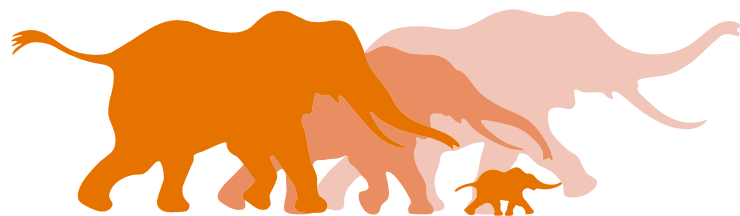


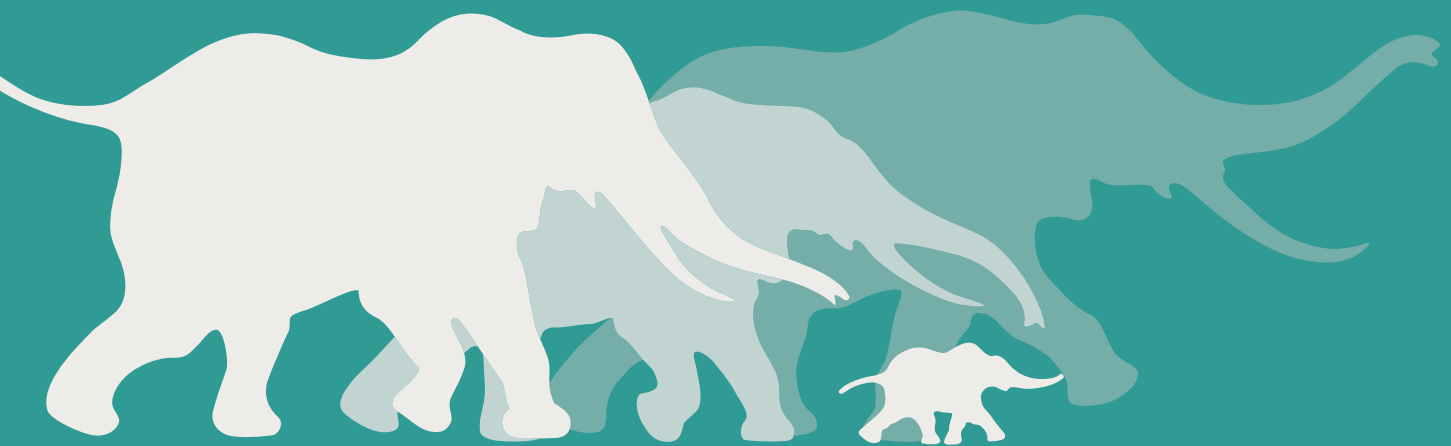


Cameroon Country Strategic Plan

2021 – 2030



AFRICAN WILDLIFE
FOUNDATION



Foreword from Country Director

It is a great pleasure and honor to present the AWF Cameroon Country Strategic Plan 2021 – 2030. This strategic plan considers the complexity of Cameroon’s biodiversity-conservation challenges and the alignment to the Cameroon National Development Strategy (2020 – 2030) that aims for the country’s structural transformation and inclusive development. This document sets the orientations for AWF work in Cameroon at both the national and landscape-level, which is critical for ensuring that healthy wildlife and ecosystems support the health and wellbeing of the Cameroonian people. Detailed strategies will be elaborated for each Landscape where AWF provides support to the Government of Cameroon to ensure effectiveness.

Cameroon is home to critical populations of globally significant wildlife flagship species such as elephants, great apes, pangolins, big cats (lions, leopards), hippopotamus, and parrots. The country also contributes to conserving global priority and biologically diverse ecosystems such as the Congo Basin forests.

Both wildlife and ecosystems play essential roles in human life and wellbeing. For instance, ecosystems provide habitat to wild plants and animals, control crucial ecological processes and promote lives, recycle nutrients between biotic and abiotic components, “clean” the air through carbon sequestration, and help maintain the usual flow of energy. Cameroon’s wildlife and rich biodiversity contribute to Cameroon’s national income. At the local level, communities in general, and Indigenous People in particular, depend heavily on natural resources for their way of life as sources of construction materials, foods, medicine, cultural practices, and many other uses.

Despite conservation challenges faced in Cameroon, as in many other African countries, AWF envisions healthy ecosystems and thriving biodiversity supporting human wellbeing while contributing to Cameroon’s 2030 national development strategy. AWF Cameroon remains committed to helping Cameroon’s government and people sustainably manage its rich biodiversity by unlocking biodiversity economic values for a nature-positive social and economic development. Throughout the implementation of this strategy, AWF interventions will be guided by our principles: African leadership, empowerment, inclusivity, innovation, human rights, equitable sharing of conservation benefits, and harmony between wildlife and human needs.

I am confident that this strategy will contribute to achieving AWF’s mission for modern Africa and ensuring that people, wildlife, and wildlands thrive in Africa.

I wish to express a heartfelt thank you to all of those who contributed to the development of this strategy; including Representatives from Ministries, donors, and partner NGOs.

Norbert Sonne
AWF Cameroon Country Director



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The African Wildlife Foundation (AWF) in Cameroon

When and where

AWF established its program in Cameroon in 2015 to support the Government of the Republic of Cameroon in managing the rich wildlife and wildlands of the country. Currently, three protected areas and their peripheries are benefiting from the support of AWF: Faro National Park, Dja Faunal Reserve, and Campo-Ma'an National Park. AWF considers expanding its operations to other protected areas in this 10-year strategic plan.

Vision Statement

AWF Cameroon envisions healthy ecosystems and thriving biodiversity that support human well-being and contribute to Cameroon's National Development Strategy 2020 – 2030.



Overarching Theory of Change

Educate



Engage



Connect



Empower



Leads to

GOAL 1: Cameroonian leaders are championing, influencing and prioritizing conservation to support sustainable development.

By 2030 Results in

Businesses and investment flowing into Cameroon, as well as those already in place, are contributing to sustainable conservation gains and development.

AWF in Cameroon contributes to the empowerment of IPLCs and CSOs to inform decision-making in conservation for sustainable development.

The government values and prioritizes conservation as fundamental for the delivery of Cameroon's 2030 National Development Strategy and the 2035 vision.

A pipeline of motivated and capacitated conservation leaders shaping the conservation narrative of Cameroon and beyond.

Influential Cameroonians across society are championing conservation.

Empowered youth and women become key voices and derive benefits from conservation.

GOAL 2: Cameroon's ecosystem and the services it provides are conserved, protected, and restored, unlocking greater value from natural resources for economic growth.

By 2030 Catalyzes

Protected areas are well managed and form anchors for conservation success both at the landscape and country levels.

AWF priority landscapes support the development of a biodiversity economy, contributing to local prosperity.

Land use plans incorporate ecosystem and conservation needs that support sustainable development, approved by the government and implemented in AWF priority landscapes.

A network of successful ZICs is achieved through ecological integrity, economic viability, and social-political acceptance.

GOAL 3: Wildlife is conserved *in situ* for Cameroon's prosperity.

By 2030 Results in

4 national species action and recovery plans are revised and implemented (by 2025).

In situ focal wildlife species populations are protected and growing.

Trafficking is decreased and is halted as a major cause of wildlife population decline.

A strong database informs wildlife economy development in Cameroon.

Why Cameroon?



Geography, Socio-Economic Status

Cameroon, “Africa Miniature,” is located in central Africa, with a population of Cameroon estimated at 24,348,251 inhabitants in 2019 (NIS, 2019). This population has grown by more than 33% compared to its size in 2005, at 17,463,836 inhabitants (NIS, 2005). The population has been growing at an average annual rate of 2.4% since 2005. If it continues at this pace, its size could double by 2046 to 46,496,000 inhabitants. This rapid growth of the Cameroon population will significantly affect the consumption of natural resources, especially in the context of an extractive economy and human wellbeing. Cameroon’s population is predominantly young, as individuals under 15 account for over 43% of the total population. People aged 15 to 34 make up more than 35% of the population. Overall, individuals under 35 represent 78% of the population. Therefore, any strategy must pay special attention to this important portion of the population.





Conservation Value

Cameroon earned its nickname “Africa Miniature” from its ecological diversity. Cameroon is home to a collection of ecosystems found in specific countries across the continent, including tropical lowland, coastline on the Gulf of Guinea, mangroves, Montane forests, savannas, and desert.

Cameroon is home to populations of flagship and threatened species such as elephants and great apes, pangolins, big cats (lions, leopards), hippopotamus, and parrots. The country contributes to a large extent to the global priorities of the Congo Basin forests and flagship species. Cameroon is among the top five African countries possessing rich flora and fauna. According to the World Conservation Monitoring Centre, Cameroon contains 1,661 known species. Approximately 220 species of amphibians, 848 bird species, 250 mammals, and 330 types of reptiles. About 7.2% of these are endemic, meaning they can only be found in one country, and 6.7% are endangered. The country also hosts more than 400 species of mammals. When it comes to plants, one counts over 9,000 species.

Both wildlife and ecosystems play essential roles in human life. For instance, ecosystems provide habitat to wild plants and animals, control crucial ecological processes and promote lives, contribute to the recycling of nutrients between biotic and abiotic components, “clean” the air through carbon sequestration, and help maintain the usual flow of energy. Wildlife (fauna and flora) contribute to Cameroon’s national income, though the contribution of ecotourism is low compared to its potential. At the local level, local communities in general, and Indigenous People in particular, depend heavily on natural resources for their life, sources of construction materials, foods, medicine, cultural practices, and many other uses.

Cameroon has established a vast network of protected areas that include national parks, wildlife sanctuaries, faunal reserves, and one flora sanctuary to protect its wildlife. Protected areas cover more than 20% of the Cameroon surface area (475,000km²). Many protected areas in Cameroon are still in pristine condition, mostly because there is less tourism in Cameroon than in other regions of Africa. Despite this effort, ecosystems and wildlife are under severe threat in Cameroon.

Threats to biodiversity

As in many countries worldwide, Cameroon's biodiversity is under threat. This is exacerbated by poor governance and limited financial and technical resources provided by country budgets and allocations. These threats are diverse, complex, and interrelated and will need to be addressed holistically. However, this does not mean that a single actor should try to implement all of the actions that a holistic approach requires. Instead, actors should work synergistically. Threats to Cameroon's biodiversity include wildlife habitat conversion for commercial agriculture, unsustainable logging, infrastructure development (roads, dams), extractive industries, poaching, wildlife trafficking, and rising human-wildlife conflicts. In addition, biodiversity loss and habitat degradation contribute to Cameroon's growing vulnerability to climate change and natural disasters, air quality degradation, food production decline, and rapid decline in flagship species (elephant, great apes, pangolin hippopotamus).

Although these threats are acute, Cameroon has a wide range of legal tools to preserve biodiversity. It is a member of and signatory to the Convention on Biological Diversity on 14 June 1992, ratified on 19 October 1994. The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) was brought into force on 3 September 1981 (with an accession status). Cameroon currently holds the presidency of the Central African Forestry Commission.

Call to action

The "Africa in Miniature" natural capital is shrinking. If significant focused actions are not taken, we risk witnessing a wildlife catastrophe in a few decades. AWF Cameroon calls for urgent and appropriate actions to address the threats to Cameroon's rich biodiversity from the root causes. Any superficial treatment will not work at all.

The preservation of Cameroon's wildlife and wildlands is pivotal to achieving the country's ambition to develop sustainably, as expressed in its 2030 national development strategy. For wildlands and wildlife to thrive in Cameroon, Cameroonians from all walks of life must be empowered and capacitated to participate in conservation actively. Especially those who do not work directly in the sector need to be empowered to advocate for nature. AWF Cameroon's vision is aligned to this ambition: "AWF envisions healthy ecosystems and thriving biodiversity that support human wellbeing and contribute to Cameroon's National Development Strategy 2020 – 2030."

Priority Landscapes & Species

AWF was registered in Cameroon in 2015 and has concentrated its field activities in 3 Landscapes: Dja, Faro, and Campo-Ma'an. From 2021 to 2030, the focus will remain on these Landscapes. However, if AWF considers expanding its operations to other Landscapes, this will be done only after an in-depth SWOT analysis.

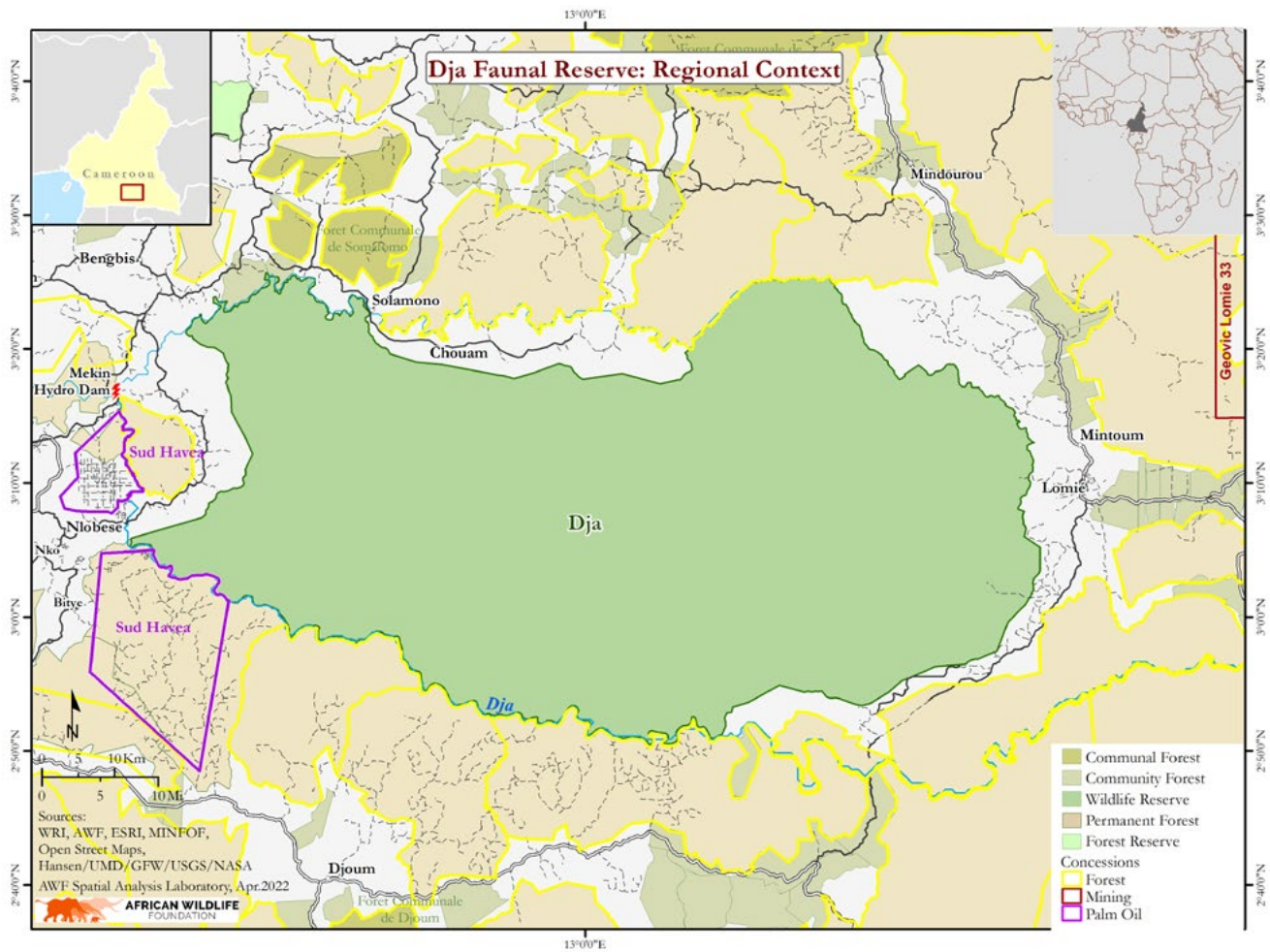
Dja Landscape

Thanks to the high biodiversity and need for continued and sustainable conservation, the Dja was established in 1950 as a protected area, and reclassified as a Biosphere Reserve in 1981. The Dja was later erected as a World Heritage Site in 1987 by UNESCO and as a Faunal Reserve in 2007 by MINFOF. It is the only protected area in the country enjoying a triple status (Wildlife Reserve, Biosphere Reserve, and World Heritage Site). Its area of about 526,004 ha is home to over 100 mammal species, of which at least 14 are primates, including the critically endangered western lowland gorilla and endangered chimpanzee. Other flagship species include the endangered forest elephant, the nearly-extinct and vulnerable gray parrot, the vulnerable giant pangolin, the near-threatened bongo, the forest buffalo, the *sitatunga*, or marshbeek, and leopard). Dja is part of the tri-national Dja-Odzala-Minkebe (TRIDOM)



forest block, known to be the largest and most important forest block in the Congo Basin. The threats to the natural landscape are multiple and escalating. Commercial logging, mining, poaching for bushmeat, agriculture, and infrastructure development contribute to significant habitat loss and fragmentation. Increased poaching levels are a secondary effect of the increase in commercial activities in and around the Reserve. Agro-industrial, hydroelectric, mining, and forestry activities increase local demand for bushmeat and facilitate access to the Reserve and transport of bushmeat to towns. Elephant poaching, in particular, is driven by the high international ivory prices.

In 2015, aware of the growing scale of the threat, AWF committed alongside the Cameroonian government and the ministerial department in charge of Forestry and Wildlife (MINFOF) to develop strategies to halt and ultimately reverse biodiversity decline in the Dja Faunal Reserve. Key to ensuring sustainable ecosystem service provisions for all are collaborations focused on improving the livelihoods of local communities and indigenous people living around the Reserve. AWF has developed an anti-poaching strategy in the Dja characterized by the introduction and effective application of SMART-CT-based law enforcement monitoring to combat poaching and illegal wildlife trafficking.

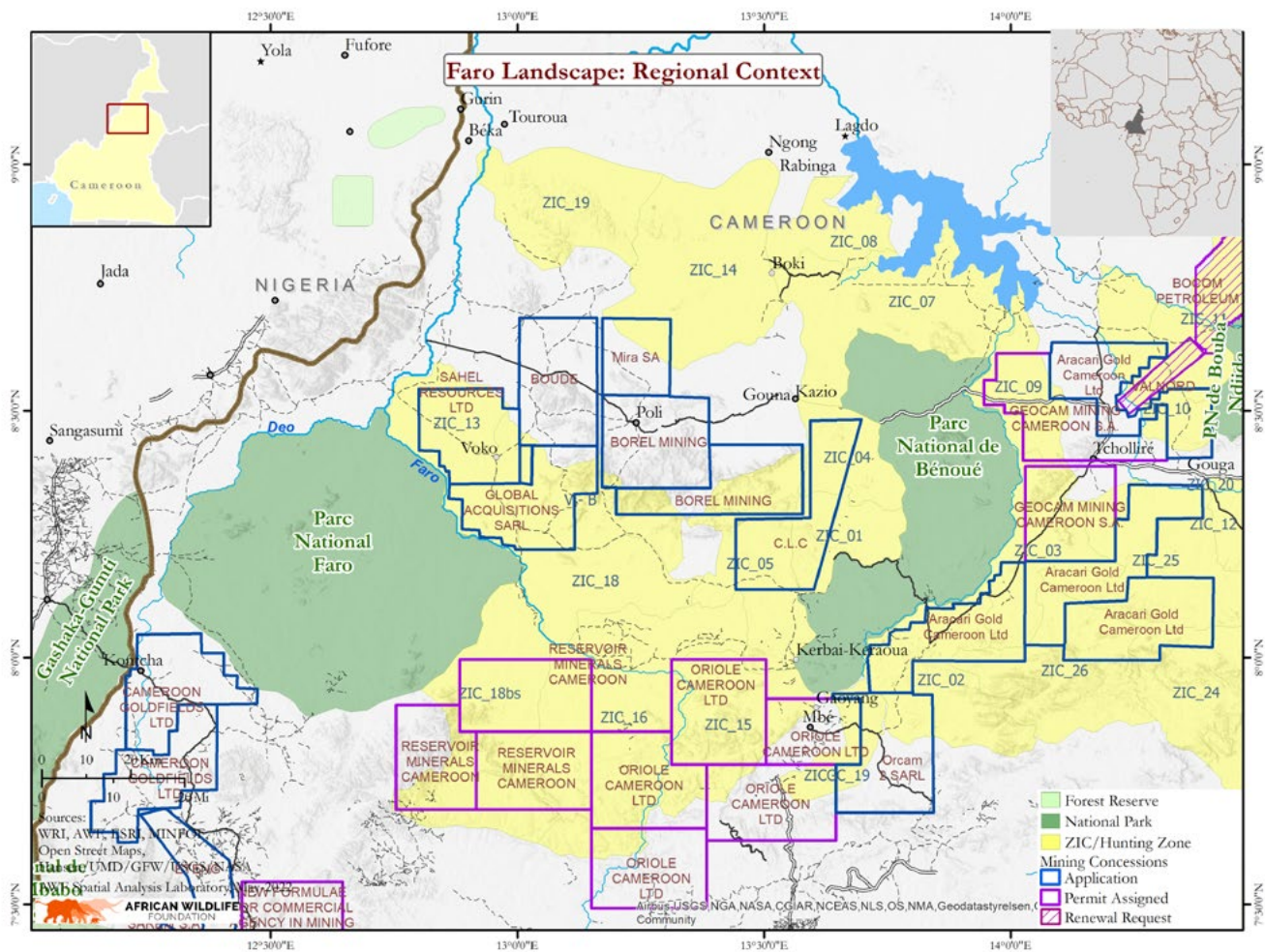


This includes Dja Faunal Reserve, the buffer zone and other lands in the periphery allocated to investment (logging concessions, agro-industries...). Clear boundaries of the Dja Landscape will be defined during the Landscape strategy development.

Faro Landscape

The Faro National Park and its peripheral protected areas are becoming an island of biodiversity and an intact ecosystem surrounded by degraded and dysfunctional habitats. Climatic stress in the park and headwaters of the Faro River combine with anthropogenic effects to pose serious threats to the landscape. The long-term viability and environmental services that wildlife and local inhabitants depend on are increasingly threatened due to growing unmanaged transhumant cattle incursions, poaching, gold-panning, and the cutting of trees for cattle fodder during the dry season.

As is the case in much of northern Cameroon, the area around the park is suffering the effects of many years of unmanaged grass burning by livestock herders. Overstocking and overgrazing appear far beyond the managed levels necessary for sustainable land use. Damage to soil, waterways, perennial grasses, and fire-intolerant species has reached enormous proportions. The habitat's carrying capacity is significantly reduced for wildlife, livestock, and people.



Faro Landscape comprises the Faro National Park, buffer zone and other lands in the periphery (lands used by communities, professional hunting zones...). Clear boundaries of the Faro Landscape will be defined during the Landscape strategy development.



Poaching for bushmeat and illegal fishing, much of whose products are exported over the porous border with neighboring Nigeria, also greatly impacts wildlife, particularly vulnerable species such as elephants, hippos, giraffes, and big cats. Even the biological basis for sustained wildlife populations has become compromised by pesticide use by herders and commercial agriculture. In an area that recently had four species of vultures, their populations have all disappeared. Illegal herders poison predators to reduce losses presumably. The Faro River, the most important watercourse over a vast area, is becoming silted in due to gold-panning, cutting trees along the banks, and disturbance of fragile soils by overstocked cattle. As deep pools become shallower, habitat for key species such as hippos and Nile Perch is reduced, and the ability of the river to hold water during the dry season is weakened. These are all signs of a threatened environment due to human activities and inadequate or ineffective protection and management over a large portion of northern Cameroon.

To address these growing threats in the Faro Landscape, AWF is committed to a range of activities supporting the MINFOF Conservation Service and their responsibility to protect and manage the park through direct action and collaboration with local communities and other government agencies. Efforts are underway to augment park protection and improve park infrastructure and access, which remain challenging due to the lack of all-weather roads and river crossings. Equally important is AWF Faro's engagement with local communities, traditional leaders, and associated governmental agencies to promote lasting benefits to the park, landscape, and related human populations.

Campo-Ma'an Landscape

The Campo-Ma'an National Park covers an area of 264,064 ha on the southwestern border between Cameroon and Equatorial Guinea. This area is a biodiversity hotspot of global significance, with a wide range of plants, 22 listed as endangered by the IUCN, and home to key populations of wildlife species such as elephants, great apes, mandrills, giant pangolins, leopards, and monkeys. Several of which are taxonomic endemics and threatened. The area is considered a priority landscape for conservation of great apes by the IUCN. It is home to 112 reptiles and 249 fish species. It is also an important site for birds with more than 302 bird species. The forest type is mainly a closed evergreen canopy and is described as an Atlantic Biafran forest. Due to the high biodiversity and need for continued and sustainable conservation, Campo-Ma'an has been proposed as a pilot ecotourism site in Cameroon. Although rich in biodiversity, the park is subject to many threats to its ecosystem, mainly due to logging, poaching, agricultural activities, and coastal development. The construction of the Memve'ele hydroelectric dam and the Kribi deep-sea port represent additional threats to the region's biodiversity.

Faced with all these pressures from diverse and different sources, the Cameroon government has ensured security to protect the park through the deployment of staff (Conservator and rangers). But with limited resources, this has been insufficient as the status of pressures is constant or increasing within the area. AWF supports the government through its Ministry of Forestry and Wildlife (MINFOF) to reduce pressure on the whole Technical Operation Unit of Campo-Ma'an and implement an anti-poaching strategy capable of effectively and adaptively addressing the threats to relieve pressure on wildlife populations. AWF also supports local and Indigenous people (IPs) with alternative livelihood activities to ameliorate the living conditions of people living in and around the protected area.

Photo taken from a camera-trap.

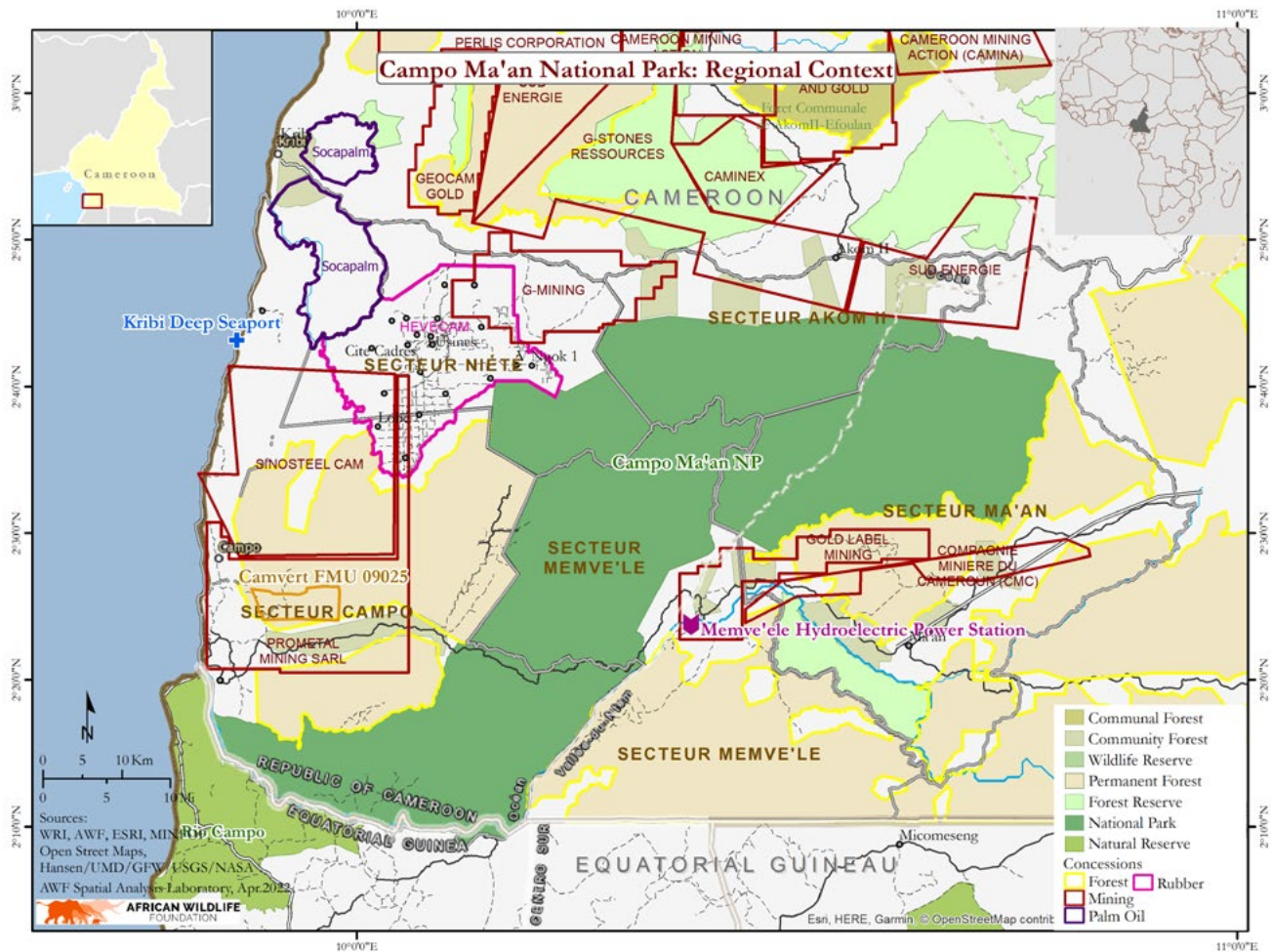


Priority Species

In Cameroon, AWF will prioritize the following species: elephant, gorilla, chimpanzee, hippopotamus, Derby Eland, and giant pangolin.

These species have been selected based on criteria including:

- ▶ Trafficking or poaching status
- ▶ IUCN red list level
- ▶ Proxy for ecosystem health
- ▶ Potential contribution to wildlife economy
- ▶ Human-wildlife conflict
- ▶ AWF flagship species



This includes the Campo-Ma'an NP, the buffer zone and other lands in the periphery used by local communities and lands allocated to investment (logging concessions, agro-industries...). Clear boundaries of the Campo-Ma'an Landscape will be defined during the development of its strategy.

2030 Goals & Strategies

Goal 1

Leaders in Cameroon are championing, influencing, and prioritizing conservation to promote sustainable development.

This goal will focus on ensuring that leaders from all parts of society, including but not limited to business leaders, CSOs, government, practitioners, women, and youth, are playing their role in influencing, prioritizing, and implementing the conservation agenda in Cameroon.

As such, our measurable strategic objectives for this goal include:

Strategic Objective 1.1

By 2030, businesses and investments flowing into Cameroon, as well as those that were already in place, are contributing to sustainable conservation gains and development.

Strategic Objective 1.2

By 2030, AWF in Cameroon contributes to empowering IPLCs and CSOs to inform decision-making in conservation for sustainable development.

Strategic Objective 1.3

By 2030, the government values and prioritizes conservation as fundamental for the delivery of Cameroon's 2030 National Development Strategy and the 2035 vision.

Strategic Objective 1.4

By 2030, there is a pipeline of motivated and capacitated conservation leaders shaping the conservation narrative of Cameroon and beyond.

Strategic Objective 1.5

By 2030, influential Cameroonians across society are championing conservation.

Strategic Objective 1.6

By 2030, empowered youth and women become key voices and derive benefits from conservation.

To achieve these strategic objectives, we will implement six core strategies:

Strategy 1.1. Ensure that businesses contribute to conservation and sustainable development.

Develop the legal framework for businesses to contribute to conservation, promote model business practices, and, where necessary, develop platforms for the promotion and exchange of such business practices.

Strategy 1.2. Empower IPLCs and CSOs to inform decision-making. Identify IPLCs and local CSOs and bridge the gap between them and elite CSOs by convening, capacitating, and mobilizing them.

Strategy 1.3. Support strategic arms of government. Support the legislature in implementing existing laws, support the judiciary to enforce the law, support biodiversity negotiators to carry out their domestic tasks such as inclusive development of NBSAPs, and ensure the exchange of information between different arms and agencies of government.

Strategy 1.4. Build a pipeline of conservation practitioners. Work with educational institutions to build leaders, influence the curricula of colleges, support students with on-the-field training and opportunities to study further, and promote environmental education at the school level.

Strategy 1.5. Develop conservation champions. Identify influential individuals in Cameroon, which could include social influencers and sportspeople, among others, to champion conservation issues on their various platforms.

Strategy 1.6. Empower youth and women. Identify women and youth as individuals and/or associations within and outside the landscapes, and capacitate them to contribute to biodiversity discussions and take charge of opportunities thereof.



Goal 2

To conserve, protect, and restore Cameroon’s ecosystem and the services they provide, unlocking greater value from natural resources for economic growth.

This goal focuses on conserving, protecting, and restoring Cameroon’s ecosystems and their services to improve the valorization of natural resources to support economic growth and overall human well-being. This goal links an integrated landscape approach to conservation and development that aligns with Cameroon’s Vision 2030 plan. Whereby productive uses of land and resources are planned to safeguard and restore ecosystems and ensure protected and conserved areas are well-managed and financed so that ecosystems and biodiversity underpin sustainable socio-economic development and the well-being of Cameroonians.

As such, our measurable strategic objectives for this goal include:

Strategic Objective 2.1

By 2030, protected areas are well managed and form anchors for conservation success at the landscape and the country levels.

Strategic Objective 2.2

By 2030, AWF priority landscapes support the development of a biodiversity economy, contributing to local prosperity.

Strategic Objective 2.3

By 2030, Land use plans incorporate ecosystem and conservation needs that support sustainable development, approved by the government and implemented in AWF priority landscapes.

Strategic Objective 2.4

By 2030, create a network of successful ZICs achieved through ecological integrity, economic viability, and social-political acceptance.



To achieve these strategic objectives, we will implement four core strategies:

Strategy 2.1. Strengthen Protected Areas Management and Governance. Supporting protected areas and building relationships between protected area managers (MINFOF & AWF) through evaluation and evidence-based interventions will enhance effective protected area management, which is crucial to ensuring the ecological integrity of landscapes.

Strategy 2.2. Improve Indigenous people and local community well-being. Provide support to IPLCs to enhance human well-being while maintaining and improving habitat and ecosystem integrity to reduce and reverse biodiversity loss.

Strategy 2.3. Private sector engagement. Key business partners can provide rewarding jobs and economic opportunities for communities through essential market linkages while safeguarding and restoring natural assets. This strategy will support inclusive green growth and economic development, incentivize biodiversity conservation and land use through local economic development, and support a national framework for Cameroon's biodiversity economy.

Strategy 2.4. Land use planning and implementation. Improve integrated data-driven land-use planning at regional, national, and landscape levels to enhance the protection of wildlife habitat and ecosystem services and reduce biodiversity loss. Successful land use planning results in a shared vision among stakeholders and rights-holders for the landscape.



Goal 3

To conserve wildlife *in situ* for Cameroon's prosperity.

Cameroon is rich in wildlife species diversity, reflecting the various biomes in the country, ranging from savannahs to tropical forests. All current AWF focal species - apes, elephants, giraffes, large carnivores, and rhinoceros occur in Cameroon, with western black rhinoceros declared extinct since 2011.

As such, our measurable strategic objectives for this goal include:

Strategic Objective 3.1

Revise and implement at least four national species action and recovery plans by 2025.

Strategic Objective 3.2

By 2030, protect and grow existing *in situ* focal wildlife species populations.

Strategic Objective 3.3

By 2030, decrease and thereby halt trafficking as a major cause of wildlife population decline.

Strategic Objective 3.4

AWF develops a robust database to inform wildlife economy development in Cameroon by 2030.

To achieve these strategic objectives, we will implement four core strategies:

Strategy 3.1. Develop & Implement key species Action Plans. AWF will prioritize, develop and implement species-specific conservation and management plans. The plans will address emerging issues and challenges (e.g., climate change, genetic diversity) facing endangered and threatened species while supporting the broader community of wildlife species by working synergistically with ecosystem plans and landscape-level planning tools. Plans include elephant, chimpanzee, gorilla, Derby Eland, hippopotamus, and pangolin.

Strategy 3.2. Protect and increase the population of key species in situ. AWF will support anti-poaching operations to protect species and habitat, support initiatives to fight and or mitigate human-wildlife conflicts, strengthen the capacity of conservation service staff and rangers to fight against poaching, and ensure effective monitoring.

Strategy 3.3. Enhance the effectiveness of wildlife crime enforcement. AWF will support the capacity of security and law enforcement agencies to reduce and improve responses to incidents of poaching and illegal wildlife trade. We will reduce wildlife-related crimes by reviewing and implementing legislation to include deterrent penalties, deploying the Canines for Conservation Program (C4CP), enhancing the capacity of prosecutors, investigators, and other law enforcers, and addressing cybercrime and other crimes emerging criminal activity.

Strategy 3.4. Improve data-driven decision-making. Expand ecological monitoring and evaluation in ways that involve scientists in the planning and decision-making toward a vibrant wildlife economy.



Photo taken from a camera-trap.

Landscape Specific Strategies

To achieve these objectives, we will work at the national and landscape levels with strategies and activities that address each level's unique needs and opportunities. The following Landscape-specific strategies will be more detailed and refined in the Landscape strategic planning to be elaborated in the future.

Dja	Faro	Campo-Ma'an
Dja Strategy 1: Enhance the ecological integrity of the Dja landscape.	Faro Strategy 1: Secure Faro NP with thriving wildlife through improved management.	Campo-Ma'an Strategy 1: Build an Integrated Landscape Management Approach.
Dja Strategy 2: Enhance governance and management of natural resources through improved collaboration and coordination with stakeholders.	Faro Strategy 2: Improve local communities' livelihoods and well-being by building capacity of Rural Resource Center.	Campo-Ma'an Strategy 2: Integrate law enforcement, monitoring & counter wildlife trafficking systems.
Dja Strategy 3: Promote conservation-friendly biodiversity economy.	Faro Strategy 3: Continue to improve the knowledge base on transhumance in the landscape to guide peaceful management and engage in solutions at the regional level.	Campo-Ma'an Strategy 3: Improve resilience of Indigenous and local Communities through inclusive decision-making.
Dja Strategy 4: Incentivize and empower local communities & indigenous people through co-developing benefit sharing programs and agreements.	Faro Strategy 4: Help the ZICs achieve increased viability through ecological integrity, economic sustainability and socio-political acceptance.	Campo-Ma'an Strategy 4: Strengthen sustainable ecotourism development.
Dja Strategy 5: Improve protected area management effectiveness through improved coordination, knowledge sharing, planning and implementation and capacity building.	Faro Strategy 5: Update and implement the Land Use Plan to secure corridors, dispersal areas and watersheds and reduce conflict among local communities, transhumant herders and recent migrants into the area.	Campo-Ma'an Strategy 5: Promote One Health Approach.
Dja Strategy 6: Improve conservation awareness.	Faro Strategy 6: Strengthen key partnerships to address shared challenges and opportunities.	

Impact Measurement

The success of this strategic plan will be measured by the real changes that AWF will make periodically in the race toward 2030. AWF will establish reliable, data-driven methods to keep a pulse on the strategy's progress. A promising approach that AWF will use frequently is the logic model, which assigns performance measures into three discrete categories through Key Performance Indicators (KPIs):

Inputs – means: These represent the time, talent, and treasure AWF Cameroon Country office will invest in driving specific elements of the strategic plan. The AWF Cameroon country office will identify the inputs that align with each strategic plan area to help avoid unfunded mandates. This will also ensure that the AWF Cameroon Country office has allocated the proper levels of human, financial, and technological resources to our key priorities.

Outputs – modes: Outputs are the specific deliverables/ products that are directly tied to the investments made in the input category by the AWF Cameroon Country office. These include but are not limited to new programs, services, meetings, publications, and online communities. The outputs represent how the AWF Cameroon Country office chooses to pursue its goals and strategic objectives.

Outcomes – ends: Outcomes represent the ultimate aims the AWF Cameroon Country office hopes to realize through the strategic plan. We have learned through years of experience that the basis for a reliable outcome measure is firmly grounded in our vision and mission. Although measuring mission impact is not easily accessible or intuitive, we believe that it is essential that our sector continue to enhance its ability to advance societal progress by regularly asking, “what impact do we want to have?”



Strategy Evaluation

This is a 10-year strategy and hence a robust performance evaluation process will take place at three-year and mid-term reviews. The evaluation will be done internally and will assess the progress made along each of the strategic objectives. The findings of these medium-term reviews will be used to cycle back and facilitate learning and inform the management on emerging issues that require their attention to set and adjust course as conditions and needs warrant.



Key Performance Indicators (KPIs)

This strategic plan will be measured through a predefined set of Key Performance Indicators (KPIs). These KPIs are in line with the strategic objectives of the strategy. The table below provides a set of these KPIs and their respective targets for 2030.

Cameroon Country Key Performance Indicators

Goal	Strategic Objectives	Key Performance Indicator	2030 Target
ONE	1.1: By 2030, businesses and investment flowing into Cameroon as well as those already in place are contributing to sustainable conservation gains and development.	% of investments and businesses flowing into Cameroon that contribute to sustain conservation gains and development by 2030.	80%
	1.2: By 2030, AWF in Cameroon contributes to the empowerment of IPLCs and CSOs to inform decision making in conservation for sustainable development.	% of IPLCs and CSOs empowered to sustain active engagement to decision making regarding conservation for sustainable development in Cameroon by 2030.	40%
	1.3: By 2030, the government is valuing and prioritizing conservation as fundamental for the delivery of Cameroon's 2030 National Development Strategy and the 2035 vision.	# of conservation priorities adopted and implemented in the Cameroon National Development Plan by 2030.	TBD
	1.4: By 2030, there is a pipeline of motivated and capacitated conservation leaders shaping the conservation narrative of Cameroon and beyond.	# of conservation practitioners that are motivated and capacitated to shape the conservation narrative by 2030.	20
	1.5: By 2030, influential Cameroonians across society (sport, religion, environment, politics, business) are championing conservation.	# of influential Cameroonians across society are championing the conservation agenda by 2030.	5
	1.6: By 2030, empowered youth and women [EO4] become key voices and derive benefits from conservation.	# of youth and women are deriving benefits from conservation as a result of empowerment by 2030	TBD

Goal	Strategic Objectives	Key Performance Indicator	2030 Target
TWO	<p>2.1: By 2030, protected areas are well managed and form anchors for conservation success both at the landscape and the country level.</p>	<p># of strategies executed in the priority landscapes that support development of biodiversity economy.</p> <p>Contributory Indicators</p> <ul style="list-style-type: none"> ▶ # of protected areas in Cameroon that are effectively managed and form an anchor for conservation success in priority landscapes by 2030 ▶ # of degraded habitats in protected areas, corridors and dispersal areas rehabilitated and restored. ▶ areas of land (ha) under effective management by communities for biodiversity conservation in priority landscapes by 2030. 	TBD
	<p>2.2: By 2030, AWF priority landscapes support the development of a biodiversity economy, contributing to local prosperity.</p>	<p>Increase understanding of ecosystem functioning through the identification, prioritization, and securing of key conservation areas and ecosystems to focus and enhance the effectiveness of conservation investments and interventions in Cameroon by 2030.</p> <p>Contributory Indicators</p> <ul style="list-style-type: none"> ▶ # of key biodiversity resources with Minimum Viable Conservation Areas (MVCA) at national levels identified, with special reference to transboundary ecosystems, dispersal areas, and wildlife corridors. 	TBD
	<p>2.3: By 2030, Land use plans incorporate ecosystem and conservation needs that support sustainable development, approved by the government and implemented in AWF priority landscapes.</p>	<p>Improve integrated land use planning at national, provincial, and landscape levels to enhance the protection of wildlife habitat, ecosystem services, and reduce biodiversity loss in Cameroon by 2030.</p> <p>Contributory Indicators</p> <ul style="list-style-type: none"> ▶ # of government-approved Land Use Plans that incorporate ecosystem and conservation needs that support sustainable development by 2030. ▶ # of implemented government-approved Land Use Plans that incorporate ecosystem and conservation needs that support sustainable development by 2030. ▶ # of integrated multi-level, collaborative planning frameworks (including tools, guidelines, & standards) for ecosystem planning developed and implemented by 2025. ▶ # of management plans at landscape, provincial and national levels developed and implemented 	TBD
	<p>2.4: By 2030, create a network of successful ZICs achieved through ecological integrity, economic viability, and social-political acceptance.</p>	<p>Increase the area of land under effective wildlife conservation through the creation of a network of successful ZICs through ecological integrity, economic viability, and social-political acceptance by 2030.</p> <p>Contributory Indicators</p> <ul style="list-style-type: none"> ▶ # of ZICs that join the membership of the Network. 	10

Goal	Strategic Objectives	Key Performance Indicator	2030 Target
THREE	<p>3.1: Revise and implement at least four national species action and recovery plans by 2025.</p>	<p>Improve the conservation of endangered and threatened species through development and implementation of conservation tools for prioritizing and managing priority wildlife species in Cameroon by 2030.</p> <p>Contributory Indicators</p> <ul style="list-style-type: none"> ▶ # of Cameroon national species action and recovery plans revised and implemented by 2025. ▶ # of conservation interventions for priority species implemented to address emerging and critical threats, including climate change, disease, and land use change by 2030. <p>Target Action Plans</p> <ul style="list-style-type: none"> ▶ Elephants action plan – expired in 2020 ▶ Lion action plan – expired 2011 ▶ Chimpanzee and gorilla action plans – expired 2009 ▶ Pangolin national action plan 	4
	<p>3.2: By 2030, protect and grow existing focal wildlife species populations <i>in situ</i>.</p>	<p>Reduce poaching and over utilization of priority species, and illegal wildlife trade in Cameroon by 2030.</p> <p>Contributory indicators</p> <p>% of existing in situ focal species populations grown or stabilized</p> <ul style="list-style-type: none"> ▶ [By xx% of Elephants] ▶ [By xx% of Central Chimpanzees] ▶ [By xx% of Western Gorilla] ▶ [By xx% of Lions] <p>% of in situ focal species populations protected by 2030</p> <ul style="list-style-type: none"> ▶ [By xx% of Elephants] ▶ [By xx% of Central Chimpanzees] ▶ [By xx% of Western Gorilla] ▶ [By xx% of Lions] 	TBD
	<p>3.3: By 2030, decrease and thereby halt trafficking as a major cause of wildlife population decline.</p>	<p>Percentage decrease in trafficking per species.</p> <ul style="list-style-type: none"> [By xx% of Elephants] [By xx% of Central Chimpanzees] [By xx% of Western Gorilla] [By xx% of Lions] 	TBD
	<p>3.4: By 2030, AWF develops a strong database to inform wildlife economy development in Cameroon.</p>	<p>Increased effectiveness in coordination and implementation of research, monitoring, and modeling of ecosystems and wildlife, climate and land use change, and other threats and opportunities in Cameroon by 2030.</p> <p>Contributory indicators</p> <ul style="list-style-type: none"> ▶ # of bi-annual conferences held to bring data producers, managers, and users aimed at catalyzing innovation, developing new technologies, and spurring investment to promote use for evidence-based wildlife economy ▶ # of innovative strategic investment for the sustainable use of biodiversity resources, including wildlife developed in AWF priority landscapes in Cameroon by 2030. 	

Communications & Marketing

In addition to focusing on AWF's 10-year strategic vision, messaging should strive to align with Cameroon's 2020 – 2030 National Development Strategy to:

- ▶ Draw connections between economic growth/prosperity and nature,
- ▶ Show how AWF's rights-based approach can empower communities,
- ▶ Inspire youth to speak up for their wildlife and wildlands,
- ▶ Inform of the links between human health and wellbeing and nature,
- ▶ Unite Cameroonians around their biodiversity.

To ensure effective and pro-active Communications and Marketing a dedicated strategy will be elaborated, aligning itself with the specific objectives and activities under each goal to provide coherent and comprehensive communications support which is vital to the success of AWF's operations in Cameroon. It will include tried and tested communications and marketing best practices including multi-platform and multi-media approaches to efficiently meet the needs of our diverse audiences and stakeholders. Good story-telling will be the foundation upon which the strategy is built, relying on beneficiaries, partners, and AWF in-country staff as key voices in telling the story of AWF in Cameroon, amplifying AWF's vision in this geography, and changing mindsets about the role of conservation in development.



Human Resources

AWF was established in Cameroon in 2015 and has the ambition to grow into a strong and trusted Office by 2030. Being aware of the fact that human capital is the prime resource to achieve this ambition, AWF has been investing in human resources. The staff has considerably grown in the past two years and this trend will be maintained till at least 2025 when we expect to have reached optimal staffing to achieve our goal. A talent retention strategy will be developed and implemented to ensure AWF attracts and retains the best talents on the job market. AWF Cameroon should be “the place to be”.

The current number of AWF Cameroon staff is 24 permanent staff and 10 interns from the Young Graduate Professional Internship Program. To be able to deliver the current strategy, the investment in human resources will be continued, both in terms of quantity and quality (training). Some of the current positions will be upgraded as the program grows; e.g. from Assistant to Officer, Technical Advisor to Landscape Manager.

Positions projected and to be filled between 2022 and 2024				
National level	Campo-Ma'an Landscape	Dja Landscape	Faro Landscape	West and Central Africa regional positions (hosted by Cameroon Office)
Conservation Manager	Landscape Manager	Landscape Manager	Junior biologist	Social Safeguards Manager
Programme Design Officer	Biomonitoring Officer	Biomonitoring Officer	Junior community development	
Finance Officer	Junior biologist	Business engagement Officer	Driver/Logistician	
Professional interns (03 each year)	Junior community development	Community Development Officer	Professional interns (03 each year)	
Law Enforcement Officer	Professional interns (03 each year)	Junior Biologist		
Drivers (02)		Professional interns (03 each year)		

Positions currently filled				
National level	Campo-Ma'an Landscape	Dja Landscape	Faro Landscape	West and Central Africa regional positions (hosted by Cameroon Office)
Country Director, Cameroon	Technical Advisor	Technical Advisor	Landscape Director-Faro	Budget and Grant Senior Officer
Finance and Administration Manager	Finance and Administration Officer	Finance and Administration Officer	Senior Landscape Manager	M&E Officer West and Central Africa
Administrative and Logistics Assistant	Community Development Officer	Intern Biomonitoring professional intern 1	Finance and Administration Officer	Project Implementation Officer West and Central Africa
Driver, Yde	Community Development professional intern	Intern Biomonitoring professional intern 2	Community Development Officer	Procurement Officer West and Central Africa
Technical Advisor, Canine Unit	Biomonitoring professional intern 1	Community development professional intern	Biomonitoring Officer	HR Officer West and Central Africa
Communication Assistant	Biomonitoring professional intern 2	Driver and Logistician	Logistics Assistant	IT Administrator West and Central Africa
Receptionist/ administration Professional intern	Driver 1		Community Development professional intern	
Finance and administration Professional intern 1	Driver 2		Driver and Logistician	
Finance and administration Professional intern 2				

Infrastructure and Facilities



AWF's plan goes beyond providing day-to-day support and service to its staff and aims at creating long-term initiatives that can sustain the life of assets and improve productivity. The driving force behind this being staff safety and well-being at the workplace to improve and maximize productivity. A separate facilities development and management plan will be developed and implemented, focusing on improving the workplace to boost productivity, performance, and well-being of workers.

Key infrastructure and facilities to be developed include:

- ▶ Extension of the main office in Yaounde to accommodate the projected staffing capacity
- ▶ Construction of AWF office in Campo (work already started)
- ▶ Construction of an AWF office in Somalomo, Dja Landscape
- ▶ Renovation and extension of MINFOF Conservation Service headquarter in Voko, Faro Landscape (AWF is hosted by the Conservation service office)
- ▶ Renovation and extension of MINFOF Conservation Service base in Faro Beach, Faro Landscape
- ▶ Renovation and upgrade of AWF liaison office in Tchamba, Faro Landscape
- ▶ Acquisition of a 4-seaters airplane, Faro Landscape
- ▶ Construction of an airstrip, Faro Landscape

Budget & Fundraising Needs

As we seek to implement our Strategic Plan, there are upfront investments required to enable us to implement the strategy, particularly staffing, constituency-building, and re-establishing our brand locally. Our budget reflects these necessary investments. The budget presented here covers the first 5 years of the strategic plan. The budget for the period 2026 -2030 will be developed during the mid-term review.

Annual Budget and Fundraising Needs

Strategies	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Goal 1: Core strategy 1.1: Ensure that businesses contribute to conservation and sustainable development	106,314	377,248	428,237	507,884	523,731	1,943,415
Goal 1: Core strategy 1.2. Empower IPLCs and CSOs to inform decision making	83,689	154,618	196,558	203,805	209,244	847,915
Goal 1: Core strategy 1.3. Support strategic arms or government	127,129	217,968	253,573	260,820	266,259	1,125,749
Goal 1: Core strategy 1.4. Build a pipeline of conservation practitioners	58,213	164,211	127,292	131,641	134,904	616,262
Goal 1: Core strategy 1.5. Develop conservation champions	50,213	64,354	67,255	71,603	74,867	328,293
Goal 1: Core strategy 1.6. Empower youth and women	94,101	104,509	108,377	114,174	118,526	539,686
Goal 2: Core strategy 2.1. Strengthen Protected Areas management and Governance	1,515,694	3,025,538	1,214,615	975,448	1,163,016	7,894,311
Goal 2: Core strategy 2.2. Improve Indigenous people and local community well-being	710,377	736,395	746,065	760,560	771,438	3,724,835
Goal 2: Core strategy 2.3. Private sector engagement.	330,728	434,576	421,621	395,391	406,269	1,988,586
Goal 2: Core strategy 2.4. Land use planning and implementation.	161,519	174,528	174,528	123,261	128,700	762,535

Strategies	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Goal 3: Core strategy 3.1. Develop & Implement key species Action Plans	90,024	195,251	186,511	193,759	120,555	786,100
Goal 3: Core strategy 3.2. To protect and increase population of key species in situ	464,684	537,197	609,125	554,112	561,726	2,726,844
Goal 3: Core strategy 3.3. Enhance effectiveness of wildlife crime enforcement	93,653	138,654	141,555	145,904	149,167	668,934
Goal 3: Core strategy 3.4. Improve data-driven decision-making.	119,889	132,898	101,533	144,980	114,220	613,521
TOTALS	4,006,227	6,457,947	4,776,847	4,583,342	4,742,621	24,566,985

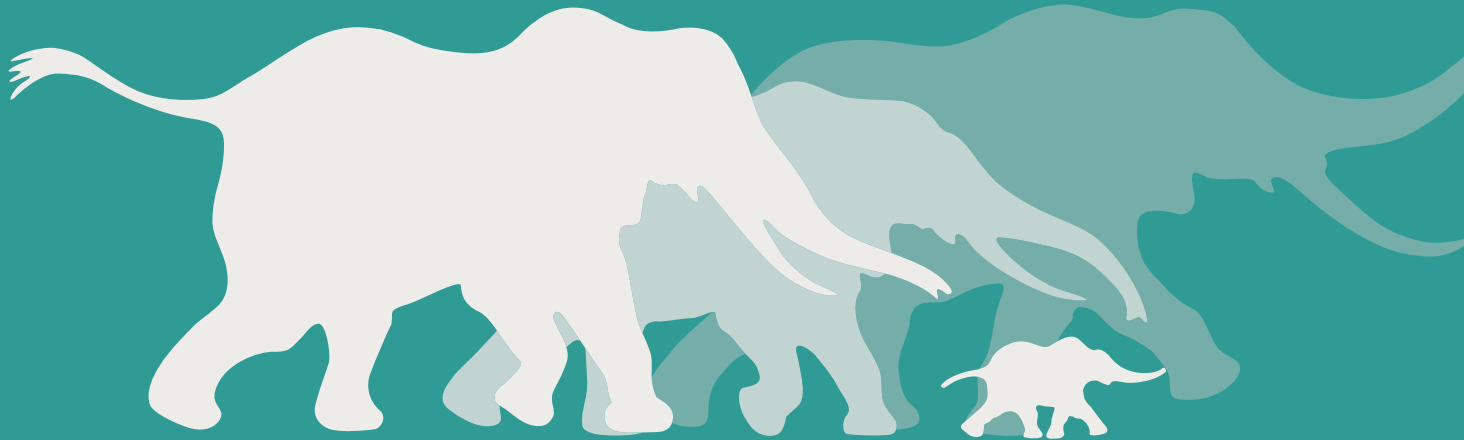


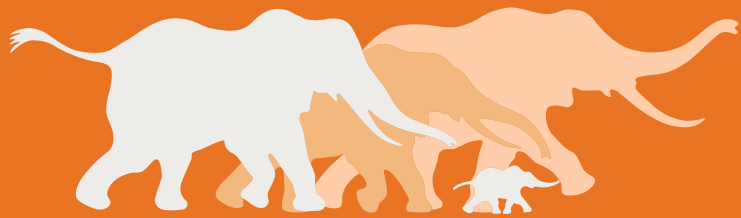
Annual Operating Costs

Cost Vote Heads	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel	1,673,781	1,933,969	2,030,667	2,175,611	2,284,392
Office Operations	372,207	377,207	372,207	372,207	372,207
Travel and Transport	119,760	71,760	61,760	71,760	71,760
Other (legal, comms, audit)	55,000	55,000	55,000	55,000	55,000
% of Country Costs Covered by Restricted Grant Budgets	5%	15%	30%	45%	55%
Office Costs Covered by Restricted Grants	18,610	56,581	111,662	167,493	204,714
% of Restricted Grant Budgets Allocated to Country Costs	3%	5%	7%	8%	8%
Country Fundraising Target for Restricted Grants	620,345	1,131,620	1,595,172	2,233,241	2,729,516
Indicative Field Activity budget (fundraising target less IDC less country office costs)	248,138	754,414	1,222,965	1,861,034	2,357,310
Unmet Gap in Country Office Operational Costs	353,596	320,626	260,545	204,714	167,493
Country Office Capital Investment (CapEx) + Conting.	29,400	39,428	29,400	29,400	29,400
Total Unrestricted Need	324,196	281,198	231,145	175,314	138,093

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