



FAO/GLOBAL ENVIRONMENT FACILITY PROJECT DOCUMENT



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Other executing partners:	Ministry of Environment and Nature Protection (MINEP).		
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GEF strategic programme:	BD SP-4 Strengthening the policy and regulatory framework for mainstreaming biodiversity		
Duration:	Five years		
Estimated starting date:	November 2011		
Estimated completion:	October 2016		
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	<u>Co-financing:</u>		
	Government of Cameroon	USD	1,495,000
	FAO-Rome	USD	425,000
	FAO-Cameroon	USD	300,000
	OPED (NGO)	USD	650,000
	CAM-ECO (NGO)	USD	750,000
	CWCS (NGO)	USD	954,000
	ACP-FLEGT Project	USD	82,000
	<u>Subtotal co-financing</u>	USD	4,656,000
	<u>Total project budget:</u>	USD	6,389,180

OPERATIONAL FOCAL POINT ENDORSEMENT

Republic of Cameroon
Justin Nantchou

Date of re-endorsement:
10 March 2011

EXECUTIVE SUMMARY

Mangrove ecosystems on the coast of Cameroon are valuable both for their contributions to local livelihoods and the globally important biodiversity that they contain. However, these areas are threatened by a number of development pressures as well as unsustainable management and harvesting practices of the local communities living there.

This project aims to strengthen protection and reduce degradation in these areas by supporting inter-sectoral co-ordination and collaboration (within an agreed national framework) and by helping local communities to redirect local economic activities towards activities that both improve their livelihoods as well as assist with the conservation of globally important biodiversity found in these areas.

At the national level, the project includes activities to develop and implement a strategy for the protection of mangrove ecosystems. This will be supported by strengthened capacity for environmental monitoring, the generation and dissemination of better information about these ecosystems and improved mechanisms for inter-sectoral dialogue. At the local level, the project will target three areas for preparation and implementation of sustainable mangrove management plans. Experiences gained from this will demonstrate how the national strategy and dialogue can be translated into achievements in the field, so that project outcomes can be sustained and replicated elsewhere in the country.

This project is a five year project with a total estimated budget of USD 6.4 million. Total project costs distributed by funding source are: (i) GEF - USD 1.7 million; (ii) national government - USD 1.5 million, (iii) other co-financiers - USD 2.5 million; and (iv) FAO - USD 0.7 million.

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GLOSSARY OF ACRONYMS

ACP-FLEGT	The Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific countries (ACP-FLEGT) Support Programme
AWP	Annual Work Plan
BD	Biological Diversity
BH	Budget Holder
CAM-ECO	Cameroon Ecology
CARPE	Central African Regional Programme for the Environment (IUCN)
CBFP	Community Based Forest Programme
CBNRM	Conservation based natural resources management
CCPM-PSFE	Dialogue Circle for the Partners of MINFOF
CDM	Clean Development Mechanism
CEW	Cameroon Environmental Watch
CIDE	Information Centre on Environment (<i>Centre d'Information sur l'Environnement</i>)
COMIFAC	Commission for the Forests of Central Africa (<i>Commission des forêts d'Afrique Centrale</i>)
COTCO	Cameroon Oil Transport Company
CMN	Cameroon Mangrove Network
CWCS	Cameroon Wildlife Conservation Society
DG-Conservation	Directorate of Conservation monitoring and promotion of natural resources of MINEP (<i>Direction du suivi de la conservation et de la promotion des ressources naturelles du MINEP</i>)
ESIA	Environmental and Social Impact Assessment
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FCFA	Franc de la Communauté francophone de l'Afrique
FESP	Forest Environment Sectoral Plan
FPMIS	Field Programme Management Information System (of FAO)
GEF	Global Environment Facility
GEO	Global environmental objective
GEM-CG	<i>Grand Ecosystème Marin du Courant de Guinée</i>
GPIR-Report	GEF Project Implementation Report
GPIR-Review	GEF Project Implementation Review
IC-MPE	International Consultant – Mangrove Project Expert
IRAD	Institute of Agricultural Research for Development / <i>Institut de Recherche Agricole pour le Développement</i> (Cameroon)
ISME	International Society for Mangrove Ecosystems
ITTO	International Tropical Timber Organization
IUCN	International Union for the Conservation of Nature
KFW/GIZ	German Cooperation Agencies
LTU	Lead technical unit
MINADER	Ministry of Agriculture and Rural Development (<i>Ministère de l'agriculture et du développement rural</i>)
MINDAF	Ministry Of State Property And Land Tenure (<i>Ministère des domaines et des affaires foncières</i>)
MINEE	Ministry of Energy and Water Resources (<i>Ministère de l'énergie et de l'eau</i>)
MINEP	Ministry for environmental and nature protection

	<i>(Ministère de l'environnement et de la protection de la nature)</i>
MINEPAT	Ministry of Economy, Planning and Regional Development
	<i>(Ministère de l'Économie du Plan et de l'Aménagement du territoire)</i>
MINEPIA	Ministère de l'élevage, des pêches et des industries animales
	<i>(Ministry Of Livestock, Fisheries and Animal Industries)</i>
MINFOF	Ministry of Forestry and Wildlife
	<i>(Ministère de des forêts et de la faune)</i>
M+E	Monitoring and Evaluation
NC	Nature Conservation
NGO	Non-governmental organization
OFAC	Observatory for the Forests of Central Africa
	<i>(Observatoire des Forêts d'Afrique Centrale)</i>
OPED	Organization for Environment and Sustainable Development
	<i>(Programme National de Gestion de l'Environnement)</i>
PDO	Project development objective
PIR-Report	Project Inception Report
PIR-Review	Project Implementation Review
PMU	Project Management Unit
PNUE	United Nations Environment Programme
	<i>(Programme des Nations unies pour l'environnement)</i>
PPR	Project Progress Report
PSC	Project Steering Committee
PSFE	Forest and Environment Sector Programme
	<i>(Programme Sectoriel pour la forêt et l'environnement)</i>
PTCM	Project Technical Consultation Mechanism
PTF	Project Task Force
QPIR-Report	Quarterly Project Implementation Report
QPIR-Review	Quarterly Project Implementation Review
SP	Specific Programme
TCI	Investment Centre Division (of the FAO)
TCP	Technical Cooperation Programme
TPC	Technical Project Co-ordinator
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNU-INWEH	United Nations University, Institute for Water, Environment and Health
USD	United States of America Dollars
WB	The World Bank
WCMC	World Conservation Monitoring Centre
WWF	World Wildlife Fund
WTG	Watershed Task Group

1 BACKGROUND

1.1 General and sectoral context

Mangroves are one of the most productive terrestrial ecosystems in the World and are a natural, renewable resource. Mangroves also provide a wide range of resources and ecosystem services for human livelihoods, including: fisheries production; timber production; coastal protection; pollution abatement; and carbon sequestration. Being composed of three important ecosystems - the terrestrial, fresh water and marine ecosystems - the degradation of mangrove forests not only depletes the resources within their boundaries, but also affects the productivity of the adjacent coastal and marine ecosystems and is a cause of serious environmental and economic concern to many developing countries. At the same time, their primary production supports numerous forms of wildlife and avifauna as well as estuarine and near-shore fisheries. Consequently, the continuing degradation and depletion of this vital resource will reduce not only terrestrial and aquatic production and wildlife habitats, but also the environmental stability of the coastal environment.

The GEF “Community Based Management and Conservation of Mangroves Ecosystems” project in Cameroon will assist a national initiative that coordinates and supports management of mangrove ecosystems along the entire coast of Cameroon. This coastline covers 590 km of the Gulf of Guinea coastline from the Bakassi peninsula bordering Nigeria to the River Ntem estuary bordering Equatorial Guinea.

The estimated mangrove area in Cameroon (UNEP, 2007) was 195,700 ha in 2005, down from an estimated 272,000 ha in 1980 (a reduction of about 30 percent over a period of 25 years, or 2,500 ha/yr loss of mangrove forests). However, some of Cameroon’s mangrove forests are still relatively intact, the most notable of which can be found in the Rio del Rey estuary, the Cameroon estuary of Douala and the smaller estuaries at the mouths of the rivers Sanaga, Loukoundje and Ntem.

Whilst the Gulf of Guinea is not regarded as one of the global “biodiversity hotspots”, the mangroves of Rio del Rey (accounting for half of Cameroon’s mangroves and 10 percent of West Africa’s mangroves) is one of the last largely intact mangrove ecosystems along the coast of West and Central Africa (see Box 1). In addition, the Douala Edéa Wildlife Reserve (including its peripheral area) is regarded as a unique complex of coastal vegetation with a wide variety of habitat types (including giant mangroves along the coast measuring up to 100 cm in diameter and more than 50 m in height, forested sand dunes, freshwater swamps and lakes and some high forest on yellow clay soils).

Fisheries in the coastal area of Cameroon largely depend on mangroves as spawning grounds and these mangroves are also important for the regulation and stabilisation of coastal ecosystems (mangroves cover about 30 percent of Cameroon’s coastline). In addition, the mangroves constitute a major resource for local, national and regional development.

Cameroon’s coast and its mangroves face many economic pressures, including: encroachment from urban expansion; agro-industrial development; booming port activities; expanding oil and gas exploration and exploitation; and higher levels of pollution associated with these activities. For example, the Cameroon estuary is home to the Douala metropolis, which is the economic hub of Cameroon today, with over 2 million people and one of the most important ports in Central Africa.

Current and planned developments in the Bakassi Peninsula may similarly affect the mangroves of Rio del Rey in the near future, because mangrove ecosystems are not sufficiently taken into account in national forestry and environmental policies and strategies and are under-represented in national

land-use and zoning plans. In part, this is because their economic and ecological importance is not well understood by policy-makers and taken into consideration in policy and planning decisions.

Box 1 Rio del Rey

Rio del Rey is situated downstream from Cross River, Korup and Takamanda forests, in the shadow of Mount Cameroon and in the wettest corner of Africa with 4 – 10 meters of annual rainfall. The Rio Del Rey estuary is a transboundary site between Cameroon and Nigeria and it hosts approximately 10 percent of all West African mangroves and half of Cameroon's mangroves.

The Rio Del Rey mangroves are a uniquely important habitat for endemic and threatened species such as the Giant frog (*Conraua goliath*), the West African manatee (*Trichechus senegalensis*) and the Dwarf crocodile (*Osteolaemus tetraspis*). It also offers a staging area for the migratory Lesser flamingo (*Phoeniconaias minor*) and for the Rachel's Malimbe (*Malimbicus racheliae*). The estuary also provides crucial ecosystem services. This highly diverse site has a great biological importance as it hosts a spawning ground and nursery path for fish stocks and has a high hydrological value through recharge and discharge of underground water.

These are amongst the most intact and best conserved mangrove forests on the African coast. They lie in a presently remote and undeveloped area of the Cameroon coast. There are a number of oil palm plantations at the periphery of the area, but there are no important roads or other infrastructure crossing the area and only small human settlements in the area. Since the 1960s mainly off-shore oil exploitation, accounting for over 70 percent of Cameroon's oil production, has been the most important economic activity off the Rio del Rey coast. The area includes Bakassi Peninsula that was recently included in the Cameroonian territory and there is a large potential for more oil and gas exploitation in the area.

The area is sparsely populated by some ethnic groups from Nigeria and Cameroon who share the same traditions and culture and with regular inter marriages. The Ejaghams and the Efiks are majority tribal groups in the region with 70 percent of the population coming from Nigeria. Their main livelihood activities are fishing, fish smoking and harvesting and trade of other non timber forest products (such as bush mangoes and illicit gin). The main markets are the Nigerian town of Calabar (with a population of about 2 million), Ekondo Titi, Kungo Idimo and, to some extent, Mundemba in Cameroon (with a population of about 300,000).

1.1.1 Biodiversity and other benefits of Cameroon's mangrove ecosystems

Mangrove ecosystems contain many specific organisms and ecological processes that are restricted to these areas, making their protection very important for biodiversity conservation. For similar reasons, they are also extremely important for maintaining the health of coastal fisheries.

The importance of these mangroves can be considered at three levels:

- At the local level, they are an important source of food and income and support economic development (being the main resource used by local people).
- At the national level, they form part of Cameroon's protected area network (which protects the country's most highly threatened ecosystems).
- At the international level, these mangroves are the most distinct, giant, architecturally and morphologically diverse mangroves in Africa (the largest area of mangroves in Central Africa and fourth in all of Africa, including trees that measure more than 100 cm in diameter and over 50 m in height). Considering that mangrove ecosystems in Africa are rapidly disappearing and that much of West and Central Africa is rich in hydrocarbons, their protection is a high priority. Another important global benefit is the considerable amount of carbon stored in these mangroves.

The flora

Current taxonomic data show that the wood and non-wood flora in Cameroon and the whole Atlantic coastline of the Gulf of the Guinea include six indigenous mangrove tree species and one introduced species (generally all referred to as “palétuvier” or mangrove trees). The indigenous species are: *Rhizophora racemosa*; *Rhizophora harrisonii*; *Rhizophora mangle* (*Rhizophoraceae*); *Avicennia germinans* (*Avicenniaceae*); *Laguncularia racemosa*; and *Conocarpus erectus* (*Combretaceae*). The Nypa palm (*Nypa fruticans* (*Arecaceae*)) is the introduced species.

Vegetation is largely unevenly distributed over space because various species tend to proliferate on different micro-topographic configurations and different types of soil (Mbog, 1998). In the majority of mangroves found across the country, there are particular dominant species. Ranking first is the *Rhizophora racemosa* that occupies 90 percent of mangrove covered areas, followed by the *Avicennia germinans* with 5 percent (Ajonina, 2008). It is also important to note that the *Nypa fruticans* - an introduced indigenous species from Asia - has been gaining considerable ground at the expense of the *Rhizophora*. The six indigenous mangrove tree species generally share their habitat with more than 40 other plants, known as “companion species” or “accidental species”.

The fauna

As habitats, mangrove ecosystems are home to rich fauna populations, extremely varied and diversified, which colonise every existing ecological niche. Fauna can be broadly divided into aquatic fauna, terrestrial fauna and bird fauna or avifauna.

The aquatic fauna

Mangrove aquatic fauna are the most important category in terms of economical value and number of species. This fauna encompasses a number of groups, such as: aquatic mammals; reptiles; crustaceans; shellfish; fish; and plankton.

Aquatic mammals: Aquatic mammals are represented by:

- The African manatee (*Trichechus senegalensis*), which is a ubiquitous mangrove mammal. Countrywide manatee populations were estimated at about 2,500 in the 1980s. The population is presently dwindling due to intensive illegal poaching carried out by fishermen communities and now amounts to only 1,000 in the entire country. In Cameroon, if nothing is done this species faces total extinction given that monitoring activities of the NGO Cameroon Wildlife Conservation Society (CWCS 2000-2006) have reported that at least 30 are killed every year in Douala and Edea reserves by means of nets. Its meat is highly appreciated by local communities for its taste and its oil is valued as well for cosmetics.
- The otter is another abundant species living in Cameroon’s mangroves.

Reptiles: Five species of sea turtles visit mangroves in search of food and nests, namely the green sea turtle (*Chelonia mydas*), the Olive ridley turtle (*Lepidochelys olivacea*), the leatherback sea turtle (*Dermochelys coriacea*), the Hawksbill sea turtle (*Eretmochelys imbricata*) and the Loggerhead sea turtle (*Caretta caretta*) (Ayissi *et al*, 2003).

Crustaceans: Crustaceans can be found in all mangrove swamps, particularly at river mouths. The species most commonly found in Cameroon include *Nematopalemon hastatus* (also called crayfish or njanga), which is abundantly exploited by local communities through traditional fishing activities. *Penacus kerathusus* or tiger crayfish, *Parapenaeopsis atlantica*, *Panaeus notialis* and

many other stocks of crabs (e.g. *Ginossis pelii*, *Cardiosoma armatum*, *Geryon maritae*, *Panopeus africanus*, etc.) can also be found in mangroves

Shellfish: The molluscs most typically found in Cameroon are oysters or gastropods. They are found in all Cameroonian mangroves. Some of them are: *Pugilina morio*; *Thais coronate*; *Corbula trigona*; *Crassostrea gasar*; *Littorina angulifera*; *Loripes aberrans*; *Nassa argentea*; *Neritima adansoniana*; *Tagelus angulanus*; *Pachymeliana fuscatus*; *Pachymeliana aurita*; *Tais callifera*; and *Melampus liberanus*.

Fish: The most frequently encountered species are: *Caranx hippos*; *Caranx spp*; *Trachinotus teraia*; *Tilapia spp*; *Pellonula afzeliusi*; *Arius gigas*; *Arius heudeloti*; *Arius parkii*; *Ethmalosa fimbriata*; *Sardinella maderensis*; *Plectorhynchus*; *Pomadasys spp*; *Mugil cephalus*; *Pseudotolithus spp*; *Dentex congoensis*; *Ilisha Africana*; *Galeoides decadactylus*; *Polydactylus quadrifilis*; and *Pomadasys jubelini*.

Plankton: Information concerning the zooplankton found on the Cameroonian coastline is limited. Studies on mangrove vitality have so far numbered 24 zooplankton species distributed in six groups namely the *Cladoceres*, the *Cyclopoida*, the *Calanoida*, the *Ostracodes*, the *Chaetognathes* and the *Larvaceae*. Similar to all other phytoplankton of the Cameroonian coast, little is known about the mangrove phytoplankton. There are 32 species that can be distributed into three classes: *Bacilliophyceae*; *Dinophyceae*; and *Cyanophyceae*. The majority of species can be likened to those recorded by Folack (1989) and Oben *et al* (2001) around Kribi (in the South) and Limbe (in the West).

The terrestrial fauna

The terrestrial fauna of mangroves is richly diversified and comprises: reptiles; mammals; birds and insects. The most common species include:

Reptiles: dwarf crocodiles (*Orteolaemus tretraspis*); giant crocodiles (*Crocodylia*); Nile varans (*Varanus niloticus*); African pythons (*Pithon selayi*); and aquatic Najas (*Boulangerina annulata*).

Mammals: blue monkeys (*Cercopithecidae*); mangrove antelopes or Sitatunga (*Tragelaphus spekei*); aquatic Chevrotains (*Hyemoschus aquaticus*); and bush-pig (*Potamochoerus porcus*).

Avifauna: Cameroon's mangroves provide permanent and temporary shelter for a host of endemic species and more than 70 species of aquatic birds visit the mangroves and the coastline every year (Ajonina *et al*, 2003; Ajonina *et al*, 2004).

Other benefits

There is no detailed information about the population of the areas in and around Cameroon's mangroves, but they are known to include both nationals and immigrant fishing communities from West Africa. It is also estimated that about 95 percent of the people living in these area are concentrated around the Rio del Rey (mostly fishermen and fish processors) and Cameroon estuaries (driven by expanding demographics and residential, industrial and port facilities). In addition, despite the lower population pressure in the area around the River Ntem estuary, there is a complex mosaic of Bantu and Bagyeli-pygmy communities and migrant workers living in the area, who have been attracted to industrial enterprises such as logging, oil palm and rubber production.

The fisheries off shore of Rio del Rey have an annual fish production of approximately 4,300 tonnes and annual production in the Cameroon estuary is presently estimated at more than 6,200 tonnes. At the Sanaga River, annual collection of bi-valves amounts to over 8,000 tonnes

(representing a direct value for local fisherfolk of USD 1 million) and the annual fin-fish catch of over 6,200 tons is valued at USD 24 million. Fishing also occurs in other parts of the River Ntem estuary.

These fishing activities are of great nutritional and economic importance to Cameroon and neighbouring Nigeria (Sayer *et al* 1992). Over 5 million people depend on Cameroon's coastal fisheries as a source of income and the resource feeds over 10 million people both in Cameroon and Nigeria. At present, mangrove forests are also used for fuel and building materials, but it's estimated that the rate of harvesting exceeds growth and regeneration by about 70 percent.

The importance of mangroves in climate mitigation, adaptation and coastal protection is also gaining ground. The amount of carbon stored in healthy mangrove forest areas in the Cameroon estuary (in above and below ground biomass) has recently been estimated at 300 tonnes per ha, with annual carbon sequestration of 7.5 tonnes per ha (Ajonina, 2008). Reforestation of mangrove forests has also been estimated to store in the range of 3-10 tonnes carbon per ha per year. In addition, although the Gulf of Guinea is not generally affected by major natural disasters, it is situated in a volcanic area that is still very active with, for example, recent eruptions of some importance on Mount Cameroon in 1999 and 2000.

1.1.2 Trends and current status of Cameroon's mangrove ecosystems

Cameroon's mangrove forest ecosystems currently cover a surface area of about 200,000 ha, spanning more than 30 percent of Cameroon's 590 km long coastline, hence forming the largest of its kind in Central Africa and ranking fourth among the most extensive in Africa (UNEP, 2007; Ajonina 2008). Cameroon's mangrove swamps are mainly riparian and are concentrated in three main areas:

- The **Rio Del Rey** (100,000 ha), in the North, where they straddle the area between Njangassa and the Nigerian border and cover all of the islands in the Rio Del Rey estuary;
- The **Cameroon estuary** (88,000 ha), which stretches from the Sanaga mouth to Cape Bimbria where sits alongside other systems like river mangroves and estuarine mangroves all along the Wouri, Sanaga, Dibamba rivers in the Centre;
- The **Ntem estuaries** (2,000 ha), which can be found at the mouth the following rivers: the Nyong, Lokoundjé and the Ntem, in the South.

In the WWF Biodiversity and Ecoregion vision for Central Africa, Cameroon's mangroves are classified as being of high importance and the present conservation status of these mangroves is as follows.

- The Rio del Rey Estuary is the biggest mangrove zone. Parts of it are still very much intact, with a known quality of fisheries grounds. It is probably one of the best conserved mangrove ecosystems on the Western and Central Africa Coast situated in the highest biodiversity hotspot in this part of Africa in the shadow of Mount Cameroon and downstream from the Korup, Takamanda and Cross River Forests. There is an important trend towards fragmentation and overexploitation, especially with the nearby Nigerian town of Calabar with a population estimated at 2 million people. The remoteness and insecurity of the area makes it a real challenge to build up good relationships with local fisheries communities and develop a comprehensive conservation and development strategy. The area also faces a big threat from the fast advancing alien invasive *Nypa*

palm (*Nypa fruticans*) introduced in Nigeria in 1902, which dominates indigenous mangrove species and is spread by the Beneguela Current.

- The large Cameroon estuary is the most degraded mangrove zone, primarily due to encroachment of developments in Douala, agro-industrial oil palm expansion, pollution and a large, mostly West African, fisheries community with numerous fisheries camps where most of the fish is smoked using mangroves for fuelwood. A recent development is the presence of Chinese semi-industrial fishery boats, which employ fishing techniques that deplete the fish stock. The Douala Edea Wildlife Reserve only includes a small area of mangrove forests and ecosystem (16,000ha) though an additional 20,000 ha is earmarked for inclusion within the new Douala-Edea National Terrestrial and Marine Park. The trends of degradation are worrying and it will require a big effort to realign all the economic interests of the different stakeholders in this coastal area.
- The Ntem Estuary is largely intact and contiguous with a healthy mangrove zone in Equatorial Guinea that is a Ramsar site. The smaller estuaries of Lokoundjé and Nyong Rivers are degraded and a recent effort of the Cameroonian government to classify the Lokoundjé Falls as a World Heritage site was highly contested by the local population.

Current threats and barriers to be overcome

Some of the immediate threats to mangrove ecosystems are: unsustainable harvesting of mangrove wood (especially the dominant *Rhizophora* species) for smoking fish; rapid construction of make-shift fish-smoking camps (including large rafts to smoke fish); industrial pollution (whose impacts at the moment are undetermined); timber exploitation; development of agro-industries with opening of relatively intact forests for palm plantations; and, lastly, petroleum exploration activities which lead to massive depletion of mangrove forests.

Cameroon has a strong political commitment towards nature conservation and sustainable use (e.g. the Yaoundé Declaration, COMIFAC, the FESP, etc.) but, at the same time, macroeconomic development pressures are very strong and there are major efforts to attract investments in mining (oil, minerals) and large-scale agricultural development throughout the country. All of this will have a high impact on the coastal areas, as these are the main zones for oil and gas extraction and transportation. A number of new offshore deep ports will be developed during the coming years (Kribi and Limbe) and Douala, as an economic pole and centre of development and transit, will certainly continue to grow. With increasing interest in recreation and tourism, development of large coastal resorts is also being planned.

In the past, the two most important macroeconomic developments that have directly affected the mangroves have been the Douala port and town developments and extensions and the allocation of large tracts of land to agro-industrial developments at the fringes of the mangrove forests and inside the coastal zone. A third important macroeconomic development has been the mass migration of Ghanaian and Nigerian (and more recently Chinese) fishermen in search of productive fishing grounds within the mangroves. Indisputably, all of these developments have contributed to local and national development, but have had a negative impact on the mangroves. However, the scale of these past developments is nothing compared to the large development projects currently being planned in the coastal zone of Cameroon. These include the following:

- The Bakassi Peninsula (with a presently largely Nigerian population) is being integrated into Cameroon, with the construction of a national road traversing the coastal and mangrove forests and a likely influx of people into this remote and sparsely populated area.

- There will be large new oil exploration and exploitation developments, mostly off-shore, in the larger Rio del Rey (including Bakassi) area.
- The planned Limbe sea port development and construction of a terminal for oil platform construction and maintenance.
- The planned new Kribi port and oil and mineral export terminal with related extension of Kribi town. Kribi is already at the terminal of the Chad-Cameroon oil pipeline and the first cases of spillage have been reported.

The demand for land for agricultural expansion will also continue to grow and there is a real need to agree on a balanced zoning plan for the coming generation. The population depending on cheap nutritional resources will grow, hence the demand for dried fish and building materials will certainly not diminish.

Taking these macroeconomic developments into account, it is necessary to consider an integrated landscape management approach that will integrate the needs of a variety of development sectors including forest and environment, agriculture and fisheries, economic development, transport and mineral extraction and exportation. Whilst this mangrove project cannot substitute the need for an Integrated Coastal Zone Planning and Development Program for the entire Cameroon Coast, it will make an important contribution. Until now, mangrove degradation and livelihood problems have mainly led to local impacts and local solutions being developed to address them. However, during the coming 10 years, the situation will be entirely different and whilst some problems will need to continue to be addressed locally, larger macroeconomic developments are threatening the future of Cameroon's mangroves.

In the national and local planning processes few people realise the importance of mangroves to the local and national economy. A better understanding and knowledge of these socio-economic values would provide a basis for more balanced land-use planning and highlight the need to reduce impacts on mangroves when planning large development projects. The need for generating high quality data and for continuous monitoring of the state of mangroves ecosystems (especially in development project areas) will also become more critical.

At the moment, conservation initiatives along Cameroon's Atlantic coast are geared towards securing large tracts of mangrove forests and associated ecosystems as national parks or some kind of protected areas. The other challenge will be delimiting different use zones through a participatory process involving all stakeholders. This process should result in an agreement by stakeholders and the government, which in the case of Cameroon owns state land, on the territorial boundaries of each use zone. Activities in the different use zones needs to be described in a management plan which also provides information on natural resource potentials, access rights as well as definition of management practices.

The absence of land use planning schemes, attributing different human and economic activities to the different forest zones, has seriously hampered an integrated management approach of sustainable use of natural resources within the mangroves. Fortunately, over the past 5 years, the Government of Cameroon in collaboration with environmental NGOs has initiated a participatory zoning process in most parts of the Atlantic coast, notably Campo Ma'an, Douala-Edea and Ndongore areas, which have either been or are in the process of being classified as protected areas. The process of gazetting these protected areas will also facilitate mapping out of different multiple use zones for surrounding forest areas. Inevitably, this is the first step towards development of a comprehensive zoning system that will define core protected areas, community use zones, logging concessions and other use zones within the large span of Cameroon's Atlantic coast.

A monitoring system also needs to be developed using simple methodologies that allow for monitoring resource use in the different use zones through sets of bio-ecological indicators. International NGOs and research institutions have an important role to play in setting up such a monitoring system, including building the capacities of the different stakeholders in monitoring. This aspect is critical for putting any sound management in place as trends in natural resource use and ecological dynamics of the mangroves need to be strictly monitored.

The management practices and principles described in management plans for the different use zones should also be used to develop policies (based on lesson learnt in the field) for long-term conservation and management of Cameroon's coastal mangroves. Good environmental policies should be developed based on successful models that have been tested on the ground.

1.2 Project background

Until recently, Cameroon's conservation and management efforts have concentrated more on terrestrial ecosystems than on wetlands and coastal ecosystems. However, it was recognised that the Forest and Environment Sector Program (PSFE) insufficiently addresses the management of special ecosystems, including mangrove ecosystems. The PSFE (Biodiversity Component) did identify the importance of creating a protected area in the Rio del Rey mangroves and of strengthening the management of the Douala Edéa Wildlife Reserve. It also mentioned the need for developing management plans for mangroves forests, but without proposing a strategy and activity plan.

More recently, in collaboration with the International Union for the Conservation of Nature (IUCN) and Cameroon Wildlife Conservation Society (CWCS), Cameroon's Ministry for Environmental and Nature Protection (MINEP) has been promoting a national level initiative on mangrove conservation and management since 2005. FAO also recently executed a TCP project entitled "Participatory management and conservation of mangrove biodiversity of Cameroon" (TCP/CMR/2908) during the period 2004-2006. This project improved knowledge about Cameroon's mangroves, identified the main issues and proposed a strategy for action.

At present, national NGOs (such as CWCS) have mostly focused on management, conservation and livelihood issues in mangrove ecosystems. They have been supported by international conservation and development NGOs and have successfully set up their own network for exchange and joint action - the Cameroon Mangrove Network - which also includes a number of representatives from the Ministry of Forests and Wildlife (MINFOF).¹ This multiplicity of actors in biodiversity conservation in Cameroon is a great asset if well coordinated, because the multitude of actors bring along a wide range of experience and lessons learnt on biodiversity conservation in Cameroon.

The 1994 Forest Law and the 1996 Environmental Law are the guiding policy and legal frameworks for biodiversity conservation and the sustainable management of Cameroon's forestry and wildlife resources. However, there is no specific legislation concerning the sustainable management and use of mangroves. Similarly, the national forest zoning plan does not include the South-West and Littoral Regions, so it does not cover all mangroves zones.

Different sectoral administrations have regulations (but have difficulties implementing them because of weak capacities and conflicts with other sectors) and even though the 1996 Environmental Law specifically recognises the need for mangrove ecosystem protection, its

¹ It is important to note that Cameroon has a culture of active dialogue and partnership development between MINFOF, MINEP and a wide variety of bigger and smaller international and national NGOs and associations.

implementation is limited because of weak monitoring and environmental impact studies and the lack of a decree for application.²

The PSFE provides the overall framework in which the Cameroon government (MINEP and MINFOF) and its development partners work together to improve sustainable management and conservation.³ The PSFE has five components (see below) and this project will mainly contribute to PSFE components 1, 3 and 4.

1. Regulation and environment information management.
2. Production forests management.
3. Protected area and wildlife management.
4. Community forest resources management.
5. Institutional strengthening, training and research.

Considering the above mentioned components, the project will seek to inform and build partnerships with other sectors, such as agriculture, fisheries, oil and gas industry, urban and infrastructure development to build dialogue and a platform in which these different sectors integrate the importance of mangroves ecosystems into their development planning and practice.

Over the past years recognition has grown in Cameroon for the need to compensate for large economic and mineral extraction development (i.e. to include the environment and needs for local socio-economic development into the planning for large scale development). One such example is the Chad-Cameroon oil pipeline, which led the Cameroon Government to gazette Campo Ma'an and Mbam et Djerem Wildlife Reserves into National Parks. Also the consortium managing the pipeline set up a trust fund (COTCO) to support the management of these parks as well as to support local communities in their development aspirations. Whilst there has been much criticism on the management of the mitigation measures, it is a first step that has generated valuable experiences. Through the partnerships that this project will help create, it will seek to replicate these efforts for new and large economic and infrastructure development projects.

The Project Preparation Grant (PPG) that led to the full development of this project proposal was implemented by a consortium of MINEP, FAO, IUCN and CWCS. The proposal is based on existing information and consultation with existing technical and policy networks, including CCPM-PSFE, the Cameroon Mangrove Network and MINFOF delegates. A key event was the national validation workshop that brought together a wide range of stakeholders that approved the project following recommended amendments.

1.3 GEF eligibility criteria

1.3.1 Country eligibility

In accordance with paragraph 9(b) of the Instrument for the Establishment of a Restructured GEF, The Republic of Cameroon is an eligible recipient of World Bank and/or UNDP technical assistance and is a member nation and eligible to receive assistance from FAO. Cameroon ratified the Convention on Biodiversity (CBD) in October 1994 and produced its National Biodiversity Strategy and Action Plan (NBSAP) in December 1999. It is, therefore, eligible for assistance from the GEF Trust Fund.

² One can also note that there are weaknesses in the implementation of Order No. 1 0002/MINEPIA of August 2001 on the protection of fisheries resources.

³ GEF, with the World Bank as executing agency, is already providing important support to the PSFE.

1.3.2 Programme and policy conformity

The project will contribute to both GEF strategic objectives for biodiversity (mostly the second objective), as well as make a modest contribution to some other GEF strategic objectives.

Strategic Objective 1 (BD SO-1): To catalyze sustainability of protected area systems

Cameroon has an extensive national protected area network for which an extensive biodiversity vision was developed with the support of WWF, IUCN and a large group of national and international experts during the period 2002/2003. This biodiversity vision is now being implemented through the PSFE. Over the past 5 years a number of new National Parks have been created, indicating Cameroon's commitment. In the coastal zone Campo Ma'an was upgraded from a wildlife reserve to a national park in 2000, the contours of Douala Edéa Wildlife Reserve and its peripheral zone have been redefined after a wide consultative process. It is expected that Douala Edéa Wildlife Reserve will soon be gazetted as a National Park, extending its surface area to include important mangrove forest areas as well as coastal waters to make it a truly integrated coastal conservation zone. The reserve boundaries were redrawn to allow for an economically viable community agro-fisheries-forest zone for which local development and simple management plans are being elaborated and implemented by the communities.

In the National Biodiversity vision the importance of the mangroves of Rio del Rey is being recognized. Over the past years, WWF International, through its Freshwater Programme and the WWF Cameroon Country Programme Office, provided financial and technical assistance to the Government of Cameroon for the designation of this new Ramsar site. In May 2010 the Rio del Rey was formally designated the 5th Ramsar site of Cameroon.

Under this objective, the project follows the approaches recommended under GEF Biodiversity Strategic Program 3: Strengthening Terrestrial Protected Area Networks (BD SP-3). Specifically, it will strengthen the protected area network by supporting the extension of the current protected area in Douala Edea (to cover the adjacent mangrove ecosystem) and the creation of a new national park to include important mangrove areas in the Rio del Rey. These developments will fill the current ecosystem coverage gap (i.e. that very little mangrove area is, at present, included in the protected area network). The project will also address the issue of financing and resources noted under BD SP-3 through activities to strengthen the capacity of government and NGOs to manage these areas and the development of dialogue mechanisms to encourage more public and private-sector investment in their conservation.

Strategic Objective 2 (BD SO-2): to mainstream biodiversity in production landscapes.

As already noted above, Cameroon's mangrove ecosystems are used by local people for fishing and harvesting of wood and non-wood forest products, so the project will support the introduction of more sustainable and biodiversity-friendly harvesting and management techniques in these two economic activities.

In addition, given the threats to these ecosystems from developments in other sectors, it will also support the strengthening of existing measures and/or introduction of new measures to monitor, control and limit the environmental impact of these other developments on these ecosystems. This will focus primarily on limiting the environmental impacts of oil exploration and production in the coastal zones (which is probably the biggest threat to mangrove ecosystems), but the outcomes of the project may also be used to reduce the environmental impacts of other development activities (e.g. urban expansion, industrial development, tourism development).

The Congo Basin Forest Partnership has been promoting a landscape approach to managing forest and wildlife resources and ensuring local participation and socio-economic development. This has so far met with mixed success. Yet the zoning of land use between village agro-forestry zones and permanent forest concession has generally advanced, especially in Cameroon. Conflicting interests between forestry and conservation on the one hand and agro-industrial and mineral extraction on the other hand have proven to be far more difficult to resolve, let alone urban expansion.

A coastal landscape approach for ensuring the sustainable management and use of the Mangrove Ecosystems is very possible. The large industrial and infrastructural projects at the Cameroon coast can very well integrate the interests and needs of coastal management. The policy and practice of environment impact assessments on large projects is gaining ground. Plans to mitigate impacts can be followed through. The coastal landscape hasn't yet been included in national zoning plans and it will be a challenge for this project to achieving that. Defining the limits of urban Douala town as well as the limits of agro-industrial expansion will be necessary if Cameroon wants to preserve its Mangrove Ecosystems. Limiting the pollution of mangrove and coastal ecosystems from the large urban population, the growing international port and local industry, and the agro-industrial plantations will require constant monitoring and regular environment audits.

Under this objective, the project follows the approaches recommended under GEF Biodiversity Strategic Programme 4: to strengthen the policy and regulatory framework for mainstreaming biodiversity (BD SP-4). Specifically, it will strengthen the framework for mainstreaming biodiversity in the following three ways:

1. By supporting the formulation and implementation of national policies and regulations for integrated and inter-sectoral management of the mangrove ecosystems.
2. By increasing the knowledge and information available about the trends, status and threats to these ecosystems. This will be combined with activities to raise awareness about the value of these ecosystems, so that biodiversity conservation and other environmental considerations can be taken into account in land-use planning and decision-making in other sectors.
3. By building capacity for sustainable management of the mangrove ecosystems (by local communities) as well as for the monitoring and enforcement of policies and regulations (related to mangrove ecosystems) by government and other relevant stakeholders.

2 RATIONALE

2.1 Problems and issues to be addressed

This project will address two major issues of importance to the global environment as well as to the livelihood and well-being of the people living in these mangrove ecosystems.

Issue 1: Weak legal and institutional framework

At present, the institutional and legal framework for mangrove management in Cameroon is very weak and these ecosystems are under a lot of pressure from macroeconomic developments in coastal areas.

National forestry and environment legislation and strategies do not take into consideration special ecosystems such as mangroves. One of the consequences is that mangroves are not included in the national forest zoning plan and they are part of the “National Domain” (i.e. they are public land, but without any management status). In addition, local communities have weak tenure over mangrove forests as they are not cultivating these wetlands. As such they can be considered “wastelands” that anybody can encroach upon and harvesting of mangrove forests and agro-industrial expansion are unchecked. Furthermore, there is no framework in place for dialogue that could support integrated planning for economic development and coastal conservation. A robust monitoring system to monitor ecosystem health and pollution and other impacts from large industrial developments is also not in place and there is little research or information available about these ecosystems. This information is key to having a meaningful dialogue and integrated planning and to ensure that the value of mangrove ecosystems is integrated into economic development projects.

Issue 2: Current natural resource harvesting and management practices are unsustainable

The current level of mangroves biodiversity conservation is low and unrestricted and unsustainable local harvesting of mangrove resources (e.g. wood-energy, poles, sand, fish and bi-valves) destroys the mangroves and undermines local livelihoods and local development.

At present 19 percent (37,500 ha) of Cameroon’s mangrove ecosystems are formally protected (i.e. part of Douala Edéa Wildlife Reserve and Campo Ma’an National Park),⁴ but this doesn’t reflect the importance of these ecosystems. Mangroves ecosystems are being fragmented and degraded due to unchecked exploitation. By their very nature mangrove ecosystems have an open access resource use regime with mobile and migratory fishermen and women populations. Over the past ten years, useful experiences with participatory management of mangrove ecosystems have been gained (including restoration) by working with fisheries communities - mostly women - to promote more efficient use of mangrove wood-energy. However, to-date, the up-scaling of these initiatives has not been successful.

In addition to these two fundamental issues, a number of other problems limit the ability of the government to address these issues and try to overcome them. Some of the most important of these problems will be addressed by the project, such as the following:

⁴ At present, mangrove forests (intact and degraded) in the Douala-Edea Reserve are about 16,000 ha and an additional 20,500 ha has been designated for protection in the future national park. The estimated area of mangroves in the current Campo Ma’an TOU (Technical Operational Unit) is about 1,000 ha. Recently Rio del Rey was designated as the fifth Cameroon Ramsar site, but this has not yet been followed-up with national protection status.

1. Low integration of local communities living in mangrove areas in the local development planning framework. Mangroves are by their very nature remote ecosystems that are only accessible by water. Social services such as education and healthcare hardly reach mangrove communities. Cameroonian coastal communities mostly use fairly rudimentary fisheries techniques. Foreign fishermen and women, mostly Nigerian but also Ghanaian, have settled in the Cameroon mangroves for up to two generations and may constitute between 60 and 90% of the local population. They use large canoes and advanced fishing techniques. Some of the foreign fisheries camps are sedentary; others are migrating with the fisheries seasons. Some communities are formally recognized, but many live in a grey area of illegality, yet being known and accepted by local administrations. The level of integration into the local development process is low. This poses a challenge both to enforcing government legislation and to developing community based natural resource management of mangroves and fisheries resources. The project will support the organization of these groups in common interest groups and support those that seek to formalize their status in Cameroon.
2. Lack of coherent integrated planning for economic development, sustainable use and conservation. Cameroon has no coastal development plan and whilst there are efforts to properly plan large infrastructure program it remains difficult to ensure participation across sectoral interests and to follow through with environmental and social impact assessments and impact mitigation plans. This project will act as a catalyst to support and strengthen inter-sectoral coordination between government agencies and others and will, in some cases, formalize some of these arrangements in policies and legislation. The project will support integrated coastal landscape planning and zoning.
3. Lack of tangible information and dialogue amongst stakeholders. Information on the health and status of coastal ecosystems and their value for local socio-economic development is hard to come by. And those research institutes, NGOs and private sector that have some data lack the capacity and mandate to communicate it. Naturally, a lack of viable information renders dialogue and exchange ineffective. This is a real bottleneck in the establishment of trust between stakeholders and the building of partnerships. Furthermore a lack of reliable information also renders planning ineffective. A key element of this project will be the establishment of a recognized “observatory” with the capacity to implement a continuous monitoring program and to communicate its finding regularly.
4. Lack of capacity to scale-up community-based approaches to sustainable use and management. Over the past ten years a number of local Cameroonian NGOs have worked with local communities, fishermen and women to develop participatory approaches to mangroves management and wise use. This includes introduction of fuel efficient fish-drying stoves, elaboration of simple management plans that define a rotation of low impact harvesting, restoration and conservation and regeneration plots in the community management mangrove forests. There is also useful experience with reforestation of degraded mangrove forests. In some areas there is strong support from local government and local councils supporting these developments. What lacks is the capacity to upscale these experiences to a bigger scale. This project will seek to mobilise the necessary resources for up scaling with government and national and international private sector, including carbon credit funds. The project will train rural development and forestry workers with both NGO and responsible ministries to implement experiences elsewhere.
5. Legal and policy reform. There is currently no legal and policy framework that would facilitate the management of the mangrove special ecosystem. Present forestry and environment legislation and policy frameworks of Cameroon are well developed and do provide for an overall framework for management of Cameroon’s forestry and wildlife

resources. Yet, special ecosystems such as Mangroves are not taken into consideration, thus limiting the application of the national framework to the management of the local mangroves ecosystem and control over its resources. Also the national Forest and Environment Sector Programme (PSFE) does not yet integrate a component for the sustainable management and conservation of mangrove ecosystems. For 2010 the management of mangrove forest was for a first time part of the Annual Workplan of MINFOF under the PSFE budget. As a priority this project will develop a national mangrove's ecosystem strategy. It will suggest relevant forestry and environment legislation and it will develop the capacity for MINEP and MINFOF to integrate mangroves into their annual planning and activity plans.

6. Lack of alternative economic development opportunities other than fisheries, fish smoking and harvesting of mangrove resources. The main source of income in the region is from fishing and trade in fishery products. Although this activity generates significant amounts of income to fishing communities, there are few other commercial activities that potentially could contribute to local households' economies. One of the economic challenges in this particular coastal region is to explore other economic activities such as in the agro-pastoral sector to compensate for dependence on fisheries. The existence of relatively good farm to market roads in certain regions such as Campo and Mouanko in Douala-Edea reserve should facilitate transport of agricultural products to not so distant but demanding urban consumers in Kribi, Edea and Douala. It is widely known that shells of bivalves heavily harvested by local fishermen are used by ceramic industries and for poultry. The local fishermen should be encouraged to invest in this trade although government through the technical ministry of fishery including NGOs will have to provide technical assistance in development of processing techniques that will enhance the bivalve trade.

2.2 Stakeholders, target beneficiaries and public participation

Potential stakeholders and beneficiaries of this project were identified and consulted during project preparation. The inception and terminal workshops during project preparation were part of these consultations, as were meetings with local communities within the target zones. At the broadest level, the main stakeholders with a direct or indirect interest in this project can be divided into national stakeholders (national government and government agencies) and local stakeholders (NGOs, local government and community members and private sector)..

2.2.1 *National government and government agencies*

The Government of the Republic of the Cameroon will participate in the project at two levels. First, at the political level, the project will raise awareness amongst political decision makers about the importance of conserving Cameroon's mangrove ecosystems and the means to do this.

At the technical level, the Ministry of Environment and Nature Protection (MINEP), its Directorate of monitoring of conservation and the promotion of natural resources will collaborate with the project on a number of activities and participate in the project co-ordination and steering activities. Other key Ministries are the Ministry of Forest and Wildlife (MINFOF) and the Ministry of Economy, Planning and Regional Development (MINEPAT).

The main benefits of the project to these stakeholders will be increased knowledge and capacity to perform their functions (as they relate to environmental conservation and sustainable forest management). In broader terms, by the end of the project, the Republic of Cameroon should have a clear strategy and capacity for managing its mangrove ecosystems, so that it is in a position to continue promoting economic development without compromising the key ecological functions of these ecosystems.

2.2.2 *Environmental non-governmental organisations*

During project preparation, the following NGOs were identified as key partners in this project:

- WWF (the World Wildlife Fund for Nature)
- IUCN (the International Union for the Conservation of Nature)
- CWCS (the Cameroon Wildlife Conservation Society)
- CAM-ECO (Cameroon Ecology)
- CEW (Cameroon Environment Watch)
- WTG (the Watershed Task Group)
- OPED (the Organization for Environment and Sustainable Development)

These NGOs are currently the main institutions focusing on issues of management, conservation and sustainable livelihoods in these mangrove ecosystems. They will participate in technical activities (especially related to monitoring of mangrove ecosystems, promotion of sustainable management practices and organisation of local communities) and they will benefit from increased technical capacity in these areas.

2.2.3 *Local government and community members*

At the local level, beneficiaries will include local government and community members. They will participate in the project and benefit directly from project activities (e.g. from capacity building and community organisation, as well as support for sustainable rural development funded mostly by cofinancing). Local inhabitants will also benefit more generally from the environmental improvements and increased sustainability of resource use that this project is expected to deliver.

2.2.4 Private sector

Companies in the private sector working in these areas include petroleum companies, agro-industries and smaller local businesses. They will contribute to the project in the development and implementation of Environmental and Social Impact Assessment (ESIA) and mitigation activities (including, eventually, the contribution of resources for mitigation activities). They will benefit from clearer regulatory policies and practices that will help them to meet their local obligations as part of their economic development projects.

Table 1 Summary of project stakeholders

Stakeholder group	Role in the project	Anticipated benefit
International stakeholders		
<ul style="list-style-type: none"> - IUCN - KFW/GIZ - WCMC - WWF 	Support to capacity building and technical assistance within their respective areas of expertise.	Achievement of their respective mandates (e.g. sustainable forest management, environmental improvement, nature conservation).
National stakeholders		
Government agencies: <ul style="list-style-type: none"> - MINEP - MINFOF - MINEPAT - MINEPIA - MINEE - MINDAF - MINIMDT - MINADER 	Project steering and management; contribution to technical activities, especially related to: drafting and development of policies, strategies, laws and regulations; law enforcement; knowledge management; ESIA; development of management plans; and implementation of sustainable practices.	Improved technical capacity for strategic planning, policy formulation, legal reform and law enforcement; improved knowledge about mangrove ecosystems; increased capacity for participatory forestry and sustainable forest management.
National NGOs: <ul style="list-style-type: none"> - CWCS - CAM-ECO - CEW - WTG - OPED - Other CBOs 	Representation and organisation of local communities; contribution to strategy development; implementation of specific project components (e.g. data collection, ESIA, research and monitoring).	Improved technical capacity for environmental monitoring, promotion of sustainable livelihoods and community-based conservation and natural resource management.
Local stakeholders		
Local government (including formal and traditional bodies)	Capacity development (as trainees); implementation of community-based protected area management and other conservation activities; participation in up-scaling of sustainable mangrove and fisheries activities; awareness raising and education activities.	Achievement of their objectives for environmental improvement in coastal areas.
Individuals involved in small-scale and industrial fishing	Development and implementation of management plans. Capacity building for sustainable fisheries management and improved fishing techniques. Pilot testing and implementation of strategies to increase value-addition and increase incomes from fishing.	Improved sustainability of the fish resource and increased income from fishery development activities.
Other village inhabitants	Development and implementation of management plans. Capacity building for sustainable natural resource management.	Increased local control of resources for sustainable extraction of non-protected species (e.g. fuelwood, bivalves and medicinal plants).
Private industrial sector (e.g. petroleum companies, agro-industries and others)	Participation in dialogue, development and implementation of ESIA and mitigation activities, including allocation of resources to such activities.	Clearer regulatory policies, practices and institutional arrangements that will help them to meet their local social and environmental obligations.

Table 2 Names of local councils and companies in the project target areas

Mangrove zone	Council		Private sector		
	Urban	Periurban/rural	Petroleum companies	Agro-industries	Others
Rio Del Rey	- Limbe	- Ekondititi - Bamusso - Idenau - Tiko	- Pecten - Total	- CDC - Palmol	
Cameroon Estuary	- Douala - Porte International	- Yabassi - Dibombari - Douala (I-VI) - Moaunko - Kribi II	- Pecten - Total - Perenco	- Socapalm - Safacam - Ferme suise	- Alucam
Ntem estuary	- Kribi	- Kribi I - Campo	- Cotco - Perenco	- Socapalm - Ferme suise	

Table 3 Estimated number of stakeholders present in the project target areas

Mangrove zone	Location and estimated population in target areas				
	Name of municipality	Total population	Number of mangrove villages	Population in mangrove areas	
				(number)	(% of total)
Rio Del Rey	Ekondo Titi	75,000	35	5,000	6.7
	Bamusso	10,000	20	10,000	100.0
	Bakassi	150,000	45	150,000	100.0
	Idenau	30,000	4	20,000	66.7
	Limbe 3	60,000	5	20,000	33.3
	Tiko	40,000	6	25,000	62.5
	Subtotal	365,000	115	230,000	63.0
Cameroon Estuary	Yabassi	30,000	3	500	1.7
	Dibombari	20,000	3	500	2.5
	Douala,I,	450,000	3	2,500	0.6
	Douala,II	600,000	2	1,000	0.2
	Douala,III	800,000	6	5,000	0.6
	Douala,IV	450,000	5	3,500	0.8
	Douala,V	800,000	3	3,500	0.4
	Douala,VI	45,000	22	15,000	33.3
	Ndonga	5,000	3	1,000	25.0
	Mouanko	10,000	13	6,000	60.0
	Subtotal	3,210,000	63	38,500	1.2
Ntem Estuary	Kribi I	10,000	4	1,000	10.0
	Campo	5,000	6	2,200	44.0
	Subtotal	15,000	10	3,200	21.3
Total		3,590,000	188	271,700	7.6

Sources: personal communications (Regional Focal Points of Cameroon Mangrove Network - Nanji Kenneth, Benjamin Shey and Kiam Daniel; Mayors of Councils - Idenau and Campo); and CWCS-WWF surveys (2007 and 2008).

Table 4 Estimated number of stakeholders participating directly in project activities

Training activities	Main beneficiaries	Number
PA management, policies, laws, etc.	Government and NGO staff	100
ESIA, monitoring and evaluation	Government and NGO staff	100
Participatory management	Government and NGO staff	100
Sustainable resource management	Members of local communities	800
Improved livelihoods (with cofinancing)	Members of local communities	400
Total		1,500

2.2.5 Gender balance and indigenous people in project activities

The role of women in the project was discussed during project preparation and is recognised by all project partners. For example, women with their children fish on daily basis in the shallow waters to harvest fish, shrimps and molluscs and are concerned about the reduction of the harvest caused by mangrove destruction and contamination. Women also use wood-energy coming from the mangroves to prepare fish either for family consumption or for sale. Women are rarely involved in hunting, but they are important in this respect because of their trading and retailing activities and the role that they can play to protect species that may be at risk.

The role of women in the decision making process is often overlooked, but they are involved in many aspects of the management of mangrove resources and their role will need to be strengthened. In particular, women are very important stakeholders in the value-chain and must be helped to improve efficiency in line with sustainable development. Women and women's groups will be specifically targeted in several subcomponents of the project and will be consulted more generally during project implementation so that gender issues and women's involvement in capacity building is adequately addressed.

Local communities are often composed of indigenous people for which it is essential to take into account their specific rights and aspirations. The project will address these strategic priorities by supporting the development of national policies and regulations for managing mangroves and marine ecosystems, and by building-up the capacity for indigenous and local protected-area management, through models and learning that can be replicated elsewhere.

2.3 Project justification

There are a number of justifications for external support to Cameroon's government to address the issues and problems described previously. There is an increasing international recognition of the importance of mangrove ecosystems in maintaining the resilience of coastal and marine ecosystems. This project will contribute to supporting Cameroon in putting in place the necessary national and local institutional and legal framework and as such develop the capacity of Cameroon to respond to this global agenda. Furthermore the project will provide seed-money for scaling up and for attracting other funding from private sector and international Carbon Credit initiatives. It will develop the capacity to put in place a rigorous environmental and social monitoring system, a minimum requirement for meaningful dialogue amongst stakeholder, joint planning and for an agenda of joint action.

The project will complement earlier GEF funding to the Forest Environment Sector Programme (PSFE) to strengthen its attention to special ecosystems and mobilize national funds once a comprehensive strategy for sustainable mangrove management has been developed and implemented.

Without the project, it is likely that current conservation efforts (mostly led by local NGOs) will continue uncoordinated consequently with little long-term sustainability and little or no formal backing of policy and legislation. Successful examples of community-based approaches to conservation and natural resource management will remain localised without efforts to scale-up these successes and any conservation that does occur is likely to occur in areas of little or no economic value rather than areas of high conservation value.

Most importantly, large economic developments projects are unlikely to consider taking the environmental and social interests of mangroves into account. The importance of mangroves in coastal land use planning will be insufficiently realized and mangroves will continue to be fragmented and degraded by erratic resource exploitation and pollution.

Local capacity to plan and implement ecosystem-based management and sustainable forest and fisheries management activities will also remain weak and the protected areas that do already exist will provide little protection for threatened and endangered species without more effective management. In addition, although local communities understand the importance of healthy mangrove ecosystems, they will not be able to ensure sustainable use and management if external factors beyond their control continue to have a detrimental impact on the environment in these areas. For instance, many migrant communities along the entire coast (who often use mangrove wood and fisheries resources) are likely to continue to degrade mangrove resources and may even enter protected areas if their concerns are not heard and they do not have a stake in the protection of the area.

2.4 Project benefits

This project will develop a national strategy and legal tools for the management of Cameroon's mangrove ecosystems within the context of integrated coastal zone management. This includes issues on land tenure and rights. It will develop the capacity for monitoring of ecosystem health and the impact of changes in the environment (such as pollution and changing hydrological characteristics). It will also develop the capacity to communicate this information effectively and support meaningful dialogue amongst the many coastal stakeholders leading to shared action and mobilisation of the necessary resources by including environmental and social interests in macro-economic development plans.

The project will strengthen governments' capacity to monitor and conduct Environmental and Social Impact Assessments (ESIAs) and audit impact mitigation plans, thus helping to ensure that the private-sector respects national and international environmental and social standards.

The project will improve management effectiveness of the mangrove ecosystem area under protection. This could be done as integral part to mitigation measures to be taken for the large deep-sea ports under construction at Kribi and Limbe, following the example of the Chad-Cameroon Oil Pipeline. Thus both increasing government's commitment to coastal conservation and mobilizing necessary resources for its management.

The local communities, including indigenous people, will be equipped with management plans, legal agreements for management, and economic incentives to implement best practices, thus being able to actively contribute to conservation of mangrove ecosystems and to benefit from integrated local development.

The project will provide capacity to mobilize the necessary resources for community based mangrove management, and provide support to improved fuel efficient stoves and mangrove rehabilitation and reforestation, building on experiences and lessons learned from the past ten years. Training local communities, women's groups and foreign fisheries populations and reinforcing the conditions for community based management will empower local people to take responsibility for the natural resource base on which their livelihoods depend.

The with project scenario will build public-private partnerships for the management of the coastal and mangrove environment of Cameroon. It will complement the national strategies (PSFE and PNGE) that are already being implemented and strengthen its impact on the management and conservation of the important mangrove ecosystems. It will also strengthen government capacity to manage the environmental and social impacts of large development projects.

In working with the private sector, the project will mitigate the impacts of economic development projects in the coastal zone, reduce pollution and mobilize funding from the private sector for sustainable mangrove management and restoration. The mobilization of resources will allow the up-scaling of support to local communities and empower them to manage the resource base on which their livelihoods depend.

2.5 Consistency of the project with national priorities and plans

The linkage between biodiversity conservation, sustainable land and forest management, national development and local livelihoods is well recognized by Cameroon and its partners of the national and international community. Cameroon is a signatory to the main international environmental agreements (e.g. Convention on Biodiversity in 1994, Ramsar in 2006) and has also made commitments to a number of other international and regional agreements. This project will help the country to meet its commitments and obligations under these agreements.

The project is aligned with the National Biodiversity Strategy and Action Plan and will actually contribute to completion of a chapter on mangrove ecosystems.

As explained earlier, this project is consistent with and complementary to Cameroon's Forest Environment Sector Program in which both MINEP and MINFOF are working together and have made good progress on the sector programs progress indicators.

The management of social and environmental impacts of large economic development projects has over the past years become a mainstream concern of Cameroon's government and civil society (e.g. Chad-Cameroon Oil Pipeline and developments around other large mineral exploration projects) and this project will further build on this policy and dialogue environment and strengthen national

capacity for impact assessment and monitoring. Related to this, Cameroon has an Independent Forest Monitor, which supports the government in monitoring compliance of legal provision for forest management and exploitation. This project will not seek to replicate this, but the proposed Observatory will certainly benefit from this experience.

2.6 FAO's Comparative Advantage

The mandate of the Forestry Department of FAO is to help countries improve the contributions that forests and trees make to sustainable livelihoods and the eradication of hunger and poverty. A major aim of the department is to support the implementation of sustainable forest management and important efforts in this regard include: providing reliable and valuable information to policy makers in countries; providing technical knowledge and assistance to forestry projects in the field; and helping countries to implement institutional arrangements and policy instruments that will improve the livelihoods of all forest stakeholders, especially those most dependent on forest resources. The Forestry Department works in partnership with a wide range of national and international agencies to promote the use of new approaches and technologies in the management of forests, recovery of degraded lands, biodiversity conservation, climate change mitigation and adaptation, wildlife conservation and watershed management.

At the broadest level, FAO will bring to this project its considerable experience in providing countries with technical assistance in sustainable forest management and forest conservation, as well as its global knowledge of best practices gained through its numerous technical programmes, field projects, workshops and official meetings. As this project will involve some inter-sectoral coordination activities and may require expertise outside the forestry sector, another comparative advantage of FAO is its access to considerable expertise in other relevant areas within its Headquarters (e.g. the Development Law Service and technical departments dealing with agriculture, fisheries and natural resources) and, in particular, at its Sub-Regional Office for Central Africa.

With respect to the individual components of this proposed project, FAO has the following experience and expertise that is highly relevant to the proposed project activities.

Legal, political and institutional reform. The field programme of the Forestry Department has been working on this issue for years, in collaboration with FAO's Development Law Service. The Forestry Department has helped more than 50 countries to revise their forestry policies and laws over the past 20 years. More recently still (since 2002) FAO has been helping many countries to increase the participation of civil society in the design and implementation of forestry policies through its leadership of the National Forest Programme Facility.⁵ The FAO staff that will be assigned to this project by FAO have all worked with the facility in the past and can use this impressive body of knowledge as well as their own experience on this project.

Assessment and management of mangroves ecosystems. FAO has carried out considerable work on assessments and research connected with mangroves, using both local and international knowledge on mangroves, to assess the condition of mangroves, their management and their use. FAO contributed to the preparation of two editions of the World Atlas of Mangroves (1995, 2010), using its technical expertise in mapping, cartography and forest resource assessment. The Global Forest Resource Assessment Programme continues to help countries to monitor the status and evolution of their national mangrove resources for improved management and decision making.

⁵ The National Forest Programme Facility is a multi-donor project managed by FAO Forestry Department that is currently collaborating with national governments, local NGOs and other local institutions in 70 countries throughout the world.

Fisheries and mangrove ecosystems. FAO is an international leader in technical aspects of fisheries management and monitors the Code of Conduct for Responsible Fisheries. All over the World, FAO implements normative activities and field projects on shrimp farming, risk mitigation and prevention, impact assessment and marine resource assessment. This knowledge and expertise can be utilised to make a significant contribution to this project.

Community approaches to natural resource management. FAO has long been recognized as one of the international leaders in community forestry and more generally in community approaches to natural resource management (including conflict management). FAO Forestry Department has a substantial amount of information, tools, methodologies and expertise that can be used to support capacity-building in this sphere. In addition, the development of small-scale forestry enterprises within local communities has rapidly gained ground in recent years in the context of the Forestry Department's field projects (with 16 projects in the past five years). The lessons learned from these projects and the methodologies developed in their course will be particularly useful for the components of this project concerned with sustainable resource management and income generation.

National financing strategies. Access to finance has been a concern of forestry agencies for many years and FAO has responded to this need by devoting considerable resources to this subject during the last decade. The Forestry Department has assisted over 40 countries (including many in Africa) to review the financial aspects of how they finance their national forest programs with, most recently, an emphasis on the development of broader inter-sectoral financing strategies. The six economists working in the Forestry Department are probably the most experienced body of expertise in the World on the subject of forest economics in developing countries and will be a major asset for this project that cannot be found elsewhere.

3 PROJECT FRAMEWORK

3.1 Project impact

The **project conservation objective (PCO)** is: to strengthen biodiversity conservation and reduce degradation in mangrove ecosystems. This will contribute to the GEF's objectives in two focal areas (biodiversity and land degradation) and will help Cameroon to meet Millennium Development Goal 7: to ensure environmental sustainability. It will also contribute to the aims and objectives of the Environment Ministry and some of the large environmental NGOs and will contribute to the mission of the FAO Forestry Department to reduce deforestation and forest degradation.

The **project development objective (PDO)** is: to ensure long term sustainable livelihoods of local communities living in and around mangrove areas. This objective is consistent with FAO's mission to raise levels of nutrition, increase agricultural productivity and improve the lives of rural populations. It will also help the country to meet Millennium Development Goal 1: to eradicate extreme poverty and hunger. The emphasis on this objective will largely come from national Ministries of Fisheries and Forests (in collaboration with local NGOs, local communities and the private-sector) and will be funded through cofinancing contributions.

3.2 Project components and outputs

The project has been structured into five components as follows:

1. Policy and institutional strengthening
2. Mainstreaming mangrove conservation in local development
3. Creation of mangrove protected areas
4. Sustainable management of mangrove resources
5. Project management and monitoring

Component 1: Policy and institutional strengthening (GEF USD 382,893; CF USD 527,000).

The objective of this component is to improve the legal and institutional framework for the management of mangrove ecosystems.

Activities

1. A strategy and national action plan for the integrated management of mangrove ecosystems will be developed, approved and implemented. The project will support this process with consultancy and national workshops to ensure that all relevant stakeholders are involved in the process and their views are taken into account.
2. The 1994 Forest Policy and legislation is presently being reviewed and so is the National Environment Management Policy (PNGE). Taking advantage of these on-going processes, the project will support the drafting of recommendations and text to incorporate mangrove management and protection in policy and legislation.
3. An information centre will be established under the umbrella of CIDE (Centre d'Information sur l'Environnement). This will support long-term monitoring of the health of coastal wetlands and mangroves, by collecting and disseminating accurate information to government decision makers and the private-sector. Activities of the centre will include: monitoring the impacts of large infrastructure developments and industrial activities on the health of the mangrove ecosystems; research into mangrove ecosystems; and the production and dissemination of biannual newsletters.

4. To integrate issues concerning mangrove ecosystems into the national and local development agenda and local planning, the project will support the development of platforms for cross-sectoral and inter-agency dialogue. One such platform already exists for the Cameroon Estuary and similar platforms will be created and supported in the Rio del Rey and Rio Ntem estuaries,⁶ as well as at the national level. These platforms will include local resource people, councillors and government staff and representatives of the private-sector. In addition, these platforms will explore the possibility to mobilise financial resources (from the private-sector) for the management of mangrove ecosystems.
5. Most project activities will be implemented by local NGOs and government conservation staff that will also have the responsibility for eventually implementing the strategy and national action plan for mangroves. Many of these institutions already have some technical capacities and good contacts with local authorities and communities, but they lack the skills and experience for good operational planning, reporting and financial management. To strengthen the sustainability of project outcomes, the project will help these institutions to develop long-lasting capacity so that they can continue to support mangrove conservation activities after the project ends. For example, it will offer training and coaching to the NGOs to develop funding sources, it will develop communication tools (written and oral) to support awareness raising and educational activities and it will support the participation of a small number of Cameroonian technicians in African network meetings, such as the “African Mangrove Network”. The project will also provide training to local NGOs and government staff in implementation of the new laws and regulations.

Outputs

1. A strategy and national action plan for the integrated management of mangrove ecosystems.
2. Draft legislation/recommendations/text for inclusion in the revised Forest Policy and legislation and PNGE.
3. Information centre is established and disseminating relevant and useful information to government decision makers and the private-sector.
4. Four platforms for cross-sectoral and inter-agency dialogue are established (one in each mangrove zone and one national platform), meeting regularly and helping to integrate issues concerning mangrove ecosystems into the national and local development agenda and local planning.
5. One-hundred NGO and government conservation staff trained in protected area management (including financial management) and in implementation of the new laws and regulations.

Component 2: Mainstreaming mangrove conservation in local development (GEF USD 267,744; CF USD 938,000). The objective of this component is to ensure that mangrove conservation issues are taken into account in coastal development. This will include both large-scale industrial and infrastructure developments as well as small-scale local/community development activities.

Activities

1. Building upon existing work on mangrove assessment, three multi-resource inventories will be implemented with local communities (one in each of the three mangrove zones) to update/complete information about the mangrove ecosystems of Cameroon. This information

⁶ As they are on the border, the two new platforms will also include some trans-boundary exchanges and dialogue (about mangrove management issues) with Nigeria and Equatorial Guinea.

will be published and will be used as an input to the drafting and discussion of local development plans in the three mangrove zones (see below).

2. Develop local capacity to monitor and evaluate the environmental and social management plans of developments in coastal areas. The project will train local government and NGO staff in environmental and social impact assessment and support their auditing of existing industrial mitigation programmes. This will include reviewing past environmental and social impact assessments (from the perspective of mangrove and coastal wetlands health) and evaluation of performance (i.e. comparison of mitigation activities implemented with activities listed in mitigation plans).
3. An important mainstreaming activity of this project will be the incorporation of mangrove conservation issues into local development plans (master plans) in each of the three estuaries. This will include the following:
 - In the Rio Ntem Estuary, a local development plan already exists (the Kribi Coastal Master Plan) and the project will support the incorporation of sustainable mangrove management and conservation issues in the existing plan.
 - In the Cameroon Estuary, a master plan is currently being developed and the project will assist by providing detailed maps and assessments of the local mangrove resource, as well as strategic environmental and social analyses.
 - In Rio del Rey, no master plan currently exists and the project will provide all necessary information for the incorporation of mangrove management and conservation issues into the master plan (which is likely to be developed during the lifetime of the project).

Based on Activity 1. above and the platforms established under Component 1, the master plans will be developed and discussed with relevant national and local stakeholders and should be approved within the lifetime of the project.

Outputs

1. Multi-resource inventory methodology for mangroves is developed and published as an official protocol by MINFOF.
2. Report on the State of Cameroon's Mangroves published (to include updated maps, statistics and other relevant information).
3. One-hundred NGO and government conservation staff trained in environmental and social impact assessment, monitoring and evaluation.
4. Performance evaluation(s) of all existing mitigation plans.
5. Two master plans developed in a participatory manner and approved for the mangrove areas in Rio del Rey Estuary and the Cameroon Estuary.
6. Mangrove management and conservation issues (in the Rio Ntem Estuary) incorporated into the Kribi Development Master Plan.

Component 3: Creation of mangrove protected areas (GEF USD 280,744; CF USD 626,000). The objective of this component is to support the creation and management of formally protected areas in each of the three estuaries. Participatory and consultative process in support to good governance and engagement of stakeholders is a key element of this process. The current status of protected areas in each of the estuaries is slightly different, so the proposed activities are as follows:

Activities

1. Rio del Rey was designated as a Ramsar site in 2010. The project will support the creation of the Ndongore National Park (covering the Rio del Rey area) through local consultations and

other measures necessary for the gazettelement of the area as a formal protected area. It will also support the drafting of a management plan for the area.

2. In the Cameroon Estuary, the Douala Edéa Wildlife Reserve is in its final stages of conversion into the Douala-Edéa National Park. The Douala-Edéa National Park is part of Cameroon's priority protected areas network and the government (MINFOF) has already collected a lot of biological and socio-economic information as part of the FESP (supported by GEF and the World Bank). The project will help the Conservator of the National Park to prepare and implement a management plan for the area. MINFOF (through its annual sector program budget) will provide funding required for the implementation of the management plan for the duration of the project and the project will assist MINFOF to develop and mobilise long-term funding for implementation of the management plan.
3. The Rio Ntem Estuary is already designated as a Ramsar site in Equatorial Guinea and the project will carry-out the activities necessary for Ramsar designation of the mangrove area on the Cameroonian side of the estuary. It will also support the drafting of a management plan for the area.

Outputs

1. Two national parks created (Ndongore National Park and Douala-Edéa National Park) and mangrove areas in the Rio Ntem Estuary designated as Ramsar site.
2. Management plans developed and approved for all three of the protected areas.
3. Long-term financing plan developed and approved for management of the Douala-Edéa National Park.

Component 4: Sustainable management of mangrove resources (GEF USD 635,298; CF USD 2,315,000). The objective of this component is to ensure that local communities in the target sites are managing their mangrove resources more sustainably and their livelihoods have improved. Activities to support the development of sustainable management techniques and practices will be funded with GEF resources, with project cofinancing focusing on local development activities.

Activities

1. In collaboration with local councils, the project will carry out a census and support the identification of permanent settlements in the mangrove areas. It will then support the creation of Common Economic Interest Groups and mangrove community forests with simple management plans to support the sustainable management of mangrove resources.
2. Fishing villages will be supported to develop and implement sustainable income-generating fishery activities, including oyster, fish and shrimp farming trials and with specific attention to women. This will include fisheries studies, trials of improved fishing techniques and development of microfinance facilities for investments in aquaculture and other alternative sources of incomes.
3. At present, the statistics of fish production from mangrove areas hugely underestimate real fishing volumes because of ineffective monitoring and control and weak local governance over the resource. Similar problems exist with respect to the monitoring and control of mangrove wood extraction and use. The project will support the fisheries and forestry departments to improve monitoring and control through the use of participatory approaches and awareness raising amongst local stakeholders. This will include providing training to local NGOs, communities and government staff in participatory approaches to sustainable mangrove resource management.

Outputs

1. Ten mangrove community forests created with simple plans for sustainable management of mangrove resources.
2. Guide for management of mangrove community forests created and disseminated.
3. Eight-hundred villagers trained in sustainable management techniques for management of mangrove wood and fisheries resources.
4. Four-hundred villagers participating in sustainable income-generating fishery activities.
5. One-hundred members of local NGOs, communities and government staff trained in conflict management, sustainable fishing techniques and other practices.

Component 5: Project management and monitoring (GEF USD 166,500; CF USD 250,000).

The objective of this component is to establish a cost-effective project management and monitoring capacity and structure leading to the successful implementation of the project.

Activities

1. Project management will include the following activities: recruit project staff and establish project office; recruit and supervise short-term consultants; manage, record and report on all financial and procurement actions in support of the project; facilitate the coordination and integration of project activities into other projects and programmes where appropriate and beneficial to the achievement of project objectives.
2. Project monitoring and evaluation will include the following activities: produce timely and accurate reports; organise steering committee meetings; organise peer-review of project activities (as appropriate) and dissemination of lessons learned; measure and record results indicators for tracking project progress against the results framework.

Outputs

1. Information about project progress and effectiveness is reported accurately and on time to address and overcome risks and uncertainties during project implementation.
2. Lessons learned are synthesised and disseminated widely to assist with replication and sustainability beyond the end of the project.

3.3 Project outcomes

The anticipated outcomes of this project are as follows:

1. The legal and institutional framework for management of mangrove ecosystems is improved.
2. Conservation issues are taken into account and integrated into coastal development plans in the three mangrove areas.
3. Mangrove conservation strengthened by the creation and improved management of three PAs.
4. Local communities in the target sites are managing their mangrove resources more sustainably and their livelihoods have improved.
5. The successful execution of the project in a cost-effective manner.

3.4 Key indicators

Project objectives and outcomes will be measured using the following indicators (precise targets for each of these indicators are given in Annex 1):

1. The area and condition of mangrove forests.
2. Mainstreaming of mangrove conservation objectives in sectoral policies and legislation.
3. Domestic funding and other resources directed towards sustainable management of mangroves.
4. Availability of information about the mangroves.
5. Effectiveness of the inter-sectoral dialogue about minimising the impact of coastal developments on mangrove ecosystems.
6. The accuracy and use of information about Cameroon's mangrove ecosystems.
7. Capability of NGO and government conservation staff to perform ESIA's, monitoring and evaluation.
8. Compliance with ESIA mitigation plans and/or mangrove conservation issues in local development plans.
9. Area of mangrove ecosystems in formal protected area network and legal status of their protection.
10. Management effectiveness of protected areas.
11. Number of fishing camps organised for sustainable management of mangrove fish resources.
12. Area of mangroves covered by simple management plans (mangrove community forests).
13. Sustainability of local livelihood activities (especially their impact on biodiversity).
14. Improvement of livelihoods (income from extraction of natural resources).
15. Monitoring and control mechanism for extraction of mangrove resources.

3.5 Sustainability

By the end of the project, a significant number of public and private stakeholders should have reached agreement and be co-operating on issues concerning the conservation and management of mangrove ecosystems. This policy dialogue will lead to agreed principles for land use and economic development projects in and around mangrove ecosystems.

At the more local level, the project will develop capacity in communities to organise and implement more sustainable management practices, with improved support from government and NGOs. Thus, for example, local communities will be collaborating and participating in the management and rehabilitation of natural resources found in their localities and, in particular, the impact of fishing and fish preservation will be more in line with the carrying capacity of the local ecosystem. In general terms, the present trends toward the degradation of mangrove ecosystems will have been reversed.

The very general picture of sustainability described above will be based on the following expected achievements of the project.

Capacity for dialogue: The creation of an information centre (observatory) will support MINEP in its task to monitor the coastal and mangrove environment and communicate its findings to local and national stakeholders. Dialogue platforms will provide a mechanism for joint planning and resource mobilisation.

Long term monitoring of ecosystem health: Building on existing knowledge and previous work, the observatory will plan and implement a long-term research and monitoring plan.

Capacity for scaling up community-based mangrove management: National conservation and development NGOs working in the coastal area of Cameroon will be long-term partners with local communities and local councils and will support them to manage the biological resources on which their livelihoods depend. Through exchanges and joint learning under this project and as active members of the Cameroon Mangrove Network, the technical capacity of these NGOs to support local communities and councils will be reinforced. The NGOs project management and administration capacities will be strengthened through training on project and financial management,.

The mangrove strategy and policy: This project will support Cameroon to be one of the first African countries to have a national mangrove management and conservation strategy⁷ and specific legal and financial tools for implementation. This will provide the necessary framework to ensure that mangrove ecosystems are considered in coastal development planning and it will provide a legal framework to mobilise private-sector (and other) resources for mangrove restoration, conservation and wise use.

Inter-sector linkages: All of the above will feed dialogue and joint planning between a number of sectors involved in coastal management and development. MINEP will be strengthened in its role of inter-sector coordination and the brokering of collaboration across sector boundaries.

Financial sustainability: This project will have a catalytic effect on government allocations to mangrove conservation and it is expected that the project will result in annual budget allocations specifically for mangrove ecosystem management. In addition, the project will explore ways in which the private-sector may contribute to conservation financing in these areas. In the longer-term, it is expected that successful implementation of this project will lead to increased international interest to invest in environmental improvement in Cameroon (e.g. from carbon funds) if investors can be convinced that Cameroon's mangroves are a reliable place for such investments.

3.6 Replicability

If the project is successful, not only will it contribute to the management of mangrove ecosystems, but it is likely that the lessons learned can be applied to other coastal ecosystems along the African coast. For example, the experiences of this project will be shared with other regional initiatives (such as the Project "*Grand Ecosystème Marin du Courant de Guinée (GEM-CG)*") as well as through the COMIFAC, so that they may be replicated where possible.

The project will promote replicability in three main ways. First, through the capacity building activities at the national level (government and NGOs) that will provide these stakeholders with a firm technical basis for replication. Secondly through the specific project activities aimed at helping stakeholders to think and plan beyond the duration of the project (e.g. the strategy, long-term research and monitoring plan, technical analyses and feasibility studies). Thirdly, the project will support replicability more generally through the dissemination of project results and other information both within the country and elsewhere.

⁷

A reference document is the "Policy and strategy for the sustainable management of mangrove swamp ecosystems in Cameroon" produced by MINFOF with support of the FAO in 2006. This strategy document has never been validated and it needs to be restructured and complemented with new elements. But it is a useful basis from which this project can develop a full policy and strategy for validation and implementation.

3.7 Assumptions and risks

The risks and assumptions associated with this project are summarised in the Results Framework in Annex 1 and more details are provided here and in Table 5 following this text.

3.7.1 *Institutions unwilling or unable to have a meaningful dialogue with all stakeholders*

Impact: High. One of the pillars of this project is to engage all stakeholders in meaningful dialogue in order to develop a joint vision on the coastal environment of Cameroon and mobilise joint action. If institutions are unwilling or unable to have a meaningful dialogue with all stakeholders, the project outcomes will not be sustainable and this will reduce the expected benefits of the project significantly.

Probability: The probability of this risk is small to medium. MINEP and MINFOF are entirely behind this project and can mobilise the necessary government support through programmes such as the Forest Environment Sector Programme. Large international companies that are funding coastal infrastructure developments are also very sensitive to the need to minimise and mitigate the environmental and social impact of their actions.

Mitigation: During the first months of the project there will be a high-level event to mobilise support at the level of decision makers to participate and contribute to the development of the strategy and action plan. Furthermore members of the Project Steering Committee (PSC) will be encouraged and supported to be ambassadors for integrated coastal management.

3.7.2 *Migrant resource users not interested in sustainable management of mangroves*

Impact: High. For community based management of the mangrove ecosystem to be realised, the full participation and involvement of local communities and resource user groups is necessary. If migrant fishermen and women do not participate in the project, this will lead to conflicts over resource use, failure of community-based management and lead to further mangrove degradation.

Probability: Medium to high in the Rio del Rey Estuary and low in the other two target sites. In the Cameroon Estuary, previous efforts by CWCS to work with and include foreign fishermen and women in management activities have had some success, both in the zoning of mangrove wood exploitation and in the introduction of fuel efficient fish drying techniques. In addition, the fisheries settlements there are now reasonably stable. However the integration of foreign fishermen remains fragile (even if they reside in the area for two or three generations) and it needs constant nurturing with active involvement from local administration. In Rio del Rey, fisheries camps are much less stable, the area sometimes has security problems and it is known to be a refuge for people hiding from justice. However, with recent (encouraging) developments in the Bakassi Peninsula and in the Niger Delta there are now better prospects for building constructive relationships.

Mitigation: Developing good relationships with Nigeria is a priority of the Cameroon Government and it recognises that supporting the integration of Nigerians living in Cameroon is important. An important activity in the project is specifically to develop good relationships with foreign fisheries camps, the local administration and security forces (especially in the Rio de Rey mangrove area) and the organisation of these communities.

3.7.3 *Weak capacity in government and local NGOs to manage and implement project activities*

Impact: Moderate. Many of the on-the-ground activities aiming at mangrove conservation, sustainable use and livelihoods will be executed by local NGOs and field staff of the government. Their failure to implement the project effectively could lead to weak relationships and lack of trust.

Probability: Low. Cameroon has some well established NGOs that will collaborate with the project and the government encourages active NGO participation in the implementation of its policies and programmes.

Mitigation: The NGOs that will collaborate with the project will participate in training specifically aimed at developing their capacity in project cycle management and financial management. There will also be close monitoring and exchanges between partner organisations, government and FAO staff.

3.7.4 Land-use conflicts lead to ineffective cross sector dialogue and collaboration

Impact: Moderate. Over the past 30 years, the area of mangrove forests has fallen by 30 percent, due mainly to expansion of plantation agriculture and urban development. This project proposes to develop and implement a strategy and national action plan for the integrated management of mangrove ecosystems that should result in the protection and conservation of the majority of these forests for future generations. If the project fails to resolve land-use conflicts in some areas, then the strategy and action plan is unlikely to be effective in all areas.⁸

Probability: Low to moderate. Although Cameroon has a progressive forestry zoning plan for the permanent and dense forest zone, it should be noted that it may be more difficult to reach broader agreement on land-use (conservation, CBNRM, agriculture, mining, urbanisation, etc.). For example, the existing zoning plan for the coastal areas has been on the drawing board for a long time and has still not been agreed. However, the current macro-economic conditions and infrastructure developments on the coast may provide a timely opportunity to try to resolve some of these issues.

Mitigation: The project's strategy to generate information and strengthen the dialogue between stakeholders in different sectors is specifically aimed at minimising this risk and encouraging more rational planning based on improved and relevant information.

3.7.5 Large-scale pollution following oil spillages or other industrial accidents

Impact: High (but localised). The impact of such an event will be destructive for mangroves, but is likely to increase the motivation of stakeholders to participate in the project and strengthen environmental regulation and safety. There have been reports of a spillage at the Kribi Chad-Cameroon Oil Pipeline Terminal, but as there are no proper monitoring protocols and systems in place the impact of this hasn't been properly assessed or documented.

Probability: Low. There has not so far been any large-scale pollution events on the coast of Cameroon. However, in neighbouring countries (Nigeria, Congo, and Angola) major spillages from deep-sea oil facilities have occurred and destroyed large tracts of mangrove ecosystem.

Mitigation: Large private-sector companies (e.g. in oil and gas production) will participate in the project and the project will set-up a permanent monitoring system and strengthen the rapid response capacity in the country.

3.7.6 Rise in sea level caused by climate change

Impact: Unknown. The extent to which there is sea level rise already occurring in the Gulf of Guinea is a matter of research. In Cameroon, long term monitoring plots have been installed in a

⁸ Note that the impact is judged to be moderate because not all of the mangrove areas suffer from land-use conflicts.

number of mangrove areas. The impact that sea level rise would have on mangrove ecosystems is ill understood and also subject to research.

Probability: Low. Within the lifespan of this project, it is unlikely that sea level rise will have important consequences. However, it is of paramount importance to better understand the long-term impacts and trends.

Mitigation: It is important to develop and implement coastal ecosystem management strategies to strengthen mangrove ecosystem resilience and build adaptation capacity so that Cameroon might be protected from the impacts of such an event. The project will do this through the strategy and national action plan and activities of the information centre.

Table 5 Risk matrix for the project

Risk	Impact	Probability	Mitigation
Environmental risks			
Major pollution from spillages.	Locally high.	Low. Cameroon has no history of this occurring.	Ensure participation of oil, gas and mining industry and support strong monitoring protocols and systems.
Sea level rise due to climate change.	Unknown. Extent and impact to be monitored.	Low in the short term. Potentially high in the long term.	Set up permanent monitoring and research on sea level rise and on capacity of mangroves to adapt to rising sea levels.
Economic risk			
Land-use conflicts.	Moderate (will not result in protection and conservation - but not a problem in all mangrove areas).	Low to moderate.	Through continuous dialogue, information sharing and joint planning with all important actors, compliance of private sector with environmental regulations and coherence between different land uses will be enhanced.
Social and institutional risks			
Weak institutions for meaningful policy dialogue.	High (reduced sustainability).	Low to medium.	Ensure visibility of the project and generate support by decision makers for the project.
Low participation of foreign groups of fishermen and women.	High. (will lead to further mangrove fragmentation).	High in Rio del Rey Estuary, low elsewhere.	Focused effort to encourage the participation of foreign fishermen and women and support local conflict resolution and peace building at the Nigerian border.
Local NGOs failing to deliver project results and weak financial management.	Low to medium (reduced sustainability).	Low.	Further capacity development through training and close monitoring.

4 IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

4.1 Core commitments and linkages

4.1.1 Core commitments

The linkage between biodiversity conservation, sustainable forest and fisheries management, national development and local livelihoods is well recognized in Cameroon.

National governments: At a broad level, Cameroon government has demonstrated its commitment to environmental improvement and sustainable development through its national plans, policies and programs. Specifically with reference to this project, its commitment to meeting the objectives of the project is demonstrated by their prioritization of the project for GEF funding from within their fixed GEF resource allocations and its contribution to the project as co-financing.

Global Environmental Facility (GEF): As the main financial contributor to this project, the GEF has demonstrated its commitment to the protection of the global environment by supporting this project which will deliver global environmental benefits.

FAO: This project builds on a previous FAO Technical Support Project supporting knowledge and strategy development for Cameroon's mangroves. Furthermore, FAO has demonstrated its commitment by making a contribution to project preparation and confirming a cofinancing contribution to the full project.

Other cofinancing agencies: Most of the other cofinancing agencies are environmental NGOs active in the region. Many of them have a long history of working in Cameroon and have supported numerous mangroves, coastal and community based forest management projects in the past. They have demonstrated their commitment to this project by providing significant co-financing contributions to the project and their inclusion will be essential to benefit from the lessons they have learned from past experiences.

4.1.2 Regional linkages

The Congo Basin Forest Partnership has been campaigning for a landscape-based approach to the management of forests, plant and wildlife resources, which makes both local participation and socio-economic development possible. The success of this approach has so far been limited, but a coastal landscape approach for the management and sustainable use of mangrove ecosystems is starting to take shape.

FAO will help develop synergies, linkages and exchange with similar initiatives, such as the Sustainable Mangrove Management Project in the Republic of Congo that is being developed alongside this project. The project specifically seeks to promote cross-border collaboration. (Transboundary areas are Rio del Rey mangroves with the Nigeria Cross-River mangroves and the Cameroon Rio Ntem with the Rio Ntem o Campo mangroves in Equatorial Guinea). The regional context under which this project will be implemented is provided by the Commission of the Forests of Central African (COMIFAC). COMIFAC's strategic plan provides under its component 4 "to ensure the conservation of sea and coastal ecosystems, mangroves and wetlands, their threatened species and water resources".

The project will also establish synergies, links and exchanges with similar initiatives in other countries and will promote sharing of experiences and collaboration between the countries under a number of regional initiatives such as the GEF CBSP, the COMIFAC Convergence Plan (Strategic Axis 4, supporting the conservation of marine and coastal ecosystems, mangrove and wetland

ecosystems, endangered species and water resources) and FAO's ongoing programme of regional and sub-regional consultations, workshops and other events.

4.1.3 FAO internal linkages

The project will be in frequent contact with the Forest Conservation Service of the FAO Forestry Department, in its capacity as Lead Technical Unit (LTU) in FAO Headquarters. It will also liaise with the Forestry Officer of the FAO Subregional Office for Central Africa. They will coordinate the provision of support from different technical units based at FAO's headquarters, especially within the Forestry Department. The involvement of other FAO departments (the Technical Cooperation Department with the GEF Focal Point at the Investment Centre Division, the Legal Office, the Agriculture Department etc.) will be planned and initiated as needed through the FAO Task Force put in place by the Budget Holder and facilitated by the LTU.

The project will generate interaction among a number of national, regional and international activities within FAO, thus benefiting from the expertise and wide practical experience available. With a view to facilitating interaction with the various departments, FAO will maintain a permanent multidisciplinary working group for the duration of the project and the whole group or individual members will be asked to examine the progress of the project and provide advice on specific problems as they arise.

Many current FAO-led projects are directly related to mangroves and relevant for synergy and collaboration, leading to lessons learned and impacts from the thematic point of view and enlarging the project's impact beyond its geographical area of intervention. Some of the more notable examples are as follows:

- At the international level: The 2nd World Atlas of Mangroves was launched in 2010, led by ITTO and prepared in collaboration with many partner institutions (ITTO, ISME, FAO, UNESCO, UNEP, WCMC, UNU-INWEH, NC) with the support of many countries and organizations (e.g. Japan's Official Development Assistance, The Tropical Biosphere Research Centre - TBRC Wetlands International, Thailand Environment Institute). The maps were prepared by FAO and UNEP-WCMC.
- At the regional level: The Forest Law Enforcement, Governance and Trade Support Programme for African, Caribbean and Pacific countries (ACP-FLEGT Support Programme) is a collaborative effort among the Food and Agriculture Organization of the United Nations, the European Commission and the African, Caribbean and Pacific Group of States (ACP) to address forest law enforcement, governance and trade issues in ACP member countries. (<http://www.fao.org/forestry/acp-flegt/en>).
- At the national level: several projects are underway or have very recently been completed that are relevant to this project.⁹

The outcomes of these projects have been taken into account when preparing the project, in order to avoid duplication and identify and evaluate opportunities for cofinancing. The project will also be closely linked to several ongoing fisheries projects (most of them carried out through the Sustainable Aquaculture for Poverty Alleviation strategy) thanks to the regular exchange of information, joint activities and other forms of collaboration.

4.2 Consultation, coordination and collaboration with other initiatives in the region

⁹ (i) Support Project to the National Forest Programme (nfp); (ii) Project "Enhancing the Contribution of Non-wood Forest Products to Poverty Alleviation and Food Security in Central African Countries"; (iii) the Forest Resources Assessment (FRA) Programme; and (iv) the National Forest Monitoring and Assessment Programme.

4.2.1 *Linkage with GEF and GEF supported programmes*

FAO will seek to build linkages with GEF funded projects concerning mangrove and coastal forests in Africa (e.g. one currently proposed by UNEP for harmonisation of policies and management of mangrove ecosystems in Africa). Collaboration and sharing of information with a similar FAO-led project on sustainable mangrove and coastal wetlands management in the Republic of Congo will be ensured.

At a broader level, the project will link with other relevant projects supported by the CBSP and will link with these in two main ways: through FAO's participation in the coordinating mechanisms for the CBSP; and through the GEF Focal Points in countries (that are involved in the CBSP).

Specific mechanisms for coordination and collaboration will be established as this and the other GEF projects are implemented, but are likely to include joint workshops and training events, collaboration on awareness raising activities and sharing of project data, lessons learned and other information.

The most important linkage of this project is, as was noted earlier, with the Forest Environment Sector Programme of MINEP and MINFOF to which the GEF-World Bank is contributing with a fund of USD 10 million in the form of budget support, with co-funding from International Development Association (IDA) of the World Bank, Government of Cameroon and other bilateral donors. This programme was for the 5-year period of 2004 to 2009 and was recently extended by 2 years until 2011.

4.2.2 *Linkages with other related initiatives in the region*

This proposal will complement or contribute to a number of other initiatives already under way in Cameroon and the Congo Basin, such as the following:

COMIFAC Convergence Plan. The Central African Forests Commission was created at the Heads of State Summit in 1999 to implement the Yaoundé Declaration. This evolved into a treaty for the harmonisation of forest law and cooperative management of forest ecosystems at a second summit in Brazzaville in 2005. There, the heads of state adopted the COMIFAC Convergence Plan, which has ten strategic axes, most of which are directly relevant to this proposal:

1. harmonizing forest policy and taxation;
2. resource knowledge and inventory;
3. ecosystem management;
4. biodiversity conservation;
5. sustainable use of forest resources;
6. alternative income generation;
7. capacity development and training;
8. research;
9. innovative financing mechanisms; and
10. regional cooperation and partnerships

The expected outputs and outcomes of this project are relevant to several of these axes and will help Cameroon to meet its commitments under this treaty.

Central African Regional Program for the Environment (CARPE). CARPE is a USAID initiative to improve the management of the region's forests and build capacity for sustainable development. It was first established in 1995 with implementation (and co-financing) by NGO partners already active in the region. The second phase corresponded with the creation of the CBFP in 2002, to

which it has contributed significant funds, and will be completed in 2011. A third phase is under consideration to run until 2016.

Congo Basin Forest Partnership (CBFP). The CBFP was launched at the WSSD in 2002 as a Type II partnership to improve management and monitoring of forests in the Congo Basin, primarily through implementation of the COMIFAC Convergence Plan. Several CBFP members established OFAC, the Observatory for the Forests of Central Africa, which produces the State of the Forest reports, published in 2006 and 2008, with a new edition due in 2010, to provide a clear and objective summary for decision-makers.

Component 1 of this project will support this broader effort to improve information about Africa's forests through the establishment of the mangrove information centre (observatory). It will also, as noted above, support transboundary collaboration for sustainable management of the mangrove forests on Cameroon's borders (with Nigeria and Equatorial Guinea).

International Tropical Timber Organisation (ITTO). ITTO currently has two mangrove forest projects proposed for Congo and Cameroon and the project will link strongly to both of these (e.g. with joint activities and information sharing) when they have been approved by ITTO.

Other related initiatives. Other regional coastal initiatives relevant to this project are:

- The PRIME mangrove programme of the USAid West African Regional Program (WARP).
- The Sustainable Forest and Conservation Initiative in Cameroon's South West Region (supported by KfW Entwicklungsbank). Rio del Rey is part of this initiative and WWF has been active in Rio del Rey preparing for the creation of a conservation area in the Rio del Rey mangroves.
- MINEP is implementing (2010) the elaboration of a coastal and marine management plan under the project *Grand Ecosystème Marin du Courant de Guinée (GEM-CG)*.

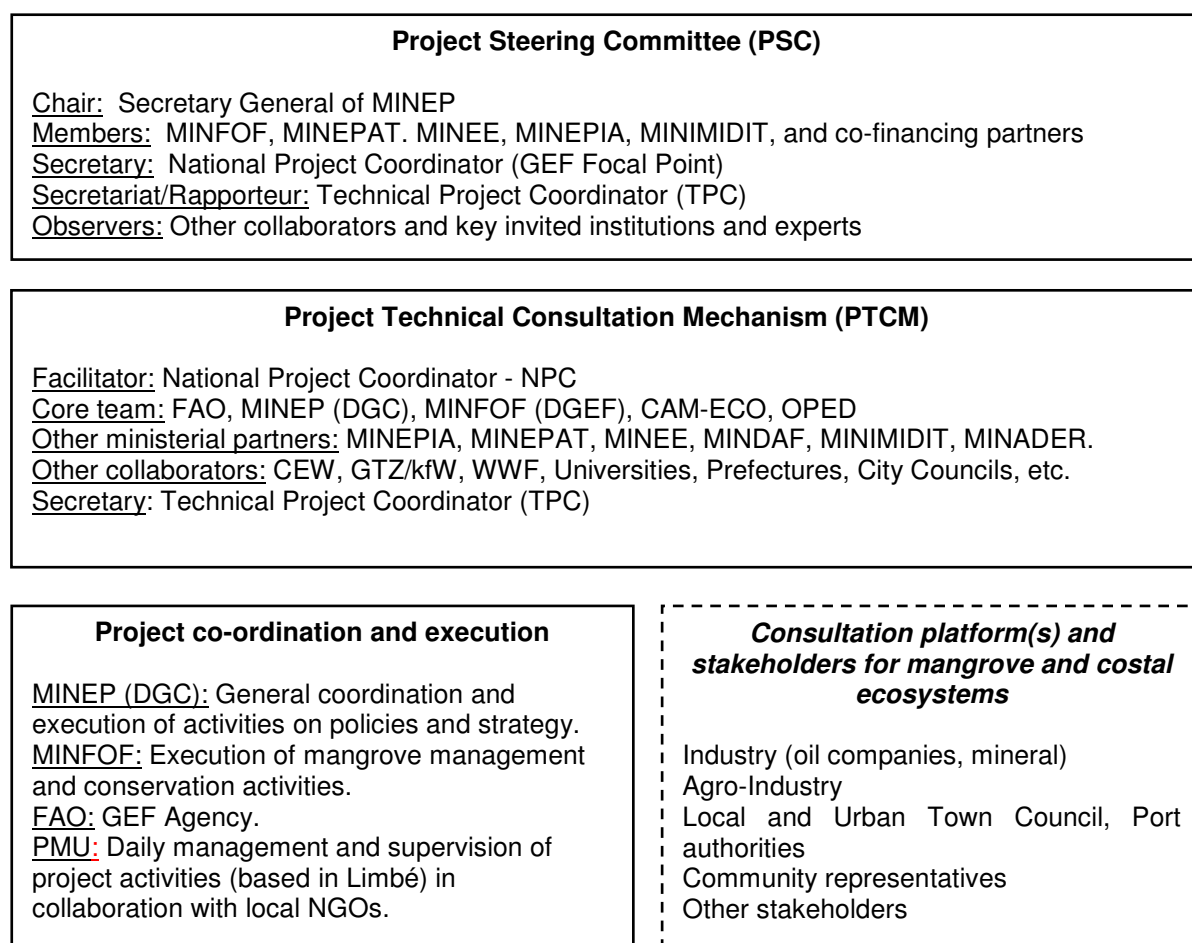
This project will gain from the experiences and conservation activities already undertaken by these initiatives and will, in particular, collaborate with them on planning and protected area activities under Components 1 and 3 of the project.

4.3 Implementation and institutional arrangements

The key institutional partner will be the Ministry of Environment and Nature Protection (MINEP). Within MINEP, the Directorate of Conservation Monitoring and Natural Resource Promotion (DGC) will take the lead role for this project. The DGC is responsible for environmental auditing, monitoring and impact assessments, environmental laws and regulations, biodiversity conservation and government relations with international conventions (CBD, Ramsar). In addition, the GEF Operational Focal Point is a staff member of DGC and is responsible for the coordination of all GEF activities in the country. MINEP will work closely with the Department of Forests and the Department of Wildlife and Protected Areas within the Ministry of Forests and Wildlife (MINFOF) who will lead the implementation of Component 3 – Creation of mangrove protected areas.

The institutional arrangements proposed for this project are shown in Figure 1. More details about the roles of the different partners involved in this project are summarised in the following sections and detailed Terms of Reference in Annex 3.

Figure 1 Proposed institutional arrangements for the project



Project Steering Committee

The Project will establish a Project Steering Committee (PSC) that will oversee and guide project implementation, review and approve annual progress reports and project work plans and take necessary actions to overcome constraints in project implementation. The primary role of the PSC will be to ensure that the GEF project is executed efficiently and effectively and its outcomes are mainstreamed into government policies, laws and regulations. This will include assisting with the creation of other official consultative mechanisms or multi-sectoral platform(s), as described previously.

Permanent members of the PSC will include representatives of the following government institutions: MINEP and its Direction de Conservation, MINFOF, MINEPAT, MINEE, MINEPIA, MINIMIDIT, and FAO as the GEF Agency. In addition to the permanent members, the PSC will invite cofinancing partners and other stakeholders to participate in the PSC as observers. These observers may be stakeholders from government and local authorities, civil society and the private sector and they will be invited to participate (as necessary) by the Chair of the PSC. MINEP will facilitate the establishment of the Project Steering Committee and confirm its composition and modalities of operation.

The Secretary General of MINEP will Chair the PSC. The National Project Co-ordinator (NPC) will act as Secretary to the PSC. The Technical Project Co-ordinator (TPC) will support the NPC in organising PSC meetings and in the preparation of related documentation and reporting. The steering committee will meet at least once a year.

Project Technical Consultative Mechanism

A Project Technical Consultative Mechanism (PTCM) will be established in order to provide advice on an *ad-hoc* or permanent basis to the project and facilitate synergy and co-ordination between the activities funded by the GEF and cofinancing activities.

The main role of the PTCM will be to provide technical and scientific advice and guidance to the project. The PTCM will include the following: relevant technical experts from government; representatives of all cofinancing partners; long-term project staff; as well as representatives of other institutions with relevant expertise and experience. The National Project Coordinator (NPC) will call for meetings of the PTCM as and when required, and the Technical Project Coordinator (TPC) will act as secretary.

The PTCM may consider the following persons and institutions as members: technical experts from CAM-ECO/OIBT, OPED, CMN, CEW, GTZ/KfW, WWF, FAO, private sector, urban and rural councils and Partner Ministries: MINEP, MINFOF, MINEPIA, MINEPAT, MINEE, MINDAF, MINIMIDIT, MINADER and research centres and universities with proven track record in mangroves, coastal wetlands and forestry relevant to the project.

The project will mobilize the local NGOs and facilitate the creation of platforms of dialogue to promote synergy, coordination and efficient implementation of the project with local communities and national expertise, aiming at building capacity for sustainable development. Such a network and platform should lead to the identification of a leader which would work closely with the project in order to advocate for their needs, and advice on the best ways and means to implement the project where they are directly concerned.

GEF Agency

FAO will serve as both the GEF agency and executing agency of the project. As the GEF agency, FAO will be responsible for project oversight to ensure that GEF policies and criteria are adhered to and that the project meets its objectives and achieves expected outcomes and outputs as established in this Project Document in an efficient and effective manner. FAO will report on the project progress to the GEF Secretariat and provide financial reports to the GEF Trustee in accordance with the financial procedures agreement between FAO and the GEF Trustee. FAO will closely monitor the project and provide technical guidance and carry out supervision missions.

The FAO Lead Technical Unit (LTU), Forest Conservation Team of the Forest Assessment, Management and Conservation Division (FOMC) within the FAO Forestry Department will provide technical backstopping. The LTU will appoint a Lead Technical Officer (LTO) who will follow-up closely on implementation progress and ensure delivery of technical outputs and outcomes, and undertake regular backstopping missions. The LTU will review and provide clearance to: i) the Terms of Reference of consultancies, letters of agreement and contracts; ii) the selection of the consultants and firms to be hired with GEF funding; and iii) all technical reports and financial reports.

The LTU will also: (i) review and provide clearance to the six-monthly project progress reports prepared by the Technical Project Coordinator (TPC); (ii) prepare annual Project Implementation Review (PIR) to be reviewed and cleared by the FAO GEF Coordination Unit the Investment Centre Division (TCI) and submitted to GEF; (iii) field at least one annual project supervision mission or more frequently as needed; and (iv) review and clearance to the TORs for the mid-term review and final evaluation.

The FAO Representative (FAOR) in Cameroon will be designated as the Budget Holder (BH) of the project's GEF resources. The BH will be responsible for timely operational, administrative and

financial management of the project. In this capacity, the FAOR will authorise the disbursement of GEF project funds. The BH will also prepare Quarterly Project Implementation Reviews (QPIRs) and six-monthly budget revisions for submission to the LTU and FAO GEF Coordination Unit. The BH will manage GEF project resources in close consultation with the LTU and the lead executing partner – the Directorate of Conservation Monitoring and Natural Resource Promotion (DGC). Financial reporting and operations, procurement of goods and contracting of services for the GEF component of the project will be undertaken in accordance with FAO rules and procedures. Final approval of procurement and letters of agreement within the delegated authority of the BH and financial transactions rests with the Budget Holder. Authorization for approval of procurement and letters of agreement in excess of the delegated authority will be requested as provided for by the Organization's relevant rules and procedures.

The GEF Coordination Unit in the Investment Centre Division (TCI) will review and approve project progress reports, implementation reviews and financial reports and budget revisions. The GEF Coordination will review and clear the annual PIR and undertake supervision missions if considered necessary. The PIRs will be included in the FAO GEF Annual Monitoring Review submitted to the GEF Secretariat and the GEF Evaluation Office by the GEF Coordination. The GEF Coordination will in collaboration with the FAO Finance Division request transfer of project funds from the GEF Trustee based on 6 monthly projections of the GEF component funds need.

The FAO Finance Division will provide certified annual and terminal financial reports to the GEF Trustee in accordance with the provisions in the GEF Financial Procedures Agreement and, in collaboration with the GEF Coordination Unit, call for project funds on a six-monthly basis from the GEF Trustee.

National Executing Partners

The Directorate General of Conservation Monitoring and Natural Resources Promotion (DGC) of the Ministry of Environment and Nature Protection (MINEP) will be the lead executing partner within the Government. DGC will support and supervise the execution of the project. Specifically, DGC will: (i) facilitate the establishment of the Project Steering Committee (PSC); (ii) facilitate the establishment of and supervise the project management unit (PMU) which will be hosted at DGC offices in Limbe; (iii) mobilize government cofinancing; (iv) coordinate the multi-stakeholder dialogue platform(s); and (v) ensure optimal coordination and collaboration with other government departments involved in the project.

The Project Managements Unit (PMU), will be established and hosted by DGC in Limbe. The PMU will be responsible for day-to-day project operations and will ensure the coordination and execution of the project through timely and efficient implementation of agreed work plans, in close consultation with DGC, FAO (BH and LTU) and the PSC. The PMU will act as secretariat to the PSC. It will ensure timely delivery of inputs and outputs, closely monitor project progress, and facilitate collaboration with other on-going initiatives. The PMU will be responsible for the preparation and submission of project progress reports to DGC and FAO. The PMU will consist of a part-time National Project Coordinator (NPC), a full-time Technical Project Coordinator (TPC), a part-time Mangroves Conservation Expert, a Technical Project Officer (TPO) and an administrative assistant, a driver and short-term consultants. The roles and responsibilities of the NPC, the Mangroves Conservation Expert, and the TPO are briefly described below and in detail in Annex 3.

National Project Co-ordinator (NPC). The National Project Co-ordinator (NPC) will be a senior staff member from the DGC provided as a cofinancing contribution to the project. He/she will work on a part-time basis and perform the following tasks: (i) act as secretary to the PSC and ensure regular communication between DGE, the PSC and all project partners; (ii) review Annual Work

Plans and Budget prepared by the TPC and provide any additional inputs before submission to FAO and the PSC for approval; (iii) provide general guidance and supervision in the implementation of activities and monitor project progress closely; (iv) with support from the multi-stakeholder facilitator, provide technical assistance to consolidate the stakeholder dialogue platform(s) (Plan National d'Intervention d'Urgence platform etc) and facilitate dialogue within these platforms; (v) promote close collaboration between the project and relevant ongoing and planned Government initiatives; and (vi) mobilize and report on cofinancing from the Government.

Technical Project Co-ordinator (TPC). The TPC will be responsible for the day-to-day management of the project. He/she will be responsible for the overall planning, coordination of project activities, and monitoring of project results. In addition to project management duties the TPC will contribute to the delivery of outputs under technical assistance components. Specifically, he/she will provide inputs in the preparation of project technical reports, working with consultants and institutions contracted by the project; facilitate, prepare and implement training and capacity building activities working with the Mangroves Conservation Expert and the Technical Project Officer and facilitate the establishment of cross-sectoral and inter-agency dialogue platforms, working closely with the National Project Coordinator.

Mangrove Conservation Expert (MCE). The MCE will be a part-time consultant paid from GEF funding and selected jointly by DGC and FAO through a transparent and open selection process. The MCE will: (i) provide day-to-day technical support on specific emerging issues on mangroves management – research and training, information collection and databases, sustainable management practices; (ii) set up the project's monitoring and evaluation system, including: refining results indicators; identifying information sources; preparing a plan for completion of the baseline and with support from the Technical Project Coordinator and the Technical Project Officer, ensure the implementation of this plan within 1 year of project implementation; (iii) support the Technical Project Officer in the development of a multi stakeholder information centre to provide scientific services and other technical information to MINFOF, MINEP including other technical partners; and (iv) facilitate networking and information exchange with related project, including GEF-funded projects in the region and globally.

Technical Project Officer (TPO). The Technical Project Officer (TPO) will be a full-time consultant paid from GEF funding and selected jointly by DGC and FAO through a transparent and open selection process. With support from the Mangrove Conservation Expert, the TPO will: (i) developing and implementing socio-economic and ecological monitoring systems; (ii) develop a multi stakeholder information centre with support from the project team; (ii) with the Technical Project Coordinator, coordinate the execution of project activities in the areas of: protected area management focusing on development of management plans, surveillance, socio economic and ecological monitoring activities; supervision of EIA studies and follow up recommendation ; and participatory mapping of resources and stakeholders; and (iii) provide technical training to resource persons of local councils, village communities, technical ministries and other stakeholders in monitoring modules in various disciplines such as EIA, implementation of land use plans, mangroves dynamics and resource use, data entry and analyses.

Other executing partners (local NGOs)

A number of local NGOs in Cameroon already assist in capacity building, communication, advocacy and development of good practices for natural resource management and technology transfer and development. They are key facilitators of local and national platforms and already have recognised roles for dialogue building and local empowerment for sustainable development and poverty alleviation. A number of these NGOs have been identified as partners to execute project activities and two of them will also provide significant cofinancing for the project.

These NGOs complement each other (in terms of thematic and geographical coverage and expertise in mangroves) and they already collaborate. Cameroon Ecology (CAM-ECO) operates in the Cameroon Estuary (strategic planning, community management and livelihoods) and WWF is active in wildlife inventories and management planning in both the Rio del Rey and the Rio Ntem estuaries. OPED is active in participatory mangrove management and fish and shrimp farming in the Kribi area and Cameroon Environmental Watch (CEW) has specialised on environmental education in mangrove and coastal ecosystems. CAM-ECO and the Cameroon Wildlife Conservation Society (CWCS) are also the national focal points for the Regional Mangrove Network of Central Africa.¹⁰

Some further details about the local NGOs that will collaborate with the project is presented in the box below. Their role will be to provide technical assistance and support at the field-level in their specialised technical fields and in the localities where they are currently operating.

Box 1 Brief background of NGOs that will execute field-level activities under the project

Cameroon Ecology (CAM-ECO)

CAM-ECO started its mangrove rehabilitation and participatory management project in the Cameroon Estuary with funding from ITTO for a period of 3 years (starting March 2010). Their project supports MINFOF, local councils and local communities in the area to prepare a Land Use Plan (“Schéma Directeur”) for the mangroves of Douala Edéa and supports socio-economic development and alternative income generation activities. This fits perfectly into this project and, as such, CAM-ECO will be the main implementing partner for the mangrove zone of the Cameroon Estuary.

World Wildlife Fund (WWF)

WWF works mainly in the Rio Del Rey Estuary to gazette the 233,400 ha of the proposed Ndongore National Park and in the Ntem Estuary to manage the Campo Ma’an National Park that has recently included the 1,000 ha of mangroves within the Ntem river under the Campo Ma’an Technical Operational Unit (TOU). WWF also works in collaboration with CWCS and the Cameroon Mangrove Network to develop a generalisable methodology to measure mangrove resilience to climate change (with pilot adaptation trials), to build mangrove management committees and platforms, to test and implement energy efficient smokehouses and support the creation of ecological monitoring infrastructure (tidal, biomass permanent sample plots, sedimentation stations, river level stations) monitored by local NGOs/CBOs and local communities. One of their achievements has been the designation of a portion of Rio Del Rey Estuary as the country’s 5th Ramsar Site.

Organization for Environment and Sustainable Development (OPED)

OPED is presently developing a project proposal for the Congo Basin Forest Fund that will focus on conservation in the Lokoundje Estuary near the Campo Ma’an National Park.

Cameroon Environmental Watch (CEW)

CEW work with local communities to identify capacity building needs and promote environmental education within local communities. They will support sensitization activities in communities within the mangroves in the project area.

Cameroon Wildlife Conservation Society (CWCS)

Within and without Cameroon, CWCS is recognised for its long standing experience and depth of knowledge of mangrove ecosystems (of Cameroon) and of working with constructively with local communities, fishermen and women in promoting sustainable mangrove management and

¹⁰ CWCS and IUCN in Cameroon collaborated with the project during the project preparation phase and were also originally identified as executing partners for this project. However, they were unable to commit to participating in the project at the present time. They will be consulted during project implementation to benefit from their experiences and to see if proposed activities can be executed in collaboration with some of their activities.

livelihoods activities. CWCS is a leader in the Cameroon Mangrove Network in which several specialists with a passion for mangrove management meet. The Cameroon Mangrove Network is recognised as an advisory and lobby group on all issues regarding mangrove ecosystems.

CWCS is specialised on questions of mangrove research and inventories, management plans, participatory development, improved smokehouses and CDM (Carbon credits). It is based in the Douala Edéa Wildlife Reserve and intervenes also in the Rio del Rey area. WWF is active in wildlife inventories and management planning in both Rio del Rey and the Rio Ntem areas. CWCS and Cam-ECO are the national focal points for the Regional Mangrove Network of Central Africa (covering all the regions).

CWCS works to re-gazette Douala Edea as the first national park with marine extension. Over 20 500 ha of mangrove forests is to be included in the new park to bring the total mangrove forest under protection to 36 500 ha. CWCS also works with the mangrove communities within the Douala-Edea to implement the simple management plan developed by the Mangrove Management Committee. It will also within the framework of the CDM project of protecting Cameroon estuary mangroves through putting in place over 400 improved smoke houses by 2014 with annual carbon emission reduction capacity of 7800tCO₂ per year. Its large array of eleven 0.1ha permanent sample plots in Douala-Edea established since 2002-2003 in different wood exploitation regimes along with 4 others (2 in Ntem and 2 in Rio Del Rey) re-measured every two years together with four sedimentation and river monitoring stakes by network of local community data collectors and long-term monthly waterfowl monitoring effort along the Sanaga Delta will provide needed data and information on the dynamics (carbon stocks and sequestration) of mangrove forest as influenced by tidal, sea level and catchmen

The Douala Edéa Wildlife Reserve is in its final stages of re-gazettement into the Douala-Edéa National Park. CWCS is the chief technical advisor to the government (MINFOF) in this process and has over past the past years invested much in generation of biological and socio-economic information.

4.4 Strategy and methodology

The project strategy is quite straightforward but challenging all the same. It is to (i) put in place the legal and institutional framework necessary for integrated coastal ecosystem management and (ii) to build upon and strengthen the existing achievements of field projects so that these may be scaled-up and made more sustainable. These are two distinct processes that are interdependent.

The fundamental changes that the project aims to achieve are that mangrove ecosystems are considered in national and local economic development processes and that large infrastructure and industrial development projects recognise the importance of and the need for sustaining coastal ecosystems from their inception and incorporate these issues into their activities. The project aims to develop the necessary policy and legal framework to achieve both of these changes. Most importantly, it will seek to inform and support dialogue between stakeholders in such a way that the important public and private stakeholders will understand what is required for (and commit resources to) sustainable mangrove management and local socio-economic development.

At the same time, the project will strengthen hands-on conservation effectiveness and conservation of mangroves ecosystems as well as sustainable community based mangrove and fisheries management initiatives including improved fish drying methods and alternative livelihood activities. Thus strengthening people's understanding of (and participation in) sustaining the natural resource base on which their livelihoods depend.

This project will generate and mobilise the information that will enhance stakeholder's understanding. It will strengthen MINEP in its role (i) to ensure environmental vitality of Cameroon's coastal ecosystems, (ii) to coordinate different public and private actors, and (iii) to monitor the coastal and mangrove environment as well as plans for mitigating the environmental impacts of large coastal developments. It will further develop the capacity, necessary for sustainable mangrove ecosystem management, of local administration, local communities and national NGOs.

4.5 Alternatives considered and reasons for rejection

Cost-effectiveness was considered during project preparation by examining alternative options for three main aspects of the project design.

Institutional arrangements. For the mobilisation of all stakeholders in dialogue and decision making and to assist with monitoring, stakeholders examined different possibilities for co-ordination and consultation and suggested that it would be most efficient for the project to build upon existing mechanisms. The most relevant of these is the CIDE (*Centre d'Information pour l'Environnement*), which includes a National Emergency Intervention Plan for accidental petrol spillage. It is under the umbrella of the CIDE that the project will support the setting up of a multi-actor information centre for the coastal and mangroves ecosystems.

Environmental monitoring and evaluation. Consultations during project preparation also examined a number of options for the implementation of environmental monitoring and evaluation activities (e.g. government monitoring, self-reporting by private companies, monitoring by NGOs). The main requirements for the monitoring arrangements are that they should be independent, accountable, performed to a reasonably high scientific standard and sustainable.

It was decided that the most-cost effective way of meeting these requirements would be by establishing a multi-actor information centre for the coastal and mangroves ecosystems, which will draw on information collected through the Cameroon Mangrove Network, and implement additional monitoring and research on the status and condition of mangrove and coastal ecosystems and the impacts of developments on those ecosystems in collaboration with relevant university and research institutions. .

To increase the accountability and cost-effectiveness of this information centre, communities will become an integral part of the information gathering process and will be supported in this role by the local NGOs included in the project. The private-sector and government will fund the institution for the duration of the project and, if it proves to be successful and useful a long-term funding arrangement will be developed and implemented.

Funding of mangrove management and conservation activities. The project includes a number of mangrove management and conservation activities. GEF funding is targeted specifically at building capacity in local communities (and supporting institutions such as local government and NGOs) for sustainable management of the natural resources found in these ecosystems. Project cofinancing is targeted more towards activities such as development of sustainable local livelihoods.

Management of these resources by local communities will be a far more cost-effective (and sustainable) way of conserving these ecosystems than direct intervention by government or other stakeholders. Furthermore, by focusing on capacity building, GEF funding will leave a lasting legacy of technical competence and experiences gained on the project (by all stakeholders) that can be used to stimulate continued management of these areas and replicated elsewhere.

4.5.1 Cost-effectiveness

Due to the relatively small area of mangrove ecosystems in Cameroon, the cost of this project is quite high when assessed using typical measures (e.g. cost per hectare). However, the relative scarcity of these ecosystems (and the biodiversity they contain) and the intense pressures they face from the local population are exactly the reasons why a quite high level of investment is justified.

For the purpose of calculating cost-effectiveness, it is useful to divide the cost of activities into those implemented at the national level (components 1 and 2) and those targeted at the local level (components 3 and 4) and assess them separately.

At the national level, the GEF funding (USD 650 thousand) will establish a basic level of protection through policy and legal reform, capacity building and improved monitoring, assessment and mitigation at a cost of roughly USD 3.25 per hectare (for the 200,000 ha of mangrove ecosystems). The outcome of the project is that the degradation of mangrove forests in these areas should have stopped and degradation of other resources (either through pollution, development or excessive resource harvesting) should be mostly under control by the end of the project.

Compared with the level of benefits provided by these ecosystems (both in terms of local income from resource harvesting and the global environmental benefits), this investment is likely to have a very high cost benefit ratio. Of course, continued development of the coastline may have an even higher cost-benefit ratio, but platforms such as the CIDE should help the government to minimise the environmental impacts of those developments and, where necessary, develop and implement compensatory mechanisms/projects so that the environmental benefits of these ecosystems are maintained overall.

At the local level, GEF funding for components 3 and 4 amounts to USD 920 thousand and will be targeted at the 57,000 ha of the three formal protected areas covered by the project, plus the additional 10,000 hectares of mangroves where sustainable management will be encouraged through community-based interventions. This is equivalent to around USD 13.50 per hectare. However, the income of the 220,000 local inhabitants in these areas amounts to about USD 79 million every year.¹¹ Viewed in this context, the GEF funding over the five years amounts to roughly one percent of the value of local resource harvesting activities (or much less if the project results in long-term changes in management practices, as is intended), which is a relatively modest investment in changing behaviour for the benefit of the global environment. Furthermore, if successful, mechanisms such as the CIDE will continue to provide support for these communities so that sustainable management and rehabilitation activities will continue into the future.

One final measure of the cost-effectiveness of this project is the expected returns from support to local income generation. This will be funded by cofinancing (approximately USD 600,000 of the total cofinancing for Component 4), with a little GEF funding to support mainstreaming of biodiversity conservation into these activities (about USD 100,000 to support sustainable fishing techniques, fisheries management and forest management). The target for this activity is to raise the incomes of participants in these income generation projects by 20 percent, which amounts to around USD 60,000 per year or a nine percent return on this investment. Therefore, if successful, this will achieve a respectable rate of return as well as support the production of global environmental benefits from more sustainable resource management and harvesting activities.

¹¹ Local income levels will be assessed in detail during the socio-economic surveys – the figure presented here is based on a standard assumption of local income of USD 1.00 per day per inhabitant.

5 FINANCING PLAN AND PROVISIONAL WORK PROGRAMME

5.1 Financial planning

The project will be financed by a full-sized GEF grant of USD 1,733,180 with co-financing from the Government of Cameroon, FAO (HQ, Cameroon and ACP-FLEGT Project) and two local NGOs (OPED and CAM-ECO). FAO will manage the GEF grant, while each of the cofinanciers will be responsible for managing its own contribution. A summary of the project cost and co-financing contributions is given in the two tables below. The detailed project budget (in the FAO Oracle format) and the provisional work plan can be found in Annex 2.

Table 6 Project cost by component and subcomponent (excluding cofinancing)

Component and subcomponent	Total	
	%	(USD '000)
1. Policy and institutional strengthening.	22	382,893
2. Mainstreaming mangrove conservation in local development.	15	267,744
3. Creation of mangrove protected areas.	16	280,744
4. Sustainable management of mangrove resources.	37	635,298
5. Project management.	10	166,500
Total project cost	100	1,733,180

Table 7 Sources of confirmed cofinancing

Name of cofinancier (source)	Classification	Type	Project	%
MINEP	Nat'l Gov't	In-kind	1,495,000	32
FAO	GEF Agency	In-kind	425,000	9
		Grant	382,000	8
OPED	NGO	Grant	650,000	14
CAM-ECO	NGO	In-kind	200,000	4
		Grant	550,000	12
CWCS	NGO	In-kind	64,000	2
		Grant	890,000	19
Total cofinancing			4,656,000	100.0

5.2 GEF input

The GEF contribution to the project will be used to support activities that produce global environmental benefits and cannot be adequately funded by local stakeholders at present. Most of the contribution will be to fund legal and institutional strengthening (including the organisation of local communities), the development and implementation of improved tools, techniques and management practices and training of local personnel (in NGOs, communities and government). Activities that will be supported by the GEF funding can be broadly described capacity building and will build capacity that does not exist at present and cannot be developed with the skills and resources currently available in the country.

The GEF contribution will complement existing and planned investments in mangrove ecosystems (by FAO and local NGOs), which will focus more on improved resource management and local income generation for poverty alleviation and rural development. It will also complement the ongoing efforts of the government to mainstream biodiversity conservation and environmental protection into economic development activities in coastal areas.

5.3 Government inputs

National government cofinancing amounts to USD 1,495,000, or about 40 percent of the total cofinancing for the project. This cofinancing is recorded as an “in-kind” contribution to the project.

The contribution from national governments will cover: (i) the salary of a part-time National Project Co-ordinator; (ii) the cost of staff time for government officers and technicians working with project-funded consultants and other staff directly engaged in implementing project activities; and (iii) the provision of appropriate office space, related office operational costs and local transportation costs. Under (ii) above, collaboration will focus, in particular, on legal and strategy development, collection of data and monitoring activities in the mangrove ecosystems and extension activities related to sustainable management of fisheries and other natural resources..

Apart from the financial contributions noted above, the long-term success of the project will ultimately depend on the commitment of the government to translate project outputs into outcomes, by mobilising local support for the project’s objectives and working in partnership across departments and with others outside government. Participants in project preparation activities and consultations have indicated their willingness to do this and to support the policy, legislation and institutional arrangements anticipated on the project.

5.4 FAO inputs

FAO is the leading international organization in the area of sustainable forest management and agricultural development. As the GEF agency of the project, FAO will draw on its wide range of in-house expertise in forestry and fisheries (particularly in the areas of resource conservation and community-based approaches to resource management) to support the proposed project. The project will also benefit from FAO’s past experiences working with Cameroon on forest assessment, national forest programmes, fisheries management and bioenergy development.

An interdivisional Project Task Force (PTF) will be established to oversee and advise the project, comprising experts in the areas of: forest conservation; community forestry; environmental impact assessment, fisheries management; and environmental law. This expertise will be used mostly to provide technical backstopping, with national and regional consultants providing the majority of technical assistance on the ground.

In addition to the technical support from FAO Headquarters, FAO will provide local technical support to the project from its network of forestry and natural resource management experts in the Central Africa region and its technical staff in the FAO Subregional Office for Central Africa.

The total FAO contribution to the project will amount to USD 807,000, or 22 percent of the total cofinancing. This will comprise an in-kind contribution of USD 425,000 of staff time to provide international expertise for technical assistance and expenditure of USD 382,000 from other FAO projects and programmes in Cameroon (on forest assessment, non-wood forest products, fisheries management and policy, legal and institutional reform and the ACP-FLEGT Project) that will be directed towards the aims and objectives of this GEF Project. Specifically, the following operational projects are likely to contribute to this effort:

1. Enhancing the contribution of Non-wood Forest Products to Poverty Alleviation and Food Security in Central African countries
2. Strengthening forest resources management and enhancing its contribution to sustainable development, land-use and livelihoods
3. Enhancing the contribution of Non-wood Forest Products to Poverty Alleviation and Food Security in Central African countries

4. National Forest Programme Facility
5. Forest Law Enforcement, Governance and Trade Support Programme for ACP Countries (ACP-FLEGT)

5.5 Other co-financing inputs

The other cofinancing inputs for the project will come from two local NGOs (OPED and CAM-ECO, with contributions of USD 650,000 and USD 750,000 respectively). The CAM-ECO contribution will focus on developing the master plan for the Cameroon Estuary, supporting local communities in the establishment of community mangrove forests and supporting groups (especially women) in the creation of additional and alternative income strategies. The OPED contribution will be directed towards supporting local fisheries communities to develop ecologically friendly shrimp-production and improved management and utilisation of mangrove wood resources (e.g. for fish smoking).

Other private sector companies working in these areas may provide cofinancing in later years (through the multi-sectoral platform(s) to be developed under the project). Indeed, has been listed as a target and indicator of project impact. In addition, project beneficiaries (e.g. local community members) are expected to contribute their time to project activities, but this has not been included in the total for cofinancing to avoid over-estimating the value of cofinancing contributions.

5.6 Financial management of and reporting on GEF resources

5.6.1 Financial Records

FAO shall maintain a separate account in United States dollars for the project GEF resources showing all income and expenditures. Expenditures incurred in a currency other than United States dollars shall be converted into United States dollars at the United Nations operational rate of exchange on the date of the transaction. FAO shall administer the GEF resources in accordance with its regulations, rules and directives

5.6.2 Financial Reports

The Budget Holder (the FAO Representative in Cameroon) shall prepare six-monthly project expenditure accounts and final accounts for the project's GEF resources, showing amount budgeted for the year, amount expended since the beginning of the year, and separately, the unliquidated obligations as follows:

1. Details of project expenditures on a component-by-component basis, reported in line with project budget codes as set out in the Project Document, as at 30 June and 31 December each year.
2. Final accounts on completion of the project on a component-by-component cumulative basis, reported in line with project budget codes as set out in the Project Document.
3. A final statement of account in line with FAO Oracle project budget codes, reflecting actual final expenditures under the GEF component of the project, when all obligations have been liquidated.

The Budget Holder will submit the financial reports for review and monitoring by the LTU, and the FAO GEF Coordination Unit.

Financial reports for submission to GEF will be prepared in accordance with the provisions in the GEF Financial Procedures Agreement and submitted by the FAO Finance Division (CSFE).

5.6.3 Budget Revisions

The Budget Holder will prepare semi-annual budget revisions, in the format of the budget in the FAO-GEF Project Document and in accordance with FAO standard guidelines and procedures.

5.6.4 Responsibility for Cost Overruns

The Budget Holder is authorized to enter into commitments or incur expenditures up to a maximum of 20 percent over and above the annual amount foreseen in the GEF project budget under any budget sub-line provided the total cost of the annual budget is not exceeded.

Any cost overrun (expenditure in excess of the budgeted amount) on a specific budget sub-line over and above the 20 percent flexibility should be discussed with the FAO GEF Coordination Unit with a view to ascertaining whether it will involve a major change in project scope or design. If it is deemed to be a minor change, the budget holder shall prepare a budget revision in accordance with FAO standard procedures. If it involves a major change in the project's objectives or scope, a budget revision and justification should be prepared by the Budget Holder for discussion with the GEF Secretariat.

Savings in one budget sub-line may not be applied to overruns of 20 percent in other sub-lines even if the total cost remains unchanged, unless this is specifically authorized by the FAO GEF Coordination Unit upon presentation of the request. In such a case, a revision to the project document amending the budget will be prepared by the Budget Holder.

Under no circumstances can expenditures exceed the approved total project budget for the GEF resources or be approved beyond the NTE date of the project. **Any over-expenditure is the responsibility of the Budget Holder.**

5.6.5 Audit

Project GEF resources shall be subject to the internal and external auditing procedures provided for in FAO financial regulations, rules and directives and in keeping with the Financial Procedures Agreement between the GEF Trustee and FAO.

The audit regime at FAO consists of an external audit provided by the Auditor-General (or persons exercising an equivalent function) of a member nation appointed by the governing bodies of the Organization and reporting directly to them, and an internal audit function headed by the Inspector-General who reports directly to the Director-General. This function operates as an integral part of the Organization under policies established by senior management, and furthermore has a reporting line to the governing bodies. Both functions are required under the Basic Texts of FAO which establish a framework for the terms of reference of each. Internal audits of imprest accounts, records, bank reconciliation and asset verification take place at FAO field and liaison offices on a cyclical basis.

6 OVERSIGHT, MONITORING, MANAGEMENT INFORMATION AND REPORTING

6.1 Oversight

Project oversight will be carried out in a balance between periodic validation by the PSC and FAO. Project oversight will be facilitated by: (i) establishing appropriate levels of management authority to provide timely direction, coordination, control and review; (ii) ensuring project management accountability; (iii) documenting project transactions and results through traceability of related documents throughout the implementation of the project; (iv) ensuring that project is implemented within the planned activities applying established standards and guidelines; (v) continuously identification and monitoring of project risks and risk mitigation strategies; and (vi) ensuring project outputs are produced in accordance with the project results framework. At any time during project execution, underperforming subcomponents may be required to undergo additional assessments, implement changes to improve performance or be halted until remedies have been identified and implemented.

6.1.1 Project revisions

The following types of revisions may be made to this project document with the approval of the FAO GEF Coordination Unit in consultation with the LTU and BH, provided that MINEP and the PSC express their no-objection to the proposed changes:

- Minor revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation. These minor amendments are changes in the project design or implementation that could include, inter alia, changes in the specification of project outputs that do not have significant impact on the project objectives or scope, changes in the work plan or specific implementation targets or dates, renaming of implementing entities, or reallocation of grant proceeds not affecting the project's scope.
- Revisions in, or addition of, any of the annexes of the project document.
- Mandatory annual revisions which rephrase the delivery of agreed project inputs or take into account agency expenditure flexibility.

All minor revisions shall be reported in the annual Project Implementation Reviews (PIRs) submitted by FAO to the GEF Secretariat and Evaluation Office.

6.2 Project monitoring, evaluation and reporting

Monitoring and evaluation (M&E) of progress in achieving project results and objectives will be done based on the targets and results indicators established in the project results framework. M&E activities will follow FAO and GEF monitoring and evaluation policies and guidelines. The M&E plan, which has been budgeted at USD 107,600, will be reviewed and updated during the project inception phase. This will involve: (i) review of the project's results framework; (ii) refining of outcome indicators; (iii) identification of missing baseline information and action to be taken to collect the information; and (iv) clarification of M&E roles and responsibilities of project stakeholders. The project's M&E system will be put in place within the first 6 months of project implementation.

In addition to the project specific M&E system, under component 1 the project will support the establishment of real-time monitoring of ecosystem health and productivity. The monitoring system will be managed by a multi-actor information centre which will be established under the umbrella of the Information Centre on Environment (CIDE), with funding from the Government. It is

expected that a long-term funding arrangement will be developed and implemented to ensure sustainability of the observatory which would be important for monitoring long-term project impact on ecosystem health and biodiversity beyond the duration of the project.

6.2.1 Project monitoring

Monitoring of project progress will be a central function of the Project Management Unit, led by the Technical Project Coordinator supported by the National Project Coordinator and other long-term and short-term consultants.

Project progress will be monitored at three levels:

- **Activity.** Implementation of project activities will be monitored on an ongoing basis, with summaries of progress reported in project progress reports. At the end of every three months, progress with financial disbursements will be recorded through the Quarterly Progress Implementation Reports (QPIRs) prepared by the FAO Budget Holder. Every six months, the semi-annual reports will record the completion of project activities. These six-monthly reports will also include a record of cofinancing contributions to the project. The comparison of progress against annual work plans and budget (AWP/B) will be an important management tool to identify, discuss and overcome any difficulties in project implementation.
- **Output.** The delivery project outputs will be recorded as and when they occur. The information source will be the evidence of outputs - training workshop reports, list of participants in training activities, meeting minutes, communication material, participatory mangrove management plans etc. The production of outputs will also be reported in the project progress reports.
- **Outcomes.** The achievement of project outcomes will be monitored and recorded in the project progress reports and the annual Project Implementation Reviews submitted by FAO to GEF. To track the achievement of outcomes, the project will mainly use process indicators as the main focus of the project is on strengthening the institutional and technical capacity for sustainable management of mangrove ecosystems at national and community levels. Outcomes related to training and capacity building will be assessed qualitatively through training evaluations and reports, personal interviews with participants, independent peer review of reports/plans produced by individuals trained by the project and other methods. For monitoring of outcomes related to changes in the physical environment and socio-economic conditions, specific surveys, field inspections and assessments will be carried out. The task of collecting and analysing data for qualitative and/or quantitative monitoring will mostly be the responsibility of the PMU, assisted by national experts. FAO will also carry out periodic supervision missions to monitor progress towards the achievement of outcomes.

As mentioned, results indicators and targets will be reviewed and refined during project inception.

6.2.2 Project review and evaluation

In compliance with both GEF and FAO evaluation policies, a mid-term evaluation will be undertaken after 30 months of project implementation. This will determine progress being made towards the achievement of objectives, outcomes and outputs, and will identify corrective actions as necessary. It will, *inter alia*:

- a) Assess the relevance of the initiative in relation to the country, GEF and FAO policies;
- b) review the effectiveness, efficiency and timeliness of project implementation;
- c) analyze effectiveness of implementation and partnership arrangements;
- d) identify issues requiring decisions and remedial actions;
- e) identify lessons learned about project design, implementation and management;
- f) highlight technical achievements and lessons learned; and
- g) propose any mid-course corrections and/or adjustments to the implementation strategy as necessary.

An independent final evaluation will take place six months prior to the terminal review meeting of the project partners and will focus on progress made since the mid-term evaluation in achieving its objectives and benchmarks; in particular, it will focus on the analysis of the project outcomes and impact and analyze sustainability of results. The evaluation will provide recommendations for follow-up actions. Baseline data, which will be required to compare the situation at the start of the project and at the time of evaluation, will be collected as part of the technical activities in project year 1.

The Terms of Reference (TORs) for both evaluations will be prepared by the PMU in close consultation with the FAO budget holder, the FAO Lead Technical Unit and under the ultimate responsibility of the FAO Office of Evaluation, in accordance with FAO evaluation procedures and taking into consideration evolving guidance from the GEF Evaluation Office. The TORs and the report will be discussed with and commented upon by all project partners.

FAO Office of Evaluation will also be responsible for clearing the composition of the evaluation team, for providing methodological support to the process and for the quality assurance of the final report.

6.2.3 Project reporting

Specific reports that will be prepared in relation to M&E program are: (i) project inception report; (ii) quarterly project implementation reports (QPIRs); (iii) semi-annual project progress reports (PPRs); (iv) annual project implementation reviews (PIR); (v) biodiversity tracking tool reports; (vi) technical reports; (vii) co-financing reports; and (viii) terminal report.

Project Inception Report. After approval of the project, an inception workshop will be held. Immediately after the workshop, the TPC, with inputs from the project team will prepare a project inception report in consultation with the FAO LTU and national project partners. The report will include a narrative on the institutional roles and responsibilities of project partners, progress to date on project establishment and start-up activities and an update of any changes in external conditions that may affect project implementation. It will also include a detailed first year Annual Work Plan and Budget (AWP/B) divided into monthly timeframes detailing the activities, outputs to be produced, progress indicators that would guide implementation, as well a detailed budget for the first full year of project implementation. The AWP/B should also include proposals for: (i) dates and locations of specific field visits; (ii) dates and locations of PSC and other key meetings; (iii) dates and locations of workshops and training workshops to be organized; (iv) requirements for procurement, short-term contracts and consultancies, materials and operating expenses; and (v) technical support and review missions to be carried out.

The draft project inception report will be circulated to FAO (LTU, BH and the FAO GEF Coordination Unit) and the Project Steering Committee for review and comments before its finalization. The final report will be circulated by the BH to all project partners.

Quarterly Progress Implementation Reports. At the end of every three months during each project year, a Quarterly Project Implementation Report (QPIR) will be prepared by the Budget Holder and submitted to the LTU and the GEF Coordination Unit. The QPIR is used to identify constraints, problems or bottlenecks that impede timely implementation and so that appropriate remedial action can be taken. The QPIR is based on a comparison of performance against the approved AWP/B, primarily through examination of planned expenditure and disbursement in each quarter.

Based on each QPIR, the BH, in consultation with the LTU, will provide feedback and recommendations for action to the project team. The reports will be submitted one month after the end of each quarterly reporting period (31 March, 30 June, 30 September and 31 December).

Semi-annual Project Progress Reports. One month before the mid-point of each project year, the TPC will prepare a semi-annual Project Progress Report (PPR). The report will contain the following: (i) an account of actual implementation of project activities compared to those scheduled in the AWP/B (including a report on project expenditures in the six months and an estimate of cofinancing contributions received); (ii) an account of the achievement of outputs and progress towards achieving project objectives and outcomes (based on the indicators contained in the results framework); (iii) identification of any problems and constraints (technical, human, financial, etc.) encountered in project implementation and the reasons for these constraints; (iv) clear recommendations for corrective actions in addressing key problems resulting in lack of progress in achieving results; (iv) lessons learned; and (v) a revised work plan for the final six months of the project year.

The PPR will be submitted by the TPC to MINEP and FAO no later than one month after the end of each six-monthly reporting period (30 June and 31 December). The draft PPR will be reviewed and cleared by FAO (LTU and BH). The LTU will submit the PPR to the GEF Coordination Unit for review and approval. The final PPR will be circulated by the BH to the PSC.

Project Implementation Reviews. The LTU, with inputs from the TPC, will prepare an annual project implementation review (PIR). The PIR will include a narrative on project activities and eventual implementation barriers and difficulties and will assess progress in achieving project global environmental objectives, outcomes and outputs and their sustainability, and risk factors and their mitigation measures. The PIR will be submitted to the FAO GEF Coordination Unit in TCI for review and approval. The GEF Coordination Unit will submit the final report to the GEF Secretariat and Evaluation Office as part of the Annual Monitoring Review report of the FAO-GEF portfolio.

The PIR completed for the period 1 July to 30 June, will be submitted to the FAO GEF Coordination Unit by 1 August of each reporting year.

Technical Reports. Technical reports will be prepared to document and share project outcomes and best practices. All drafts of technical reports must be submitted by the TPC to the FAO LTU for review and clearance, prior to finalisation and publication. Copies of the technical reports will be distributed to the PSC and other project partners as appropriate. These will also be posted on the FAO Field Programme Management Information System (FPMIS).

Co-financing Reports. The NPC, assisted by the TPC and in consultation with the National GEF Focal Point in MINEP, will be responsible for collecting the required information and reporting on co-financing provided by the Government of Cameroon in a timely manner. The TPC will include this information in a compiled cofinancing report to be submitted to FAO (BH and LTU). The report will be provided to FAO on a semi-annual basis, and will be considered as part of the semi-annual project progress reports.

Project Terminal Report. Within two months of the project completion date, the TPC with support from the NPC, as well as from the LTU will prepare and submit to FAO a draft Terminal Report. The report will include a list of outputs and outcomes, summary of activities concluded including any deviations from original project document, “lessons learned” and any recommendations to improve the efficiency of similar activities in the future. This report will, in particular, include the findings of the independent final evaluation and will be the definitive statement of the project’s activities over the three-year duration.

GEF-4 Tracking Tool. Following GEF procedures, the applicable biodiversity tracking tools have been prepared and are attached to this project document. These will be updated at the time of the mid-term review (MTR) and final project evaluation and submitted to the GEF Secretariat and GEF Evaluation Office by the FAO GEF Coordination Unit. The tracking tools will be updated by the TPC in consultation with the project team and the LTU. The tracking tools will be reviewed by MINEP and FAO (BH, LTU and GEF Coordination Unit) before submission to GEF.

A summary of the responsibility, timing and process for producing project reports for the purposes of monitoring and evaluation is provided in Annex 4.

The following table provides a summary of the main M&E activities and budgeted costs.

Summary of the budgeted monitoring and evaluation plan

Type of monitoring and evaluation activity	Responsible parties	Budget (in USD)	Time frame
Project reporting			
Project Inception Report.	Technical Project Coordinator (TPC), in consultation with all project staff, the Project Steering Committee (PSC) and FAO.	Project staff time (see below)	Immediately after the inception workshop
Quarterly Project Implementation Report (QPIR)	FAO (Budget Holder).	Covered by Agency Fee	Every three months.
Semi-annual Project Progress Report (PPR)	TPC with support from NPC and reviewed by FAO Lead Technical Unit (LTU), Forestry Department and GEF Coordination Unit.	Project staff time (see below)	Every six months.
GEF Project Implementation Review (PIR) and preparation of the Annual Work Plan (AWP)	LTU with inputs from the TPC, reviewed by FAO GEF Coordination Unit AWP – TPC, submitted to FAO LTU and PSC	Covered by Agency fee	Annually with the reporting period July to June
GEF Tracking Tools	TPC with support from the National Project Coordinator (NPC) and reviewed by FAO LTU.	Project staff time (see below)	At mid-point and end of project
Project Terminal Report (PTR)	TPC, with assistance of other project staff and the FAO LTU	Project staff time (see below)	Two months before end of project.
Cost of project staff time on reporting (1 month per year).		23,800	
Project steering committee meetings and inception and terminal workshops			
Inception Workshop	TPC and NPC	6,000	Within first month after start of project implementation.

Type of monitoring and evaluation activity	Responsible parties	Budget (in USD)	Time frame
Terminal Workshop	TPC and NPC	6,000	At end of project.
PSC Meetings	TPC and NPC	18,000	At least once per year.
Mid-term review and independent final evaluation			
Mid-term evaluation	External consultant, FAO Office of Evaluation in consultation with PMU, GEF Coordination Unit and other partners.	25,000 and Agency fee	At the mid-point of project implementation.
Independent final evaluation	External consultant, FAO Office of Evaluation in consultation with PMU, GEF Coordination Unit and other partners.	30,000 and Agency Fee	Six months before end of project implementation.
Other monitoring and evaluation activities			
Technical and field reports, reviews and workshop proceedings	Project staff and consultants, with peer review as appropriate.	Project staff time + cofinancing + consultant costs	As appropriate.
Visits to field sites	Project staff, consultants, FAO and other project partners (as appropriate).	Visit by FAO (LTU) from agency fee. Visits by PMU (TPC and NPC) included in local travel	As appropriate.
Field-based impact monitoring + verification	TPC, with the assistance of NPC and review by FAO.	23,800	At the end of each year.
Lessons learned	Project staff, short-term consultants and FAO.	FAO cofinancing	As appropriate.
Total indicative cost		127,600	

6.3 Communication and visibility

Communication and visibility are of key importance to this project, because the project strategy will be to mobilise public and private support for rehabilitation and preservation of mangrove ecosystems and for sustainable socio-economic development.

Visibility is the first condition required of all stakeholders and is intended to promote the establishment of constructive dialogue. The launching of the project will therefore be a high-profile event, held in the presence of the Minister of MINEP, the Prefect of the Littoral Province, senior port officials and industrial leaders. The event will present the project and raise issues concerning preservation of the coastal zone and development, which will be addressed jointly when planning activities. It will demonstrate the commitment of the institutions concerned, with a view to collaboration at the highest level.

A full communication plan will be drawn up during inception of the project and it is expected that communication will take place at three levels:

- in local communes: by the local NGOs identified;
- in the regions and within the platforms to be boosted in the context of the project: by the PMU with the support of the partner organizations;
- at national and international level in order to obtain financial and political support: by the PMU, MINEP, FAO and the other members of the PSC.

The project budget includes resources for a short-term communications expert and publications materials and the development of the full communications plan for the project will be assisted by

the communications experts (publications officer, press officer, website technicians) of the FAO Forestry Department.

ANNEX 1: RESULTS FRAMEWORK AND MONITORING

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Objective: To strengthen biodiversity conservation and reduce degradation in mangrove ecosystems.	The area and condition of mangrove forests.	Total area of mangrove forests is estimated to be about 200,000 ha at present. Detailed and accurate information about the condition of these forests is currently unknown.	Detailed and accurate information about the area and condition of mangrove forests is available. Condition of all mangrove forests no worse than at start of project.	Baseline data for mangrove area and condition will be collected in year 1 (project inventory reports and maps). Overall condition of the mangroves in year 5 will be assessed by re-sampling as part of final project evaluation.	<u>Risk:</u> Institutions unwilling or unable to have a meaningful dialogue with all stakeholders. <u>Assumption:</u> Project will be successful at mobilising high-level support for meaningful dialogue.
	Mainstreaming of mangrove conservation objectives in sectoral policies and legislation.	Biodiversity conservation in mangroves is mentioned in fisheries and energy policies (oil exploration) and is supported by some legislation (for oil exploration), but there are no regulations and/or enforcement.	Biodiversity conservation is mainstreamed in fisheries, forestry and energy policies, with regulations that are enforced.	Project reports. Reports of the multi-sectoral dialogue platforms. GEF Tracking Tool.	
	Domestic funding and other resources directed towards sustainable management of mangroves.	Currently, annual government and private-sector funding for conservation and community development activities in mangrove areas is: Govt: USD 60,000 Private: USD 60,000	Annual funding increased to: Govt: USD 130,000 Private: USD 200,000.	Project reports; collaboration and investment agreements between communities, government and the private-sector.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Outcome 1 The legal and institutional framework for management of mangrove ecosystems is improved.	Integration of mangroves into relevant policies and laws.	Zero. (No specific consideration of mangrove ecosystems in current Forest Policy and PNGE).	Sustainable management of mangrove ecosystems is included in the revised Forest Policy and legislation (including land tenure and rights) and PNGE.	Revised laws/policies approved by the Government.	<u>Risk:</u> Land-use conflicts lead to ineffective cross sector dialogue and collaboration. <u>Assumption:</u> Improved information and support for cross-sectoral dialogue leads to more rational planning.
	Availability of information about the mangroves.	Very low. (Little information is available at present, especially for national stakeholders).	Information centre established with a clear mandate and adequate resources (from outside the project) for long-term sustainability.	Project reports; government records; and interviews during final project evaluation (long-term sustainability).	
	Effectiveness of the inter-sectoral dialogue about minimising the impact of coastal developments on mangrove ecosystems.	One platform exists for the Cameroon Estuary but is not effective.	Platform(s) for inter-sectoral dialogue and co-ordination functioning properly and meeting regularly (to include , public-private-partnership with oil companies, as applicable).	Discussions with key stakeholders and decision-makers as part of final project evaluation.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Outcome 2 Biodiversity conservation in mangroves is mainstreamed in coastal development plans and projects.	The accuracy and use of information about Cameroon's mangrove ecosystems.	Low. (Some information about mangroves is available in reports by international NGOs, but this information is not used within the country to guide policies, projects or plans).	Information about Cameroon's mangrove ecosystems (maps, inventory results, technical studies of biodiversity, management and uses) is published and used by decision-makers.	Production of information will be recorded in project monitoring reports. Quality and use of this information will be assessed in discussions with decision-makers as part of final project evaluation.	<u>Risk:</u> Large-scale pollution following oil spillages or other industrial accidents. <u>Assumption:</u> Large private-sector companies will participate in the project and will support monitoring and pollution response and mitigation measures.
	Capability of NGO and government conservation staff to perform ESIA's, monitoring and evaluation.	Zero. (At present, no government or NGO staff have experience or training in these areas).	NGO and government conservation staff have adequate skills to perform these tasks.	Reports of training activities (post-training feedback and testing). Independent peer review of ESIA's and/or related reports produced by individuals trained by the project (as part of final project evaluation).	
	Compliance with ESIA mitigation plans and/or mangrove conservation issues in local development plans.	Zero. (At present, ESIA mitigation plans are not monitored and mangrove conservation is not mainstreamed into local development plans).	Actions/activities to support mangrove conservation are implemented in ESIA's and/or local development projects (at least 10 examples in total - with priority given to any future oil sector developments).	Project progress reports. Reports on the state of the environment in Cameroon produced by MINEP every two years. ESIA documents of new infrastructure projects. Reports for the private sector. Independent peer review as part of final project evaluation.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Outcome 3 Mangrove conservation strengthened by the creation and improved management of three PAs	Area of mangrove ecosystems in formal protected area network and legal status of their protection.	<u>Rio del Rey</u> : 20,000 ha of mangroves designated as a Ramsar site. <u>Cameroon Estuary</u> : 16,000 ha of mangroves included in Douala-Edea Wildlife Reserve. <u>Rio Ntem</u> : 1,000 ha of mangroves included in Campo Ma'an UTO.	<u>Rio del Rey</u> : 20,000 ha (Ramsar site) included in new Ndongore National Park. <u>Cameroon Estuary</u> : 36,000 ha included in new Douala-Edea National Park. <u>Rio Ntem</u> : 1,000 ha (in Campo Ma'an UTO) designated as a Ramsar Site.	Government Gazette (record of creation of new national parks). Reports of/to Ramsar Convention.	<u>Risk</u> : Rise in sea level (caused by climate change) leads to reduced effectiveness of formal mangrove conservation efforts. <u>Assumption</u> : The strategy and national action plan and activities of the information centre are successful at strengthening mangrove ecosystem resilience and building adaptation capacity.
	Management effectiveness of protected areas.	<u>Rio del Rey</u> : Zero (national park has not been created yet). <u>Cameroon Estuary</u> : 57/90 (current score for Douala-Edea Wildlife Reserve). <u>Rio Ntem</u> : n.a. (mangrove area is only a very small part of the much larger Campo Ma'an National Park).	<u>Rio del Rey</u> : 57/90 (i.e. equal to current score for Douala-Edea Wildlife Reserve). <u>Cameroon Estuary</u> : 70/90 (improvement of 13 points over current score). <u>Rio Ntem</u> : n.a. (for same reasons given in baseline).	Project progress reports. GEF Tracking Tools.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Outcome 4 Local communities in the target sites are managing their mangrove resources more sustainably and their livelihoods have improved.	Number of fishing camps organised for sustainable management of mangrove fish resources.	10 fishing camps in Cameroon Estuary are already stable and have some mechanisms for local control and management.	50 fishing camps are organised for local control and management of mangrove resources, with economic interest groups and agreed fishing rules.	Mangrove inventory report. Project progress reports. Site visits and interviews with residents about compliance with rules.	<u>Risk:</u> Migrant resource users not interested in sustainable management of mangroves. <u>Assumption:</u> Activities to develop good relationships with foreign fisheries camps, the local administration and security forces are successful.
	Area of mangroves covered by simple management plans (mangrove community forests).	Zero. (There are some draft management plans for areas in the Cameroon Estuary, but these have not been agreed and fully implemented).	10,000 ha of mangroves covered by simple management plans at ten locations.	Project progress reports.	
	Sustainability of local livelihood activities (especially their impact on biodiversity).	Low. (Presently unknown in detail but suspected to be low).	50 percent of inhabitants in mangrove community forests using more sustainable techniques and practices, as outlined in management plans (and targeted by project activities).	Baseline will be established in year 1 in mangrove inventory and other studies (e.g. on fishing techniques and management). Project achievement will be assessed by re-sampling during final evaluation.	
	Improvement of livelihoods (income from extraction of natural resources).	Zero. (Baseline for income will be established through socio-economic studies as part of mangrove inventory).	At least 400 people benefiting from income generating activities supported by the project, with a 20 percent increase in income (e.g. women fishing farming, oyster business, improved smoked and dry fish chain).	Baseline will be established in year 1. Project achievement will be assessed by re-sampling during final evaluation.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
	Monitoring and control mechanism for extraction of mangrove resources.	No control mechanism for wood or fisheries exists except in Douala-Edea (where wood harvesting is controlled to some extent).	Functional system for monitoring, controlling and reporting wood and fisheries production exists in all three estuaries.	Project progress reports. Assessment of effectiveness of monitoring and control systems as part of final evaluation.	

Objective/outcome	Indicator	Baseline value	End-of-project target	Source of verification	Risks and assumptions
Outcome 5 The successful execution of the project in a cost-effective manner.	Effectiveness of project management.	Zero.	Project activities implemented on time and within budget.	Project mid-term review and final evaluation	<u>Risk:</u> Weak capacity in government and local NGOs to manage and implement project activities. <u>Assumptions:</u> Activities to build local capacity in project management and implementation will be successful.
	Project reporting and dissemination of project results and lessons learned.	Zero.	Progress is reported accurately and on time and results are disseminated widely to assist with replication and sustainability beyond the end of the project.	Project mid-term review and final evaluation	

Objective/outcome	Outputs
Outcome 1: The legal and institutional framework for management of mangrove ecosystems is improved.	1.1 A strategy and national action plan for the integrated management of mangrove ecosystems.
	1.2 Draft legislation/recommendations/text for inclusion in the revised Forest Policy and legislation and PNGE.
	1.3 Information centre is established and disseminating information to government decision makers and the private-sector.
	1.4 Four platforms for cross-sectoral and inter-agency dialogue are established, meeting regularly and helping to integrate issues concerning mangrove ecosystems into the national and local development agenda and local planning.
	1.5 One-hundred NGO and government conservation staff trained in protected area management (including financial management) and in implementation of the new laws and regulations.
Outcome 2: Conservation issues are taken into account and integrated into coastal development plans in the three mangrove areas.	2.1 Multi-resource inventory methodology for mangroves is developed and published as an official protocol by MINFOF.
	2.2 Report on the State of Cameroon's Mangroves published.
	2.3 One-hundred NGO and government conservation staff trained in ESIA, monitoring and evaluation.
	2.4 Performance evaluation(s) of all existing mitigation plans.
	2.5 Two master plans developed and approved for the mangrove areas in Rio del Rey Estuary and the Cameroon Estuary.
	2.6 Mangrove management and conservation issues (in Rio Ntem) incorporated into the Kribi Development Master Plan.
Outcome 3: Mangrove conservation strengthened by the creation and improved management of three PAs.	3.1 Two national parks created (Ndongore National Park and Douala-Edéa National Park) and mangrove areas in the Rio Ntem Estuary designated as Ramsar site.
	3.2 Management plans developed and approved for all three of the protected areas.
	3.3 Long-term financing plan developed and approved for management of the Douala-Edéa National Park.
Outcome 4: Local communities in the target sites are managing their mangrove resources more sustainably and their livelihoods have improved.	4.1 Five mangrove community forests created with simple plans for sustainable management of mangrove resources.
	4.2 Guide for management of mangrove community forests created and disseminated.
	4.3 Eight-hundred villagers trained in sustainable management techniques for mangrove wood and fisheries resources.
	4.4 Four-hundred villagers participating in sustainable income-generating fishery activities.
	4.5 One-hundred members of local NGOs, communities and government staff trained in conflict management, sustainable fishing techniques and other practices.
Outcome 5: The successful execution of the project in a cost-effective manner.	5.1. Information about project progress and effectiveness is reported accurately and on time to address and overcome risks and uncertainties during project implementation.
	5.2. Lessons learned are synthesised and disseminated widely to assist with replication and sustainability beyond the end of the project.

ANNEX 2 PROJECT COSTS AND PROVISIONAL WORK-PLAN

Summary budget by component and year

Oracle code	Description (Oracle)			Expenditure by component					Unit price	% GEF share	Total GEF	Expenditure by year					
				1	2	3	4	5				Year 1	Year 2	Year 3	Year 4	Year 5	Total
5011																	
5300	Salaries Professional Budget																
5300	Finance and Budget Advisor	6	Weeks	0	0	0	0	18,000	3,000	100	18,000	3,600	3,600	3,600	3,600	3,600	18,000
5300	Human Resources and Procurement	5	Weeks	0	0	0	0	15,000	3,000	100	15,000	3,000	3,000	3,000	3,000	3,000	15,000
5300	Subtotal			0	0	0	0	33000			33,000	6,600	6,600	6,600	6,600	6,600	33,000
5013																	
5570	Consultants Budget																
	International consultants																
5542	Mangrove Conservation Expert	40	Weeks	19,990	13,333	13,333	33,333	0	2,000	49	79,989	16,000	16,000	16,000	16,000	15,989	79,989
5542	Evaluation Experts	18	Weeks	13,750	13,750	13,750	13,750	0	3,000	100	55,000	0	0	25,000	0	30,000	55,000
5542	Subtotal			33,740	27,083	27,083	47,083	0			134,989	16,000	16,000	41,000	16,000	45,989	134,989
	National consultants																
5543	Technical Project Coordinator	260	Weeks	15,000	30,000	30,000	75,000	30,000	692	100	180,000	32,576	34,205	35,914	37,710	39,596	180,000
5543	Project Technical Officer	260	Weeks	10,800	21,600	21,600	54,000	0	415	100	108,000	19,545	20,523	21,549	22,626	23,757	108,000
5543	State of mangrove consultant	10	Weeks	7,500	0	0	0	0	750	50	7,500	7,500	0	0	0	0	7,500
5543	Thematic studies of ESIA's	10	Weeks	7,500	0	0	0	0	750	52	7,500	0	7,500	0	0	0	7,500
5543	Expert on ESIA's	8	Weeks	0	6,000	0	0	0	750	100	6,000	3,000	3,000	0	0	0	6,000
5543	Mangrove CMP development	8	Weeks	0	0	0	6,000	0	750	75	6,000	0	6,000	0	0	0	6,000
5543	Asst. of mangrove forest practices	8	Weeks	0	0	0	6,000	0	750	75	6,000	0	6,000	0	0	0	6,000
5543	Strategy dev. for sust. shrimp prod.	8	Weeks	0	0	0	6,000	0	750	100	6,000	0	0	6,000	0	0	6,000
5543	Study on SD. of oyster harvesting	8	Weeks	0	0	0	6,000	0	750	100	6,000	0	3,000	3,000	0	0	6,000
5543	Subtotal			40,800	57,600	51,600	153,000	30,000			333,000	62,621	80,228	66,463	60,336	63,353	333,000
	National projects personnel																
5551	National Operations and Admin Officer	260	Weeks	0	0	0	0	65,000	250	100	65,000	11,763	12,352	12,969	13,618	14,298	65,000
5551	Subtotal			0	0	0	0	65,000			65,000	11,763	12,352	12,969	13,618	14,298	65,000

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	Total			74,540	84,683	78,683	200,083	128,000			565,989	96,984	115,180	127,032	96,554	130,240	565,989
5014																	
5650	Contracts Budget																
5571	Forest law revision and legal instruments		lumpsum	26,600	0	0	0	0	n.a.	25	26,600	0	17,733	8,867	0	0	26,600
5571	Training in PA management		lumpsum	30,960	0	0	0	0	n.a.	43	30,960	0	15,960	15,000	0	0	30,960
5571	Develop and implement mangrove communication tools		lumpsum	55,000	0	0	10,000	0	n.a.	50	65,000	8,750	23,750	18,750	13,750	0	65,000
5571	Biannual newsletter		lumpsum	30,000	0	0	0	0	n.a.	35	30,000	0	7,500	7,500	7,500	7,500	30,000
5571	Draw up mangrove strat. and AP		lumpsum	38,000	0	0	0	0	n.a.	100	38,000	0	20,000	6,000	6,000	6,000	38,000
5571	Development of dialogue mechanisms		lumpsum	40,000	0	0	0	0	n.a.	63	40,000	8,000	8,000	8,000	8,000	8,000	40,000
5571	Draft local development plans		lumpsum	0	42,200	0	0	0	n.a.	21	42,200	0	0	15,000	13,600	13,600	42,200
5920	Training on EIA		lumpsum	0	47,900	0	0	0	n.a.	50	47,900	0	17,000	17,000	13,900	0	47,900
5571	Cartography		lumpsum	0	0	31,900	0	0	n.a.	25	31,900	0	31,900	0	0	0	31,900
5571	Creation of PAs		lumpsum	0	0	82,200	0	0	n.a.	9	82,200	27,400	27,400	27,400	0	0	82,200
5571	Creation of mangrove community forests		lumpsum	0	0	0	54,000	0	n.a.	67	54,000	18,000	12,000	12,000	12,000	0	54,000
5571	Mangrove CF guide and mgt. plans		lumpsum	0	0	0	15,000	0	n.a.	10	15,000	0	0	7,500	7,500	0	15,000
5571	Training in sustainable fisheries and forest management techniques		lumpsum	0	0	0	75,000	0	n.a.	100	75,000	0	0	37,500	37,500	0	75,000
5571	Support for sust. Inc. gen. activities		lumpsum	0	0	0	84,750	0	n.a.	10	84,750	0	5,000	40,000	39,750	0	84,750
5650	Subtotal			220,560	90,100	114,100	238,750			608	663,510	62,150	186,243	220,517	159,500	35,100	663,510
5020																	
5660	Locally Contracted Labour																
5652	PMU Secretary	260	Weeks	0	4,333	4,333	10,833	6,500	100	100	25,999	4,705	4,940	5,188	5,447	5,719	25,999
5652	1 driver	260	Weeks	0	3,900	3,900	9,750	1,950	75	100	19,500	3,529	3,706	3,891	4,086	4,290	19,500
5660	Subtotal			0	8,233	8,233	20,583	8,450			45,499	8,234	8,646	9,079	9,533	10,009	45,499
5021																	
5800	Travel - Duty - Budget																
5684	Travel - Consultants international			11,520	23,040	23,040	57,600	0	2,400	100	115,200	23,040	23,040	23,040	23,040	23,040	115,200
5685	Travel - Consultants national			6,400	12,800	12,800	32,000	0	80	100	64,000	12,800	12,800	12,800	12,800	12,800	64,000
5800	Subtotal			17,920	35,840	35,840	89,600	0			179,200	35,840	35,840	35,840	35,840	35,840	179,201
5023																	
5920	Training Budget																
5903	Exchange visits	6	trips	36,000	0	0	0	0	6,000	64	36,000	12,000	0	12,000	0	12,000	36,000

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5905	Inception and closing workshops and PSC	10	meetings	6,250	6,250	6,250	6,250	5,000	3,000	100	30,000	6,000	6,000	6,000	6,000	6,000	30,000
5920	Subtotal			42,250	6,250	6,250	6,250	5,000			66,000	18,000	6,000	18,000	6,000	18,000	66,000
5024																	
6000	Expendable Equipment Budget																
5932	Public Information Supplies	1	Publ.	15,000	0	0	0	0	n.a.	100	15,000	0	15,000	0	0	0	15,000
6000	Subtotal			15,000	0	0	0	0			15,000	0	15,000	0	0	0	15,000
5025																	
6100	Non Expendable Equipment Budget																
6004	Computers plus accessories	5	Computers	0	3,750	3,750	3,750	3,750	3,000	100	15,000	15,000	0	0	0	0	15,000
6004	Photocopy machine	1	Machine	0	0	0	0	5,000	5,000	100	5,000	5,000	0	0	0	0	5,000
6011	Vehicle	1	4X4	0	8,000	8,000	20,000	4,000	40,000	100	40,000	40,000	0	0	0	0	40,000
6012	Field equipment		Lumpsum	0	10,000	5,000	15,000	0	n.a.	100	30,000	20,000	10,000	0	0	0	30,000
6100	Subtotal			0	21,750	16,750	38,750	12,750			90,000	80,000	10,000	0	0	0	90,000
5028																	
6300	General Operating Expenses Budget																
6176	Operation and Maintenance of Equipment		Lumpsum	1,165	9,428	9,430	29,823	3,134	60	100	52,980	10,595	10,596	10,596	10,596	10,596	52,980
6182	Utilities		Lumpsum	9,375	9,375	9,375	9,375	7,500	n.a.	50	45,000	9,000	9,000	9,000	9,000	9,000	45,000
6190	Communication		Lumpsum	2,083	2,084	2,083	2,084	1,667	n.a.	100	10,000	2,000	2,000	2,000	2,000	2,000	10,000
6300	Subtotal			12,623	20,887	20,888	41,282	12,301			107,980	21,595	21,596	21,596	21,590	21,596	107,980
Subtotal - Component 1				382,893							382,893						
Subtotal - Component 2					267,744						267,744						
Subtotal - Component 3						280,744					280,744						
Subtotal - Component 4							635,298				635,298						
Subtotal - Component 5								166,501			166,501						
TOTAL				382,893	267,744	280,744	635,298	166,500			1,733,180	327,803	403,504	412,065	334,024	255,785	1,733,180

Provisional Work Plan

Activities	Year 1				Year 2				Year 3				Year 4				Year 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Component 1: Policy and institutional strengthening																				
Output 1.1: A strategy and national action plan for the integrated management of mangrove ecosystems.																				
Draw-up a national strategy for sustainable management of mangroves inspired by the existing policy					x	x														
Produce and publish the national strategy							x	x												
Raise the awareness of all actors on the strategy and the importance of mangroves					x	x	x	x												
Output 1.2: Draft legislation/recommendations/text for the revised Forest Policy and legislation and PNGE.																				
Support the Forest Law revision process and include aspects linked to mangroves sustainable management			x	x																
Support the revision process of the PNGE in order to integrate issues relating to mangrove's sustainable management.			x	x																
Output 1.3: Information centre is established and disseminating information to decision makers.																				
Identify achievements from past projects dealing with mangroves ecosystems and the coastal area	x	x	x	x																
Put in place a multi-actor information centre in order to centralise reliable information and make this available			x	x	x	x														
Prepare biannual publications to be spread among the main actors and the general public.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Lobby competent administrations for the issuance of an official mandate							x	x	x	x										
Draw up a Master Research and Monitoring Plan in mangrove ecosystems and Cameroon coastal areas		x	x	x																
Carry out EIAs of activities like, sand exploitation, wood cutting, etc. and make proposals to improve the situation					x	x	x	x												
Develop partnership with relevant institutions for Aérospatiale surveillance and capacity building					x	x	x	x												
Output 1.4: Four platforms for cross-sectoral and inter-agency dialogue are established, etc.																				
Establish platforms in the Rio Ntem and Rio del Rey and make them operational									x	x	x	x	x	x	x	x	x	x	x	x
Support platform in the Cameroon Estuary	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Assist in coordinating existing consultation structures found in mangrove ecosystems	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Carry out a study and come up with proposals for transboundary initiatives in mangroves					x	x	x	x												
Start a dialog and consultations with development partners on mangroves ecosystems and the coastal area										x	x	x	x	x			x	x	x	
Output 1.5: Training in PA management (including financial management) and in implementation of the new laws																				
Organise Project Management Training for the 5 local NGO's project partners.		x	x	x																
Organize and conduct media awareness raising campaigns on strategy and action plan, laws and regulations		x	x	x	x	x	x	x	x	x										
Reinforce collaboration with Members of the Parliament on issues pertaining to mangrove management	x	x																		
Develop mangrove communication tools to be spread at local, national and international media levels					x	x	x	x	x	x	x	x								
Component 2: Mainstreaming mangrove conservation in local development																				
Output 2.1: Multi-resource inventory methodology for mangroves is developed and published																				
Develop forest inventory norms within mangrove zones		x	x	x																
Carry out inventories of mangrove's forests					x	x	x	x												
Carry out mapping and delimitation of mangrove's forests					x	x	x	x	x	x	x	x								
Output 2.2: Report on the State of Cameroon's Mangroves published																				
Draft, finalise and print report										x	x	x	x							
Output 2.3: NGO and government conservation staff trained in ESIA, monitoring and evaluation																				

Draw up a Protocol for ESAs in mangrove ecosystems and coastal area and train people in their use		x	x	x																
Output 2.4: Performance evaluation(s) of all existing mitigation plans																				
Conduct performance evaluations		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 2.5: Two master plans developed and approved for the mangroves in Rio del Rey and Cameroon estuaries																				
Develop an Integrated Development Master Plan for the Cameroon Estuary mangroves					x	x	x	x												
Develop an Integrated Development Master Plan for Rio Del Rey based on institutional achievements													x	x	x	x	x	x	x	x
Output 2.6: Mangrove management and conservation issues incorporated into the Kribi Development Master Plan																				
Support the revision of the Kribi development Master Plan that integrates the Rio Ntem Estuary									x	x	x	x								
Component 3: Creation of mangrove protected areas																				
Output 3.1: Two NPs created and mangrove areas in the Rio Ntem Estuary designated as Ramsar site																				
Assist with finalization of the gazettement of Douala Edea NP	x	x	x																	
Carry out baseline and other technical studies necessary for the creation of Ndongoré mangroves as a protected area				x	x	x	x													
Organise local consultation on the proposal for Ndongoré mangroves							x	x												
Support the process to finalization of the gazettement of Ndongoré NP									x	x	x	x	x	x	x	x	x			
Draw up a worksheet for the setting up of mangrove RAMSAR site in Cameroon.		x	x																	
Support the RAMSAR site classification process to finalization				x	x	x	x	x												
Output 3.2: Management plans developed and approved for all three of the protected areas																				
Draw up the management plans and support their implementation					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 3.3: Long-term financing plan developed and approved for management of the Douala-Edéa NP																				
Mobilise resources to provide the conservation service with adequate human and material means										x	x	x	x	x	x	x	x	x	x	x
Component 4: Sustainable management of mangrove resources																				
Output 4.1: Ten mangrove community forests created with simple management plans																				
Stabilise fishing settlements and strengthen internal cohesion within fishing communities			x	x	x	x	x	x	x	x	x									
Lobby local actors for efficient conflict management					x	x	x	x	x	x	x									
Draw up and implement Simple management plan (SMP) while emphasizing zoning and land use aspects															x	x	x	x		
Output 4.2: Guide for management of mangrove community forests created and disseminated																				
Design a guide for the elaboration of mangrove SMP at the local level							x	x	x	x										
Assist communities during the SMP elaboration process															x	x	x	x		
Output 4.3: Villagers trained in SM techniques for management of mangrove wood and fisheries resources																				
Support fishermen for the use of sustainable fishing techniques									x	x	x	x								
Conduct a transboundary study of mangrove wood business							x	x	x	x										
Assist population to rehabilitate and manage mangrove woody species														x	x	x	x			
Output 4.4: Villagers participating in sustainable income-generating fishery activities																				
Carry out a study on the oyster business									x	x	x	x								
Facilitate the organisation of oyster collectors into a legal group									x	x	x	x								
Encourage local transformation of oysters									x	x	x	x								
Pilot-test aquaculture and develop microfinance facilities														x	x	x	x	x	x	x
Output 4.5: Train local stakeholders in conflict management, sustainable fishing techniques and other practices																				
Carry out an awareness raising campaign in fishermen's communities about legal and sustainable harvesting techniques				x	x	x	x	x												

Organise specific trainings for MINEPIA and MINFOF officials on control techniques (wood and fish harvesting)					x	x	x	x												
Support the establishment of vigilance committees for control at the local level				x	x	x	x	x	x	x	x	x								
Mobilise resources for government agencies to have effective monitoring and control			x	x	x	x														
Component 5: Project management																				
Output 5.1: Information about project progress and effectiveness is reported accurately and on time																				
Set up an appropriate institutional framework for project management	x	x																		
Conduct operational planning of the Project	x	x																		
Use resources as planned	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Facilitate staff capacities building in various areas: facilitation, management, advocacy, etc.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 5.2: Lessons learned are synthesised and disseminated widely																				
Design a monitoring and evaluation mechanism and implement it.	x	x	x					x	x	x							x	x	x	x
Make an inventory of lessons learned all through the process																		x	x	x
Organise results sharing and exchange of lessons learned																			x	x

ANNEX 3: TERMS OF REFERENCE FOR LONG-TERM PROJECT STAFF

National Project Coordinator

Duties and Responsibilities

The Directorate General of Conservation Monitoring and Natural Resources Promotion (DGC) will appoint a National Project Coordinator to work for the project on a part-time basis. This position is provided as cofinancing from DGC. Under the oversight of DGC and the Project Steering Committee (PSC) and in close collaboration with the Technical Project Coordinator (TPC), the NPC will perform the following tasks:

- act as Secretary to the PSC and ensure regular communication between the PSC, DGC and all project partners;
- review Annual Work Plans and Budget (AWP/B) prepared by the TPC and provide any additional inputs before submission to FAO and the PSC for approval;
- provide general guidance and supervision in the implementation of project activities and monitoring of project progress;
- promote close collaboration between the project and relevant ongoing and planned Government initiatives, local partners and organizations and other initiatives in the region;
- mobilize and report on cofinancing from the Government;
- perform other related duties as required.

Minimum requirements

Candidates should meet the following criteria:

- University graduate degree in forestry, biology or other relevant specialization.
- A minimum of 7 years of relevant professional experience, including practical experience in project coordination and supervision, project mangroves implementation, institutional networking, policy and decision-making advice.
- Working knowledge of French (mandatory)
- Working knowledge of English would be an advantage.

Additional information

Duty Station: Yaoundé, with travel to the project sites
Duration: Part-time (30 months over the 60 months of the project)
Funding: Co-financing contribution by the Government of Cameroon

Technical Project Co-ordinator (TPC)

Duties and responsibilities

A Technical Project Co-ordinator (TPC) will be selected jointly by DGC of the MINEP and FAO through a transparent and open selection process. Under the oversight of DGC, the Project Steering Committee (PSC) and the Budget Holder (FAO Representative in Cameroon), and with technical guidance from the FAO Lead Technical Unit (LTU), the TPC will be responsible for the day-to-day management of the project. He/she will be responsible for the overall planning, coordination of project activities, and monitoring of project results. Specifically, he/she will carry out the following tasks:

1. prepare and supervise the implementation of Annual Work Plans and Budget (AWP/B);
2. in accordance with the approved AWP/B, develop detailed TORs for short-term consultants and contracts, assist with their selection and recruitment, then monitor and supervise their work to ensure timely delivery of outputs to an acceptable standard;
3. review and give no-objection to the technical reports prepared by consultants and institutions under contract with the project;
4. monitor and maintain records of actual project expenditures;
5. assist in the set-up and implementation of the project M&E system;
6. closely monitor project implementation and results and prepare project progress reports;
7. prepare, with inputs from the National Project Focal Point on cofinancing provided by the Government, consolidated cofinancing reports with information on cofinancing received from the Government and other cofinancing partners;
8. facilitate the establishment of the Project Technical Consultative Mechanism and convene regular meetings in order to coordinate project activities with the cofinancing projects, exchange lessons learned and harmonize approaches;
9. ensure regular communication with partner institutions, collaborating institutions and other stakeholders;
10. support the National Project Coordinator (NPC) to organize PSC meetings, draft agendas, and prepare related documentation for consideration by the PSC and draft reports on the outcomes of the meetings;
11. support the organization of FAO supervision missions, the mid-term review and final evaluation.

In addition to these project management related tasks, the Technical Project Coordinator will provide inputs to implementation of technical components and contribute and contribute to delivery of technical outputs. The TPC will:

12. assist consultants and institutions with the preparation of technical reports for the project.
13. facilitate, prepare and implement training and capacity building events.
14. provide technical advice to ensure that that the appropriate approaches are followed during project implementation (participatory and integrated approaches, multi-stakeholder participation, etc.).
15. perform other related duties as required.

Minimum requirements

Candidates should meet the following criteria:

- University graduate degree in forestry, biology or other relevant specialization.
- A minimum of 7 years of relevant professional experience, including practical experience in mangrove project implementation, institutional networking and decision-making advice.
- Working knowledge of French.

Selection criteria

Candidates will be assessed against the following criteria:

- extent and relevance of experience and skills in project management and implementation in Cameroon, including supervision of contracts and institutional agreements, reporting and evaluation;
- extent and relevance of experience in mangroves and wetlands management and conservation in Cameroon, as well as expertise in participatory ;
- balanced background in mangrove and wetlands management, as well as expertise in participatory approaches and dialogue building in multisectoral institutional frameworks;
- relevant expertises in research and development projects as well as international networking in mangroves;
- ability to write clear and concise analytical reports for project management, strategic decision making and technical advice on best practices;
- quality of communication and interpersonal skills;
- extent of language skills, including working knowledge of English;
- familiarity with the work of FAO and GEF.

Additional information

Duty Station: Limbé

Duration: Full-time (60 months)

Funding: GEF Funds.

Technical Project Officer (TPO)

Duties and responsibilities

A Technical Project Officer (TPO) will be selected jointly by DGC of the MINEP and FAO through a transparent and open selection process. Under the oversight of DGC, the Project Steering Committee (PSC) and FAO, and direct supervision of the Technical Project Coordinator, the TPO will provide technical assistance to field teams (including collaborating partners) in forest management techniques, field-level monitoring and setting-up and management of databases. In particular, he/she will carry out the following duties.

1. integrate both socio-economic and ecological monitoring systems to produce a comprehensive monitoring programme that addresses both ecological aspects and social development issues addressing livelihood and poverty alleviation.
2. provide training to resource persons of local councils, village communities, technical ministries and other stakeholders in monitoring modules in various disciplines such as EIA, implementation of land use plans, mangroves dynamics and resource use, data entry, analyses and presentation of monitoring system.
3. supervise development of multi stakeholder information centre to provide scientific services and other technical information to MINFOF, MINEP including other technical partners.
4. develop the tools for a consistent monitoring system for assessment of resource base and exploitation trends.
5. coordinate and supervise execution of project activities in the areas of (i) protected area management focusing on development of management plans, surveillance, socio economic and ecological monitoring activities (ii) supervision of EIA studies and follow up recommendation (iii) participatory mapping of resources and stakeholders.
6. ensure data entry, analyses and presentations and produce quarterly technical reports on trends.
7. set-up and manage the GIS data base and cartography in the project site and produce presentations when necessary.
8. facilitate, prepare and implement training and capacity building events (e.g. train technicians in data entry, analyses and presentation).
9. collaborate with researchers, research institutions and visiting scientists.

Minimum requirements

Candidates should meet the following criteria:

- University graduate degree in forestry, biology or other relevant specialization.
- A minimum of 5 years of relevant professional experience, including practical experience in field-level monitoring, GIS and databases.
- Working knowledge of French.

Selection criteria

Candidates will be assessed against the following criteria:

- Extent and relevance of experience and skills in field-level monitoring, GIS and databases.
- Extent and relevance of experience in and related to mangroves management and conservation in Cameroon.
- Ability to write clear and concise analytical reports.
- Quality of communication and interpersonal skills.

Additional information

Duty Station: Limbé
Duration: Full-time (60 months)
Funding: GEF Funds.

Mangroves Conservation Expert

Duties and responsibilities

An international consultant - Mangrove Conservation Expert (MCE) will be selected jointly by DGC of the MINEP and FAO through a transparent and open selection process. Under the oversight of DGE, the Project Steering Committee (PSC) and the Budget Holder (FAO Representative in Congo), and with technical guidance from the FAO Lead Technical Unit (LTU), the Mangroves Conservation Expert will support the Technical Project Coordinator in all technical aspects of the project and in project management. Specifically, he/she will perform the following tasks:

1. provide day-to-day technical support on specific emerging issues on mangroves management, such as in the field of research and training, information collection and databases, cartography, sustainable management practices, impact evaluation and policy.
2. support the Technical Project Officer in the development of a multi stakeholder information centre to provide scientific services and other technical information to MINFOF, MINEP including other technical partners.
3. set up the project's monitoring and evaluation system, including: refining results indicators; identifying information sources; preparing a plan for completion of the baseline and with support from the Technical Project Coordinator and the Technical Project Officer, ensure the implementation of this plan within 1 year of project implementation.
4. facilitate networking and information exchange with related project, including GEF-funded projects in the region and globally
5. perform other related duties as required.

Minimum requirements

Candidates should meet the following criteria:

The consultant will be a specialist in mangroves conservation , with:

- University graduate degree in forestry, biology or other relevant specialization.
- A minimum of 7 years of relevant professional experience, including practical experience in monitoring and evaluation, mangrove project implementation and institutional networking and decision-making advice.
- Working knowledge of French.

Selection criteria

Candidates will be assessed against the following criteria:

- Extend and relevance of experience in conservation and sustainable use of mangroves.
- Extent and relevance of experience in programme/project implementation in developing countries in the Africa Region.
- Ability to write clear and concise analytical reports for project management, strategic decision making and technical advice on best practices.
- Knowledge of corporate databases would be an advantage.
- Quality of communication and interpersonal skills.
- Extent of language skills, including in writing.
- Working language in English would be an advantage.

Additional information

Duty Station: Limbé
Duration: Part-time (40 weeks over the 60 months of the project)
Funding: GEF Funds

Secretary to the Project Management Unit

Duties and responsibilities

The PMU Secretary will be selected jointly by DGC of the MINEP and FAO through a transparent and open selection process. The PMU Secretary will work under the direct supervision of the National Technical Co-ordinator. The PMU Secretary will carry out the following duties:

1. facilitate communications between the PMU, DGC, FAO and other executing partners and collaborative institutions.
2. provide assistance to final editing of technical reports.
3. provide assistance to editing of annual and progress reports.
4. assist the TPC in the preparation of the documentation for the Project Steering Committee and the PSC meetings.
5. attend meetings and assist for organizational matters.
6. perform other related duties as required.

Minimum requirements

Candidates should meet the following criteria:

- Minimum a secondary school education and a completed certificate in vocational training.
- At least 7 years of experience in secretarial work and assistance to project manager.
- Working knowledge of French.

Selection criteria

Candidates will be assessed against the following criteria:

- Proficiency in Excel, Word, PowerPoint, MS Office.
- Ability to work productively and harmoniously with people of different national and cultural backgrounds in a team environment.
- Flexibility and ability to work under pressure.
- Working knowledge in English is an advantage.

Additional information

Duty Station: Limbé
Duration: Full-time (60 months)
Funding: GEF Funds.

Project Steering Committee

The Project will put in place a Project Steering Committee (PSC) which will oversee and guide the overall project implementation, review and approve annual progress report and project work plans and takes necessary actions to overcome major constraints and improve impact of the project and support and underwrite the establishment of new partnerships.

The PSC will be composed of representatives from the main government institutions responsible for land-use and natural resource management in the project target areas. The PSC will invite as observers, for instance: (i) other relevant governmental agencies and ministries (e.g. the merchant navy, hydrocarbons and scientific research agencies); (ii) representatives of co-financing agencies; (iii) and other executing partners and project collaborators.

In addition to the permanent members, the PSC will invite other key partners and institutions to provide information and advice for consideration by the PSC. These observers may be stakeholders from the government and local authorities, civil society and the private sector as needed. Other stakeholders can be invited as needed and invitation by the Chair of the Project Steering Committee.

MINEP will establish the PSC and confirm its composition and modalities of operation. A representative of the DGC in MINEP will act as Chair and FAO will provide a co-chair for the PSC. The NPC will act as secretary to the PSC, assisted by the TPC (to prepare the meetings, facilitate their execution and prepare the related documentation and reporting, etc.). Rapporteurs will be assigned as needed. The steering committee will meet at least once a year.

Project Technical Consultative Mechanism

A Project Technical Consultative Mechanism (PTCM) will be put in place in order to provide advice on an ad-hoc or permanent basis to the project and facilitate synergy and coordination between the activities funded by the GEF funds as well as those put in place by the co-funds. The PTCM will be a scientific and technical advisory group of the project and will provide advice and guidance to the project.

The PTCM (task force, group or other) will be facilitated by the TPC under the general guidance of the NPC. The NPC will facilitate this mechanism and call for meetings and advice on an ad-hoc basis, as needed.

The project will mobilise local NGOs and facilitate a platform of dialogue to promote synergy, coordination and efficient implementation of the project with local communities and national expertise, aiming at building capacity for sustainable development. These other stakeholders should identify a leader that will work closely with the project in order to advocate for their needs and provide advice on the best ways and means to implement the project where they are directly concerned.

ANNEX 4: SUMMARY OF RESPONSIBILITY, TIMING AND PROCESS FOR PRODUCING M&E REPORTS

Type of report	Production cycle:	Responsibility for production:	Draft version produced by:	Circulation for comments to:	Final version produced by:	Approval mechanism:	Dissemination of final version:
Project Inception Report (PIR) - including Annual Work Plan (AWP)	Once, at start of project	All project staff, with TPC consolidating final draft	Within 4 weeks of project start	All project partners	Within 3 weeks of receiving draft	PSC endorse AWP and FAO (LTU and BH) approve the final version	All project partners, project website and GEF; uploaded on the FPMIS by the BH
Quarterly Project Implementation Report (QPIR)	Every three months	FAO (BH)	n.a.	n.a.	n.a.	FAO (BH) to provide feedback to NPC; QPIRs to be submitted to the GEF Coordination Unit	Uploaded on the FPMIS by the GEF Coordination Unit
Semi-annual Project Progress Report (PPR)	January-June; July-December	TPC, with the assistance of other project staff	June and December	FAO (LTU and BH)	July and January	FAO (LTU and BH) approve the final version and submit to the GEF Coordination Unit	PSC and project website; uploaded on the FPMIS by the GEF Coordination Unit
Project Implementation Review (PIR)	1 July to 30 June	LTU, with the assistance of TPC and other project staff	30 August	PSC, FAO (LTU, BH, Forestry Department and GEF Coordination Unit	20 September	Approved by LTU, BH and submitted to the GEF Coordination Unit for final approval and submission to the GEF Secretariat and GEF Evaluation Office	All project partners, PSC and GEF; uploaded on the FPMIS by the GEF Coordination Unit
Annual Work Plan (AWP)	December	TPC, with the assistance of other project staff and LTU	December	LTU, BH	December	PSC endorse AWP and FAO (LTU and BH) approve the final version	PSC, FAO, uploaded on the FPMIS by the BH
Project Terminal Report (PTR)	Once, at end of project	TPC, with the assistance of other project staff and LTU	Three months before end of project	All project partners, GEF Coordination Unit	End of project	BH submits the final version to TC reports unit for formal processing	All project partners, project website and GEF
GEF Tracking Tools	At mid-point and end of project	All project staff, with TPC consolidating final draft	Mid-term review and final evaluation	FAO (LTU), GEF Coordination Unit	Within 3 weeks of receiving draft	FAO (LTU) approve the final version	Submitted by the GEF Coordination Unit to the GEF Secretariat and Evaluation Office with reports of the Mid-term Review and Final Evaluation; uploaded on the FPMIS by the GEF Coordination Unit
Technical and field reports, reviews and workshop proceedings	As appropriate	As appropriate	n.a.	All project staff and FAO (LTU)	n.a.	FAO (LTU) approve the final version	Project website

ANNEX 5: PROJECT REVIEWS (STAP, GEF SECRETARIAT, GEF COUNCIL) AND TEAM RESPONSE

One project review was received from the GEF Secretariat and the responses to this are given below.

Project reviewer	Response
GEF Secretariat	
- Please increase and confirm cofinancing.	Original project budget in the PIF was: - GEF USD 1,733,000 - CF USD 3,700,000 Budget in the project submission is: - GEF USD 1,733,000 - CF USD 3,702,000 Additional cofinancing is expected during project implementation as more partnerships are established. At this moment, some original cofinancing partners (identified at PIF stage) have not been able to commit cofinancing resources to this project. FAO and the Government, will make efforts to mobilize additional cofinancing.
- Develop the incremental reasoning and the risk assessment.	These aspects of project design have been examined in more detail and are presented in Sections F, G and H of the CEO Endorsement Template and corresponding sections of the project document. In particular, more detailed estimates of the unit costs of project activities (e.g. USD/ha) have been calculated and these are, we believe, comparable to the costs of similar activities in other FAO and GEF projects.
- Please remember to deliver the METT with the final package.	Tracking tools have been completed and are attached.
- Explore partnerships with national universities to improve data monitoring in relation to mangrove management and rehabilitation	An emphasis on this project is community-based approaches to mangrove management and rehabilitation (including monitoring of such activities). In this respect, the project will work with a number of well-established and respected local NGOs that are very familiar with the target areas and should be able to work to a high technical standard.
- A particular attention will be requested on gender and indigenous issues.	A number of the activities on sustainable mangrove management (Component 4) will be targeted in particular at women. Care will also be taken to ensure that women have a voice during discussions of local management plans and arrangements. Indigenous issues are not as important as the issue of potential conflicts between migrants and resident populations (especially in the two transboundary areas). A significant part of the project will focus on trying to resolve any such conflicts and providing training in conflict resolution.