation of the GRM in TNS and inform the development of GRM for CMNP</p> <p>Activity 2.1.1.5: Travel and meeting costs for transboundary and regional coordination on key protected area and wildlife management issues, including transboundary agreements and sustainable land use, managing and monitoring wildlife crime (e.g., MIKE, collaboration on zoonotic disease surveillance, etc.)</p>	<ul style="list-style-type: none"> Women (including indigenous women) are represented and participate meaningfully in governance bodies and learning opportunities <p>Increase in understanding and technical capacity of women and IPLCs more broadly</p>	<p>access and opportunities related to participation in governance bodies, consultative platforms, trainings, equipment/supplies, and field costs</p>	<p>between female, male, youth, organization, governance body)</p> <ul style="list-style-type: none"> Number of transboundary consultative platform meetings and number of individuals, in particular IPLCs, and institutions/organizations participating in each platform meeting (disaggregated between female, male, youth, institution/organization, and platform) <p>Qualitative:</p> <ul style="list-style-type: none"> Monitor whether management documents and feasibility studies include women's and IPLCs' considerations/aspects (including sex-disaggregated data as relevant)
Output 2.1.2: Trainings, workshops/meetings, equipment, small supplies, and technical assistance to strengthen and/or establish inclusive governance and management systems for CMNP and LNP			
<p>Activity 2.1.2.1: Design, produce and disseminate communication materials to raise awareness and understanding of IPLCs and other local stakeholders on their rights, the values of protected areas, and environmental and social laws and regulations</p> <p>Activity 2.1.2.2: Contribute costs for regular meetings of protected area governance bodies at CMNP and LNP (including Management Committees, Scientific and Technical Committees, and Local Consultative Committees)</p> <p>Activity 2.1.2.3: Contribute costs for regular face-to-face meetings between local stakeholders to participatorily develop, coordinate, and adapt management strategies for CMNP and LNP and their peripheral zones</p> <p>Activity 2.1.2.4: Purchase logistical means (vehicle, boat, engine, motorcycles), field gear (tents, life vests, etc.) and small supplies (fuel, lubricants, batteries, rations, first aid supplies, sandals and communications) so conservation services can implement responsible community engagement and park administration</p>	<ul style="list-style-type: none"> Women's and indigenous people's access to, use of and control over natural resources are considered alongside those of men Women (including indigenous women) are represented and participate meaningfully in governance bodies and learning opportunities Information and communication materials address needs and concerns of women and IPLCs, and reach these groups IPLCs, including women and youth representation and participation ensured in learning opportunities and GRM 	<ul style="list-style-type: none"> Ensure women and their organizations have equal access and opportunities related to participation in trainings, equipment/supplies, and field costs Identify barriers to IPLCs, and in particular women's, involvement in or ability to benefit from GRM Consider gender-specific meetings/sessions Conduct trainings in alignment with gender-sensitive training or skills development strategies Design communications, awareness raising, and KM 	<ul style="list-style-type: none"> Number of IPLCs and their organizations participating in meetings of governance bodies (disaggregated between female, male, youth, organization, governance body) Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) Proportion of concerns brought to GRM by women Number/proportion of MoUs/agreements that recognize gender, and more broadly IPLCs, perspectives

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
Activity 2.1.2.5: Training and refresher courses for conservation services of CMNP and LNP to strengthen their capacity for effective community engagement and administration of protected areas, including in the area of animation of multi-stakeholder meetings/consultative platforms, as well as for IPLCs to strengthen their capacity to meaningfully participate in park management	<ul style="list-style-type: none"> • Increase in understanding and technical capacity of women and IPLCs more broadly 	campaigns considering different demographics	
Activity 2.1.2.6: Training and refresher courses for conservation services of CMNP and LNP, as well as other key stakeholders (i.e., law enforcement organizations, magistrates, judges), to raise their awareness and strengthen their capacity to implement best practices for law enforcement, addressing wildlife crime, and respect human rights			
Activity 2.1.2.7: Targeted sensitization and training to ensure IPLCs, including women and youth, have access to GRM in TNS and CMNP and the necessary capacity to air, elevate and act upon any concerns			
Activity 2.1.2.8: Purchase office equipment and provide budget for communications, office supplies and transport for GRM in TNS and CMNP to facilitate the sharing of information and the effective mitigation, management, and resolution of concerns			
Activity 2.1.2.9: Technical assistance, equipment (field gear, software, laptops, GPS, communication equipment, cameras), and supplies (fuel, lubricants, batteries, rations, first aid supplies, sandals, communications) to plan and execute large mammal surveys and in and around CMNP			
Activity 2.1.2.10: Workshops to assess management effectiveness on a regular basis through the application of IMET			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders			
Output 2.2.1: Meetings, communication, equipment, small supplies, field costs and technical assistance to strengthen engagement and coordination between local stakeholders, including IPLCs, on forest and wildlife management and monitoring			
Activity 2.2.1.1: Costs for meetings (e.g., facilitation, communication, venue) and technical assistance to develop, implement, monitor, and report on multi-stakeholder agreements (i.e., conservation services, private sector actors, and IPLCs) that strengthen the recognition of IPLCs rights and their engagement/empowerment in the management of high conservation value forests (such as the MINFOF – ASBABUK agreement, the Mambélé Convention, etc.)	<ul style="list-style-type: none">• The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards NTFP value chains are better understood and brought forth to the greater public• Women’s and indigenous people’s access to, use of and control over natural resources are considered alongside those of men (including in agreements)• Monitoring system is gender sensitive and responsive, and is applied to inform adaptive management• Women (including indigenous women) are represented and participate meaningfully in learning opportunities	<ul style="list-style-type: none">• Ensure women’s perspectives and needs are considered in agreements and social impact monitoring systems• Ensure women and their organizations have equal access and opportunities related to participation in meetings on agreements• Ensure women and their organizations have equal access and opportunities related to participation in trainings, equipment/supplies, and field costs	<p>Quantitative:</p> <ul style="list-style-type: none">• Number of individuals, in particular IPLCs and their organizations participating in systems to monitor wildlife, social impacts and threats (disaggregated between female, male, youth, and institution/organization)• Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) <p>Qualitative:</p> <ul style="list-style-type: none">• Monitor degree to which MoUs or other forms of agreements include women’s and IPLCs’ considerations/aspects• Gather impressions and recommendations from participants on assistance provided
Activity 2.2.1.2: Costs for meetings (e.g., facilitation, communication, venue) between key stakeholders (i.e., COVAREFs, conservation services, private sector actors, and IPLCs) on provisions for the management of wildlife, and technical assistance to establish and strengthen equitable and transparent management agreements that recognize the rights of IPLCs between COVAREF and professional hunting outfits			
Activity 2.2.1.3: Technical assistance, training, equipment (i.e., field gear, software, laptops, GPS, communication equipment, cameras), and supplies (i.e., fuel, lubricants, batteries, rations, first aid supplies, sandals, communications) to establish and implement participatory wildlife, social impact, and threats monitoring in peripheral zones/key wildlife corridors around protected areas, including in the Campo UTO and COVAREFs in TNS			
Outcome 2.3: The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa			
Output 2.3.1: Zoonotic disease surveillance systems targeting diseases for great apes operational for CMNP and LNP			
Activity 2.3.1.1: Contribute to costs for field gear and small supplies to continuously monitor the health of target wildlife (notably gorillas) through systematic sampling and analysis by Wildlab in partnership with the Robert Koch Institute	<ul style="list-style-type: none">• Surveillance and health systems are gender sensitive and responsive	<ul style="list-style-type: none">• Ensure women’s perspectives and needs are considered	<p>Quantitative:</p> <ul style="list-style-type: none">• Number of communications, awareness raising, and KM campaigns (on LUP)

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
<p>Activity 2.3.1.2: Health checks and vaccination campaigns for gorilla trackers and their extended families, and prevention measures to avoid acute outbreaks of diseases and their transmission between humans and animals (testing, sample analysis, emergency treatment)</p> <p>Activity 2.3.1.3: Expand awareness and education campaign using workshops, meetings, and mass media (such as community radio) on health issues (hygiene measures, risk of disease transmission, and preventive measures) for civil society, government employees, private workers, and IPLCs bordering CMNP</p> <p>Activity 2.3.1.4: Regular training of gorilla trackers and other CMNP employees on biosafety and other safety protocols</p> <p>Activity 2.3.1.5: Coordinate with ongoing efforts to establish transboundary surveillance system in TNS, and share experience on best practices at regional level</p>		<ul style="list-style-type: none"> Design communications, awareness raising, and KM campaigns considering different demographics 	targeting women (including indigenous women)
COMPONENT 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains			
Outcome 3.1: Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes			
Output 3.1.1: Landscape-specific strategies for NTFP value chain development that are gender sensitive and responsive, and take into consideration the enabling conditions for ensuring establishment and sustainability of community-based NTFP initiatives, including through the engagement of the private sector			
<p>Activity 3.1.1.1: Identify sustainable NTFP products through valuation analyses, stakeholder and expert consultations, and an assessment of key lessons learned from previous or existing NTFP models (local, national, regional)</p> <p>Activity 3.1.1.2: Elaborate gender sensitive and responsive strategies for strengthening or establishing NTFP value chains for three landscapes, taking into consideration the results of Activity 3.1.1.1, existing capacity and key enabling conditions</p>	<ul style="list-style-type: none"> Strategies on NTFP value chain development contribute to efficacy of economic empowerment and entrepreneurship of women (including indigenous women), and more generally IPLCs The perspectives, capacities and needs of women, and more broadly IPLCs, are identified and assessed equitably alongside or within broader assessment objectives 	<ul style="list-style-type: none"> Ensure that ToRs for development of NTFP value chains specify gender/indigenous people specific analyses and/or gender/indigenous people specialists Identify and address barriers for women, and more broadly IPLCs, to participate and benefit from NTFP value chains Engage women, and more broadly IPLCs, in stakeholder 	<p>Quantitative:</p> <ul style="list-style-type: none"> Number of individuals and their institutions/organizations consulted (disaggregated between female, male, youth, and institution/organization) Number of IPLCs and their organizations consulted (disaggregated between female, male, youth, and organization) <p>Qualitative:</p> <ul style="list-style-type: none"> Monitor whether NTFP strategies are gender sensitive and responsive (including integrating sex-disaggregated

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
	<ul style="list-style-type: none"> Women's (and more broadly IPLCs) knowledge is incorporated into assessments 	<ul style="list-style-type: none"> consultations and data collection Integrate sex-disaggregated information and gender analyses as relevant 	data/gender analysis components as relevant)
Output 3.1.2: Training, equipment, small supplies, technical assistance, and exchange visits for target IPLCs and local organizations to strengthen and/or establish the sustainable production of NTFPs (based on the strategies developed as Output 3.1.1)			
Activity 3.1.2.1: Identify engaged communities and undertake gender inclusive consultations and capacity needs assessments of local organizations and IPLCs groups to develop or establish NTFP value chains	<ul style="list-style-type: none"> The participation of women, and more generally IPLCs, is proactively encouraged and ensured Actions support economic empowerment and entrepreneurship of women (including indigenous women), and more generally IPLCs The perspectives, capacities and needs of women, and more broadly IPLCs, are identified and equitably addressed within trainings and other capacity building activities Increase in understanding and technical capacity of women and IPLCs more broadly 	<ul style="list-style-type: none"> Identify and assess women's (including indigenous women) perspectives, capacities and needs alongside or within broader assessment objectives Identify and address barriers to women's (including indigenous women) involvement or ability to benefit from NTFP value chain programming Ensure IPLCs, including in particular women's, knowledge is incorporated into assessments Ensure women and their organizations have equal access and opportunities related to small grants, inputs, technical assistance, and exchange visits Ensure the financial support for men and women is equal or proportionate to the male: female ratio of beneficiaries, and budgets take into consideration the needs of women and men 	<p>Quantitative:</p> <ul style="list-style-type: none"> Number of individuals and their institutions/organizations consulted (disaggregated between female, male, youth, and institution/organization) Number of IPLCs and their organizations consulted (Disaggregated between female, male, youth, and organization) Number of IPLCs and organizations receiving technical assistance, materials, or inputs e to support development of NTFP enterprises (disaggregated between female, male, youth, organization, and type of assistance) Number/proportion of targeted women and their organizations technical assistance, materials, or inputs (disaggregated by type of assistance) to support development of NTFP enterprises Number of targeted women and their organizations receiving grants (or other financial mechanisms) to support development of NTFP enterprises Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female,
Activity 3.1.2.2: Design and implement training and technical assistance plan to build the organizational, technical, and business management capacity of local organizations and IPLCs to develop, monitor and adaptively manage NTFP enterprises, including targeted capacity building to raise awareness and understanding of IPLCs on their rights (access, use, benefit-sharing, etc.) and ensuring these rights are recognized			
Activity 3.1.2.3: Develop and implement small grants mechanism or other financial mechanisms as identified under Activity 3.1.2.1 to facilitate operations of local organizations or IPLCs groups to support the development of NTFP enterprises			
Activity 3.1.2.4: Provide or facilitate access of local organizations and IPLCs groups to adequate inputs and equipment to support the production (harvest/cultivation, storage, primary and secondary processing, packaging, and commercialization) of NTFPs			
Activity 3.1.2.5: Organize exchange visits with established NTFP enterprises, including exchanges designed specifically for women and youth			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
		<ul style="list-style-type: none"> • Conduct trainings in alignment with gender-sensitive training or skills development strategies • Actively recruit female and indigenous people trainees, notably in local government, women's associations, etc. • Consider gender-specific workshops and/or gender-specific activities/sessions 	<p>male, youth, institution/organization, and subject)</p> <ul style="list-style-type: none"> • Number of individuals, in particular IPLCs, and institutions/organizations participating in exchange visits (disaggregated between female, male, youth, and institution/organization) • Number of IPLCs with increased income and % of increase in income from development of NTFP value chains (disaggregated between female, male, and youth) <p>Qualitative:</p> <ul style="list-style-type: none"> • Gather impressions and recommendations from participants on assistance provided and the degree to which is addresses women's needs/concerns
Output 3.1.3: MoUs or other forms of agreements between IPLCs, private sector operators, decentralized local services and other key stakeholders to strengthen NTFPs value chains targeted under Output 3.1.2. and link the use of NTFPs with SFM practices			
<p>Activity 3.1.3.1: Support costs (travel, food, communications) of local stakeholders to participate in national and international NTFPs marketing or promotional events to establish business alliances</p> <p>Activity 3.1.3.2: Organize or facilitate meetings to build mutually beneficial partnerships between IPLCs and private sector operators (managers of concessions, input providers, off-takers, financial institutions, etc.) and establish MoUs or other forms of agreements with clear benefit-sharing mechanisms that support value chains targeted under Output 2.1.2.</p> <p>Activity 3.1.3.3: Facilitate meetings and provide technical assistance establish (or strengthen) MoUs or other forms of agreements between IPLCs and private sector actors, resource managers or decentralized local services to link the</p>	<ul style="list-style-type: none"> • MoUs/agreements are equitable, transparent and recognize rights of women and IPLCs • Women's perspectives and needs are recognized and treated equally • The participation of women, and more generally IPLCs, is proactively encouraged and ensured 	<ul style="list-style-type: none"> • Ensure women and their organizations have equal access and opportunities to participate in events • Ensure women's perspectives and needs are considered in establishment of agreements • Ensure women (including indigenous women) are able to participate meaningfully in decision-making on MoUs/agreements • Promote dialogues that are ongoing and open, and gender and inter-generationally inclusive whenever possible 	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number/proportion of MoUs/agreements established between IPLCs production groups and private sector actors to support NTFP value chains that recognize gender, and more broadly IPLCs, perspectives • Number/proportion of MoUs/agreements to link the sustainable use of NTFP with SFM practices and biodiversity conservation in forest management units that recognize gender, and more broadly IPLCs, perspectives • Number of individuals, in particular IPLCs, and institutions/organizations

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
sustainable use of NTFP with SFM practices and biodiversity conservation in forest management units		<ul style="list-style-type: none"> Consider gender-specific meetings/sessions 	<p>participating in marketing or promotional events (disaggregated between female, male, youth, and institution/organization)</p> <p>Qualitative:</p> <ul style="list-style-type: none"> Gather impressions and recommendations from participants on assistance provided and the degree to which is addresses women's needs/concerns
Output 3.1.4: A participatory system to monitor and evaluate the impacts of efforts to develop and establish NTFP value chains is in place and used to share lessons learned across the transboundary landscapes of the Congo IP			
<p>Activity 3.1.4.1: Develop and cover costs (technical assistance, workshops/trainings, equipment/supplies, field costs) to implement a participatory system to monitor outcomes and impacts of efforts to develop NTFP enterprises, including as regards benefits, attitude and behavior change, threat reduction and improved biodiversity conservation</p>	<ul style="list-style-type: none"> Increase in understanding and technical capacity of women and IPLCs more broadly Monitoring system is gender sensitive and responsive, and is applied to inform adaptive management Women (including indigenous women) are represented and participate meaningfully in learning opportunities The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards NTFP value chains are better understood and brought forth to the greater public Information and communication materials address needs and concerns of women and IPLCs, and reach these groups 	<ul style="list-style-type: none"> Engage women, and more broadly IPLCs, in process to design monitoring system Integrate sex-disaggregated indicators and gender analyses as relevant Ensure women and their organizations have equal access and opportunities related to technical assistance, equipment/supplies, field costs, and sharing opportunities Ensure the financial support for men and women is equal or proportionate to the male: female ratio of beneficiaries, and budgets take into consideration the needs of women and men Conduct trainings in alignment with gender-sensitive training or skills development strategies 	<p>Quantitative:</p> <ul style="list-style-type: none"> Number of individuals, in particular IPLCs and their organizations participating in systems to monitor outcomes and impacts of efforts to develop NTFP enterprises (disaggregated between female, male, youth, and institution/organization) Number of communications, awareness raising, and KM campaigns (on sustainable value chains) targeting women (including indigenous women) Number of communications, awareness raising, and KM materials (on sustainable value chains) including gender disaggregated data/gender analysis components Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) Number of individuals, in particular IPLCs, and institutions/organizations
<p>Activity 3.1.4.2: Conduct workshops and design and disseminate materials to share experiences and lessons learned from NTFP value chain development across the transboundary landscapes of the Congo IP</p>			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
		<ul style="list-style-type: none"> Actively recruit female and indigenous trainees, notably in local government, women's associations, etc. Consider gender-specific workshops and/or gender-specific activities/sessions 	<p>participating in exchange visits (disaggregated between female, male, youth, and institution/organization)</p> <p>Qualitative:</p> <ul style="list-style-type: none"> Monitor degree to which targeted women, and IPLCs more broadly, report increased self-efficacy at the conclusion of NTFP value chain programming
Outcome 3.2: Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape			
Output 3.2.1: Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain expanded to 4 new communities (IPLCs) through the establishment and implementation of MoUs between IPLCs, Crelicam, and CBI			
Activity 3.2.1.1: Identify potential local communities (IPLCs) and sites for expansion of the project, and cover meetings and trainings costs to explain the project and negotiate MoUs between interested communities, Crelicam and CBI Activity 3.2.1.2: Engage expert consultant to conduct study to assess and strengthen the integration of gender and youth considerations into the project approach and integrate recommendations into the project design Activity 3.2.1.3: Provide communities with training, improved inputs, small materials and technical assistance to establish nurseries for community-based tree propagation Activity 3.2.1.4: Provide trainings, small materials and technical assistance to communities on transplanting and care as part of efforts to reforest degraded lands Activity 3.2.1.5: Provide technical assistance, small materials and incentive payments to support the tending of plants for first five years after planting	<ul style="list-style-type: none"> Ebony Project contributes to economic empowerment and entrepreneurship of women (including indigenous women), and more generally IPLCs The perspectives, capacities and needs of women (and IPLCs) are identified and assessed equitably alongside or within broader assessment objectives Increase in understanding and technical capacity of women and IPLCs more broadly 	<ul style="list-style-type: none"> Engage women in processes to identify potential sites Ensure women's perspectives and needs are considered in refining project design Ensure women and their organizations have equal access and opportunities related to technical assistance, equipment/supplies, and field costs Ensure the financial support for men and women is equal or proportionate to the male: female ratio of beneficiaries, and budgets take into consideration the needs of women and men Conduct trainings in alignment with gender-sensitive training or skills development strategies and actively recruit female and indigenous trainees 	<p>Quantitative:</p> <ul style="list-style-type: none"> Number of IPLCs and their organizations consulted (disaggregated between female, male, youth, and organization) Number/proportion of MoUs/agreements that recognize gender, and more broadly IPLCs, perspectives Number of IPLCs and organizations receiving technical assistance, materials, or inputs (disaggregated between female, male, youth, organization, and type of assistance) Number of individuals benefiting from incentive payments (disaggregated between female, male, and youth) Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) <p>Qualitative:</p>

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
		<ul style="list-style-type: none"> Consider gender-specific workshops and/or gender-specific activities/sessions 	<ul style="list-style-type: none"> Monitor degree to which MoUs include women's and IPLCs' considerations/aspects Gather impressions and recommendations from participants on assistance provided
Output 3.2.2: Applied ecological research and expanded monitoring and evaluation system inform the Ebony Project design and track its impact on target communities, the timber industry, and relevant ecosystem services			
<p>Activity 3.2.2.1: Develop an expanded monitoring system to track and assess the economic, social and environmental impacts of the project and train and cover costs for communities to participate in its implementation</p> <p>Activity 3.2.2.2: Conduct broad-scale monitoring and applied ecological research involving young Cameroonian scientists to improve the scientific basis and design of the project and generate verifiable information on its impacts</p>	<ul style="list-style-type: none"> Increase in understanding and technical capacity of women and IPLCs more broadly Monitoring system is gender sensitive and responsive, and is applied to inform adaptive management Women (including indigenous women) are represented and participate meaningfully in learning opportunities The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards NTFP value chains are better understood and brought forth to the greater public 	<ul style="list-style-type: none"> Engage women, and more broadly IPLCs, in process to design monitoring system Integrate sex-disaggregated indicators and gender analyses as relevant Ensure women and their organizations have equal access to technical assistance, equipment/supplies, field costs, and research opportunities Ensure the financial support for men and women is equal or proportionate to the male: female ratio of beneficiaries, and budgets take into consideration the needs of women and men Conduct trainings in alignment with gender-sensitive training or skills development strategies Consider gender-specific workshops and/or gender-specific activities/sessions 	<p>Quantitative:</p> <ul style="list-style-type: none"> Number of individuals, in particular IPLCs and their organizations participating in systems to monitor outcomes and impacts of efforts to develop NTFP enterprises (disaggregated between female, male, youth, and institution/organization) Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject) <p>Qualitative:</p> <ul style="list-style-type: none"> Monitor degree to which targeted women, and IPLCs more broadly, report increased self-efficacy at the conclusion of Ebony Project programming

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
Output 3.2.3: Strategic document to inform outreach to other private sector actors to replicate the Ebony Project model and its approach to developing value chains			
Activity 3.2.3.1: Elaborate a strategic document to inform the engagement of other private sector actors to replicate the Ebony Project model and hold meetings with said actors to plan for bringing the model to scale	<ul style="list-style-type: none">• The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards the ebony value chain and the Ebony Project model are better understood and brought forth to the greater public• Information and communication materials address needs and concerns of women and IPLCs, and reach these groups	<ul style="list-style-type: none">• Ensure women’s perspectives and needs are considered in elaboration of strategic document• Integrate sex-disaggregated indicators and gender analyses as relevant	Quantitative: <ul style="list-style-type: none">• Number of communications, awareness raising, and KM materials (on sustainable value chains) including gender disaggregated data/gender analysis components Qualitative: <ul style="list-style-type: none">• Monitor whether strategic document include women’s and IPLCs’ considerations/aspects (including sex-disaggregated data as relevant)
Activity 3.2.3.2: Design and disseminate materials to ensure experiences and lessons learned from the Ebony Project are available to support the development of similar models of public-private partnership involving IPLCs in the transboundary landscapes of the Congo IP			
COMPONENT 4: Increasing benefit generation from biodiversity through sustainable tourism development			
Outcome 4.1: Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape			
Output 4.1.1: Viewing of habituated groups of gorillas and other sustainable tourism products involving IPLCs and the private sector developed in and around CMNP			
Activity 4.1.1.1: Purchase field gear, as well as communication and navigation equipment for habituation of 1-2 groups of gorillas	<ul style="list-style-type: none">• The participation of women, and more generally IPLCs, is proactively encouraged and ensured• Actions support economic empowerment and entrepreneurship of women (including indigenous women), and more generally IPLCs• The perspectives, capacities and needs of women (and more broadly IPLCs) are identified and equitably addressed within trainings and other capacity building activities• Increase in understanding and technical capacity of women (and more broadly IPLCs)	<ul style="list-style-type: none">• Ensure that ToRs for feasibility study include specify gender/indigenous people specific analyses and/or gender/indigenous people specialists• Identify and assess women’s (including indigenous women) perspectives, capacities and needs alongside or within broader assessment objectives• Identify and address barriers to women’s (including indigenous women) involvement or ability to benefit from sustainable	Quantitative: <ul style="list-style-type: none">• Number of IPLCs and their organizations consulted (Disaggregated between female, male, youth, and organization)• Number of IPLCs and organizations receiving technical assistance, materials, or inputs to support development of tourism products (disaggregated between female, male, youth, organization, and type of assistance)• Number/proportion of targeted women and their organizations technical assistance, materials, or inputs (disaggregated by type of assistance) to support development of sustainable tourism
Activity 4.1.1.2: Purchase small supplies and cover field costs for consistent tracking of gorillas			
Activity 4.1.1.3: Undertake punctual external evaluations of gorilla habituation program and provide expert technical			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
support to ensure application of best practices (including as regards management of health issues/zoonotic diseases)	<ul style="list-style-type: none">• The needs, perspectives, and concerns of different groups (women, men, youth, cross-cultural) as regards the development of a sustainable tourism value chain are better understood and brought forth to the greater public• Information and communication materials address needs and concerns of women and IPLCs, and reach these groups	tourism value chain programming <ul style="list-style-type: none">• Ensure IPLCs, including in particular women’s, knowledge is incorporated into assessments• Ensure women and their organizations have equal access and opportunities related to small grants, inputs, and technical assistance• Ensure the financial support for men and women is equal or proportionate to the male: female ratio of beneficiaries, and budgets take into consideration the needs of women and men• Conduct trainings in alignment with gender-sensitive training or skills development strategies• Actively recruit female and indigenous people trainees, notably in local government, women’s associations, etc.	<ul style="list-style-type: none">• Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject)• Number of communications, awareness raising, and KM campaigns (on LUP) targeting women (including indigenous women)• Number of communications, awareness raising, and KM materials (on LUP) including gender disaggregated data/gender analysis components• Number of IPLCs with increased income and % of increase in income from development of sustainable tourism value chain (disaggregated between female, male, and youth) Qualitative: <ul style="list-style-type: none">• Monitor degree to which targeted women, and IPLCs more broadly, report increased self-efficacy at the conclusion of ecotourism value chain programming
Activity 4.1.1.4: Purchase basic materials (signs, tools, etc.) and pay for field costs so staff can maintain key trails, tracks, and signage for park access points in CMNP			
Activity 4.1.1.5: Provide technical assistance and equipment to EBOTOUR to strengthen sustainable tourism products in Ebodjé			
Activity 4.1.1.6: Provide small grants to cover equipment, supplies, and field costs of local associations to monitor marine turtle nests and conduct awareness raising on marine turtle conservation for local communities and other key actors			
Activity 4.1.1.7: Provide technical assistance to EBOTOUR to develop a strategy to source basic products to support tourism in Ebodjé and provide equipment and supplies (agricultural inputs, tools, storage, processing equipment) to implement the strategy			
Activity 4.1.1.8: Feasibility studies, in consultation IPLCs and community organizations, to assess the potential to responsibly develop cultural and natural tourism products that can serve as conservation incentives in communities around CMNP and identify capacity needs (such as structuration, negotiations, conflict management, product development and marketing, language proficiency) to improve IPLCs participation in sustainable tourism models			
Activity 4.1.1.9: Provide technical assistance, trainings equipment and small supplies to IPLCs and community organizations in and around CMNP to increase their participation in ecotourism, and develop and maintain cultural and natural tourism products			
Output 4.1.2: Meetings, trainings, exchange visits and technical assistance for CMNP ecotourism stakeholders to collaboratively manage CMNP ecotourism and establish CMNP as a pilot project for ecotourism development			
Activity 4.1.2.1: Provide technical assistance for ongoing development of appropriate policies & procedures, standards, and systems to enable the realization of tourism investment in		<ul style="list-style-type: none">• Conduct trainings in alignment with gender-	Quantitative:

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
CMNP and manage and monitor visitors, including long-term COVID resilience planning and measures	<ul style="list-style-type: none">• Increase in understanding and technical capacity of women (and more broadly IPLCs)• Women (including indigenous women) are represented and participate meaningfully in learning opportunities	<p>sensitive training or skills development strategies</p> <ul style="list-style-type: none">• Proactively identify and ensure women and their organizations have equal access and opportunities related to participation, including in exchange visits• Proactively identify and ensure women and their organizations have equal access and opportunities related to participation in trainings, equipment/supplies, and field costs	<ul style="list-style-type: none">• Number of individuals, in particular IPLCs, and institutions/organizations trained (disaggregated between female, male, youth, institution/organization, and subject)• Number of individuals, in particular IPLCs, and institutions/organizations participating in exchange visits (disaggregated between female, male, youth, and institution/organization)
Activity 4.1.2.2: Design and implement a skills development plan (training materials and trainings) for CMNP staff to responsibly manage ecotourism			
Activity 4.1.2.3: Organize semi-annual meetings between key stakeholders of the CMNP ecotourism development strategy and PPP to exchange information, workplan and strengthen coordination to ensure enabling conditions for sustainable tourism development and marketing			
Activity 4.1.2.4: Advocate for CMNP as a pilot project for ecotourism development and fund meetings and travel costs to share lessons learned, inform the national tourism development strategy, and promote pro-tourism policies			
Activity 4.1.2.5: Fund travel, accommodation, and other associated costs for workshops with stakeholders in Equatorial Guinea to discuss and progress planning for the development of cross-border ecotourism			
Activity 4.1.2.6: Fund travel, accommodation and other associated costs for local/national exchange visits or educational travel to other tourism sites by key stakeholders and representatives of IPLCs			
Output 4.1.3: Equitable benefit distribution mechanisms that include IPLCS developed and operational for ecotourism products in CMNP and Ebodjé			
Activity 4.1.3.1: Organize and cover costs for meetings of key parties to design and officialize pricing strategy and structure for CMNP tourism activities and design arrangements for revenue distribution from tourism, including to support associated management costs (including for ongoing gorilla tracking and monitoring)	<ul style="list-style-type: none">• Benefit sharing mechanisms are equitable• IPLCs, including equitably women, are represented and participate meaningfully in decision-making on benefit-sharing	<ul style="list-style-type: none">• Ensure benefit-sharing mechanisms have been designed taking into consideration the needs of IPLCs, including both men and women• Ensure the benefits for men and women is equal or proportionate to the male: female ratio of beneficiaries	<p>Quantitative:</p> <ul style="list-style-type: none">• Number of IPLCs and their organizations consulted in the design process (disaggregated between female, male, youth, and institution/organization)• Number/proportion of IPLCs, in particular women, benefiting from mechanisms, and amounts
Activity 4.1.3.2: Design and put in place necessary capacity (equipment, organizational/technical capacity) to manage benefit-sharing mechanism for tourism products concerning CMNP			
Activity 4.1.3.3: Undertake participatory diagnostic assessment of existing benefit-sharing mechanism in Ebodjé			

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
and develop and implement recommendations for its improvement			
COMPONENT 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination			
Outcome 5.1: Program results monitored and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels			
Output 5.1.1: Effective project coordination and gender-sensitive monitoring evaluation			
Activity 5.1.1.1: Establish Steering Committee, PMU and hold inception workshop	<ul style="list-style-type: none">• Ensure gender responsive project management• Ensure PMU staff, implementing project partners, and other relevant stakeholders have capacity for gender responsive management	<ul style="list-style-type: none">• Ensure PMU includes gender/ indigenous people expertise• In year one, develop and undertake training and regular refresher training (as needed) for PMU staff, implementing project partners, and other relevant stakeholders on gender concepts and gender mainstreaming• Ensure M&E Plan integrates gender disaggregated information and proposed indicators to track Gender Action Plan• Ensure project budgets are gender sensitive• Ensure annual reporting and mid-term and final evaluations assess integration of gender in project management and integrate findings from monitoring of Gender Action Plan	Qualitative: Monitor whether progress reports and evaluations include women’s and IPLCs’ considerations/aspects (including sex-disaggregated data as relevant)
Activity 5.1.1.2: Develop and implement a project-level results-based Monitoring & Evaluation Plan, including monitoring implementation of Gender Action Plan, Stakeholder Engagement Plan and Social and Environmental Management Plan			
Activity 5.1.1.3: Apply results of progress and impact monitoring to adapt project strategies and assess environmental, socioeconomic and policy conditions for replication and scaling up (local, sub-national, national, and international levels)			
Activity 5.1.1.4: Lead project coordination, including adaptive project planning and management, and quarterly and annual reporting			
Activity 5.1.1.5: Conduct Mid-Term Review and Final Evaluation			
Output 5.1.2: Project achievements and results documented and knowledge management products prepared for replication and scaling up			
Activity 5.1.2.1: Develop project communication and knowledge management strategy (in coordination with Congo IP RCP)	<ul style="list-style-type: none">• Ensure communications, awareness raising, and KM	<ul style="list-style-type: none">• Design communications, awareness raising, and KM	Quantitative:

Activities	Gender responsive objectives	Practical methods	Monitoring (indicative indicators)
<p>Activity 5.1.2.2: Design materials to communicate project results and lessons learned, including conditions and recommendations for replication and scaling up, and participate in multi-faceted communication and learning actions to strengthen understanding and increase engagement in sustainable forest management and biodiversity conservation</p> <p>Activity 5.1.2.3: Share project results and lessons learned through sub-national, national, regional, and international knowledge management platforms</p>	<p>materials address needs and concerns of IPLCs, in particular women, and reach IPLCs and women</p> <ul style="list-style-type: none"> • Women, including indigenous women, are represented and participate meaningfully in learning opportunities • Bring forth women's, including indigenous women's needs and concerns to the greater public • Encourage dialogue and understanding of needs and perspectives of different groups (men, women, youth, etc.). 	<p>campaigns considering different demographics</p>	<ul style="list-style-type: none"> • Number and proportion of communications, awareness raising, and KM campaigns targeting women (and other vulnerable groups) • Number and proportion of communications, awareness raising, and KM materials including gender disaggregated data/gender analysis components
Output 5.1.3: Regional coordination and active participation of key stakeholders in Congo IP			
<p>Activity 5.1.3.1: Share the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the Congo IP knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP), targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the RCP</p> <p>Activity 5.1.3.2: Support travel costs for key project stakeholders to participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes (CMRC, TRIDOM, TNS)</p>	<ul style="list-style-type: none"> • Women, including indigenous women, are represented and participate meaningfully in learning opportunities • Bring forth women's, including indigenous women's needs and concerns to the greater public • Encourage dialogue and understanding of needs and perspectives of different groups (men, women, youth, etc.). 	<ul style="list-style-type: none"> • Design communications, awareness raising, and KM campaigns considering different demographics • Ensure equal access for women and men to learning exchange visits and/or gender specific learning exchange visits. 	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number and proportion of communications, awareness raising, and KM campaigns targeting women (and other vulnerable groups) • Number of communications, awareness raising, and KM materials including gender disaggregated data/gender analysis components • Number of individuals, in particular IPLCs, and institutions/organizations participating in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes (disaggregated between female, male, youth, and institution/organization)

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Appendix 9: Detailed Budget Tables and Project Budget Notes

GEF Project Budget Overview

The budget was developed in accordance with the expected results of the project and the resources needed to carry out the various activities. This budget complements the existing and projected resources of the various partners implementing activities related to the project. The contribution made by the GEF will ensure that the results of the project are achieved with the desired impacts.

Table 31: Budget Table



CBSL%20Cameroon
%20Budget%20Final%

PROJECT BUDGET NOTES

Staffing required for project execution:

Table 32: Staffing

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
Project Management Costs (PMC)				
Accountant (gross salary including social security)	The accountant will ensure the booking of transactions and work closely with the Finance Manager for the smooth process of disbursements to partners and review of the financial reports. He is in charge of the day-to-day bookkeeping.	100	19,590	117,542
Project assistant (gross salary including social security)	<p>The Project Assistant will support the Project Manager and other PMU staff in carrying out their duties, in particular through the following tasks:</p> <ul style="list-style-type: none"> • Provide organizational and logistical support related to project execution to the Project Manager, PMU staff and project partners • Assist PMU staff and consultants/partners in the organization of project activities, meetings and events, as well as travel and logistical arrangements; • Assist the Project Manager and PMU staff in preparing and monitoring consultancy contracts and sub-agreements; • Assist the Project Manager; Communications, Knowledge Management and M&E Specialist; and Social Safeguards & Gender Specialist in preparation and updating of project work plans and reports; and • Keep record of project documents. 	5	464	2,784
Finance Manager (gross salary including social security)	<p>The Finance Manager will be responsible for the financial management of the WWF grant in line with GEF and WWF GEF Agency requirements. In particular, he/she will:</p> <ul style="list-style-type: none"> • Assist the Project Manager in financial management of the project, including preparation of budgets, expense reports and audits; • Be responsible for and prepare the project's financial reports such as quarterly expense reports, progress reports and implementation reports; • Assist the Project Manager in drafting proposed budget reallocations or revisions, and obtaining approval by the Steering Committee as well as the WWF GEF Agency to formalize these annually as part of the GEF budget reconciliation; • Assist the Project Manager in preparing and monitoring consultancy contracts and sub-agreements; and • Coordinate reporting on co-finance contributions for the project. 	100	26,784	160,701
National Project Manager (gross salary including social security)	<p>The Project Manager will be in charge of daily implementation, management, administration, and technical supervision of the project. He/she will have relevant qualifications and experience in the sustainable forest management and IPLCs engagement in the Congo Basin, and will provide oversight to other PMU staff and consultants. He/she will be responsible, among others, for:</p> <ul style="list-style-type: none"> • Coordination and monitoring of the implementation of project activities, including cooperation with the Congo IP 	100	7,733	46,398

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
	<ul style="list-style-type: none"> Ensuring a high level of coordination and collaboration among participating institutions, organizations, and initiatives at the national and local levels Overall responsibility for implementation of Stakeholder Engagement Plan (SEP) in collaboration with PMU staff Ensuring proper financial management, including requests for provision of financial resources, and reporting of the project resources; Ensuring compliance with all sub-agreements to project partners provisions during the implementation, including on timely reporting and financial management and reporting; Submitting the six-monthly Project Progress Reports (PPRs) with the AWP/B to the PSC and WWF GEF Agency, and ensuring fluid communication between the executing and implementing agencies; 			
TOTAL PROJECT MANAGEMENT COSTS (PMC)			54,571	327,425
Monitoring and Evaluation				
M&E and knowledge management specialist (gross salary including social security)	The Knowledge Management and M&E Specialist will be responsible for knowledge management, communications and M&E activities of the project, in consideration of the project's Stakeholder Engagement Plan and anticipated project outcomes under all components.	100	30,932	185,592
Driver (gross salary)	<ul style="list-style-type: none"> Ensure the safe driving, over all maintenance and technical follow up of project vehicle allocate for the M&E 	50	8,680	52,078
Project assistant (gross salary including social security)	<p>The Project Assistant will support Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination through the following tasks:</p> <ul style="list-style-type: none"> Provide organizational and logistical support for the different communication, M & E events Assist the Project Manager and PMU staff in preparing and monitoring consultancy contracts and sub-agreements; Assist the Project Manager; Communications, Knowledge Management and M&E Specialist; and Social Safeguards & Gender Specialist in preparation and updating of project work plans and reports; and Keep record of project documents. 	25	2,320	13,919
Project communication and knowledge management Manager	<ul style="list-style-type: none"> Implementing and managing the project's monitoring and communications plans Supporting the organization of the mid-term and final evaluations of the project; Reflect on opportunities for adaptive management based on M&E and other contextual considerations; <p>Tracking the project's progress, ensuring timely delivery of inputs and outputs, and share on lessons learned</p>	100	35,056	210,338
TOTAL MONITORING AND EVALUATION			76,988	461,927
Component 1				
Safeguards Officer	<ul style="list-style-type: none"> Monitor the application of safeguards procedures in accordance with the project's safeguards documents in the implementation for project activities related to component 1 Support the adaptive development and implementation of the project's Stakeholder Engagement Plan, for the activities related to component 1, in alignment with the GEF's 	25	8,377	50,265

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
	<p>Guidelines for the Implementation of the Policy on Stakeholder Engagement;</p> <ul style="list-style-type: none"> Ensure the regular re-screening of stakeholders in project sites and the updating of the project's Stakeholder Engagement Plan as necessary 			
Gender and Social Development Specialist	<ul style="list-style-type: none"> Ensure gender balance and provide support for the implementation of component 1 project activities contributing the sustainable development of local communities and indigenous peoples Provide punctual technical expertise on the systematic integration of women's empowerment and gender considerations in project strategies; In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 	15	5,026	30,159
Land use planning and Land management expert	<p>Land use planning and Land management expert will be familiar with natural capital accounting and have expertise in land use planning (LUP) in the context of decentralization. He/she will provide targeted technical support to the implementation of Component 1 of the project. In particular, the Land Use Planning Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> Ensuring a high level of coordination with key institutions, organizations, and initiatives working on natural capital accounting and LUP at the national and regional levels; Supporting the application of the project's SEP, Gender Action Plan, and safeguards procedures as part of participatory natural capital accounting and LUP processes; Providing technical direction to the natural capital accounting and LUP processes under Output 1.1 and Output 1.2; Assuring experiences from Ngoyla and Mintom councils are used to inform sub-national, national, and regional strategies for ecosystem natural capital accounting 	100	18,466	110,794
Landscape Operational Assistants (gross salary including social security)	<p>Landscape Operational Assistants for TRIDOM and TNS will be based within the landscapes and will be responsible for day-to-day coordination of certain project activities at the local level. This will involve, in particular:</p> <ul style="list-style-type: none"> Coordinating and facilitating the implementation of project activities at the local level (landscape, councils, and localities) in close collaboration with PMU staff, the projects executing partners, sub-contractors, local administrative bodies, IPLCs, and other stakeholders; Working with Social Safeguards & Gender Specialist and Project Manager to ensuring compliance with WWF Environment and Social Safeguards Integrated Policies and Procedures, including the implementation of safeguards procedures and the project's Gender Action Plan; Working with Communications, Knowledge Management and M&E Specialist and Project Manager on project communications and monitoring, including by organizing regular meetings with key stakeholders to evaluate project progress; Supporting capacity building activities on the application of project strategies; Ensuring coordination with other relevant ongoing initiatives at the local level; and Providing inputs to the project's progress reports. 	25	9,537	57,224

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
Project assistant (gross salary including social security)	<p>The Project Assistant will contribute for component 1 through the following tasks:</p> <ul style="list-style-type: none"> • Provide organizational and logistical support to implementing project partners • Assist consultants/partners in the organization of project activities, meetings and events, as well as travel and logistical arrangements; • Keep record of project documents related to Component 1. 	18	1,624	9,744
TOTAL COMPONENT 1			43,031	258,185
Component 2				
Drivers (gross salary)	Ensure the safe driving, over all maintenance and technical follow up of project vehicle allocate for the CMP and Lobéké NP	50	8,680	52,078
Landscape Operational Assistants (gross salary including social security)	<p>Landscape Operational Assistants for TRIDOM and TNS will be based within the landscapes and will be responsible for day-to-day coordination of certain project activities at the local level. This will involve, in particular:</p> <ul style="list-style-type: none"> • Coordinating and facilitating the implementation of project activities at the local level (landscape, councils, and localities) in close collaboration with PMU staff, the projects executing partners, sub-contractors, local administrative bodies, IPLCs, and other stakeholders; • Working with Social Safeguards & Gender Specialist and Project Manager to ensuring compliance with WWF Environment and Social Safeguards Integrated Policies and Procedures, including the implementation of safeguards procedures and the project's Gender Action Plan; • Working with Communications, Knowledge Management and M&E Specialist and Project Manager on project communications and monitoring, including by organizing regular meetings with key stakeholders to evaluate project progress; • Supporting capacity building activities on the application of project strategies; • Ensuring coordination with other relevant ongoing initiatives at the local level; and • Providing inputs to the project's progress reports. 	25	9,537	57,224
Safeguards Officer	<ul style="list-style-type: none"> • Monitor the application of safeguards procedures in accordance with the project's safeguards documents in the implementation for project activities related to component 2 • Support the adaptive development and implementation of the project's Stakeholder Engagement Plan, for the activities related to component 2, in alignment with the GEF's Guidelines for the Implementation of the Policy on Stakeholder Engagement; • Ensure the regular re-screening of stakeholders in project sites and the updating of the project's Stakeholder Engagement Plan as necessary 	25	8,378	50,265
Project assistant (gross salary including social security)	<p>The Project Assistant will contribute for component 2 through the following tasks:</p> <ul style="list-style-type: none"> • Provide organizational and logistical support to implementing project partners • Assist consultants/partners in the organization of project activities, meetings and events, as well as travel and logistical arrangements; • Keep record of project documents related to Component 2. 	18	1,624	9,744

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
Wildlife management specialist	<p>The Wildlife Management Specialist will be familiar with key concepts of protected area and wildlife management, including IPLCS engagement, in the context of Cameroon. He/she will provide targeted technical support to the implementation of Component 2 of the project. In particular, the Wildlife Management Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> • Proving technical direction to activities under outcomes 2.1, 2.2 and 2.3, and supporting their implementation in accordance with the project's SEP, Gender Action Plan, and safeguards procedures; • Supporting the identification and engagement of expertise to support participatory assessment of standards, conditions, and accountability in key areas of protected area management as well as the elaboration of key management tools; • Ensuring a high level of coordination with key institutions, organizations, and initiatives working on protected area and wildlife management at the national and regional levels; • Supporting transboundary coordination on key protected area and wildlife management issues; • Helping organize activities to build the capacity of key stakeholders to strengthen protected area governance and management; and • Assuring experiences and lessons learned from work in CMNP and LNP under Component 2, including on establishing inclusive protected area governance systems, co-management models, developing and implementing GRM, establishing and managing equitable and transparent agreements between local stakeholders, and establishing zoonotic disease surveillance systems, inform sub-national, national, transboundary, and regional dialogues in these areas. 	100	17,695	106,170
Gender and Social Development Specialist	<ul style="list-style-type: none"> • Ensure gender balance and provide support for the implementation of component 2 project activities contributing the sustainable development of local communities and indigenous peoples • Provide punctual technical expertise on the systematic integration of women's empowerment and gender considerations in project strategies; • In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 	35	11,728	70,370
TOTAL COMPONENT 2			57,642	345,851
COMPONENT 3				
Landscape Operational Assistants (gross salary including social security)	<p>Landscape Operational Assistants for TRIDOM and TNS will be based within the landscapes and will be responsible for day-to-day coordination of certain project activities at the local level. This will involve, in particular:</p> <ul style="list-style-type: none"> • Coordinating and facilitating the implementation of project activities at the local level (landscape, councils, and localities) in close collaboration with PMU staff, the projects executing partners, sub-contractors, local administrative bodies, IPLCs, and other stakeholders; • Working with Social Safeguards & Gender Specialist and Project Manager to ensuring compliance with WWF Environment and Social Safeguards Integrated Policies and Procedures, including the implementation of safeguards procedures and the project's Gender Action Plan; 	50	19,075	114,449

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
	<ul style="list-style-type: none"> Working with Communications, Knowledge Management and M&E Specialist and Project Manager on project communications and monitoring, including by organizing regular meetings with key stakeholders to evaluate project progress; Supporting capacity building activities on the application of project strategies; Ensuring coordination with other relevant ongoing initiatives at the local level; and Providing inputs to the project's progress reports. 			
Gender and Social Development Specialist	<ul style="list-style-type: none"> Ensure gender balance and provide support for the implementation of component 3 project activities contributing the sustainable development of local communities and indigenous peoples Provide punctual technical expertise on the systematic integration of women's empowerment and gender considerations in project strategies; In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 	35	11,728	70,370
Sustainable forest management specialist	<p>The Sustainable Forest Management Specialist will be familiar key concepts of forest management and associated value chains in the context of Cameroon. He/she will provide targeted technical support to the implementation of Component 3 of the project. In particular, the Sustainable Forest Management Specialist will be responsible for the following:</p> <ul style="list-style-type: none"> Providing technical direction to activities under outcomes 3.1 and 3.2, and supporting their implementation in accordance with the project's SEP, Gender Action Plan, and safeguards procedures; Providing technical input and supporting processes to identify sustainable NTFP products and elaborate strategies for strengthening or establishing NTFP value chains; Helping to identify potential private sector partners and facilitating meetings to establish MoUs or other forms of agreements between IPLCs and private sector operators; Helping organize activities to build the capacity of key stakeholders in key areas of entrepreneurship and NTFP value chain development (including exchange visits); and Organizing workshops and supporting the design and dissemination of materials to share experiences from value chain development with other councils in the Cameroon segments of the CMRC, TRIDOM and TNS landscapes, and at the national, transboundary and regional levels. 	100	22,119	132,715
Project assistant (gross salary including social security)	<p>The Project Assistant will contribute for component 3 through the following tasks:</p> <ul style="list-style-type: none"> Provide organizational and logistical support to implementing project partners Assist consultants/partners in the organization of project activities, meetings and events, as well as travel and logistical arrangements; Keep record of project documents related to Component 3. 	18	1,624	9,744
Safeguards Officer	<ul style="list-style-type: none"> Monitor the application of safeguards procedures in accordance with the project's safeguards documents in the implementation for project activities related to component 1 	25	8,378	50,265

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
	<ul style="list-style-type: none"> Support the adaptive development and implementation of the project's Stakeholder Engagement Plan, for the activities related to component 1, in alignment with the GEF's Guidelines for the Implementation of the Policy on Stakeholder Engagement; Ensure the regular re-screening of stakeholders in project sites and the updating of the project's Stakeholder Engagement Plan as necessary 			
TOTAL COMPONENT 3			62,924	377,543
COMPONENT 4				
Safeguards Officer	<ul style="list-style-type: none"> Monitor the application of safeguards procedures in accordance with the project's safeguards documents in the implementation for project activities related to component 1 Support the adaptive development and implementation of the project's Stakeholder Engagement Plan, for the activities related to component 1, in alignment with the GEF's Guidelines for the Implementation of the Policy on Stakeholder Engagement; Ensure the regular re-screening of stakeholders in project sites and the updating of the project's Stakeholder Engagement Plan as necessary 	25	8,377	50,265
Project assistant (gross salary including social security)	<p>The Project Assistant will contribute for component 4 through the following tasks:</p> <ul style="list-style-type: none"> Provide organizational and logistical support to implementing project partners Assist consultants/partners in the organization of project activities, meetings and events, as well as travel and logistical arrangements; Keep record of project documents related to Component 4. 	18	1,624	9,744
Gender and Social Development Specialist	<ul style="list-style-type: none"> Ensure gender balance and provide support for the implementation of component 4 project activities contributing the sustainable development of local communities and indigenous peoples Provide punctual technical expertise on the systematic integration of women's empowerment and gender considerations in project strategies; In collaboration with the Communications, Knowledge Management and M&E Specialist and other PMU staff, assure the adaptive implementation and monitoring of the project's Gender Action Plan. 	15	5,027	30,159
TOTAL COMPONENT 4			15,028	90,167
Component 5				
M&E and knowledge management specialist (gross salary including social security)	The Knowledge Management and M&E Specialist will be responsible for knowledge management, communications and M&E activities of the project, in consideration of the project's Stakeholder Engagement Plan and anticipated project outcomes under all components.	100	30,932	185,592
Drivers (gross salary)	<ul style="list-style-type: none"> Ensure the safe driving, over all maintenance and technical follow up of project vehicle allocate for the M&E 	50	8,680	52,078
Project assistant (gross salary)	The Project Assistant will support Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination through the following tasks:	25	2,320	13,919

Position Title	Summary of responsibilities	Average Annual % time	Average annual Budget in USD	Total Project Budget In USD
including social security)	<ul style="list-style-type: none"> • Provide organizational and logistical support for the different communication, M & E events • Assist the Project Manager and PMU staff in preparing and monitoring consultancy contracts and sub-agreements; • Assist the Project Manager; Communications, Knowledge Management and M&E Specialist; and Social Safeguards & Gender Specialist in preparation and updating of project work plans and reports; and • Keep record of project documents. 			
Project communication and knowledge management Manager	<ul style="list-style-type: none"> • Implementing and managing the project's monitoring and communications plans • Supporting the organization of the mid-term and final evaluations of the project; • Reflect on opportunities for adaptive management based on M&E and other contextual considerations; <p>Tracking the project's progress, ensuring timely delivery of inputs and outputs, and share on lessons learned</p>	100	35,056	210,338
COMPONENT 5			76,988	461,927

Table 33: Third Party fees and Expenses

Consultant Title	Summary of responsibilities	#	Annual Budget in USD	Total Project Budget in USD
Monitoring and Evaluation				
Regional/International consultant-fees	Fees for external for Mid-term and Terminal Evaluation			77,000
International consultant – per diem	Travel related expenses for Mid-term and Terminal Evaluation	2	3,000	6,000
International consultant - travel	Flight ticket for Regional/International consultant engaged to lead mid-term review and final evaluation of the project	2	2,750	5,500
TOTAL MONITORING AND EVALUATION				88,500
Component 1				
Safeguards Analysis and mitigation	Develop Indigenous Peoples Plans as recommended in the safeguards mitigation planning framework developed during PPG. The landscape specific IPP will be developed after consultations with IPs on the land use planning and management process, among others and to better understand how to engage with all of them, especially within the LUP process. This also includes costs to do consultations, and additional mitigation plans that would be developed in implementation, as recommended in the ESMF.	1	1,473	8,838
TOTAL COMPONENT 1				8,838
Component 2				
Safeguards Analysis and mitigation	Develop Indigenous Peoples Plans as recommended in the safeguards mitigation planning framework developed during PPG. The landscape specific IPP will be developed after consultations with IPs, especially within the PA management process. This also includes costs to do consultations, and additional mitigation plans that would be developed in implementation, as recommended in the ESMF.	1	4,418	26,513
National consultant	Fees of National consultant/partners staffs for the following: <ul style="list-style-type: none"> • Conduct an assessment of standards, conditions, and accountability in key areas of protected area management, to identify measures to improve management effectiveness of Lobéké and Campo Ma'an NP (LNP and CMNP) • Updated management and business plan for CMNP • Conduct the feasibility studies and facilitate the workshops to strengthen and support the development of a co-management system for LNP • Capacity building of CMP and LNP conservation services to implement best practices for law enforcement, addressing wildlife crime, and respect human rights • Plan and execute large mammal surveys and in and around CMNP 	6	17,466	104,797

Consultant Title	Summary of responsibilities	#	Annual Budget in USD	Total Project Budget in USD
	<ul style="list-style-type: none"> Establish and implement participatory wildlife, social impact, and threats monitoring in peripheral zones/key wildlife corridors around CMNP and LNP Monitor the health of target wildlife (notably gorillas) Health checks and vaccination campaigns for gorilla trackers and their extended families 			
International consultant	Covering communications fees (awareness and education campaign, mass media) for Project Partners, on one health issues (hygiene measures, risk of disease transmission, and preventive measures)	5	3,000	14,400
TOTAL COMPONENT 2				145,710
Component 3				
Safeguards Analysis and mitigation	Develop Indigenous Peoples Plan as recommended in the safeguards mitigation planning framework developed during PPG (the ESMF, which contains an IPPF). The landscape specific IPP will be developed after consultations with IPs on the land use planning and management process, among others, and NTFP-related activities, where more assessments may be needed to identify the best NTFPs to promote and focus on with the various IP groups. This also includes costs to do consultations, and additional mitigation plans that would be developed in implementation, as recommended in the ESMF.	1	2,946	17,675
TOTAL COMPONENT 3				17,675
Component 4				
Regional/ International consultant	Coverage of the costs for external gorilla habituation expert to undertake punctual evaluations of gorilla habituation program in CMNP and provide technical support to ensure application of best practices	4	17,000	68,000
National consultant	Fees of National consultant/partners staffs for the following: <ul style="list-style-type: none"> Identify capacity needs to improve IPLCs participation in sustainable tourism models Provide technical assistance to IPLCs and community organizations in and around CMNP to increase their participation in ecotourism Provide technical assistance for ongoing development of appropriate policies & procedures, standards, and systems to enable the realization of tourism investment in CMNP Design and implement a skills development plan for CMNP staff to responsibly manage ecotourism 	6	10,500	63,000

Consultant Title	Summary of responsibilities	#	Annual Budget in USD	Total Project Budget in USD
	<ul style="list-style-type: none"> Design and support the implementation of benefit-sharing mechanism from management of tourism products of CMNP and Ebodjé 			
Safeguards Analysis and mitigation	Develop Indigenous Peoples Plans as recommended in the safeguards mitigation planning framework developed during PPG. The landscape specific IPP will be developed after consultations with IPs to better understand how to engage, especially within the development of a sustainable tourism value chain in the Cameroon segment of the Rio-Campo Landscape. This also includes costs to do consultations, and additional mitigation plans that would be developed in implementation, as recommended in the ESMF.	1	1,473	8,838
TOTAL COMPONENT 4				139,838
Component 5				
Regional/International consultant-fees	Fees for external for Mid-term and Terminal Evaluation			88,500
TOTAL COMPONENT 5				88,500

Grants and Agreements

Table 34: Sub recipient summary

The listed partners will execute activities under the project components, as described in the table below, and under the execution oversight of MINEPDED as the responsible entity.

Partner	Purpose	Location	Total
AWF and National CSOs and local Partners Under coordination of MINTOUL and MINFOF	<p>AWF is providing support to effective management of CMNP with special focus on anti-poaching. They also manage KFW funds in Campo to support: (i) the effective management of the Campo Ma'an; (ii) engagement with Bagyéli communities; (iii) ecotourism; and (iv) sharing knowledge. They will be one of the key partner for the component 2 and its activities (with the participation of national CSOs) will be coordinated with their ongoing complimentary programs and projects towards effective management of Campo Ma'an NP (development of adapted co-management model, plan and execute large and medium mammals surveys in and around CMNP, Updated management and business plan for CMNP, improve capacities of Park Services, assess the management effectiveness, ...)</p> <p>Since 2016 AWF has been one of the technical partners of MINFOF to support the effective management of CMNP. Under his technical coordination, and through a platform for collaboration between MINFOF and MINTOUL, a Campo Ma'an National Park Ecotourism Development and Management Plan for 2018-2027 was developed). Under the coordination of MINTOUL and MINFOF, and in collaboration with IPLCs, the private sector, and technical partners, the project will progress or facilitate the five key strategies laid out in the Plan, in order to strengthen sustainable tourism value chain that engages IPLCs and the private sector, reduce the impacts of unsustainable natural resource use and deliver benefits to IPLCs.</p>	Yaounde and Campo	805,235
UCLA, CBI, Crelicam and National CSOs Partners Under coordination of MINEPDED	<p>The Ebony Project has established a significant baseline since 2011 on which the project will capitalize on to expand this initiative. The Ebony Project is a partnership where business, communities, and researchers work together to protect a valuable timber species, reforest degraded land, and improve rural livelihoods and food security.</p> <p>Under coordinated of a consortium of partners, including CBI, IITA, and UCLA, the project will provide support to consolidate and expand the ebony project to different local and indigenous people communities in order to delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape</p>	Yaounde and Somalomo (TRIDOM Landscape)	984,517
National CSOs Partners under coordination of MINFOF and MINAS	<p>National CSOs are important partners contributing in the mobilization of locals stakeholders and particularly IPLCs in the effective management of NPs and their surrounding zones. For this component, they will facilitate/provide their technical assistance on the following:</p> <ul style="list-style-type: none"> Develop, implement, monitor, and report on multi-stakeholder agreements that strengthen the recognition 	Yaounde and in different landscapes	2,728,636

	<p>of IPLCs rights and their engagement/empowerment in the management of high conservation value forests;</p> <ul style="list-style-type: none"> • Establish and strengthen equitable and transparent management agreements that recognize the rights of IPLCs between COVAREF and professional hunting outfits; • Implement participatory wildlife, social impact, and threats monitoring in peripheral zones/key wildlife corridors around protected areas <p>Numerous National CSOs (Tropical Forest, Cameroon Ecology, OPED, AAFEBN, APED, CAFT-Coop-CA,) are embarked across the project landscape to provide support to local communities and indigenous peoples (especially women) in the promotion, processing and marketing of NTFPs, in order to strengthen their value chain. Specialized National CSOs with expertise in developing equitable and sustainable NTFP value chains will be selected to work with the Ministry of Forests and Wildlife (MINFOF) and the Ministry of Social Affairs (MINAS) to coordinate and provide technical assistance for the realization of Outcome 3.1 in each of the three project landscapes.</p>		
PADIDJA, PNDP and National CSOs Partners under the coordination of MINEPAT, MINFOF and MINEPDED	PADIDJA, PNDP-MINEPAT, is working in Cameroon Segment of TRIDOM to improve the living conditions of the local populations as well as enhance cross-border exchanges through integrated land use management in the 11 council areas around the Dja Faunal Reserve, the Ngoyla-Mintom Forest Block and the Nki National Park. They will be a key partner on this component 1, and its activities (with the participation of National CSOs) will be coordinated with their ongoing complimentary programs and projects	Yaounde	611,383
Small grants IPLC Ecotourism	Provide small grants to IPLC for ecotourism activities.	Campo	91,122
Small grants NTFP	for community organizations working directly with local producers have access to provide ongoing support to community-based initiatives to develop NTFP enterprises and for producers to have access to the adequate inputs and equipment to support NTFP production using efficient methods and technology along the value chain.	All three landscapes	551,085
RainForest Alliance and National CSOs Partners	<p>RainForest Alliance is working in Ngoyla-Mintom Forest area to amplify the voices of farmers and forest communities, improve livelihoods, protect biodiversity, and help people mitigate and adapt to climate change in bold and effective ways. For this project, they would contribute in the development and implementation of Integrated land use plans developed for the Ngoyla and Mintom council areas through the following:</p> <ul style="list-style-type: none"> • Undertake and document consultation processes with local stakeholders assuring the participation of women, youth and IPLCs to develop village-level diagnoses, review and analyze the implications of different scenarios and identify optimal scenarios, documenting any uncertainties or areas of conflicting interests • Elaborate and disseminate informed and integrated land use plans that have been elaborated based on 	Yaounde and Mintom	118,136

	<p>optimal scenarios and which recognize and respect community rights</p> <ul style="list-style-type: none"> • Develop and implement a targeted training program to build the capacity of key stakeholders to apply natural capital accounting and recognize the rights and governance systems of IPLCs through LUP and other forms of formal agreements 		
RACOPY in collaboration with CNDHL under the condonation of MNAS	<p>RACOPY in collaboration with Cameroon Human Right Commission (CNDHL) work with CEFAID (National CSO) to participatory develop and implement a Grievance Redress Mechanism in Lobéké NP-TNS and surrounding zones. Support from this project to RACOPY is to:</p> <ul style="list-style-type: none"> • Conduct an evaluation of the GRM being established in TNS to assess lessons learned and identify actions to strengthen the design and operation of the GRM in Lobéké and inform the development of GRM for CMNP • Ensure the implementation of GRM for CMNP and strengthen the one of LNP 	Yaounde	95,574
		Total	5,985,688

Table 35: Travel

International or Local (state the Destination if known)	Purpose of Travel	Total number of Trips	Total Project Costs in USD
Monitoring and Evaluation and knowledge management			
Staff Travel and Per Diem (Central Africa region)	<ul style="list-style-type: none"> Share project results and lessons learned through regional and international knowledge management platforms Communication and knowledge management strategy (in coordination with Congo IP regional child project) Support travel costs for key project stakeholders to participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes Share the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the CBSL knowledge management platform, the CBSL IP online Community of Practice , targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the regional child project 	31	48,178
Staff Travel and Per Diem (Cameroon)	<ul style="list-style-type: none"> Implement at different landscapes a project-level results-based Monitoring & Evaluation Plan, including monitoring implementation of Gender Action Plan, Stakeholder Engagement Plan and Social and Environmental Management Plan Lead project coordination, including adaptive project planning and management, and quarterly and annual reporting Share project results and lessons learned through sub-national and national knowledge management platforms 	278	61,613
TOTAL MONITORING AND EVALUATION			109,791
Component 1			
Staff Travel and Per Diem (Cameroon)	Inform stakeholders at national level of the consultation process for the elaboration of land use plans, conduct outreach to improve awareness on the roles of different stakeholders in the planning process	28	6,078
TOTAL COMPONENT 1			6,071
Component 2			
Travel (transboundary platforms)	Travel and meeting costs for transboundary and regional coordination on key protected area and wildlife management issues, including transboundary agreements and sustainable land use, managing and monitoring wildlife crime	3	10,180
Staff Travel and Per Diem (Central Africa region)	Contribution to coordinate transboundary surveillance system in TNS, and share experience on best practices at regional level	5	7,780
Staff Travel and Per Diem (Cameroon)	<ul style="list-style-type: none"> Travel at national level to mobilize the participation of national key stakeholders for the management effectiveness of CMNP and LNP Travel at national level to purchase logistical means, field gear and small suppliers in support to LNP and CMNP service, to enable implementation responsible community engagement and park administration 	34	20,926

International or Local (state the Destination if known)	Purpose of Travel	Total number of Trips	Total Project Costs in USD
TOTAL COMPONENT 2			47,845
COMPONENT 4			
Travel (transboundary platforms)	Attend the workshops with stakeholders in Equatorial Guinea to discuss and progress planning for the development of cross-border ecotourism	3	6,960
TOTAL COMPONENT 4			6,960
COMPONENT 5			
Staff Travel and Per Diem (Central Africa region)	<ul style="list-style-type: none"> Share project results and lessons learned through regional and international knowledge management platforms Communication and knowledge management strategy (in coordination with Congo IP regional child project) Support travel costs for key project stakeholders to participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes Share the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the CBSL knowledge management platform, the CBSL IP online Community of Practice , targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the regional child project 	31	48, 178
Staff Travel and Per Diem (Cameroon)	<ul style="list-style-type: none"> Implement at different landscapes a project-level results-based Monitoring & Evaluation Plan, including monitoring implementation of Gender Action Plan, Stakeholder Engagement Plan and Social and Environmental Management Plan Lead project coordination, including adaptive project planning and management, and quarterly and annual reporting Share project results and lessons learned through sub-national and national knowledge management platforms 	278	61,614
TOTAL COMPONENT 5			109,791

Table 36: Workshops and meeting

Location	Describe who will be participating and estimated number of participants.	Purpose of workshop (include number of workshops planned	Total Project Costs in USD
Monitoring and Evaluation			
12- Workshops/Meetings (national)	<ul style="list-style-type: none"> PMU staffs with at least 8 participants PMU staff, Representative of implementing technical partners, Finance Administrator staff, estimated at 20 participants PMU staff, Representative of implementing technical partners, Finance Administrator staff, and key beneficiary at landscape estimated at 25 participants for at least 2 days Inception workshop and end of the project workshops (Representative of key Ministries, project implementing partners, CSOs, IPLC, Councils, Press) with around 60 participants Annual reflection workshops ahead of the steering committee (Representative of key Ministries, project implementing partners, CSOs, IPLC, Councils, with around 20 participants 	<ul style="list-style-type: none"> Monthly project coordination meetings (12 meetings/year*6years meetings*\$50 + inflation rate in Year 3 and Year 5) Quarterly planning and reporting meetings (4meetings/year*6years meetings*\$250 +inflation rate in Year 3 and Year 5) Periodic meetings to reflect on adapting project strategies and assess environmental, socio economic and policy conditions for replication and scaling up based on results of progress and impact monitoring. Meeting to be done in Y2, Y4 and end Y5 (03*\$5000+inflation rate in Year 3 and Year 5). Inception and end of project workshop (2 meetings * 15000), annual reflection workshops ahead of the steering committee - 6 meetings * 7500, + inflation in Year 3 and Year 5 	102,024
TOTAL MONITORING AND EVALUATION (Component 5)			102,024
Component 1			
12- Workshops/Meetings (national)	<p>Base on the need of the highest number of partners and other stakeholders to participate and contribute to the success in the achievement of two outcomes of the component 1, it is required to ensure their constant mobilization and maintain regular dialogue amongst them.</p> <p>It is anticipated that at least one supervisory field mission would be organized per quarter for the TRIDOM landscape, coupled with short meetings both at national and landscape levels, under the lead of MINEPDED.</p> <p>These are to cover different costs (supervisory field mission, conflict management, etc.), to be spend by MINEPDED to enable the different actors at the strategic and even administrative level both at the national level and in the landscapes level for the following:</p> <ul style="list-style-type: none"> - to regularly participate in the project implementation process; - to maintain an ongoing dialogue with all stakeholders at both national and landscape levels in order to identify and remove any bottlenecks to ensure the successful implementation of the project activities. 		44,709
TOTAL COMPONENT 1			44,709
Component 2			
11- Workshops/Meetings (local)	<ul style="list-style-type: none"> Key staffs of the Lobeke National Park (LNP) and representative of key stakeholders involved in the inclusive management of this 	<ul style="list-style-type: none"> Assess the management effectiveness through the IMET application of IMET (2 meetings*1500 + inflation in Year 3 and Year 5) 	19,391

Location	Describe who will be participating and estimated number of participants.	Purpose of workshop (include number of workshops planned)	Total Project Costs in USD
	<p>protected area (20 participants/meeting)</p> <ul style="list-style-type: none"> key IPLC representative members/IPLC Communities Base Organisation groups at village level, estimated at more than 30 participants/meetings Local Administrative authorities, Mayors, Traditional Rulers, IPLCs-CBOs and Key local CSOs, Representative of Private sector surrounding the LNP; estimated at 25 participants/meetings 	<ul style="list-style-type: none"> Different focus groups meetings at village level to collect data, information, and their view in different aspects to improve the management effectiveness of LNP (57 meetings*\$100 + inflation rate in Year 3 and Year 5) Local consultative meetings of protected area governance bodies at LNP (5 meetings*\$1500 + + inflation rate in Year 3 and Year 5) 	
12- Workshops/Meetings (national)	<p>Base on the need of the highest number of partners and other stakeholders to participate and contribute to the success in the achievement of the three outcomes of the component 2, it is required to ensure their constant mobilization and maintain regular dialogue amongst them.</p> <p>It is anticipated that at least one supervisory field mission would be organized per quarter for Campo Ma'an and TNS landscapes, coupled with short meetings both at national and landscape levels, under the lead of MINEPDED.</p> <p>These are to cover different costs (supervisory field mission, conflict management, etc.), to be spend by MINEPDED to enable the different actors at the strategic and even administrative level both at the national level and in the landscapes level for the following:</p> <ul style="list-style-type: none"> - to regularly participate in the project implementation process; - to maintain an ongoing dialogue with all stakeholders at both national and landscape levels in order to identify and remove any bottlenecks to ensure the successful implementation of the project activities. <p>It is anticipated to spend 35,706 for outcome 2.1, \$18,152 for outcome 2.2. and \$ 9,076 for outcome 2.3</p>		62,934
13- Workshops/Meetings (national)	<ul style="list-style-type: none"> Representative of key sectoral Ministries, Private sectors, conservation, and research organizations, ... estimated at 10-15 participants/meetings Key Protected Area staff from MINFOF at national, representative of key sectoral Ministries, of Private sector surrounding the Parc, Key technical partners/donors, Representative of IPLCs-CBOs and Key local CSOs; Estimated at 30 participants 	<ul style="list-style-type: none"> Different focus groups meetings at national level to collect/share data, information, and comments on different aspects different aspects to improve the management effectiveness of LNP (7 meetings* \$250 + inflation rate in Year 3 and Year 5) National validation workshops of management and business plan for CMNP and of Co-Management Models system for LNP (2 meetings * 15000l) 	24,136
14- Workshops/Meetings (regional)	<ul style="list-style-type: none"> Key Protected Area staff from MINFOF at national and regional level, representative of key sectoral Ministries at regional, of Private sector surrounding the Parc, Key technical partners/donors, Representative of IPLCs-CBOs and Key local 	<ul style="list-style-type: none"> NP Management Committee meetings of protected area governance bodies for LNP (4 meetings*\$12000 + inflation rate in Year 3 and Year 5). Part of the meeting cost will be cover by co-financing from other partners NP Scientific and Technical Committee of protected area governance bodies for LNP) 	71,271

Location	Describe who will be participating and estimated number of participants.	Purpose of workshop (include number of workshops planned)	Total Project Costs in USD
	<p>CSOs; Estimated at 30 participants</p> <ul style="list-style-type: none"> Scientific/technical committee members for LNP. Estimated at 15 participants/meeting Representative of key sectoral Ministries, Private sectors, conservation and research organizations, ...working at regional levels estimated at 10-15 participants/meetings Transboundary Protected area Management Bodies for Lobéké NP; estimated at 20 participants/meetings 	<p>(4 meetings*\$6500 + inflation rate in Year 3 and Year 5); Part of the meeting cost will be cover by co-financing from other partners</p> <ul style="list-style-type: none"> Different focus groups meetings at regional level to collect/share data, information, and comments on different aspects to improve the management effectiveness of LNP (3 meetings * \$ 150 + inflation in Year 3) Provide inputs on the Co-Management Models system for LNP, share lessons learned from GRM and seek for adaptive measures, Increased awareness on zoonotic (one health) issues (3 meetings * 7500 + inflation in Year 3 and Year 5) Transboundary and regional coordination on key protected area and wildlife management issues, including transboundary agreements and sustainable land use, managing and monitoring wildlife crime Meeting (01 meetings*7500)It is estimated a total of \$ 66,409 for outcome 2.1 and of \$ 4,862 for outcome 2.3 (on increased awareness on zoonotic (on health issues) 	
Training sessions	<ul style="list-style-type: none"> Technical staff of conservation services for CMNP and LNP, Gorilla Trackers, IPLCs/CBOs members, CSOs. estimated at 20 participants/training session 	<ul style="list-style-type: none"> Strengthen their capacity for effective community engagement and administration of protected areas; strengthen their capacity to implement best practices for law enforcement, addressing wildlife crime, and respect human rights; ensure IPLCs, including women and youth, have access to GRM in TNS and CMNP and the necessary capacity to air, elevate and act upon any concerns Data collection during large mammal surveys and in and around CMNP Implementation of participatory wildlife, social impact, and threats monitoring in peripheral zones/key wildlife corridors around protected areas Gorilla trackers on biosafety and other safety protocols <p>(15 training sessions * \$2500 + inflation in Year 3 and Year 5) making a total of \$ 12,794 for outcome 2.1 and of \$ 25,932 for outcome 2.3</p>	38,726
TOTAL COMPONENT 2			216,460
Component 3			
12- Workshops/M	Base on the need of the highest number of partners and other stakeholders to participate and contribute to the success in the achievement of the two outcomes of the component		92,750

Location	Describe who will be participating and estimated number of participants.	Purpose of workshop (include number of workshops planned)	Total Project Costs in USD
meetings (national)	<p>3, it is required to ensure their constant mobilization and maintain regular dialogue amongst them.</p> <p>It is anticipated that at least one supervisory field mission would be organized per quarter for Campo Ma'an, TRIDOM and TNS landscapes, coupled with short meetings both at national and landscape levels, under the lead of MINEPDED.</p> <p>These are to cover different costs (supervisory field mission, conflict management, etc.), to be spend by MINEPDED to enable the different actors at the strategic and even administrative level both at the national level and in the landscapes level for the following:</p> <ul style="list-style-type: none"> - to regularly participate in the project implementation process; - to maintain an ongoing dialogue with all stakeholders at both national and landscape levels in order to identify and remove any bottlenecks to ensure the successful implementation of the project activities. <p>It is anticipated to spend 75,250 for outcome 3.1, and \$17,500for outcome 3.2.</p>		
TOTAL COMPONENT 3			92,750
Component 4			
12- Workshops/ Meetings (national)	<p>Base on the need of the highest number of partners and other stakeholders to participate and contribute to the success in the achievement of the three outcomes of the component 4, it is required to ensure their constant mobilization and maintain regular dialogue amongst them.</p> <p>It is anticipated that at least one supervisory field mission would be organized per quarter for Campo Ma'an landscape, coupled with short meetings both at national and landscape levels, under the lead of MINEPDED.</p> <p>These are to cover different costs (supervisory field mission, conflict management, etc.), to be spend by MINEPDED to enable the different actors at the strategic and even administrative level both at the national level and in the landscapes level for the following:</p> <ul style="list-style-type: none"> - to regularly participate in the project implementation process; - to maintain an ongoing dialogue with all stakeholders at both national and landscape levels in order to identify and remove any bottlenecks to ensure the successful implementation of the project activities. 		35,875
TOTAL COMPONENT 4			35,875
COMPONENT 5			
	<p>Workshops/Meetings (national) to be executed by MINEPDED to enable the different actors at the strategic and even administrative level both at the national level and in the landscapes level to;</p> <ul style="list-style-type: none"> i. regularly participate in the project implementation process; ii. maintain an ongoing dialogue with all stakeholders at both national and landscape levels in order to identify and remove any bottlenecks to ensure the successful implementation of the project activities. 		102,024
TOTAL COMPONENT 5			102,024

Table 37: Equipment

The definition of Equipment is anything that is motorized and not motorized that costs \$5,000 or more (for a single unit).

Equipment Budgeted	Project Justification for equipment	Location	Total Costs in USD
Component 2			
2 Motorcycles	The purchase of 2 motorcycles is imperative for the accessibility of the various intervention zones of the project. It will be used by project staff and other implementing partners. There are areas where we cannot use the vehicle and the adequate means of transport is the motorbike.		10,950
1 Vehicle 4WD	<p>The decision to purchase 2 vehicles is required due to the distances that separate the project implementation landscapes and Yaounde, which are as follows:</p> <ul style="list-style-type: none"> • Yaounde - Campo: 400 km with units of significant distances between the villages. <p>With only one vehicle assigned to each site through co-funding, where the distances between the locations are very important and in view of the intensity of the activities to be carried out the purchase of a minimum of two additional vehicles is essential for the project to be implemented,. The project is co-funding 10 vehicles (WWF Cameroon, MINFOF and FTNS). not buying at least two vehicles and sticking to their rentals would have been extremely expensive for the project. because access to the different landscapes absolutely necessitates the use of 4WD vehicles whose daily rental cost is around 150,000 without fuel and the cost of the driver.</p> <p>In addition to the two project vehicles, it is necessary to rent additional vehicles, in particular for consultants and certain specific missions.</p> <p>The vehicle will be under the responsibility of WWF Cameroon, managed under its procedure and used by partners to implement project activities.</p> <p>At the end of the project the vehicle will be assigned to the conservation services.</p>	Campo	47,500
Vehicle running costs			50,579
TOTAL COMPONENT 2			109,029
Component 5			
1 Vehicle 4WD	<p>The decision to purchase 2 vehicles is justified by the distances that separate the project implementation landscapes and Yaounde, which are as follows:</p> <ul style="list-style-type: none"> • Yaounde-Mambele: 900 km with distance units between villages of about 50 to 100 km; • Yaounde - Ngoyla- Mintom: 650 km • Ngoyla - Mintom: 250 km • Yaounde - Campo: 400 km with units of significant distances between the villages. <p>1 vehicle is also planned for project coordination, monitoring and evaluation and will be assigned to PMU in Yaounde.</p> <p>At the end of the project the vehicle will be assigned to MINEPDED</p>	Yaounde	47,500

Equipment Budgeted	Project Justification for equipment	Location	Total Costs in USD
Vehicle Running Costs			41,012
TOTAL COMPONENT 5			88,512

Table 38: Supplies and Other Operating Costs

Description	Project Justification	Total Project Costs in USD
Project Management Costs (PMC)		
Office (maintenance)	Package for Office rent, Insurance, maintenance and utilities	20,147
Supplies (office)	Package for monthly office supplies during the project period	13,483
Covid-19 PPE	Purchase of protective equipment packages for Covid-19 needed to fight the pandemic and the spread of the virus	21,546
IT equipment (project coordination)	Purchase of 3 laptops and 1 desktop plus IT equipment for back up during the 1st year of the project and renewal of some of them during the 4th year of the project.	7,203
Annual Audit		67,941
TOTAL PROJECT MANAGEMENT COSTS (PMC)		130,320
Monitoring and Evaluation		
Comms material (newsletter+ e-newsletter)	Annual publication on the project outcomes for the 6 years duration. Newsletters and E-newsletters.	24,746
Internet access	Costs of Internet access for the 6 years for the PMU	18,310
Phone credit	Phone credit allowance for 9 staffs per month at a rate of 45\$ for 6 years	30,066
TOTAL MONITORING AND EVALUATION		73,122
Component 2		
Training and Comms material	Design, produce and disseminate communication materials to raise awareness and understanding of IPLCs and other local stakeholders on their rights, the values of protected areas, and environmental laws and regulations	8,212
Supplies (Community engagement)	Supplies for the community (IPLC) (sanitary, writing, communications, etc.)	6,434
Supplies (Wildlab)	Wildlab supplies	13,919
Supplies (Health check)	Health check supplies	18,559
Equipment (Field gear & nav-comms)	Field gear & nav-comms (tents, life vests, GPS, communication equipment, cameras...)	53,429
TOTAL COMPONENT 2		100,553
Component 4		
Equipment (Field gear & nav-comms)	Field gear & nav-comms (tents, life vests, GPS, communication equipment, cameras...)	61,883
Supplies (Gorilla tracking)	Purchase small supplies and cover field costs ¹³ for consistent tracking of gorillas	65,237
Supplies (software)	Gorilla tracking	2,547

¹³ Field costs include camping, batteries, sandals, field clothing, machete, field rations, field allowance for temporary local assistants (trackers, porters), first aid supplies

Description	Project Justification	Total Project Costs in USD
Field cost	<ul style="list-style-type: none"> • Consistent tracking of gorillas under habituation process • Maintain key trails, tracks, and signage for park access points in CMNP 	48,927
TOTAL COMPONENT 4		178,594
Component 5		
Communications and KM material		24,746
Internet access		18,309
Office maintenance		18,297
Phone credit		30,066
TOTAL COMPONENT 5		91,418

Appendix 10: Project Framework

Project Objective: To strengthen the integrated management of Cameroon's globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people.

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in USD)	
					GEF Project Financing	Co-financing
1. Mainstreaming integrated land use planning (LUP) and management	TA	<p>Outcome 1.1: Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape</p> <p>Outcome indicators</p> <ul style="list-style-type: none"> • <i>Number of councils with integrated land use plans (PLADDT) developed with support from the project (2)</i> • <i>Quality of PLADDT development and adaptive management process</i> <ul style="list-style-type: none"> ➤ <i>Contributing to Core Indicator 4 & 11</i> 	<p>1.1.1 Mapping and accounting of ecosystem natural capital completed for the Ngoyla (816,087 ha) and Mintom (381,431) council areas</p> <p>1.1.2 Integrated land use plans developed for the Ngoyla and Mintom council areas based on a multi-stakeholder process which builds the capacity of IPLCs, CSOs, private sector and governance entities to incorporate ecosystem natural capital accounting and recognize and respect the rights of IPLCs</p>	GEFTF	1,231,635	12,192,388
2. Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species	TA / INV	<p>Outcome 2.1: Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems</p> <p>Outcome indicators</p> <ul style="list-style-type: none"> • <i>Percent increase in IMET</i> <ul style="list-style-type: none"> ➤ <i>Contributing to Core Indicator 1 & 6</i> <p>Outcome 2.2: The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders</p> <ul style="list-style-type: none"> • <i>Number (6) (and area covered) of management agreements</i> 	<p>2.1.1 Studies, management tools, and regional coordination to strengthen adaptive management systems of CMNP and LNP</p> <p>2.1.2 Trainings, workshops/meetings, equipment, small supplies, and technical assistance to strengthen and/or establish inclusive governance and management systems for CMNP and LNP</p> <p>2.2.1 Meetings, communication, equipment, small supplies, field costs and technical assistance to strengthen engagement and coordination between local stakeholders, including IPLCs, on forest and wildlife management and monitoring</p>	GEFTF	2,301,630	18,622,900

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in USD)	
					GEF Project Financing	Co-financing
		<p>➤ <i>Contributing to Core Indicator 4 & 6</i></p> <ul style="list-style-type: none"> • <i>Quality of agreements and implementation and monitoring process</i> ➤ <i>Contributing to Core Indicator 11</i> • <i>Number of participatory wildlife, social impact and threats monitoring systems in peripheral zones/key wildlife corridors around protected areas established and operating (2)</i> <p><i>Contributing to Core Indicator 4</i></p> <p><u>Outcome 2.3:</u> The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa</p> <ul style="list-style-type: none"> • <i>Number of long-term zoonotic disease surveillance systems operating using best practices (2)</i> ➤ <i>Contributing to Core Indicator 1 & 4</i> 	2.3.1 Zoonotic disease surveillance systems targeting diseases for great apes operational for CMNP and LNP			
3. Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains	TA / INV	<p><u>Outcome 3.1:</u> Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes</p> <ul style="list-style-type: none"> • <i>Number of IPLCs with increased monetary income and/or non-monetary benefits from development of NTFP value chains (1,200)</i> 	<p>3.1.1 Landscape-specific strategies for NTFP value chain development that are gender sensitive and responsive, and take into consideration the enabling conditions for ensuring establishment and sustainability of community-based NTFP initiatives, including through the engagement of the private sector</p> <p>3.1.2 Training, equipment, small supplies, technical assistance, and exchange visits for target IPLCs and local organizations to</p>	GEFTF	3,411,640	21.051.776

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in USD)	
					GEF Project Financing	Co-financing
		<p>➤ <i>Contributing to Core Indicator 11</i></p> <p><u>Outcome 3.2:</u> Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape</p> <ul style="list-style-type: none"> • <i>Number of IPLCs with increased monetary income and/or non-monetary benefits from development of hardwood (350)</i> <p>➤ <i>Contributing to Core Indicator 11 & 6</i></p>	<p>strengthen and/or establish the sustainable production of NTFPs (based on the strategies developed as Output 3.1.1)</p> <p>3.1.3 MoUs or other forms of agreements between IPLCs, private sector operators, decentralized local services and other key stakeholders to strengthen NTFPs value chains targeted under Output 3.1.2. and link the use of NTFPs with SFM practices</p> <p>3.1.4 A participatory system to monitor and evaluate the impacts of efforts to develop and establish NTFP value chains is in place and used to share lessons learned across the transboundary landscapes of the Congo IP</p> <p>3.2.1 Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain expanded to 4 new communities (IPLCs) through the establishment and implementation of MoUs between IPLCs, Crelicam, and CBI</p> <p>3.2.2 Applied ecological research and expanded monitoring and evaluation system inform the Ebony Project design and track its impact on target communities, the timber industry, and the environment</p> <p>3.2.3 Strategic document to inform outreach to other private sector actors to replicate the Ebony Project model and its approach to developing value chains</p>			
4. Increasing benefit generation from biodiversity through sustainable	TA / INV	<p><u>Outcome 4.1:</u> Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and</p>	4.1.1 Viewing of habituated groups of gorillas and other sustainable tourism products involving IPLCs and the private sector developed in and around CMNP	GEFTF	1,263,435	11,042,389

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in USD)	
					GEF Project Financing	Co-financing
tourism development		<p>delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape</p> <ul style="list-style-type: none"> • <i>Number of tourism products developed (or strengthened) through this project (4)</i> • <i>Number of IPLCs with increased monetary income and/or non-monetary benefits from development of project supported sustainable tourism value chain (130)</i> <ul style="list-style-type: none"> ➤ <i>Contributing to Core Indicator 11</i> 	<p>4.1.2 Meetings, trainings, travel and technical assistance for CMNP ecotourism stakeholders to collaboratively manage CMNP ecotourism and establish CMNP as a pilot project for ecotourism development</p> <p>4.1.3 Equitable benefit distribution mechanisms that include IPLCS developed and operational for ecotourism products in CMNP and Ebodjé</p>			
5. Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination	TA	<p><u>Outcome 5.1:</u> Program results monitored, and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels</p> <ul style="list-style-type: none"> • <i>Percentage of M&E plan implemented (100%)</i> • <i>Number of communications, awareness raising, and KM materials produced and proportion (%) that target women (and other vulnerable groups) (11/ 73%)</i> • <i>Number of bilateral or regional events to coordinate and exchange knowledge on project strategies for transboundary landscapes in which Cameroon is represented as a result of this project (10)</i> 	<p>5.1.1 Effective project coordination and gender-sensitive monitoring evaluation</p> <p>5.1.2 Project achievements and results documented, and knowledge management products prepared for replication and scaling up</p> <p>5.1.3 Regional coordination and active participation of key stakeholders in Congo IP</p>	GEFTF	942,172	7,604,214
Subtotal					9,150,512	70,513,667
Project Management Cost (PMC)				GEFTF	457,745	3,816,037
Total project costs					9,608,257	74,329,704

Appendix 11: WWF Environmental and Social Safeguards - Risk Categorization Memorandum

Name of Landscape/Seascape: The project will be implemented across the Cameroon segments of three transboundary landscapes - Rio-Campo landscape; Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape; Sangha Tri-National (TNS) landscape.	Date: January 25, 2020																						
Implementing Office(s): GEF 7 Project – Integrated management of Cameroon’s forest landscapes in the Congo Basin. Executing Agency – Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) in collaboration with the World Wildlife Fund for Nature (WWF) - Cameroon.	Date of Previous Cat Memo: N/A																						
Landscape Categorization on E&S Risks: High Risk - (A) ___ and/or (Special Consideration) _X_ /Medium Risk (B) ___ / Low Risk (C)___	Conservation Project Management (CPM) No.: N/A																						
<table border="1"> <thead> <tr> <th data-bbox="207 1224 946 1283">Substantive Safeguard Standards Triggered:</th> <th data-bbox="951 1224 1279 1283">Yes/ TBC</th> <th data-bbox="1284 1224 1453 1283">No</th> </tr> </thead> <tbody> <tr> <td data-bbox="207 1289 946 1348">Natural Habitats</td> <td data-bbox="951 1289 1279 1348">X</td> <td data-bbox="1284 1289 1453 1348"></td> </tr> <tr> <td data-bbox="207 1354 946 1413">Pest Management</td> <td data-bbox="951 1354 1279 1413"></td> <td data-bbox="1284 1354 1453 1413">X</td> </tr> <tr> <td data-bbox="207 1419 946 1478">Indigenous Peoples</td> <td data-bbox="951 1419 1279 1478">X</td> <td data-bbox="1284 1419 1453 1478"></td> </tr> <tr> <td data-bbox="207 1484 946 1543">Involuntary Resettlement & Access Restrictions</td> <td data-bbox="951 1484 1279 1543">X</td> <td data-bbox="1284 1484 1453 1543"></td> </tr> <tr> <td data-bbox="207 1549 946 1608">Community Health, Safety and Security</td> <td data-bbox="951 1549 1279 1608">X</td> <td data-bbox="1284 1549 1453 1608"></td> </tr> <tr> <td data-bbox="207 1614 946 1673">Physical and Cultural Resources</td> <td data-bbox="951 1614 1279 1673">X</td> <td data-bbox="1284 1614 1453 1673"></td> </tr> </tbody> </table>			Substantive Safeguard Standards Triggered:	Yes/ TBC	No	Natural Habitats	X		Pest Management		X	Indigenous Peoples	X		Involuntary Resettlement & Access Restrictions	X		Community Health, Safety and Security	X		Physical and Cultural Resources	X	
Substantive Safeguard Standards Triggered:	Yes/ TBC	No																					
Natural Habitats	X																						
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Involuntary Resettlement & Access Restrictions	X																						
Community Health, Safety and Security	X																						
Physical and Cultural Resources	X																						
<p>In addition to the Substantive Safeguards above, the four Process Standards apply to all medium and high risk landscapes:</p> <ul style="list-style-type: none"> • Environmental and Social Risk Management • Consultation and Disclosure 																							

- **Community Stakeholder Engagement**
- **Grievance Mechanism**

Landscapes categorized as low risk have been screened in accordance to the Standard on E&S Risk Management.

Summary of Key Safeguard Issues

Project Description: The proposed GEF-funded project “Integrated management of Cameroon’s forest landscapes in the Congo Basin” is a child project under the global Sustainable Forest Management Impact Program on Congo Basin Sustainable Landscapes (CBSL). It will be executed by the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) in close coordination with the World Wild Fund for Nature - Cameroon (WWF-Cameroon). The project’s objective is to strengthen the integrated management of Cameroon’s globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and livelihood opportunities for forest dependent people. Over a six-year period, the project will address key barriers and tackle the drivers of deforestation, forest degradation and biodiversity loss through an inclusive, integrated approach that aims to achieve and sustain the effective participation and empowerment of indigenous peoples and local communities (IPLCs) and reinforce their resilience. The project will be implemented across the Cameroon segments of three transboundary landscapes: (i) the Rio-Campo landscape (769,446 ha), specifically around Campo Ma’an National Park; (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha), and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha), specifically in and around Lobeke National Park. The project is divided into five components, as follows:

Component 1: Mainstreaming integrated land use planning (LUP) and management. The project will mainstream LUP by applying a bottom-up approach for participatory, informed and integrated LUP and management across the 1.2 million hectares of the Ngolya and Mintom councils of the TRIDOM landscape.

Component 2: Improving management effectiveness and governance of high conservation value forests. The project will directly address barriers associated with the lack of participatory management models for sustainable forest and wildlife management by promoting better governance of protected areas and their peripheries, notably for Campo Ma’an National Park (CMNP) and Lobéké National Park (LNP).

Component 3: Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains, in the TRIDOM landscape. The project will address the impacts of unsustainable resource use by local communities and private sector actors by promoting their increased engagement in local-level models for SFM that engage IPLCs and the private sector.

Component 4: Increasing benefit generation from biodiversity through sustainable tourism development. The project will take advantage of the unique set of attractions that can be found in and around CMNP to develop a sustainable tourism value chain in the Cameroon segment of the Rio-Campo Landscape.

Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination .

Key Safeguards Issues:

Standard on Protection of Natural Habitats – This standard is triggered as the proposed project directly targets protecting and restoring species and their habitats; strengthening local communities' ability to conserve the natural resources they depend on through the strengthening and establishment of integrated land use plans in the Ngoyla and Mintom council areas of the TRIDOM landscape; and through promoting access to sustainable harvesting and value chains of non-timber forest products (NTFP) in 30 communities in all three project landscapes.

Standard on Access Restriction and Resettlement – While the proposed project will not cause displacement of people, the project might lead to certain access restrictions. Given that the activities proposed under the project include, but are not limited to, protected area management and the development of integrated land use plans for the Ngoyla and Mintom council areas; the strengthening and establishment of sustainable NTFP harvesting and value chains for 30 communities from all three project landscapes; and the improvement of governance and management practices in both Campo Ma'an and Lobeke National Park, the Policy on Involuntary Resettlement is being triggered and the project will prepare a Process Framework (PF). The purpose of this PF is to ensure participation of Project Affected People (PAP) while recognizing and protecting their interests and ensuring that they do not become worse off because of the project. This, however, will eventually only occur with the consent of the affected people and following a decision made with all required information at hand. WWF policy prohibits forced evictions which include acts 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. In addition, the project will exclude financing any activities that would lead to physical displacement and voluntary or involuntary relocation. However, economic displacement or restriction to livelihoods or access to natural resources may occur as a result of project activities including negotiating through highly participatory consultations the establishment of collaborative land use management plans and arrangements for protected areas and other natural resource sustainability approaches, such as establishing sustainable NTFP value chains.

Standard on Indigenous Peoples – This policy is triggered since the project area is inhabited by the various ethnic groups, including two considered to meet the definition of Indigenous Peoples under WWF's Policy on Indigenous Peoples (SIPP:74). These are the Bagyeli or Bakola (estimated at about 24,000 people) living in the western part of the project area and the Baka (estimated at about 40,000 people) that are living in the central and eastern part of the project area. Both groups are traditionally hunter-gatherers and internationally considered as the traditional owners and customary users of the vast forests outside the settlements of agricultural populations along the streams and roads in the project area. However, their rights are largely not recognized, and they do not have equal access to decision making processes, despite recent efforts and governance structures put in place to support these processes. To gain a better understanding of these challenges, a Social Impact Assessment (SIA) should be conducted and an Indigenous Peoples Plan (IPP) or an Indigenous Peoples Planning Framework (IPPF) will be developed. The IPPF will be established in close consultations with the affected Indigenous Peoples to a level where it gains the free, prior and informed consent (FPIC) of the affected people.

Standard on Cultural Resources – This standard is being triggered as a precautionary measure, since two out of the three project landscapes will be implementing activities that may increase risks of affecting communities’ cultural resources, especially those of Indigenous Peoples, namely in the Campo Ma’an and TRIDOM landscapes. Activities in those landscapes involve promoting sustainable tourism and land use planning processes, respectively. Therefore, close monitoring of these activities will be required throughout the project life cycle. In the event risks relating to cultural resources are surfaced during the project implementation phase, appropriate measures will be taken to develop mitigation plans to address those newly identified risks.

Standard on Community Health, Safety and Security - This standard is being triggered as a precautionary measure since this project will be engaging with numerous stakeholders and partners, who for some groups, have a history of conflicts between them. Certain project activities may increase the potential for these existing conflicts to escalate or for new conflicts to emerge among these groups and lead to violence and abuse targeted at some communities or individuals. Therefore, it is essential to monitor the situation closely during the project life cycle, to ensure that if risks arise, appropriate assessments and mitigation measures and plans are developed to address these risks and reduce any negative impacts that may ensue.

Summary of Cross Cutting Issues; (Human Rights, Gender Equality and Women's Rights, Children's Rights, Conflict Sensitivity and Climate Change).

Human Rights issues:

Indigenous Peoples groups and other local communities and individuals affected by the project may be at higher risk of lacking access to knowledge and information on their rights for a number of reasons including: their status in the community leading to marginalization, their low level of literacy and education, their remote location, and lack of opportunities in the community. In addition, the duty-bearers involved in the project may lack the capacity to meet their project obligations, most specifically to knowledge and actions relating to human rights obligations, good governance practices and technical aspects of the project. These may include, but are not limited to, community organizations, CSO leaders and representative entities of certain civil society groups, the private sector, local government entities, among others. The project has been designed to ensure equal access to information and opportunities for all stakeholders, and mitigation measures will be put in place to address these identified risks, and ensure rigorous implementation, monitoring and adaptive management is employed to adjust mitigation plans in response to any concerns relating to these risks.

Gender Issues:

Women and girls are considered a vulnerable group in the project area as they experience discrimination at all levels and are most often excluded from decision-making and governance processes and from equal access to opportunities and benefits from conservation/development programs. Measures are in place to avoid/reduce to a minimum gender-based negative impacts the project may produce and to employ a gender-responsive approach to address gender dimensions at all levels. This will be ensured through the implementation of the Gender Action Plan that resulted from the required gender analysis conducted during project design and development phase.

Children's Rights:

Children and adolescents may be at risk of exposure to outsiders and tourists through Campo Ma'an National Park's project activities that will aim to strengthen and improve the ecotourism value chains in this area, which could expose them to unintended negative impacts. Proper measures will be put in place through further identification of potential risks relating to ecotourism activities and children's rights.

Conflict Sensitivity:

Differential access rights between the Baka and Bangando and the Baka and Bantu, have caused tensions and conflicts in the recent past. Increased awareness and monitoring of the situation helped to reduce risks of conflict escalation. Ensuring proper and regular monitoring of the situation and the use of appropriate mitigation measures to avoid or reduce to a minimum any further tensions that may arise among these groups, is essential.

Required Actions for Impact Assessment (ESIA) and Mitigation Framework (ESMF):

An Environmental and Social Impact Assessment will be required to identify gaps in contextual knowledge essential for the implementation of the project. An Environmental and Social Management Framework which responds directly to the impacts and risks enumerated above is required, including a Process Framework to address potential access restrictions risks and an Indigenous Peoples Planning Framework. In addition, a Stakeholder Engagement Plan, Consultations, Disclosures and a Grievance Mechanism are required.



Appendix 12: WWF Environmental & Social Safeguards screening tool for Individual Projects Adapted for GEF/GCF Projects Implemented by WWF

PART I: Project details

Project name:	Integrated management of Cameroon's forest landscapes in the Congo Basin
Location of the project:	Cameroon segments of three transboundary landscapes: (i) the Rio-Campo landscape, (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape, and (iii) the Sangha Tri-National (TNS) landscape
GEF/GCF Project ID	10287
Agency Project ID	G0021
WWF safeguards landscape/seascape(s) where project will be implemented (if applicable):	(i) Campo Ma'an National Park in the Rio-Campo landscape, (ii) Ngoyla and Mintom Councils in the Cameroon segment of Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape, and (iii) Lobeke National Park in the Cameroon segment of the Sangha Tri-National (TNS) landscape.
Executing Entities:	Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)
Project partners:	WWF-Cameroon; WWF GEF Agency; MINEPAT, MINFOF, UCLA, AWF
Project duration:	72 months
Total project budget:	10,473,000
Persons involved in filling in this screening tool:	Nathalie Simoneau – Director, Gender and Social Inclusion; WWF-US office

PART II: Excluded Activities

Excluded Activities	Yes/No/ Not sure	If the answer is “yes” or “not sure”, please specify:
<p>Are any proposed activities in this project part of the excluded activities list:</p> <ul style="list-style-type: none"> - Procurement/use of weapons and munitions - Military activities - Activities involving forms of forced labour/child labour - Procurement/use of formulated products in the WHO Classes IA, IB or II - Procurement/use of pesticides & other chemicals specified as persistent organic pollutants under the Stockholm Convention - Conversion or degradation of critical natural habitats - Introduction of species known to be invasive into the new environment - Involuntary Resettlement 	No	

If you answered “yes” or “not sure”, please immediately contact the safeguards focal point of your office or any other office involved in the project, or the Safeguards Help Desk safeguardshelpdesk@wwfus.org.

PART III: Low Risk Activities

Low Risk Activities	Yes/No/ Not sure	<i>If the answer is “yes”, please explain the nature of the project:</i>
<p>Below is a list of activities considered to be at low risk for environmental and social impacts. Do all project activities fall within this list?:</p> <ul style="list-style-type: none"> - Policy reform - Natural resource assessments and monitoring - Monitoring and evaluation exercises - Desk studies, workshops, meetings - Scientific research and field surveys - Research and extension in agriculture, forestry, fisheries and natural resource management, - Remote sensing and geospatial analysis - Capacity development, communication and outreach programs, including training 	No	

PART IV: Cross-Cutting Principles

<u>Human Rights</u>		
	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.
1. Could the project activities negatively affect the standards of living or economic situation particularly for marginalized and vulnerable individuals and groups?	No	There is a long history of discrimination against marginalized groups in the project area including Indigenous Peoples and women. The project activities aim to improve the social and economic situation of all IPLCs, through highly participatory and inclusive approaches which ensures inclusion of the most marginalized groups. The project will employ best practices and apply safeguards standards ensuring proper stakeholder engagement and implementation of an Indigenous Peoples Plan or Framework, and other mitigation plans, which will be developed, implemented and monitored throughout the life of the project.
2. Is it possible that affected rights-holders, particularly the most marginalised and vulnerable, might not have access to information about the project or could not fully participate in project-related decisions affecting them?	No	As per the above-mentioned, due to the long history of discrimination against certain groups in the project area, there are risks that the most marginalized people, such as minority ethnic groups, Indigenous Peoples, women and youth may be excluded from access to important information or from participation in project-related decision-making processes affecting them. However, during the project design and development phases, measures have been taken to ensure inclusive consultations with all project stakeholders and to develop appropriate mitigation plans as needed to avoid any exclusion of the most vulnerable project-affected people.
3. Is there a risk that local people and communities affected by the project are unaware of their rights and/or lack the capacity to claim them?	Yes	Segments of Indigenous Peoples groups and other local communities affected by the project may be unaware of their rights due to their status in their community, their lack of access to information, their low level of literacy and education, their remote location, and lack of opportunities in the community, etc. For these reasons, some groups and individuals may be at higher risk of lacking the knowledge and the access to information about their rights. The project has been designed to ensure equal access to information and opportunities to all stakeholders, and mitigation measures will be put in place to address these risks, ensure their implementation, monitoring and adaptive management is employed to adjust mitigation plans to respond to any concerns relating to these risks.

4. Is there a risk that duty-bearers involved in the project do not have the capacity to meet their obligations?	Yes	The duty-bearers involved in the project may lack the capacity to meet their obligations, most specifically to knowledge and actions relating to human rights obligations, good governance practices and technical aspects of the project. These may include but are not limited to community organizations, CSO leaders and representative entities of certain civil society groups, the private sector, local government entities, etc. However, project activities are planned to ensure capacity building and technical, material and financial assistance are provided at the onset of the project and throughout the project life cycle to provide the necessary skills and use adaptive management to ensure proper delivery of project outcomes from all stakeholders.
5. Could the project activities lead to forced labour or employment that may fail to comply with fundamental ILO principles and rights at work ?	No	The project activities are not expected to lead to issues around forced labor or employment, to the contrary, all stakeholders will have equal and voluntary access to project-related opportunities and benefits which may include adopting project-sponsored sustainable livelihoods practices.
6. Have opportunities been identified to promote human rights, good governance, social and/or environmental justice in this project?	Yes	The project has been designed in consultation with stakeholders at all levels, including the most marginalized, taking into account their needs, expectations and concerns. Project activities are proposed to address these needs and expectations, which include capacity building on aspects relating to their rights, including human rights and women's rights, good governance, improvement in legal, policy and institutional frameworks as they relate to land use, protected area and natural resources management.

<u>Gender Equality and Women's Rights</u>		
	<i>Yes, no, n/a, TBD</i>	<i>Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.</i>
1. Could the project negatively impact the situation of women/girls or other groups based on gender?	Yes	During the project design and development phases, the project undertook a desk study to gather gender-related information and data available in the country and project area; gender-responsive stakeholder consultations took place; and a gender analysis was conducted, resulting in the development of a gender action plan, as required by the GEF Policy on Gender Equality and WWF Gender Policy. These requirements ensure gender issues relating to project objectives are addressed, women and men have equal access to participation and project-related decision-making processes, opportunities and benefits; gender is mainstreamed across all project components; yearly workplans and project budget are gender-responsive, etc. Monitoring of the Gender Action Plan implementation by a gender specialist as part of the Project Management Unit, and using an adaptive management approach to project implementation are measures that will help contribute in reducing to a minimum any potential gender-based negative impacts from the project.
2. Have opportunities been identified and considered to promote gender equality in the project?	Yes	See answer to question 1. above.
3. Could the project potentially contribute to increased gender-based violence?	Yes	Given the measures taken to address gender issues in the project (see answer to question 1. above), including gender-based violence issues that may have been identified in the gender analysis, the gender action plan includes integrated activities within project components to increase capacity of all project staff, partners and stakeholders on gender, how to mainstream gender across all project activities and how to identify and address gender-based issues that may arise as a result of shifting power dynamics within households or other project-related reasons. In addition, the project grievance redress mechanism (GRM) is one way for stakeholders experiencing gender-based violence or any other human rights abuses, to file a complaint in confidentiality, to receive support for project-related complaints they want addressed.
<i>If you answered "yes" to the above question, please also answer the questions below.</i>		

A. Is there a risk that the project could pose a greater burden on women by restricting the use, development and protection of natural resources by women compared with that of men?	No	See answer to question 1. above
B. Is there a risk that persons employed by or engaged directly in the project might engage in gender-based violence (including sexual exploitation, sexual abuse, or sexual harassment)?	Yes	See answers to questions 1. and 3. above.
C. Does the project increase the risk of GBV and/or SEAH for women and girls, for example by changing resource use practices?	No	Project activities aim to improve existing resource use practices in consultation with the relevant stakeholders, especially as they relate to NTFPs harvesting and value chains, and opportunities from improving the ecotourism value chain in and around Campo Ma'an National Park. These are not expected to expose women and girls to increased risks of GBV or SEAH. In providing capacity building and training on gender issues, gender mainstreaming, and human rights to project staff, partners and stakeholders, and in raising awareness among these groups about GEF and WWF policies on gender, SEAH and Guidance on GBV, it is expected that these measures will contribute to reducing the risks of issues on GBV and SEAH from project-related activities.
D. Does any mandated training for any individuals associated with the project (including project staff, government park rangers and guards, other park staff, consultants, partner organizations and contractors) cover GBV/SEAH (along with human rights etc.)?	Yes	See answer to question C. above

<u>Children's Rights</u>		
	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.
1. Could the project negatively impact the situation of children or adolescents in the affected communities?	Yes	Project activities that relate to strengthening of ecotourism value chains in Campo Ma'an National Park could expose communities, including children and adolescents to outsiders (workers/tourists, etc.) and could potentially have a negative impact on them through this interaction. Through feasibility assessments and the use of best practices in this sector, the promotion of the WWF Child Safeguarding Policy and a monitoring and adaptive management system in place, these are expected to contribute to the reduction in the risks associated with these activities.
2. Could the project contribute to child labour ? i.e. children doing work that is mentally, physically, socially or morally harmful or dangerous to them or interferes with their schooling	No	The project activities do not include promotion of agricultural production of commodities where child labor is a common issue such as in cocoa production. The project will ensure all staff, partners, stakeholders of the project are knowledgeable about and abide to WWF's Child Safeguarding Policy and GEF's Policy on the same, throughout the project lifecycle to ensure compliance with this policy.

Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes		
	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.
1. Will the project lead to increased waste production, in particular. hazardous waste?	No	The project will not implement activities that are expected to increase waste production.

2. Will the project require significant consumption of raw materials, energy, or water?	No	The project will not implement activities that are expected to require significant consumption of raw materials, energy or water.
3. Will the project lead to significant increases of greenhouse gas emissions or to a substantial reduction of carbon pools (e.g. through loss in vegetation cover or below and above ground carbon stocks)?	No	To the contrary, the project aims to reduce deforestation, forest degradation and biodiversity loss through inclusive and participatory land use planning and management approaches, sustainable NTFP value chains and promotion of good governance, among other approaches.

Conflict Sensitivity		
	<i>Yes, no, n/a, TBD</i>	<i>Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.</i>
1. Are there any major underlying tensions or open conflicts in the project's area of influence or in the country where the project is situated? <i>If yes, answer a and b below</i>	Yes	Tensions have been identified between Bantu local communities and IPs, relating to unequal access to and use of natural resources inside National Parks by Indigenous Peoples, as per an MoU signed between the Government of Cameroon (MINFOF) and Indigenous Peoples associations, in all three landscapes of the project, granting these IP groups access and use rights to natural resources in Protected Areas. There is potential for these tensions to continue or escalate if not properly taken into consideration, however, WWF-Cameroon is aware of the potential for these tensions to resurface and has put mitigation measures in place in these landscapes to address these risks.
a) Is it possible that the project activities might interact with or exacerbate existing tensions and conflicts?	No	The project activities aim to be inclusive and provide equal access to resources for all IPLCs in the form of their engagement in consultations, development, implementation and monitoring of land use management plans that take into account all stakeholders, including women, youth and Indigenous Peoples. Therefore, it is expected that this inclusive and participatory approach will not exacerbate existing tensions or conflicts.

b) How do stakeholders perceive WWF and its partners in relation to the existing conflicts or tensions?		TBD - Further information may be required to answer this question, which may be addressed through the planned Environmental and Social Impact Assessment (ESIA) for this project safeguards process.
2. Could the project create new conflicts among communities, groups or individuals?	No	The types of activities implemented by the project are not expected to create new conflicts between communities, groups or individuals, they are expected to bring together community members in an inclusive and equitable manner to promote dialogue and discussion to advance conservation and human wellbeing outcomes.
3. Does the project provide opportunities to bring different groups with diverging interests positively together?	Yes	The project uses and promotes inclusive consultations and approaches where all stakeholders, including women, youth, Indigenous Peoples and other marginalized groups are consulted and engaged at the level they wish to be engaged into project activities.
Climate Change		
	Yes, no, n/a, TBD	<i>Explain your answer in more detail, including any specific potential impacts or issues that you have identified. If you think there are no potential impacts or issues, please also explain why you think that.</i>
1. Have the potential impacts of climate change on the communities and ecosystems and the related risks and vulnerabilities been analysed (e.g. climate risk analysis)?	Yes	All three project landscapes have plans to or have already conducted climate vulnerability assessments as part of their programming, and utilize climate smart or climate adapted agricultural approaches, among others, when promoting adoption of sustainable/conservation livelihoods practices.

2. Are intended social or environmental outcomes of the project sensitive or vulnerable to potential impacts of climate change?	Yes	Activities that relate especially to sustainable livelihoods practices are considered within the framework of a climate smart approach, including monitoring of the situation for proper adaptive management throughout the life of the project.
3. Is there a risk that the project could increase the vulnerability or decrease the resilience of any local communities or ecosystems to climate change?	No	The project activities are not expected to increase the vulnerability or decrease the resilience of any local communities or ecosystems to climate change.

Concerns raised about WWF's work in relation to Cross-Cutting Principles		
	Yes/no/ not sure	If the answer is "yes" or "not sure", please specify:
Has any actor at any point raised concerns about WWF, WWF's project partners or any activities that this project builds on (e.g. a previous project), in relation to any of the cross-cutting principles (i.e. Human rights, Gender, Child rights, Conflict sensitivity, Climate change)?	Yes	<p>Some actors have raised concerns over the past years regarding the Baka Indigenous Peoples having to accept access restrictions to forest products since the establishment of protected areas in the project landscapes, done without a proper FPIC process. While these have been through a process of consultation with Baka peoples, the restrictions are clearly an issue and need agreed mitigation. Through the establishment of the protected areas, local communities and especially Indigenous Peoples have lost access to these areas and hence their livelihoods. In addition to this, there is potential for conflict between the Baka and Bangando and between the Baka and Bantu over the differential access rights given to the Baka.</p> <p>To respond to these concerns, WWF has implemented several mitigation measures to address past impacts (e.g. restriction of access) and potential risks, however further evaluation of the project area context through an ESIA is required and may lead to the identification of further mitigation plans to address these concerns.</p>

PART V: Risks related to WWF Substantive Environmental and Social Standards

<u>Standard on Indigenous Peoples</u>		
	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.
1. Could the project affect lands, territories or resources that are inhabited by or important to Indigenous Peoples, or otherwise affect the rights, wellbeing or livelihoods of Indigenous Peoples?	Yes	The project area includes the Bagyeli/Bakola (estimated at about 24,000 people) living in the western part of the project area in Rio-Campo LS and the Baka (estimated at about 40,000 people) that are living in the central and eastern part of the project area, in TRIDOM and TNS LS. The project activities will be implemented within these groups' territories and affect their resources, however the project aims to support improvement in the management of these territories and resources and promote a more equitable access to and sustainable use of the resources.
<i>If you answered "yes" to the above question, please also answer the questions below.</i>		
2. What might be the potential impacts of the project on the affected Indigenous Peoples?		<p>Project activities are anticipated to have positive impacts on Indigenous Peoples (IP) in all three project landscapes. Stakeholder consultations have taken place during project design and development and project goal and objectives, activities, expected outcomes and benefits have been discussed with stakeholders identified through stakeholder analysis. Activities implemented through all 5 components of the project include the full engagement of IPs and are briefly explained here:</p> <ul style="list-style-type: none"> - TRIDOM – Participatory, inclusive, informed and integrated land use plans are established based on a multi-stakeholder process that builds the capacity of IPLCs, CSOs, private sector and governance entities and recognizes and respects the rights of IPLCs; - Campo Ma'an and Lobeke National Parks – Improvement of the management effectiveness of the Parks through strengthening of inclusive governance and management systems, by building capacity, developing and using effective tools to strengthen management systems; engaging IPLCs in the management and monitoring of the Parks. - All three landscapes – Improvement and establishment of sustainable Non-Timber Forest Products (NTFP) value chains consulting and engaging with stakeholders from a total of 30 communities, including women, youth and IPs; ensuring equitable and sustainable access, use of and benefit from NTFPs; technical skill

		<p>building, grant making for effective NTFP enterprise development for CSOs and IPLCs; support MoUs with IPLCs and the private sector to ensure sustainability of value chains.</p> <ul style="list-style-type: none"> - TRIDOM – Strengthening and establishment of socially responsible and sustainable value chains for exploitation of hardwood (Ebony Project model). - Campo Ma'an – Sustainable tourism value chain engaging IPLCs and the private sector, delivering equitable benefits to IPLCs.
3. Has a process been carried out to seek the FPIC or to otherwise consult the affected Indigenous Peoples about the project?	Yes	<p>Stakeholder consultations have taken place using participatory and inclusive processes during project design and development. A kick-off workshop was first held in Ebolowa from July 23-25, 2019 with participants representing sectoral administrations (i.e., MINEPDED, MINADER, MINFOF, MINTOUL and MINAS), national and international civil society organizations working in the environment sector, representatives of IPLCs, the private sector, local elected officials, and universities and research institutions. Following the kick-off workshop, a more in-depth process of stakeholder consultation was launched at national and local levels. Identified stakeholder were categorized into a set of distinct groups based on their type and their potential interests and role in the project. For each category of stakeholder, an approach to consultation was identified and materials to support a gender inclusive consultation process were developed. National-level consultations were organized followed by local consultations which was organized around a series of simultaneous site visits to the three project landscapes. In each landscape, the local consultation process started with one day plenary meetings to (i) inform and generate awareness among stakeholders about the project, (ii) collect their input on the intervention strategies proposed, and (iii) prepare for follow up bilateral small group meetings. Among the key groups of stakeholders that participated in these meetings were administrative authorities, institutional actors, local associations, IPLCs community representatives, international NGOs providing technical assistance to protected areas and private sector actors. These meetings were followed by numerous small group and one-on-one consultations with stakeholders in each of the three project landscapes. In each of the landscapes, efforts were made to meet one-on-one with key rights-holder groups, including indigenous peoples and women, to promote open dialogue and ensure their perspectives were captured.</p>
4. Are any of the concerned peoples living in voluntary isolation?	No	There are no Indigenous Peoples groups that are living in voluntary isolation in the project area.
5. Have opportunities been identified for how the project could benefit Indigenous Peoples?	Yes	See answer to question 2. above

<u>Standard on Cultural Resources</u>		
	<i>Yes, no, n/a, TBD</i>	<i>Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.</i>
1. Could the project negatively impact the cultural resources of the affected communities?	Yes	<p>Project activities in all three landscapes are not expected to negatively impact the cultural resources of the affected communities in the project area. To the contrary, the project is expected to have a positive impact on the natural cultural resources of these communities, ensuring their traditional knowledge and way of life are preserved through their engagement in designing, developing, implementing, managing and monitoring systems to access, use and benefit from natural resources in and around the National Parks in all three landscapes.</p> <p>That said, there still remains some level of risks that cultural resources of communities, especially those of Indigenous Peoples in the Campo Ma'an and TRIDOM landscapes, may be affected due to the nature of activities planned in those landscapes, namely the promotion of sustainable tourism and land use planning processes, respectively. The highly participatory approach used in the project and the use of FPIC, coupled with close monitoring of the situation and of the implementation of activities that may cause issues with cultural resources, will be required throughout the project life cycle. Appropriate measures will be taken and mitigation plans will be developed as deemed necessary by the safeguards specialist in the PMU, in consultation with the WWF GEF Agency safeguards specialist.</p>
2. Does the project involve the utilization of cultural resources of affected communities for commercial or other purposes?	Yes	<p>The Project plans to conduct feasibility studies in consultation with IPLCs and community organizations, to assess the potential to responsibly develop cultural and natural tourism products in communities around Campo Ma'an National Park and identify capacity needs to improve IPLCs participation in sustainable tourism models. The situation is similar here as for the above question. There will be close monitoring of activities and any adaptive management required to address issues that arise relating to infringements on cultural resources, in this case for commercial purposes or others, will be taken into account and addressed with appropriate measures and mitigation plans as deemed necessary.</p>

Standard on Restriction of Access and Voluntary Resettlement

	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.
1. Could the project directly or indirectly (e.g. through partners) lead to forced evictions (involuntary resettlement)?	No	WWF does not engage in direct or indirect forced evictions through its project activities in the project area
2. Could the project directly or indirectly lead to physically resettling peoples or communities (voluntary resettlement)? Consider also temporary resettlement.	No	WWF does not engage in voluntary resettlement through any of its activities in the project area.
3. Could the project result in restrictions of peoples' access to or use of land, natural resources or ecosystem services (including social and cultural services)? Consider also temporary and partial access restrictions.	Yes	The project will implement activities that are expected to improve and strengthen governance and management of Campo Ma'an and Lobeke National Parks, which could result in better law enforcement in these Parks, leading to potential restrictions of some natural resources in some areas of the Parks. In addition, given that the activities proposed under the project also include, protected area management and the development of integrated land use plans for the Ngoyla and Mintom council areas, and the strengthening and establishment of sustainable NTFP harvesting and value chains for 30 communities from all three project landscapes, these activities may lead to access restrictions in these landscapes.

Standard on Community Health, Safety and Security

	Yes, no, n/a TBD	Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.

1. Could the activities contribute to increased risk of violence or abuse (physical, sexual, emotional, etc.) towards communities/individuals?	Yes	<p>The project activities themselves are not expected to contribute to increase the risks of violence or abuse towards communities or individuals. To the contrary, the project will strengthen capacity in Park governance and management in Campo Ma'an and Lobeke National Parks more specifically, including training of eco-guards and other government staff and stakeholders, in human rights principles and gender issues during project implementation, which should contribute to reducing these risks.</p> <p>That said, the fact of having several groups of stakeholders and partners engaged in project activities and implementation and these groups (who for some have a history of conflicts between them) working closely together, may increase the risks of certain types of violence and abuse targeted at communities or individuals.</p>
2. Could the activities increase communities' exposure to infectious diseases transmitted by e.g. air, respiratory droplets, unsafe sex, contaminated water or food, or by insects or other animals?	No	The project does not implement activities that would increase risks of exposure to infectious diseases. In the event that risks of spreading COVID-19 or other viruses or pandemics are still active in the project area, the project management unit will follow the directions of the Cameroon Health Authorities in the planning of activities and travels relating to the project to avoid or reduce to the minimum any potential risks of transmission to communities, and all other stakeholders.
3. Could the activities increase communities' exposure to risk factors linked to other health conditions?	No	There are no risk factors linked to other health conditions expected from the implementation of the project activities.
4. Could the activities increase the exposure of communities/individuals to accidents or injuries?	No	The project activities are not expected to increase exposure of communities or individuals to accidents or injuries.

5. Could the activities increase the exposure or vulnerability of communities to natural hazards?	No	The project activities will not increase the exposure or vulnerability of communities to natural hazards.
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<u>Standard on Protection of Natural Habitat</u>		
	Yes, no, n/a, TBD	Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.
1. Does the project support economic or livelihoods activities that might lead to unsustainable use or extraction of natural resources?	Yes	Activities that relate to the improvement and establishment of sustainable NTFP value chains in all three landscapes could potentially lead to the unsustainable harvesting of these forest products by IPLCs. However, the aim in the implementation of Project Component 3, is to reduce unsustainable use of natural resources through efficient establishment of value chains and provision of training and technical skills building to IPLCs, CSOs and the private sector, to develop sustainable NTFP enterprises which is expected to secure these stakeholders' livelihoods.
2. Might the project cause other types of adverse impacts on biodiversity, the integrity of terrestrial or aquatic ecosystems, or on ecosystem services?	Yes	The improvement and establishment of a sustainable tourism value chain engaging IPLCs and the private sector in and around Campo Ma'an National Park, could potentially lead to negative impacts on biodiversity and ecosystem services as the ecotourism program gains popularity and tourist numbers increase, trails and other infrastructures are developed creating new pathways for the spreading of invasive species and threaten to overwhelm the natural systems in the area. However, the project plans to conduct assessments and provide expert support to ensure best practices are established and used throughout the program, from habituation of gorilla to marine turtle conservation and other ecotourism practices, to avoid or reduce to a minimum all negative impacts that may result from implementing such a program. It is expected that these activities will strengthen the program and reduce unsustainable natural resources use through technical and material assistance, capacity building, partnership building with the private sector and through delivering benefits in the form of livelihoods and income generation activities to IPLCs.

3. Will the project require significant consumption of raw materials, energy or water?	No	The project will not implement activities that will require significant consumption of any types of raw materials, energy or water.
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<u>Standard on Pest Management</u>		
	Yes, no, n/a, TBD	<i>Explain your answer in more detail, including any specific risks that you have identified. If you think there are no risks, please also explain why you think that.</i>
1. Does the project promote the use or procurement of pesticides?	No	None of the project activities will promote the procurement or use of pesticides.

PART VI: Conclusion of the project screening

<i>Were any major issues identified in relation to each of the ESSF Cross-Cutting Principles?</i>		
	Yes, no, n/a, TBD	<i>Please list the major risks and issues you identified</i>
<ul style="list-style-type: none"> Human Rights 	Yes	Indigenous Peoples groups and other local communities affected by the project may be unaware of their rights due to a lack of knowledge or access to information for various reasons (see the full explanation in the cross-cutting issues section above); The duty-bearers involved in the project may lack the capacity to meet their project obligations, most specifically to knowledge and actions relating to human rights obligations, good governance practices and technical aspects of the project. These may include but are not limited to

		community organizations, CSO leaders and representative entities of certain civil society groups, the private sector, local government entities, among others.
<ul style="list-style-type: none"> Gender Equality and Women's Rights 	Yes	Women and girls are considered a vulnerable group in the project area as they experience discrimination at all levels and they are most often excluded from participating in decision-making and governance processes and from equally accessing opportunities and benefits from conservation and community development programs. Measures are in place to avoid or reduce to a minimum any gender-based negative impacts in the project, through the gender analysis that was conducted and the resulting Gender Action Plan.
<ul style="list-style-type: none"> Children's Rights 	Yes	Children and adolescents may be at risk of exposure to outsiders and tourists through Campo Ma'an National Park's project activities that will aim to strengthen and improve the ecotourism value chains in this area.
<ul style="list-style-type: none"> Conflict-Sensitivity 	Yes	Differential access rights between the Baka and Bangando and the Baka and Bantu, have caused tensions and conflicts, where increased awareness and monitoring of this situation may be required to avoid conflict escalation.
<ul style="list-style-type: none"> Climate Change 	No	
<ul style="list-style-type: none"> Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes 	No	
Which of the Substantive Standards are triggered by the project?		
	Yes, no, n/a, TBD	Please list the major risks and issues you identified
<ul style="list-style-type: none"> Indigenous Peoples 	Yes	The presence of two Indigenous Peoples groups, the Bagyeli and the Baka, inhabiting the project area triggers this standards, requiring the development of an Indigenous Peoples Plan or Framework, to ensure proper consultations are conducted, including the application of FPIC, throughout the project life cycle.
<ul style="list-style-type: none"> Cultural Resources 	Yes	This standard is being triggered as a precautionary measure since two landscapes will be implementing activities that may increase risks of affecting communities' cultural resources,

		especially those of IP communities in the Campo Ma'an and TRIDOM landscapes, where activities will involve promoting sustainable tourism and land use planning processes, respectively. Close monitoring of these activities will be required throughout the project life cycle and in the event that risks relating to cultural resources are surfaced during the implementation phase, appropriate measures will be taken to develop mitigation plans to address those risks.
<ul style="list-style-type: none"> • <i>Restriction of Access and Voluntary Resettlement</i> 	Yes	This standard is triggered due to the potential in causing some access restrictions in activities associated with improvements in protected area management and the development of integrated land use plans for the Ngoyla and Mintom council areas; activities aiming to improve governance and management practices of Campo Ma'an and Lobeke National Parks; and the strengthening and establishment of sustainable NTFP harvesting and value chains for 30 communities in the three project landscapes.
<ul style="list-style-type: none"> • <i>Community Health, Safety and Security</i> 	Yes	This standard is being triggered as a precautionary measure since this project will be engaging with numerous stakeholders and partners, who for some groups, have a history of conflicts between them. Certain project activities may increase the potential for these existing conflicts to escalate or for new conflicts to emerge among these groups and lead to violence and abuse targeted at some communities or individuals.
<ul style="list-style-type: none"> • <i>Protection of Natural Habitat</i> 	Yes	This standard is triggered as the proposed project directly targets protecting and restoring species and their habitats; strengthening local communities' ability to conserve the natural resources they depend on through the strengthening and establishment of integrated land use plans and the establishment of sustainable NTFP harvesting and value chains.
<ul style="list-style-type: none"> • <i>Pest Management</i> 	No	
Which of the safeguards risk categories do you think this project falls in (high, special consideration, medium or low)?		
	High Risk:	The projects is likely to have significant and irreversible adverse social or environmental impacts at a large scale, that need to be mitigated. → Note: Escalation to CQC required
X	Special Consideration:	The project lands in countries that appear on the FCV List from the World Bank (columns 'High Intensity Conflict' and 'Medium Intensity Conflict' and potentially 'Fragility'). → Note: Escalation to CQC required

	Medium Risk:	The project has potential adverse social and/or environmental impacts, that need to be mitigated.
	Low Risk:	The project is likely to have minimal to no social and environmental impacts.

Appendix 13: Alignment between the Congo Impact Program and the Cameroon Child Project strategies

Congo Impact Program Components	Cameroon Child Project Components and Outcomes
<p><u>Component 1 - Component 1: Enabling integrated framework for countries in targeted transboundary landscapes to plan, monitor and adapt land management and leverage local, national and international investments for SLM/SFM.</u></p> <p>1.1 Land use in transboundary landscapes is in line with ILUMPs (integrated land use management plans) that: (i) fully involve local communities, and forest-dependent peoples, (ii) encompass protected and production areas, as well as wildlife corridors, (iii) integrate tools for valuing natural capital (e.g., natural capital accounting, economic valuation of ecosystem services), (iv) account for future threats such as climate change, industrial agriculture, and infrastructure expansion, and (v) align with local economic development plans.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in area covered by ILUMPs for targeted transboundary landscapes - Increase in number of women participating in design of ILUMPs - Increase in score of key institutions in participating countries as measured by a (to be developed) Capacity Development Scorecard for integrated land use planning - Increase in public and private financing resources for SFM/SLM 	<p><u>Component 1: Mainstreaming integrated land use planning (LUP) and management</u></p> <ul style="list-style-type: none"> - <u>Outcome 1.1:</u> Participatory, informed, and integrated LUP establishes a framework to plan, monitor and adapt land management across approximately 1,200,000 ha of the transboundary TRIDOM landscape <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in area covered by ILUMPs for targeted transboundary landscapes (# of councils with integrated land use plans (PLADDT) developed with support from the project) - Ensuring participation of women in the ILUMPs through the project's gender action plan (see Appendix 8) - Increase in score of Capacity Development Scorecard for integrated land use planning (through score card which provides information on the quality of the PLADDT)
<p><u>Component 2: Long-term viability of forests and area-based management of critical high conservation value forest providing important habitat to endangered species and critical ecosystem services</u></p> <p>2.1 Connectivity between forested areas and/or biodiversity-rich protected areas is increased, and wildlife management, governance, and management effectiveness</p>	<p><u>Component 2. Improving management effectiveness and governance of high conservation value forests, and targeted interventions to protect their endangered species</u></p> <ul style="list-style-type: none"> • <u>Outcome 2.1:</u> Management effectiveness of Campo Ma'an and Lobéké national parks is improved through inclusive governance and management systems

Congo Impact Program Components	Cameroon Child Project Components and Outcomes
<p>of existing protected areas are improved, in collaboration with local communities and forest-dependent peoples.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in area of forest land tagged as connecting corridors where exhaustive forest uses are curtailed - Stable/increasing population sizes of African Elephant, Bonobo, Chimpanzee and Gorilla in the protected areas at program sites - Number of communities participating in protected area management and forest restoration measures; and share of women's participation within these communities - Increase in protected areas management effectiveness (METT) score for program sites 	<ul style="list-style-type: none"> • <u>Outcome 2.2:</u> The effectiveness of forest and wildlife management in the peripheries of Campo Ma'an and Lobéké national parks is strengthened through increased engagement and capacity, and the establishment and adaptive management of equitable and transparent management agreements between local stakeholders • <u>Outcome 2.3:</u> The long-term zoonotic disease surveillance systems in Campo Ma'an and Lobéké national parks and their peripheries are strengthened to minimize the risks of disease transmission between humans and wildlife and vice versa <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in protected areas management effectiveness (METT) score for program sites (% increase in IMET 14 synthesis indicators) - <u>Increase in area of forest land tagged as connecting corridors where exhaustive forest uses are curtailed (# and area covered of management agreements)</u> - <u>Number of communities participating in protected area management and forest restoration measures; and share of women's participation within these communities (Quality of agreements and implementation and monitoring process)</u> - <u>Number of participatory wildlife, social impact and threats monitoring systems in peripheral zones/key wildlife corridors around protected areas established and operating</u> - <u>Number of long-term zoonotic disease surveillance systems operating using best practices</u>

¹⁴ IMET (the Integrated Management Effectiveness Tool) was developed in the context of the BIOPAMA (Biodiversity and Protected Areas Management) programme to contribute to improving protected area management effectiveness and meeting conservation targets. This tool concerns the planning, monitoring and evaluation of protected areas and it directly support managers on the field and at national agencies level.

Congo Impact Program Components	Cameroon Child Project Components and Outcomes
<p><u>Component 3: Sustainable use of forests by local communities and forest dependent people through strengthening of rights and tenure, and sustainable management of production sector activities</u></p> <p>3.1 Sustainable forest-related value chains promoted by empowering local communities, forest dependent people, and partnering with the private sector.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in area under integrated SFM practices - Increase in number of forest dependent and local community members (gender disaggregated reporting) engaged in alternative biodiversity-positive enterprises (e.g., sustainable tourism, production of biodiversity-positive labelled commodity production, sustainable timber) - Qualitative indicator of empowered forest dependent people and local communities - Official commitments from private sector companies (i.e., forestry, oil, mining concessions) to deforestation-free or peatland-friendly production practices in areas identified as ecologically sensitive by the ILUMPs - Increase in investments by private sector companies in conservation of biodiversity and ecosystem services in the Congo Basin 	<p><u>Component 3. Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains</u></p> <ul style="list-style-type: none"> • <u>Outcome 3.1:</u> Strengthened and/or established sustainable NTFP value chains that engage IPLCs and the private sector reduce the impacts of unsustainable natural resource use and deliver benefits to at least 30 communities (IPLCs) in the Cameroon segments of three transboundary landscapes • <u>Outcome 3.2:</u> Public-private partnership (Ebony Project) to create a sustainable and socially responsible value chain for tropical hardwood species is expanded and delivering tangible benefits, including restoration and income generation, in the TRIDOM landscape <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in number of IPLCs with increased monetary income and non-monetary benefits from development of NTFP value chains - Increase in number of IPLCs with increased monetary income and non-monetary benefits from development of hardwood <p><u>Component 4. Increasing benefit generation from biodiversity through sustainable tourism development</u></p> <ul style="list-style-type: none"> • <u>Outcome 4.1:</u> Sustainable tourism value chain that engages IPLCs and the private sector is strengthened, reducing the impacts of unsustainable natural resource use and delivering benefits to IPLCs in the Cameroon segment of the CMRC landscape <p>Indicators:</p> <ul style="list-style-type: none"> - Number of tourism products developed (or strengthened) through this project - Number of IPLCs with increased monetary income and non-monetary benefits from development of project supported sustainable tourism value chain

Congo Impact Program Components	Cameroon Child Project Components and Outcomes
<p><u>Component 4: Capacity building, knowledge management, and regional cooperation</u></p> <p>4.1 Improved national and regional inter-agency coordination on efforts to maintain forest resources, protect biodiversity, enhance forest management, and restore forest ecosystems through enhanced knowledge, technology exchange and financing</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of transboundary or bilateral agreements on program related topics - Additional partnerships catalyzed for conservation of the Congo Basin through a platform bringing together leading private sector companies in the Congo Basin for deforestation-free commodity supply chains - Instances of south-south cooperation/ information exchange with the 2 other biomes identified by the GEF's SFM IP (Amazon, Drylands) 	<p><u>Component 5: Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination</u></p> <ul style="list-style-type: none"> • <u>Outcome 5.1: Program results monitored, and lessons learned inform adaptive management and outreach in support of SFM at landscape, national and regional levels</u> <p>Indicators:</p> <ul style="list-style-type: none"> - <u>% of M&E plan implemented</u> - <u>Number of communications, awareness raising, and KM materials produced and proportion (%) that target women (and other vulnerable groups)</u> - <u>Number of bilateral or regional events to coordinate and exchange knowledge on project strategies for transboundary landscapes in which Cameroon is represented as a result of this project</u>

Appendix 14: Communications and knowledge management plan

Communications and knowledge management will be an essential sub-component of the project and will primarily be coordinated through Component 5 “Monitoring and evaluation (M&E), knowledge management (KM), and regional coordination”, which aims to assure project results and lessons are well documented and disseminated to support sustainable forest landscape management at the local, national and regional levels. Section 3.7 provides detailed information on the lessons learned through other projects and discussed with key stakeholders. The project will hire a Communications, knowledge management and M&E specialist who will be responsible for assessing and documenting results and transferring/disseminating lessons learned. Under Output 5.1.2, a gender sensitive and responsive knowledge management and communication strategy will be developed by the project staff. The strategy will be designed to promote the project’s visibility and contribute to the achievement of the project’s objective by supporting project implementation and the replication and scaling up of sustainable forest landscape management practices. The project’s inception workshop will be used to review and refine the project’s results framework, including its approach to communication and knowledge management, and to examine whether any of the project’s assumptions and underlying conditions may have significantly changed due to COVID-related issues, the national and regional security context, and/or any other contextual considerations. This opportunity will also be used to participatorily discuss how best the project can communicate and coordinate effectively with all stakeholders and will directly inform the project’s knowledge management and communication strategy.

The project will design communication and knowledge management materials to generate, document, and share key lessons learned on-the-ground from the project, including the conditions and recommendations for replication and scaling up of project strategies as identified under Output 5.1.1 (Activity 5.1.2.3). Communication materials will include digital and non-digital means and tools (e.g., technical briefs, case studies, articles, posters), using a diversity of media and events. All materials will be branded and marked according to project guidelines and GEF communication guidelines. To promote collaboration, eliminate knowledge gaps and secure the development of effective strategies, the project will actively contribute to platforms that promote exchange and learning among different levels of stakeholders, including at the local, national, regional and international levels (e.g. cross-landscape national monitoring and knowledge management initiatives, COMIFAC’s knowledge initiatives and outputs, OFAC’s State of the Forest reports, CBFP knowledge development and networking initiatives, Global Wildlife Program’s knowledge creation on wildlife issues in the Congo Basin).

Under Output 5.1.2, the project will strengthen communication and knowledge management at the national and landscape levels by assuring the timely transfer of project information to relevant national government bodies so that they can be used to inform national efforts to monitor forest landscapes and support their management. Cross-landscape learning exchange visits for local practitioners and other stakeholders will also be organized to provide a unique opportunity for learning and sharing on issues pertaining to SFM, biodiversity conservation, and the roles and rights of IPLCs.

Among the topics that are anticipated to figure prominently in regional knowledge management and coordination are: establishing or strengthening agreements and protocols concerned with SFM and biodiversity conservation in transboundary landscapes, including as regards management of adjacent transboundary protected areas; methodologies for natural capital accounting and means to mainstream these considerations in planning and decision-making; integrated and participatory LUP, and land use trends; the recognition of IPLCs rights and their engagement in SFM; the surveillance of zoonotic diseases; biomonitoring; ecotourism; establishing capacity and coordination for human rights based law enforcement; the development of sustainable forest-based value chains, including improved incentives, sustainable sourcing, practices, etc.; and the engagement of the private sector in SFM.

In order to strengthen regional coordination and the participation of key project stakeholders in scaling up and out results, the regional level communication and knowledge management (Output 5.1.3) will be implemented in coordination and collaboration with the RCP of the Congo IP as well as with organizations such as REPHALEAC and AIWO-CA to advance the recognition of IPLCs rights across all areas of intervention and at all levels. The regional coordination will also support regional knowledge exchange, including through the knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP) and targeted thematic studies (Activity 5.1.3.1). The project will contribute to the GEF's knowledge base through the RCP of the Congo IP. Key project stakeholders will participate in bilateral and regional capacity building, knowledge sharing, and strategic exchange opportunities organized through the Congo IP RCP or through other frameworks for transboundary or regional collaboration (e.g., transboundary agreements for CMRC, TRIDOM, TNS) to facilitate the direct transfer of knowledge and technologies and coordinate on strategic interventions (Activity 5.1.3.2). As part of its regional coordination efforts, the project will also promote the alignment of methodologies and tools and the sharing of data and best practices. This includes in the areas of LUP and natural capital accounting, the surveillance of zoonotic diseases, biomonitoring, law enforcement, the development of sustainable forest-based value chains (e.g., improved incentives, sustainable sourcing, and practices), the recognition of IPLCs rights, and engagement of the private sector. In addition to the knowledge management activities proposed under Component 5, targeted activities have been integrated under different project components to document and share experiences, as well as to organize and participate in transboundary coordination meetings/exchanges that are integral to specific project strategies, i.e., Activities 1.1.1.6, 1.1.2.11, 2.1.1.5, 3.1.4.2, 3.2.3.2, and 4.1.2.5.

Table 39: Project communication targets and examples of communication tools

Scale	Target	Examples of communication tools
Regional	<ul style="list-style-type: none"> - Regional bodies/initiatives - Decision-makers in other Congo IP countries (e.g., government officials) - Civil society leaders/influencers 	<ul style="list-style-type: none"> - SFM/Forest landscapes Impact Program communication initiatives - Regional workshops - Exchange visits - Publications, leaflets, case studies, technical briefs, best practice documents - Videos or other media content - Dissemination of project datasets and/or communication materials on regional learning and knowledge management platforms (e.g., Congo IP online Community of Practice (CoP), Transboundary consultative platforms, etc.)
National	<ul style="list-style-type: none"> - Centralized government staff/agencies - Other decision and policymakers - Civil society, including notably national leaders, influencers, organizations active at the national scale - National & international NGOs - Other national level projects - Technical & research institutions/initiatives (e.g., CBI) - National level professional/ smallholder associations 	<ul style="list-style-type: none"> - SFM/Forest landscapes Impact Program communication initiatives (e.g., Network of Parliamentarians for the Sustainable Management of Forest Ecosystems in Central Africa (REPAR)) - National and regional workshops - Cross landscape exchange visits - Publications, leaflets, case studies, technical briefs, best practice documents - Videos or other media content (e.g., radio shows) - Dissemination of project datasets and/or communication materials on national monitoring and management platforms - Social networks

Scale	Target	Examples of communication tools
	<ul style="list-style-type: none"> - Private sector actors active at the national scale - National level platform of indigenous organizations (e.g., GBABANDJI) 	<ul style="list-style-type: none"> - Awareness raising events
Landscape	<ul style="list-style-type: none"> - Decentralized government staff/agencies & decentralized technical services - Provincial, regional and communal decision and policymakers - Civil society, including notably leaders, influencers and organizations - Professional/smallholder associations - National & international NGOs - Other landscape projects - Private sector actors 	<ul style="list-style-type: none"> - National and regional workshops - Cross landscape exchange visits - Publications, leaflets, case studies, technical briefs, best practice documents - Videos or other media content (e.g., radio shows) - Local consultations, meetings, workshops - Project posters and signs - Social networks - Awareness raising events
Local	<ul style="list-style-type: none"> - Decentralized government staff/agencies - Local administrative authorities - Local leaders and influencers - Community members, including Indigenous peoples, women, and other vulnerable groups - Local CSOs/smallholder associations - Local projects and programs - Local private sector actors 	<ul style="list-style-type: none"> - Publications, leaflets, case studies, technical briefs, best practice documents - Videos or other media content (e.g., radio shows) - Local consultations, meetings, workshops - Trainings and learning visits - Project posters and signs

A series of anticipated activities, deliverables and a budget have been identified for successful communications and knowledge management for the project.

The following activities will contribute to the deliverables of the communications and knowledge management of this project:

- Knowledge Management and M&E Specialist (see above)
- Document lessons learned and share experiences from Ngoyla and Mintom councils to inform sub-national, national, and regional strategies for ecosystem natural capital accounting: A.1.1.1.6
- Conduct workshops and design and disseminate materials to share experiences from LUP process in Ngoyla and Mintom with other councils in the Cameroon segments of the CMRC, TRIDOM and TNS landscapes, and the national program on LUP: A.1.1.2.10
- Participate in targeted transboundary landscape LUP processes (e.g., Regional Learning and Leadership Group) led by the RCP, including sharing experiences on how national and transboundary LUP (TNS, CMRC) may be better integrated: A.1.1.2.11
- Travel and meeting costs for transboundary and regional coordination on key protected area and wildlife management issues, including transboundary agreements and sustainable land use, managing and monitoring wildlife crime (e.g., MIKE, collaboration on zoonotic disease surveillance, etc.): A.2.1.1.5
- Design, produce and disseminate communication materials to raise awareness and understanding of IPLCs and other local stakeholders on their rights, the values of protected areas, and environmental and social laws and regulations: A.2.1.2.1
- Coordinate with ongoing efforts to establish transboundary surveillance system in TNS and share experience on best practices at regional level: A.2.3.1.5
- Organize exchange visits with established NTFP enterprises, including exchanges designed specifically for women and youth: A. 3.1.2.5

- Conduct workshops and design and disseminate materials to share experiences and lessons learned from NTFP value chain development across the transboundary landscapes of the Congo IP: A. 3.1.4.2)
- Design and disseminate materials to ensure experiences and lessons learned from the Ebony Project are available to support the development of similar models of public-private partnership involving IPLCs in the transboundary landscapes of the Congo IP: A.3.2.3.2
- Fund travel, accommodation and other associated costs for local/national exchange visits or educational travel to other tourism sites by key stakeholders and representatives of IPLCs: A.4.1.2.6
- Develop project communication and knowledge management strategy (in coordination with Congo IP RCP): A. 5.1.2.1
- Design materials to communicate project results and lessons learned, including conditions and recommendations for replication and scaling up, and participate in multi-faceted communication and learning actions to strengthen understanding and increase engagement in sustainable forest management and biodiversity conservation: A. 5.1.2.2
- Share project results and lessons learned through sub-national, national, regional, and international knowledge management platforms: A. 5.1.2.3
- Share the results of the Cameroon child project with the Congo IP to support regional knowledge exchange, including through active participation in the Congo IP knowledge management platform (KM Platform), the Congo IP online Community of Practice (CoP), targeted thematic studies, and other capacity building and knowledge exchange opportunities organized through the RCP: A. 5.1.3.1
- Support travel costs for key project stakeholders to participate in bilateral or regional events to exchange knowledge and coordinate on project strategies for transboundary landscapes (CMRC, TRIDOM, TNS): A. 5.1.3.2

Table 40: Key deliverables for knowledge management and communication

Deliverable	Timeline	Budget
Gender-sensitive/responsive knowledge management and communications strategy to support implementation, replication and scaling up of sustainable forest landscape management practices	Q2&3 of first project year	<ul style="list-style-type: none"> • Activity 5.1.2.1: Develop project communication and knowledge management strategy (in coordination with Congo IP RCP): USD 7,000
<p>Implementation of knowledge management and communications strategy.</p> <p>Outcome indicator targets (see Results Framework, ProDoc Appendix 3):</p> <ul style="list-style-type: none"> • 11 communications, awareness raising, and KM materials produced and proportion (%) that target women (and other vulnerable groups • 10 bilateral or regional events to coordinate and exchange knowledge on project strategies for transboundary landscapes in which Cameroon is represented as a result of this project. <p>Output indicator targets (To be confirmed by the PMU and tracked as part of AWP&B tracking)</p> <ul style="list-style-type: none"> • At least 5 communication/KM materials be produced to raise awareness and understanding on 	Throughout project implementation	<p>USD 60,925</p> <p>USD 30,308</p> <p>USD 40,616</p>

Deliverable	Timeline	Budget
values of PA, environmental laws and regulations with a targeted distribution of at least 3,000 (reference to A.2.1.2.1)		
<ul style="list-style-type: none"> • At least 20 exchange visits were organized benefiting 120 individuals (80 women/40 men) (reference to A.3.1.2.5) 		USD 63,540
<ul style="list-style-type: none"> • At least 1 strategic document to inform scaling out of PPP model be produced and at least 6 publications sharing insights on ecology, reforestation, community-based programs be produced (reference to A.3.2.3.2) 		USD 35,565
<ul style="list-style-type: none"> • 2 exchange visits be organized, each with 10 participants (reference to A.4.1.2.6) 		USD 20,308
Total Budget		USD 258,262

Appendix 15: Climate Risk Assessment for the project “Integrated management of Cameroon’s forest landscapes in the Congo Basin”

The geographic scope of this project centers on Cameroon’s southern trans-frontier forest belt. This belt, which stretches from the Gulf of Guinea in the east to the CAR in the west is dominated by tropical humid dense forest and encompasses the Cameroon segments of three transboundary forest landscapes: (i) the Campo Ma’an-Rio Campo (CMRC) landscape (769,446 ha), (ii) the Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape (4,949,174 ha) and (iii) the Sangha Tri-National (TNS) landscape (1,490,552 ha). It also includes a 695,916 ha interzone between the CMRC and TRIDOM landscapes. These forests perform valuable goods and ecological services at local, regional, and global levels, such as the provision of foods and medicines; the maintenance of the hydrological cycle and important flood control in a high-rainfall region; and regional-scale climate regulation, cooling through evapotranspiration, and buffering of climate variability. The amount of carbon stored in Cameroon’s humid forests has been estimated at 3.2 billion metric tons (Nasi et al., 2009).

The climate is hot and humid; it is an area characterized by a sub-equatorial climate of Congo-Guinean type. The average annual temperature is relatively constant in the range of 23-27°C, with an average rainfall varying between 1,500-2,000 mm over 10 months, divided into two dry seasons alternating with two rainy seasons: a short dry season from July to August; a long rainy season from September to November; a long dry season from December to February and a short rainy season from mid-March to June. The average relative humidity is above 80% (MINEP, 2010).

Climate Change Scenarios	Climate Hazard and Vulnerability	How is the project addressing this risk?
<p><u>Temperature</u></p> <p>Mean annual temperature will rise by 1.75°C (1.32°C to 2.56°C) in 2040-2059 (RCP 8.5, Ensemble)</p> <p>Mean annual temperatures are projected to increase between 1.0-2.9°C by</p>	<p>In the tropics even subtle <u>temperature-related</u> changes can lead to rapid increase in hazards because of much lower variability from year to year. For example, health risks arising from heat are expected to almost explosively increase in low-latitude regions with high humidity (i.e., high heat index) as temperatures rise systematically over critical health thresholds.</p> <p><u>Precipitation changes</u> are more complex and therefore less uniform. The rainforest areas of Cameroon are expected to see an increases in <u>heavy rainfall and flooding</u> which come along with equally enhanced periods of enhanced drought, which get exacerbated by higher temperatures, and thus stronger</p>	<p>All three project landscapes have plans to conduct or have already conducted climate vulnerability assessments through WWF Cameroon’s landscape-level safeguards assessment and utilize climate smart or climate adapted agricultural approaches, among others, when promoting adoption of sustainable/ conservation livelihoods practices.</p> <p>The project’s objective “to strengthen the integrated management of Cameroon’s globally important forest landscapes in the Congo Basin to secure its biological integrity and increase economic and</p>

Climate Change Scenarios	Climate Hazard and Vulnerability	How is the project addressing this risk?
<p>2060's and 1.5-4.7°C by the 2090's. The rate of warming is projected to be largest in the interior and slower in the western coastal areas of the country.</p> <p><u>Precipitation</u></p> <p>Annual precipitation will rise by 30.07mm (-256.09mm to 367.41mm) in 2040-2059 (RCP 8.5, Ensemble)</p> <p>Annual Maximum 5-day Rainfall (25-yr RL) will rise by 18.20mm (-53.04mm to 192.74mm) in 2040-2059 (RCP 8.5, Ensemble)</p> <p>Model projections for average annual precipitation display a wide range of changes over Cameroon.</p>	<p>evapotranspiration. Climate change is therefore expected to enhance the contrast between wet and dry.</p> <p>In the equatorial zone, the main impacts are related to changes in rainfall (MINEP, 2011). In fact, the most significant climate variability results from a wetter dry season, which in the long run, tends to induce a change in the annual hydrological cycle. This change in rainfall is characterized firstly by a relative increase in mean precipitation of the dry season, and after, by a relative decrease in the rainfall. Changes in the seasonal rainfall seem to be accentuated: the differences observed between rainfall totals of rainy and dry seasons are the greatest since the 1990s (Climate Change and Beliefs in Cameroon: A Qualitative Study Among Farmers in the Equatorial and Sudano-Sahelian Zones, 2015)</p> <p>Extreme events</p> <p>The most extreme rainfall episodes generally have the danger of leading to significant floods. Individual daily rainfall is often linked to flashfloods of limited spatial extent, but multi-day rainfall generally has a broader spatial footprint and thus more extensive flooding can be explained.</p> <p>Key vulnerabilities</p> <p><u>Floods</u> are a recurring natural hazard in Cameroon. The coastal regions have the highest risk of flood mortality. Sea level rise poses great risks and increases the vulnerability of Cameroonians living along the coast. One study found that in Cameroon,</p>	<p>livelihood opportunities for forest dependent people” is designed to increase the resilience of local communities to climate change and their adaptive capacity as well as to reduce the overall vulnerability of forest ecosystems and to find solutions that can be replicated and taken to scale to support more lasting and sustainable management of forested areas and development.</p> <p>Activities that relate especially to sustainable livelihoods practices are considered within the framework of a climate smart approach, including monitoring of the situation for proper adaptive management throughout the life of the project.</p> <p>The project pilots a participatory, informed, and integrated LUP and management which will be used to identify possible land use scenarios that take into consideration key factors such as population projections, primary needs, areas required to meet political objectives and targets, and climate change and variability. The optimal scenarios will be used to elaborate the PLADDT which reflect the rights and needs of local stakeholders and the value of natural capital. Natural capital mapping (e.g., carbon sequestration for climate change mitigation) is perceived as an effective mean to foster sustainable land use planning.</p>

Climate Change Scenarios	Climate Hazard and Vulnerability	How is the project addressing this risk?
<p>By the 2090's projected changes in rainfall range between -12 to +20 mm per month, with ensemble means around +1 to -3 mm per month.</p>	<p>580,300 people could be displaced and 39,000 homes destroyed from sea level rise by the year 2100.</p> <p>Increases in temperature, high winds and tides, changes in quantity and variability of rainfall, and flooding are among the likely consequences of climate change that have been identified for the project areas as part of Cameroon's National Adaptation Plan (NAP). The potential impacts of these changes have been assessed to include loss of ecosystems, loss of soil quality and fertility, changes in water supply, increases in the prevalence of some diseases, introduction of non-native species, more frequent natural disasters, diminution in fish aquatic resources, and pollution. Climate change also has the potential to force significant changes to agricultural calendars, destroy infrastructure, and exacerbate food insecurity and resource conflicts. It is also worth noting that continued deforestation can play a direct role in both global warming and cooling and can also affect water regulations, potentially compounding impacts.</p> <p>Vulnerability in the equatorial region is observed through several phenomena: the loss of forest area; degradation of the forest: biodiversity loss (flora and fauna); the upheaval of the seasons and rainfall; increasing climate phenomena; strong winds causing crop losses (UICN/PC, 2013). Despite the consistency of their vegetation cover, the rainforests will undergo many disappearances and/or mutations of species because of the selection and/or the adaptation to new climatic conditions (Liéno et al., 2008) they provide.</p>	<p>The project will strengthen systems for SFM and address the concerns and needs of IPLCs which will contribute to improving resiliency. It will also contribute to maintaining the connectivity of the Congo Basin's humid tropical forest ecosystem.</p> <p>The project activities aim to protect the numerous benefits to biodiversity and climate change provided by this ecosystem, including vital ecosystem services and livelihoods to forest-dependent communities.</p> <p>Advancing sustainable forest management (SFM) through non-timber forest product (NTFP) and hardwood value chains will address NTFP's availability changes due to climate change and engage the private sector in sustainable practices, which over the long-term contribute to reducing greenhouse gas emissions and climate change mitigation.</p> <p>In addition to the integration of climate change concerns into the different project activities, the project cooperates with many partners e.g. the Congo Basin Institute, a network of permanent, multi-disciplinary enterprises (NGOs, universities,</p>

Climate Change Scenarios	Climate Hazard and Vulnerability	How is the project addressing this risk?
	<p>The vulnerability of Cameroon to climate change is compounded by the fact that (1) Poverty exacerbates and is exacerbated by the impacts of environmental change; (2) Livelihoods are highly dependent on climate-sensitive resources: agriculture in Cameroon, of which up to 90% is rain-fed, accounts for more than 70% of the country employment; (3) Low adaptive capacity: The synthesis of vulnerability studies shows that almost all forest landscapes in Cameroon are affected by the phenomena of variability and climate change. The consequences are very much felt since they relate to people living primarily from natural resources. However, in Cameroon, as in many other Sub-Saharan Africa countries, climate change is just an added stress to a range of other pressures, some of which are currently more pressing than climate change. Pressures such as forest fragmentation, reduction in habitat and the resulting adverse effects on wildlife species are already proving difficult to manage. Inappropriate land use practices have led to increased deforestation and forest degradation, soil erosion, flooding of low-lying areas and the destruction of watersheds. It is very likely that even more modest losses in biodiversity would cause consequential changes in ecosystem goods and services (Arnell 2004; IPCC 2007; Dai et al. 2009).</p>	<p>etc.) which aim to find solutions to the interconnected issues of climate change, human disease, food and water security, and loss of biodiversity and the RainForest Alliance who is working in Ngoyla-Mintom Forest area to amplify the voices of farmers and forest communities, improve livelihoods, protect biodiversity, and help people mitigate and adapt to climate change in bold and effective ways. For this project, they would contribute to the development and implementation of Integrated land use plans developed for the Ngoyla and Mintom council areas.</p> <p>Climate change impacts and policies may affect men and women differently thus resulting in different vulnerability to climate change. Therefore, the project pays additional attention to gender equality and safeguarding women's rights and ensuring that gender is an integral part of future initiatives to combat climate change in rural communities.</p> <p>Finally, the gender analysis of the project found that there are considerable opportunities to engage with women's groups and networks (at local, national and international levels) to promote gender mainstreaming and women's empowerment in the forest sector.</p>

Appendix 16: GEF 7 Core Indicator Worksheet

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use					(Hectares)
		Hectares (1.1+1.2)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		1,737,921	952,573			
Indicator 1.1	Terrestrial protected areas newly created					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 1.2	Terrestrial protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
					Endorsement	MTR TE
Campo Ma'an National Park	1242	II National Park	261,598	Will be filled in at Project start to provide for relevant baseline data		
Lobéké National Park	1245	II National Park	218,398		66	
Nki National Park	30674	II National Park	315,855	Will be filled in at Project start to provide for relevant baseline data		
Ngoyla Faunal Reserve	555622119	IV Habitat/Species Management Area	156,722	Will be filled in at Project start to provide for relevant baseline data		
		Sum	952,573			
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use					(Hectares)

		Hectares (2.1+2.2)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 2.1	Marine protected areas newly created					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 2.2	Marine protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
				PIF stage	Endorsement	MTR
		(select)				
		(select)				
		Sum				
Core Indicator 3	Area of land restored				(Hectares)	
		Hectares (3.1+3.2+3.3+3.4)				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 3.1	Area of degraded agricultural land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)					<i>(Hectares)</i>
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
			4,788,555	3,076,113		
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			4,788,555	3,076,093		
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			0	20		

Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					<i>(Hectares)</i>
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated					<i>(Metric tons of CO_{2e})</i>
		Expected metric tons of CO _{2e} (6.1+6.2)				
		PIF stage	Endorsement	MTR	TE	
	Expected CO _{2e} (direct)	11.5 t/ha/yr or 1.5 billion t CO _{2eq} over 20-year period	3.3 t/ha/yr or 26.2 million t CO _{2eq} over 20-year period			
	Expected CO _{2e} (indirect)					

Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO ₂ e			
			PIF stage	Endorsement	MTR	TE
	Expected CO ₂ e (direct)		11.5 t/ha/yr or 1.5 billion t CO ₂ eq over 20-year period	3.3 t/ha/yr or 26.2 million t CO ₂ eq over 20-year period		
	Expected CO ₂ e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO ₂ e			
			Expected		Achieved	
					MTR	TE
	Expected CO ₂ e (direct)					
	Expected CO ₂ e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE

Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited fisheries Moved to more sustainable levels					(Metric Tons)
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					(Metric Tons)
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				

Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					<i>(grams of toxic equivalent gTEQ)</i>
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					(Number)
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	8,000	8,866		
		Male	8,500	9,605		
		<i>Total</i>	16,500	18,471		

List of Tables

Table 1: Project target areas.....	xi
Table 2: Brief overview of target landscapes.....	4
Table 3: Protected areas within the project's geographic scope.....	6
Table 4: Overview of changes in forest elephant populations in areas of the TRIDOM landscape.....	10
Table 5: Coordination with ongoing GEF interventions.....	26
Table 6: Coordination with non-GEF initiatives.....	27
Table 7: Project Partners.....	62
Table 8: Overview of engagement approach for the project's main groups of stakeholders.....	66
Table 9: Monitoring and Evaluation Plan.....	75
Table 10: Budget by component and outcome.....	80
Table 11: Incremental reasoning.....	81
Table 12: Contribution to GEF-7 Core Indicators.....	86
Table 13: Alignment with GEF Focal Area and Impact Program Strategies.....	87
Table 14: Risks and proposed mitigation measures.....	90
Table 15: Risks associated with COVID-19 and proposed mitigation measures.....	93
Table 16: High-level work schedule.....	109
Table 17: Results Framework.....	119
Table 18: TORs.....	142
Table 19: Established protected areas within the project area.....	153
Table 20: Target areas for project components as elaborated at the PPG stage of project development.....	156
Table 21: Overview of synthesis indicators for IMET from CMNP and LNP.....	158
Table 22: Overview of councils and protected areas within the geographic scope of the GEF Cameroon child project.....	160
Table 23: Overview of stakeholders consulted as part of the national level consultation process.....	164
Table 24: Recapitulation of main feedback of national consultation process by landscape.....	165
Table 25: Overview of stakeholders engaged during local (or site level) consultations.....	166
Table 26: Feedback on project strategies by landscape and how it was addressed in project design.....	168
Table 27: Stakeholder engagement matrix.....	172
Table 28: Main methods of consultation and engagement.....	189
Table 29: Overview of gender distribution in political and administrative posts in Cameroon.....	204
Table 30: Overview of gender differentiated forest use.....	207
Table 31: Overall budget Table.....	233
Table 32: Staffing.....	234
Table 33: Third Party fees and Expenses.....	242
Table 34: Sub recipient summary.....	245
Table 35: Travel.....	248
Table 36: Workshops and meeting.....	250
Table 37: Equipment.....	254
Table 38: Supplies and Other Operating Costs.....	256
Table 39: Project communication targets and examples of communication tools.....	294
Table 40: Key deliverables for knowledge management and communication.....	296

List of Figures

Figure 1: Maps of the project area and landscapes.....	2
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Figure 2: Annual area of deforestation for GEF Project Area by landscape segment (2010-2018).....	7
Figure 3: Annual rate of deforestation for the project area (2010-2018).....	8
Figure 4: Overview of the project's overall theory of change	34
Figure 5: Overview of institutional arrangements for implementation	57
Figure 6: Overview of Cameroon Child Project Area and three targeted transboundary landscapes	105
Figure 7: Cameroon segment of Campo Ma'an-Rio Campo (CMRC) landscape.....	106
Figure 8: Cameroon segment of Tri-National Dja-Odzala-Minkebe (TRIDOM) landscape	107
Figure 9: Cameroon segment of the Sangha Tri-National (TNS) landscape	108
Figure 10: Land cover of landscape segments within the project's geographic scope based on data from Hansen et al. 2013.	151
Figure 11: Annual rate of deforestation for GEF Project Area (2010-2018).....	152
Figure 12: Annual rate of deforestation for GEF Project Area by landscape segment (2010-2018).....	152
Figure 13: Annual rate of deforestation for GEF Project Area by landscape segment (2010-2018).....	153