

ABOYERD

(www.aboyer.org)

STRATEGIC PLAN 2025-2030

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6-YEAR STRATEGY

This document describes ABOYERD'S 6-year strategy to conserve nature and ensure a sustainable environment where wildlife and humans enjoy a mutually beneficial co-existence. It serves as the organization's reference point and is intended to engage indigenous communities around biodiversity-rich areas in nature conservation through a participatory process.

(www.aboyerd.org)



ACKNOWLEDGEMENT

ABOYERD would like to formally acknowledge the significant contributions and unwavering support of PPI, particularly Thomas Bacha. We extend our heartfelt gratitude to Mariana Odrú of Noé for her invaluable assistance in the development of this reference document.

The successful formulation of this strategy would not have been possible without the continuous mentorship provided by Jimm Chick, to whom we express our sincere appreciation for his dedication.

Additionally, we wish to recognize our staff for their efforts in creating this essential reference book for the organization.



OVERVIEW OF THE ORGANIZATION

Officially recognized as an Association with the registration number 96B/ARDA/F.34/SAAJP under the law number 90/053 of 19/12/1990, in the Republic of Cameroon, ABOYERD stands as a beacon of hope in Cameroon's conservation landscape. This grassroots nonprofit is dedicated to bridging the gap between environmental sustainability and community livelihoods, emphasizing the vital role of indigenous populations in preserving the nation's rich biodiversity. By fostering conservation awareness, designing and implementing nature-based solutions to devastating conservation problems such as human-wildlife conflicts and habitat destruction, and providing sustainable livelihood alternatives, ABOYERD empowers local communities to actively participate in protecting their natural resources while improving their socio-economic conditions. With a mission rooted in scientific research, awareness and behavioural change, community livelihood development and habitat conservation, ABOYERD aims to create a harmonious coexistence between wildlife and human communities. Their innovative approach not only addresses immediate environmental challenges but also promotes long-term sustainable development strategies that benefit both people and ecosystems. Through collaborative efforts, ABOYERD is committed to ensuring that the voices of local communities are heard and that their needs are met in the fight against biodiversity loss.

OUR TEAM

At ABOYERD, we pride ourselves on a dynamic, multidisciplinary team of young, talented, and innovative individuals united by a shared vision to revolutionize biodiversity conservation and climate action in Cameroon. Our team is deeply committed to fostering a culture of diversity, equity, and inclusion, placing indigenous communities at the heart of our project planning and implementation. This dedication extends across all backgrounds, including religious, cultural, educational, gender, and sexual orientation. Comprising experts from diverse fields such as ecology, education, law, accounting, research, and agriculture, our team brings together a rich tapestry of skills and perspectives. Our well-structured organization is led by a diverse board of directors, comprising individuals from varied backgrounds, ensuring a broad spectrum of expertise and viewpoints. This diversity not only enriches our decision-making but also reflects our commitment to inclusivity and community-driven conservation efforts.”

WHO WE ARE

ORGANIZATIONAL BACKGROUND



ABOYERD is a not-for profit grassroots organisation that focuses on the conservation of Cameroon's rich biodiversity, while assuring a safer future for indigenous communities surrounding target priority conservation areas. ABOYERD focuses on these communities, engaging them through environmental education and conservation awareness, alternative livelihoods initiatives as well as highly democratic, participatory, and research-based conservation strategies.

ONE MISSION



ABOYERD's mission is to protect biodiversity and improve human well-being through scientific research, environmental education, livelihood improvement, and climate action for a sustainable human-wildlife coexistence.

OUR VISION



ABOYERD's vision is to have a sustainable world where humans and wildlife enjoy a mutually beneficial coexistence.

4 SUSTAINABLE DEVELOPMENT GOALS



SDG 1: No poverty
SDG 2: Zero hunger
SDG 13: Climate action
SDG 15: Life on land

STRATEGIC PILLARS

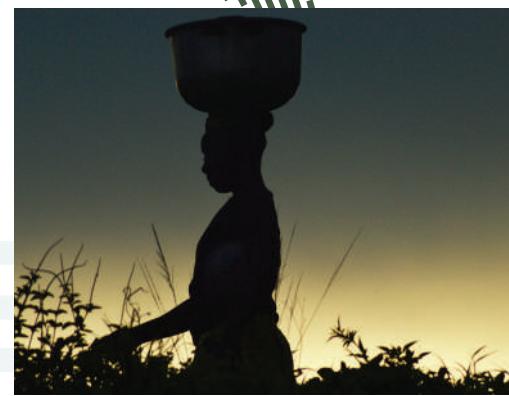


FORESTS

We empower communities to champion sustainable forest stewardship by securing land rights, protecting vital ecosystems as ancestral guardians, and revitalizing degraded landscapes through integrated conservation strategies.

HUMAN WELL-BEING

We empower communities to become stewards of biodiversity by creating sustainable livelihoods through nature-based enterprises and agroforestry. By integrating traditional knowledge with conservation-focused practices, we foster resilient ecosystems and thriving local economies, ensuring both environmental protection and improved well-being for communities that depend on these natural resources.



YOUTHS AND WOMEN

We empower youth and women through targeted outreach and education, fostering environmental stewardship and conservation awareness via school programs, community groups,

ANIMAL WELFARE

We strive to prevent retaliatory killings of elephants and other wildlife caused by crop raids, while actively combating poaching.



MODUS OPERANDI



RESEARCH

In the face of limited time and resources, conservation efforts must be grounded in scientific research to ensure effectiveness. Investing in rigorous inquiry enhances our understanding of ecosystems and species, informing successful conservation strategies. We disseminate high-quality research through various channels to foster informed decision-making and collaborative action, supporting biodiversity conservation.

ENVIRONMENTAL EDUCATION

Environmental education is a crucial component of our conservation efforts, empowering communities to adopt environmentally responsible behaviors. ABOYERD implements environmental education through community workshops, radio programs, behavioral change campaigns, and school wildlife clubs. These initiatives foster awareness, knowledge, and skills necessary for addressing environmental challenges and promoting sustainable practices, ultimately supporting biodiversity conservation and community well-being.



COMMUNITY LIVELIHOODS:

Improving livelihoods is integral to our conservation efforts, as it addresses the interconnected needs of local communities and the environment. ABOYERD supports livelihood enhancement through initiatives that promote sustainable practices, such as community-based projects and economic diversification. These efforts aim to balance economic development with environmental stewardship, ensuring that local communities benefit from conservation while preserving biodiversity. By engaging communities in sustainable livelihood activities, we foster resilience and long-term environmental health.

LANDSCAPE RESTORATION AND CLIMATE ACTION:

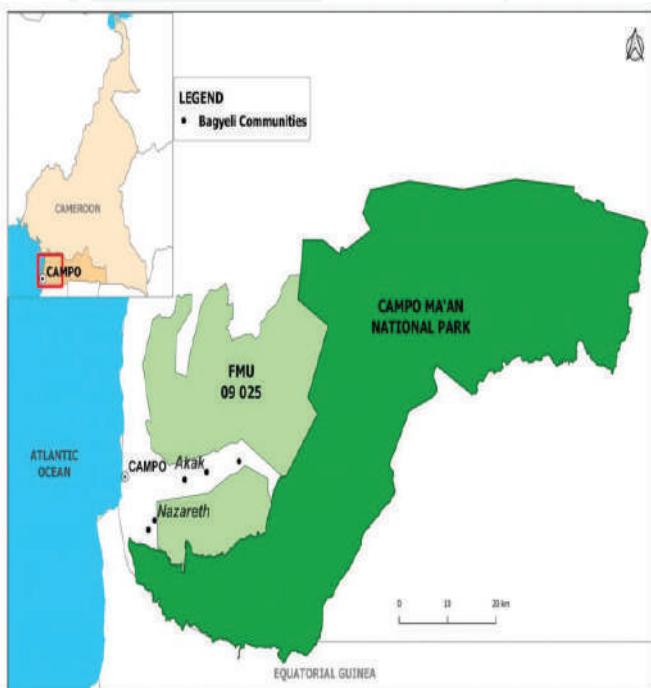
ABOYERD engages in landscape restoration and climate action by implementing initiatives that revitalize degraded ecosystems. This work enhances biodiversity, supports climate resilience, and fosters sustainable development. Through collaborative efforts with local communities, we restore forest landscapes, promoting ecological health and reducing environmental pressures. Our approach integrates community needs with conservation goals, ensuring that restoration efforts contribute to both environmental stewardship and community prosperity.



WHERE WE WORK

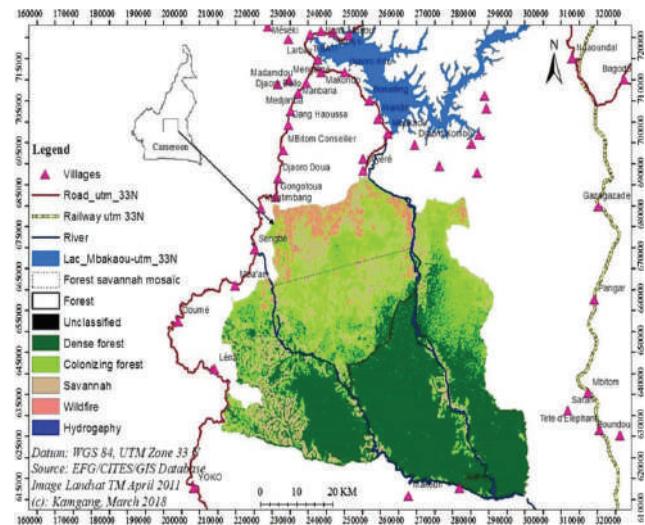
1. THE CAMPO MA'AN NATIONAL PARK (CMNP).

The CMNP covers a total surface area of 264,064ha. Located in the South Region of Cameroon closest to Equatorial Guinea, it is home to over 1,500 plant species (114 endemic), 80 large and medium mammal species, 390 invertebrate species, 249 fish species, 112 reptile species, 80 amphibian species, and an IBA with 302 bird species. Despite the Park's richness, it has long been threatened by a multiple of agro-industrial plantations including rubber and oil plantations, a deep Seaport and a hydro-electric plant. Situations have recently been amplified as the natural habitat of wildlife is presently shrinking in an unprecedented rate due to the 2019 degazetting of 60,000 hectares of prime forest for a monoculture oil palm production leading to an unprecedented rate of HWC.



2. THE MBAM DJEREM NATIONAL PARK (MDNP).

MDNP, with a 416,512-ha surface area is located on the southern slopes of the Adamawa plateau and at the northern limits of the closed canopy humid forest of the Congo basin, between 05°30'-06°13'N and 12°23'-13°10'E. Of particularity is the site's possession of the highest habitat diversity of any protected area in Cameroon including lowland, rainforest, woodland, gallery forests, woody savannah and some grass savannah. The fauna consists of a host of species of global conservation concern including about 60 mammal species amongst which are the Central chimpanzee, African elephant, Giant pangolin, African forest buffalo, Leopard and several species of antelope and well over 360 and 30 species of birds and fish respectively. Despite such rich biodiversity, the park continues to experience increasing threats from the unsustainable human use of its resources. The situation is exacerbated by a low-income population often forced by lack of alternative livelihood opportunities and economic hardship to exert enormous pressure on forest resources for their livelihoods. Illegal bushmeat hunting (with lack of knowledge on the acceptable species to hunt following Cameroon's wildlife legislation), unsustainable agricultural activities, illegal logging, and poor livestock farming form the most perilous threats posed by these communities to the park's extraordinary biodiversity.



MAJOR MILESTONES

Obtained official registration as an Association.

2017

2018

ABOYERD built a strong team by engaging passionate and dedicated early-career nature conservationists.

- Acquired a shared space (single room) office
- Acquired the first ever grant to commence the (Campo Ma'an Great Apes and Elephants Protection Program (CAMGAEP) in the Campo Ma'an Landscape
- Acquired funding from the Taronga Field Conservation Grant for continuation of our Campo Ma'an Great Apes and Elephants Protection Program (CAMGAEPP)

2019

Based on information obtained from research, in 2021, a significant milestone was achieved with the establishment of test apiculture farms dedicated to mitigating particularly Human Elephant Conflict in the landscape. Three communities were targeted with 30 local forest users trained and empowered on the construction of both modern and traditional Kenyan Top Bar (KTB) hives. This innovative approach aimed at fostering coexistence between communities and wildlife.

- Signed a partnership convention with Noé, a France-based biodiversity conservation organization for a long term collaboration.
- Started the construction of an environmental education center in Ngoum village under the NGOUROUMOUTOU program.

2020

Obtained our first ever multi-year grant from PPI, marking the start of the "Ngouroumoutou" program in the Mbam Djerem National Park.

In 2020, pivotal research was carried out that shed light on the escalating threats of Human Wildlife Conflict due to habitat degradation and other anthropogenic activities. This critical understanding paved the way for proactive measures in subsequent years.



Building on this success, 2022 marked another milestone with the establishment of agroforestry nurseries focused on restoring landscape habitats. This initiative not only aimed at conservation but also at sustainable land management practices. Three nurseries were created within three different communities, each with a capacity of 15,000 tree species of both socio-economic and ecological values. So far, over 12ha of degraded wildlife habitats and farmlands have been restored.

- Introduction of monthly salaries for staff.

2022

- Restructured the organization into departments and recruited more staff.



2023

Looking ahead to 2023, a crucial advancement was made through the establishment of larger and more standard demonstration farms dedicated to Human-Elephant Conflict mitigation strategies. These farms served as models for effective cohabitation practices and showcased sustainable nature-based solutions for resolving conflicts between humans and wildlife especially elephants. Test farms comprised of bee hives mixed with chili pepper and the cultivation of citrus fruits. Still within 2023, significant milestones and achievements were further reached; two school wildlife clubs were established, showcasing a commitment to environmental awareness and education among the youth. These clubs are currently active, engaging students in conservation efforts and fostering a love for nature. Additionally, the implementation of Community Cooperatives marked a strategic move towards efficient management of groups and resources within the community. This initiative aims to

streamline operations, enhance collaboration, and promote sustainable development for the benefit of all members involved.

- Diversified funding partners from 4 (Rufford Small Grants, WWF, PPI5, New England BioLabs Foundation) to two more (PPI6 and AWF).
- Built staff capacity on data collection and management, commercialization of non-timber forest products, use of camera traps.
- Registered the first ever high influx of volunteers and interns and also hosted our first international intern - Sam Rees from the University of Kent, UK
- Launched the “Ngouroumoutou” behavior change campaign in Yoko to support pangolin conservation by reducing hunting and consumption of pangolin meat.
- Created 3 pangolin clubs in 3 local schools (Government High School Yoko, Government Primary School Yoko and Government Primary School Megang, all in Yoko subdivision).
- Celebrated World Pangolin Day on February 18, 2023 at the municipal Council hall in Yoko.
- Started the process to obtain a Memorandum of Understanding (MoU) with the Ministry of Forestry and Wildlife (MINFOF), Cameroon.



2024

- Organized first-ever pro-biodiversity cultural event in the local communities around the Mbam Djerem National Park.
- Completed the environmental education center in Ngoum village.
- Conducted capacity-building workshops for the development of the organization's strategic plan.
- Developed a six-year strategic plan for the organization.
- Built the capacity of two staff on community participatory mapping.
- Signed a research collaboration agreement with the University of Kent, UK.



RATIONALE FOR A STRATEGY

Since ABOYERD's creation, operating without a well-defined strategic plan has been with enormous challenges. Making decisions about project/grant types and activities was even more difficult without this organizational guide. Project activities were often selected based on feasibility and donor requirements, not considering their contribution to a well-defined end. Though many lessons were learned, this probably contributed greatly to the pragmatic failure of some activities in the past. Seeing this, ABOYERD needed to establish a clear roadmap to guide decision-making and drive ABOYERD to earn its mission. Hence, this strategy permits ABOYERD to remain focused on its organizational vision, mission, and objectives and will define a desired pattern of decision-making across the organization. It provides a clear roadmap, including a set of internal guiding principles/policies that direct the actions of every member. In all, it serves as the organization's reference point to track her activities, successes/failures, and impacts, and projects into future decision-making.

A full team buy-in strategy was adopted to develop a successful strategic plan with clear, measurable, purpose-driven goals for ABOYERD. By participating in the SP development process, all ABOYERD team members are motivated to embrace their role in reaching larger strategic objectives for the growth of ABOYERD.

To develop a desired 6-year SP (enough time to evaluate progress, every 2-3 years and to create and measure impact), ABOYERD team assessed its Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors.



RATIONALE

PESTEL ANALYSIS



ABOYERD has many external factors that can influence its direction, performance, and position in the world of nature conservation. PESTEL analysis was used as

a strategic examining tool to examine these external factors better. It provided a guided framework to identify and analyze the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors that can impact ABOYERD. With a thorough reflection and considering lived experiences, ABOYERD's team provided a culmination of diverse external factors that can impact the organization's strategy and influence decision-making.

Political Factors



Centralization of power

This is delaying ABOYERD from signing a Memorandum of Understanding (MoU) with the government (Ministry of Forestry and Wildlife-MINFOF), hindering ABOYERD's active collaboration with MINFOF and limiting the organization's scope of intervention, especially with activities that have to be carried out in the park.

Difficulty in applying Cameroon's new tax policy

The new tax code warrants that all payments above 100,000 XAF to be made through bank transfer. This makes it difficult to hire the services of the most competent community members who do not have bank accounts, forcing the organization to hire only particular individuals who meet this regulation, as some funders insist on going by it. The organization might have problems with funders when the payments are poorly made (because of poor knowledge of these policies) and risk paying penalties to the state to regularize. being one of the many examples of such policies, some big funders might not want to partner with

ABOYERD if we fail to show proof of respecting these tax policies.

Political instability

ABOYERD's host country - Cameroon is experiencing socio-political crises in some parts. This political instability can delay project implementation or affect project outcomes and impacts. It can also affect the organization's chances of securing funding for proposals in protected areas in the affected parts. This limits the ABOYERD's area of coverage and hence its progress. Political stability creates a favorable environment for ABOYERD to operate and engage with the local population.

Corruption of officials

In some cases, corrupt officials expect to be bribed before engaging with ABOYERD or permitting ABOYERD to conduct their activities. This makes project implementation challenging as ABOYERD has no budgetary lines for such practices. Having uncorrupt officials can permit ABOYERD implement its projects without financial constraints.

Ratification of International Agreements by the State

Cameroon has ratified many international agreements on biodiversity conservation, nature protection, and climate change. This permits ABOYERD to meet the funding criteria of most donors and, hence, stand a chance to obtain funding for their projects. However, changes in these agreements or a lack of commitment from the government could immensely weaken such collaboration.

Economic Factors



High rate of unemployment

Due to the prevailing lack of job opportunities and hence, high rate of unemployment in the country, most people in local communities around Cameroon's protected areas depend solely on natural resources for their livelihoods. This makes ABOYERD's mission of biodiversity and nature conservation challenging as it entails dissociating the local communities from their livelihood tra-

ditions. Increasing the national employment rate can help curb the dependency of the local communities entirely on park resources.

Inflation

The constant increase in prices of commodities poses a serious challenge to projects. Project budgets might hardly foresee sufficient inflation, thereby causing financial constraints during implementation. Keeping the currency value constant can help ABOYERD to keep stricter budgetary lines.

High poverty level

People living in poverty are more likely to resort to unsustainable practices like poaching and deforestation to meet their basic needs. Consequently, ABOYERD needs to integrate alternative income-generating activities in their projects.

High demand for forest products

Higher market prices for forest products encourage indigenous forest users to over-exploit forest resources. This makes it difficult for them to yield alternatives proposed by ABOYERD's project.

Unavailability of farm or business credit

This increases the dependency of local communities on the Park's resources, causing over-exploitation. This factor directly reduces the impacts of ABOYERD's conservation projects.

Socio-cultural Factors



Gender discrimination

In some communities, women are not allowed in the presence of men; a situation that greatly hinders ABOYERD's principle of inclusivity. This plays very negatively as women are usually even more committed to project activities. More so, considering the fact that they constitute the majority in most of the project communities, their participation in project activities can boost project impacts.

High dependence of local communities on natural resources

This makes biodiversity and nature conservation more difficult in these communities, as such dependence results in high human pressure on these resources. Low dependence of local communities on forest resources will permit them to ensure the success of biodiversity and nature conservation schemes.

Increasing household size

This increases family needs and hence, increases pressure on forest resources. This directly limits organizational impact in the target landscape.

Low education levels

Most forest users in the local communities have low levels of education and hence, are not exposed to the limited employment opportunities. Educated forest users would have more chances to secure jobs and reduce their reliance on forests for their livelihoods, thereby favoring ABOYERD's conservation activities. This also has the effect of hampering the comprehension of conservation messages, making it difficult to effectively disseminate conservation messages in national languages.

Social integration

The Fulani people have integrated into most of the local communities. This group of people poses a risk to biodiversity conservation through their overgrazing and bush-burning activities. They hardly participate in community meetings and training, leading to non-compliance with community-driven decisions. However, the integration of other ethnic groups into the local communities enhances community acceptance and participation in ABOYERD's projects.

Cordial inter-community relationship

This vulgarizes our projects across the communities and helps to scale up the project activities and improve impacts. Peaceful inter-community relations will provide a conducive environment for the implementation of ABOYERD projects in protected areas.

Use of wildlife hides for cultural/traditional practices

ABOYERD leverages this cultural use to build wildlife conservation messages to the communities. The extinction of forests and/or wildlife will mean the end of their cultural heritage.

The flawed perception of the general public towards NGOs

This discourages especially new community from fully engaging with ABOYERD's projects at the start of the projects. As such, ABOYERD does not get the adequate support needed from the local communities at the start of project implementation. Except for those who have heard of our activities from other communities, most will only join later when they see the benefits that other project participants have.

Non-conservation opinions of wildlife consumers

Wildlife consumers feel that wildlife (bush meat) should be consumed and they believe that it cannot get "finished" from the wild. This opinion contradicts ABOYERD's mission and affects budgeting as resources must be allocated for awareness-raising before hands-on conservation activities can be initiated.

Technological Factors

Development of motorcycles



This provides an easier and more cost-effective means of transport to reach local communities and implement the projects.

Advancement in research equipment

Research equipment like Camera traps and remote monitoring technologies facilitate wildlife monitoring and research; a basic preliminary activity that guides ABOYERD's every action on the field.

Development of virtual meeting tools

This permits ABOYERD to have virtual meetings with its foreign funders and pitch its projects for funding, boosting its financial strength. It also facilitates communication

amongst the organization's staff.

Easy telephone access

ABOYERD can liaise easily with its stakeholders.

Development of offline data collection tools

Offline data collection tools like Kobo Collect enable fast, less stressful data collection and analysis in local communities without internet access. Big data can be collected and analyzed within a short time.

Invention of nut-cracking machines

This can improve the quality and quantity of the njangsang (green value chain product) produced by local communities, improving their economic potential and livelihoods, hence, boosting the impacts of ABOYERD's projects.

Invention of Artificial Intelligence

This can improve data collection and analysis for better results and succinct decision making.

Environmental Factors

Climate Change



Climate change alters weather patterns, disrupts ecosystems, and affects wildlife populations. Climate variation reduces crop yield, affecting ABOYERD's agricultural scheme as an alternative livelihood activity for the indigenous people. This can result in disappointments that could possibly cause forest users to return to poaching and other unsustainable exploitation of forest resources.

Destruction of wildlife habitats

Deforestation for agricultural expansion fragments wildlife habitats, leading to animal isolation and decline of their populations. This environmental practice affects ABOYERD's reforestation activities. Deforestation also reduces the forests' capacity to sequester atmospheric carbon, contributing to global warming with compound negative effects on wildlife and humans.

Bush burning

This practice affects ABOYERD's reforestation scheme. Most at times, the fire becomes wild and spreads into ABOYERD's reforested areas, burning the planted trees. The bushfires also release carbon dioxide and other greenhouse gasses into the atmosphere, increasing the carbon footprint and contributing to climate change which affects ABOYERD's overall mission.

Greenhouse gas emission

This is contributing to climate change which is negatively affecting ABOYERD's habitat restoration projects and agricultural activities in local communities; thereby directly playing negatively on ABOYERD's climate action goals.

Irregular rainfall and seasonal variations

This delays the implementation of project activities that depend on these factors.

Poor states of inter-community roads

Roads leading to some project communities are almost impassable during the rainy season because of mud, and this often causes delays in project execution and in most cases, increases in transportation costs.

Non-implementation of environmental laws

Most riverine communities living close to protected areas have very little or no knowledge on environmental policies. Thus, they continually destroy the environment especially when no legal actions are taken against them.

Requirement of legal authorization to work in protected areas

This demands that ABOYERD signs a Memorandum of Understanding (MoU) with the Ministry of Forestry and Wildlife to have access to carry projects directly in any government-protected area. Obtaining this MoU is a very challenging and quite cumbersome process, with difficult and time-consuming administrative procedures. This hinders ABOYERD from developing projects that can be implemented directly in the protected areas.

Poor implementation of Forestry and Wildlife law

This limits the commitment of local communities to ABOYERD's project and limits project impact as the locals have no fear of being punished by the law for the illegal exploitation of resources in protected areas.

Anti-wildlife export laws

This will reduce wildlife trafficking and discourage poachers or dealers, forcing them to conserve biodiversity.

Granting exploitation license to unscrupulous bodies

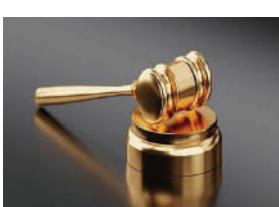
This results in uncontrolled and unsustainable logging or game thereby, destroying natural and sometimes ABOYERD-restored wildlife habitats. Such unhealthy habits will eventually drive wildlife species to extinction.

Legal Factors

Legal protection of all endangered species

The recent forestry and wildlife law protects many species listed in the IUCN Red List as Endangered.

This provides legal support for ABOYERD's species conservation scheme. There is a need for ABOYERD to remain abreast with these updates and modifications of the law.



STAKEHOLDER MAPPING



Stakeholders refer to individuals, groups, or organizations that have a vested interest in or are affected by the outcomes of our endeavors. This includes key persons, communities, and institutions interested in or affected by our organization's work. Stakeholder mapping was used to identify and analyze our organization's stakeholders. This strategic tool enabled us to understand the relationships, interests, influence, and importance of our stakeholders, and to effectively engage, communicate, and manage our interactions with them.

Individual stakeholders

Staff

ABOYERD staff are driven by a passion for nature protection and wildlife conservation. ABOYERD as an organization, builds staff capacity in various aspects of nature conservation to enable the staff to realize her mission. ABOYERD provides staff with the necessary means to conserve nature while ensuring that the staff has appropriate and steady monthly remuneration for their well-being.

Administrative authorities

The administrative authorities protect the interest of the locals and the park at large, ensuring that ABOYERD meets the administrative requirements for project implementation. They equally scrutinize our projects, ensuring they fit into the government's schemes for the target communities and areas. ABOYERD assists administrative authorities in disseminating information on government schemes, policies, and programs, helping to generate awareness in local communities and support government projects.

Consultants/Trainers

Consultants are interested in guiding the organization in making technical decisions on organization management as a whole. They analyze situations based on information provided by ABOYERD and provide comprehensive recommendations and possible solutions.

They are interested in building the capacity of ABOYERD staff through hands-on practical training during community and administrative actions. They collaborate with ABOYERD during the implementation of technical field procedures, especially in areas where ABOYERD's internal staff are lacking. Consultants assist in building actionable plans for improving fundraising, project implementation, monitoring and evaluation, and reporting where and when necessary. Our consultants/trainers get remuneration from ABOYERD for the services they render. ABOYERD collaborates with the consultants/trainers and provides them with the necessary information. ABOYERD is also charged with making these consultants visible to other organizations.

Board

The board's interest in ABOYERD is to make informed decisions, take reasonable risks, oversee the organization's performance, actively participate in meetings, and be vigilant for governance issues. As such, the Board has the interest of setting the strategic direction, aligning it with the organization's vision and mission, and steering mission-driven initiatives and social impact. The Board assists the Executive Director in efficiently running the organization. The Board builds international relations, assists in fundraising, and contributes to the organization's annual budgets. ABOYERD offers the Board the information and means needed to exercise their duties.

Research Advisors

They have an interest in overseeing research conducted and offering guidance and advice on research-related matters of the organization. They scrutinize and approve the research protocols, ensuring that the ethical, administrative, fiscal, and applied elements of the research align with the project and mission of the organization. ABOYERD provides them with relevant information and includes their names as co-authors in all publications.

Park conservators and their staff (eco-guards)

They want to partner with ABOYERD to achieve their mission of sustainable conservation of the park. Through this partnership, they can reach out to the local communities and engage them in protecting the park and its biodiversity. ABOYERD assists them in carrying out the mission of protecting the park. ABOYERD trains and supports their rangers (eco-guards) on novel technologies used in park patrols and wildlife conservation. Based on research results and project outcomes, ABOYERD also ensures her mission aligns with the park authorities and provides them with pertinent scientific data that guide in making strategic decisions about the park.

Community Officers/mobilizers

Community mobilizers are interested in assisting ABOYERD in implementing conservation projects that can collectively benefit them and the communities they represent. They move people across the spectrum of participation, engaging them in the leadership of the projects throughout their implementation. They also strengthen the capacity of their communities and build confidence in the community members to take ownership of the projects. ABOYERD builds its capacities in community leadership, mobilization, and income-generating activities. ABOYERD also provides them with needed equipment and means to effectively carry out their duties. ABOYERD also offers them financial and technical support.

Communities

Current Communities

Local communities around Mbam Djerem National Park (Guere, Makouri, Megang, Yoko, Ngoum, Lena, Mbam, Mbitom, Mbitom Conseiller etc.)

Local communities want to work with ABOYERD to gain skills and support in alternative income-generating activities and improve their living standards. They are interested in gaining knowledge of existing wildlife species and wildlife laws. Also, they want to collaborate with ABOYERD to fight deforestation, bushfires and mitigate climate change effects in their communities. Their goal is to see their communities develop. ABOYERD offers training and support in alternative income-generating activities to support their livelihoods, assisting them to improve their livelihoods through the valorization of NTFPs and climate mitigation through agroforestry techniques. ABOYERD also provides them with avenues and opportunities for learning more about the biodiversity of their area and the legal frameworks regulating their exploitation, enabling them to become stewards of their natural resources.

Local communities around the Campo Ma'an National Park (Mabiogo, Nazareth, Mintom, Afam-Essouk, Messama III, Nko-Elon, etc.)

They want to work with ABOYERD to find nature-based solutions to human-elephant conflicts. These local communities are interested in gaining skills and support in alternative income-generating activities and improving their living standards. Also, they want to collaborate with ABOYERD to fight deforestation and mitigate climate change effects in their communities. ABOYERD offers training and support in the development of alternative income-generating activities (bee farming, chili pepper cultivation, and agroforestry) to support their livelihoods, through the valorization of NTFPs and climate mitigation through agroforestry techniques. ABOYERD also provides the communities with avenues and opportunities to learn more about the biodiversity of their area and the legal frameworks regulating their exploitation, enabling them to become stewards of their natural resources and avoid conflicts with the conservation service.

Potential communities

Santchou Wildlife Reserve

They want to gain skills and support in alternative livelihood activities that can help to improve their livelihoods. They also want to gain knowledge about Cameroon wildlife laws to avoid conflicts with park conservators. In addition, they want to restore their highly degraded forests and their lost wildlife species. ABOYERD can empower them with knowledge about National forestry and wild-

life laws, and train and support them to carry out alternative livelihood activities to boost their livelihoods. Additionally, ABOYERD can assist these communities in conserving the park and its biodiversity for posterity.

Communities around Mount Mbam

They want to gain knowledge about natural resources in their area and the best strategies to exploit them. ABOYERD can conduct an inventory of natural resources in the area and develop a sustainable natural resource management plan for the local communities.

Communities in Dschang

These communities are interested in ABOYERD to gain support for environment-related projects. ABOYERD can support the communities to carry out sensitization campaigns on environment-related issues.

DONORS AND INTERNATIONAL PARTNERS PREVIOUS AND CURRENT DONORS NOÉ



Noé's vision is to rebuild a vibrant, sustainable world in France and internationally where biodiversity and humanity coexist perfectly. As such, its mission is to protect and restore biodiversity for the well-being of all living species including mankind. Its areas of interest include saving endangered species, protecting natural spaces, restoring ordinary biodiversity, reconnecting man with nature, and rebuilding a society conducive to biodiversity. ABOYERD stands as one of the much-needed local organizations to collaborate with Noé in attaining this overreaching goal by particularly assisting in conducting research (both socio-economic and ecological), planning and implementing environmental education and awareness programs, restoring degraded wildlife habitats and developing pro-biodiversity livelihood alternatives with the potential of promoting community development. Thus, ABOYERD is providing local assistance to implement and meet Noé's interests in Cameroon.

SMALL-SCALE INITIATIVES PROGRAM (PPI)



Managed by the French Committee of the International Union for Conservation of Nature (IUCN), PPI aims to strengthen the contribution of civil society organizations in Sub-Saharan African countries to preserve biodiversity, while improving the living conditions of local people. It promotes the emergence of an active and effective African civil society and aims to increase the political legitimacy of these actors on the ground, in a perspective of influence of the public debate. ABOYERD collaborates with PPI to reach its goals by supporting the protection of pangolins, their habitats, and associated wildlife species in and around the Mbam Djerem National Park while improving the livelihoods of indigenous communities around the park.

AFRICAN WILDLIFE FOUNDATION (AWF)



AWF is interested in enhancing local communities around protected areas to live with wildlife, building resilient ecosystems, supporting resilient people, ensuring good governance, and caring for wildlife. ABOYERD collaborates with AWF in realizing its interest by working with indigenous communities around the Campo Ma'an National Park in planning and implementing effective nature-based solutions for the mitigation of human-wildlife conflicts (especially human-elephant conflicts) in the area.

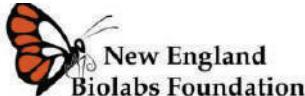
WORLD WIDE FUND FOR NATURE (WWF)



WWF seeks to conserve nature and reduce the most pressing threats to the diversity of life on Earth. They seek to collaborate with local communities to conserve natural resources and build a future where people and nature thrive. ABOYERD collaborates

with WWF in and around the Campo Ma'an National Park in restoring degraded wildlife habitats through the community-based planting of high value economic and ecological tree species in the area while improving the livelihoods of indigenous communities through sustainable exploitation of non-timber forest products and agroforestry.

NEW ENGLAND BIOLABS FOUNDATION (NEBF)



NEBF's mission is to foster community-based conservation of landscapes and seascapes and their biocultural diversity. ABOYERD has been collaborating with the NEBF in developing livelihood alternatives to bushmeat hunting and effective nature-based solutions to human-wildlife conflicts, especially human-elephant conflicts around the Campo Ma'an National Park.

PRINCE BERNHARD NATURE FUND (PBNF)



The PBNF supports small and local initiatives to conserve endangered species or initiatives that promote the conservation and wise use of natural resources. ABOYERD provides local expertise to help them attain their goal of conservation and community development, specifically in the Mbam Djerem Landscape.

PLAY FOR NATURE



It promotes cohesion between Man and his ecosystem through awareness, scientific research, and sporting events. ABOYERD offers innovative approaches (sports) towards nature conservation and serves as a local partner to conduct conservation education campaigns through schools and community programs.

MOHAMED BIN ZAYED SPECIES CONSERVATION FUND (MBZSCF)



It seeks to empower species conservation efforts and programs globally by providing timely support for grass-roots initiatives that make a real difference to species survival. It aims to assist species conservation in their natural habitats, heighten awareness of species conservation, and stimulate renewed interest among young people in natural science. In line with this mission, ABOYERD is using support from the MBZSCF to advance research on pangolins in and around the Mbam Djerem National Park, enhance the activities of school pangolin clubs in the area and develop more lucrative and socially acceptable alternatives to bushmeat hunting in the area.

Potential donors and partners Darwin Initiative

The Darwin initiative is interested in conserving biodiversity and supporting the communities that live around biodiversity-rich areas through locally-led projects worldwide. ABOYERD can collaborate with the Darwin Initiative by aligning their shared goals of community engagement and biodiversity conservation. This partnership could involve joint innovative projects that promote sustainable agricultural practices, enhance local capacity through education and training, and conduct collaborative research on ecological challenges in Cameroon. By leveraging funding opportunities from the Darwin Initiative, ABOYERD can expand its initiatives, ultimately creating a more sustainable future for both local communities and biodiversity.

MINISTRY OF FORESTRY AND WILDLIFE (MINFOF)

MINFOF is interested in the protection of Cameroon's rich biodiversity across all designated protected areas nationwide. ABOYERD can collaborate with MINFOF through a memorandum of understanding by aligning their efforts towards the conservation of Cameroon's rich biodiversity and supporting local communities. This partnership could involve joint initiatives that promote

sustainable forest management, enhance community engagement in conservation practices, and develop educational programs that raise awareness about biodiversity. By leveraging MINFOF's regulatory framework and resources, ABOYERD can strengthen its capacity-building efforts, ensuring that local communities are empowered to participate in wildlife protection and sustainable development. Together, they can foster a holistic approach to conservation that benefits both the environment and the livelihoods of indigenous populations.

WHITLEY AWARDS

Whitley offers long-term, laddered support to courageous change makers leading local solutions to the global biodiversity and climate crises. It supports work rooted in communities that have sustainable benefits for wildlife, landscapes, and people. ABOYERD can collaborate with the Whitley Awards by participating in their recognition programs, which support grassroots conservation efforts globally. By applying for the Whitley Award, ABOYERD could gain access to funding, training, and increased visibility that would enhance its initiatives focused on biodiversity conservation and community development in Cameroon. Winning a Whitley Award would not only validate ABOYERD's efforts but also provide essential resources to scale their projects, empowering local communities and fostering sustainable practices that align with the Whitley Fund for Nature's mission of supporting conservation leaders. This partnership could significantly amplify their impact on both wildlife protection and the livelihoods of indigenous populations.

AGENCE FRANCAISE POUR LE DÉVELOPPEMENT (AFD)

It strives to halt the loss of biodiversity and protect ecosystems, by supporting the restoration and sustainable management of natural areas for the benefit of local populations. ABOYERD can collaborate with AFD (Agence Française de Développement) by aligning their efforts towards sustainable development and biodiversity conservation in Cameroon. This partnership could leverage

AFD's expertise in financing major infrastructure and food security projects, while utilizing ABOYERD's grassroots approach to community engagement and environmental protection. Together, they could develop initiatives that combine rural development, youth empowerment, and biodiversity conservation, particularly in areas of high conservation value. By tapping into AFD's financial resources and ABOYERD's local knowledge, they could implement projects that promote sustainable agriculture, forest landscape restoration, and community-based conservation, contributing to Cameroon's goal of becoming an emerging country by 2035.

INTERNATIONAL MONETARY FUND (IMF)

The International Monetary Fund (IMF) is dedicated to fostering sustainable growth and prosperity across its 190 member countries, recognizing that the well-being of humanity is closely tied to the health of our environment and natural resources. ABOYERD is poised to support this mission by designing and implementing innovative, environmentally friendly income-generating activities that align with the IMF's goals. Together, they can create a future where economic development not only uplifts communities but also preserves the planet, ensuring a thriving and sustainable world for generations to come.

ICEERS

Iceers is dedicated to transforming society's relationship with Traditional Indigenous Medicines and turning challenges into opportunities. It values environmental sustainability, cultural diversity, respect for indigenous and spiritual traditions, human rights approach, transparency and integrity, evidence-based decision-making, reducing risks and harms, maximizing benefits, and respectful, engaged, and collaborative relationships. ABOYERD can work with Iceers to provide scientific data on the ethnobotanical potentials of Mbam et Djerem and Campo Ma'an National Parks, develop an environmental sustainability plan for the ethnobotanical resources, and engage the local communities to sustainably maximize the benefits of the

potentials for the health, safety, and development of their communities.

FONDATION AUDEMARS WATKINS (FAW)

FAW contributes to safeguarding our oceans, wetlands, and forests, and supports education and capacity-building projects worldwide. ABOYERD can collaborate with the Fondation Audemars Watkins by aligning their efforts towards the conservation of forests and biodiversity in Cameroon. By leveraging the Fondation's resources and expertise, ABOYERD could enhance its initiatives aimed at empowering local communities, fostering human-wildlife coexistence, and restoring critical habitats. Together, they can implement innovative strategies that not only protect biodiversity but also improve the socio-economic conditions of indigenous populations, ensuring a sustainable future for both people and nature.

EUROPEAN OUTDOOR CONSERVATION ASSOCIATION (EOCA)

EOCA supports and funds grassroot conservation, protection, and regeneration projects worldwide, protecting wild places and wildlife for the experience of outdoor enthusiasts and human well-being. ABOYERD can enhance the experience of outdoor enthusiasts in these places by engaging local communities that depend on them to protect them and conserve their biodiversity.

OPERATION PANGOLIN PROJECT (OPP)

OPP seeks to reduce the extinction risk for pangolins and lay the groundwork for sustainable conservation solutions for other species. It is capitalizing on the latest advances in technology, interdisciplinary conservation science, big data, and artificial intelligence to generate and unify diverse data sources to inform sustainable and cost-effective solutions to the global biodiversity crisis associated with wildlife crime. ABOYERD intervenes in one of their priority areas, Cameroon, and is working on pangolins which is the target species of their project. ABOYERD can collaborate with OPP and the conservation service to

build capacities of eco-guards with the latest advances in technology to combat pangolins and other wildlife trafficking.

GLOBAL ENVIRONMENT FACILITY (GEF)

GEF is interested in supporting developing countries' works to address the world's most pressing environmental issues. They focus on biodiversity loss, chemicals and waste, climate change, international waters, land degradation, and take an integrated approach to support more sustainable food systems, forest management, and cities. ABOYERD can work with GEF to address biodiversity loss, climate change, and forest management issues in Cameroon.

BARRY CALLEBAUT (BC)

The Barry Callebaut Group wants to empower local communities to produce deforestation-free cocoa. ABOYERD can work with this group to reinforce the capacities of forest users in MDNP in cocoa production. This will not only meet the business demands of the group but also build the economic viability of these forest users, thus, reducing excessive dependence on forest resources while assisting BC to meet EU's regulatory standards on deforestation free cocoa production.

EUROPEAN UNION (EU) AND AFRICAN UNION (AU)

The EU and the AU, are interested in key common principles and values that underlie life in Europe and Africa respectively. These values include; freedom, democracy, equality, and the rule of law, promoting peace and stability. ABOYERD can work with these two bodies toward realizing key sustainable development goals (zero hunger, life on land, and climate action) directly linked to our mission and values.

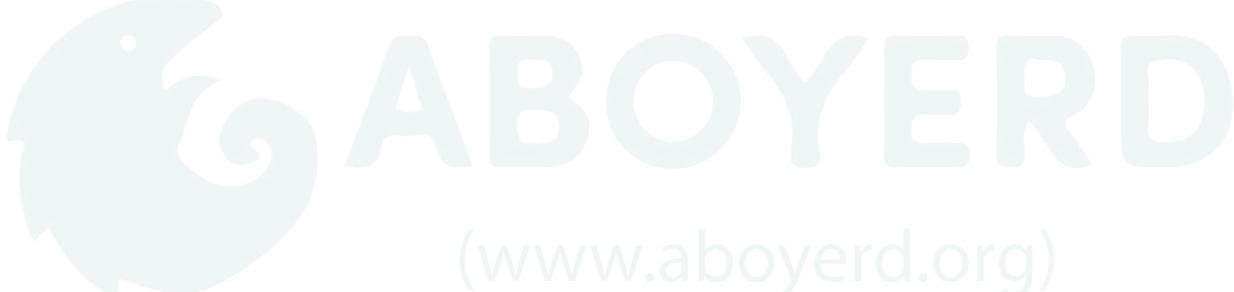
NATIONAL AND INTERNATIONAL CONSERVATION INSTITUTIONS AND UNIVERSITIES

These institutions are dedicated to developing expertise across various fields, including agriculture, environmental protection, and wildlife management. To enhance

the practical training of their students, these institutions are actively seeking partnerships. Organizations like ABOYERD can play a pivotal role by offering internship opportunities and providing essential field materials and equipment. Furthermore, ABOYERD's Field Conservation Heroes Program aligns well with the goals of some of these institutions, creating an ideal framework for collaboration that can significantly enrich students' hands-on learning experiences, thereby contributing to building a new generation of young highly talented and motivated conservation heroes.

INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)

IUCN seeks to conserve nature and enhance the sustainable use of natural resources. They strive to achieve a just world that values and conserves nature by encouraging and assisting societies to conserve the integrity and diversity of nature, ensuring that any use of natural resources is equitable and ecologically sustainable. ABOYERD fits in its mission and can empower local communities to conserve the integrity and biodiversity of their natural places and their natural resources sustainably. ABOYERD can also join professional networks of the IUCN.



(www.aboyer.org)

SWOT ANALYSIS

To develop a worthwhile strategy, it is important to understand the immediate environment of the organization. This will help team members have a holistic appreciation of the organization and know how best to position the organization; capitalizing on their strongest assets, while utilizing any gaps as a springboard for transformative actions that will spur the organization's progress.

Thus, the SWOT analysis was used as the strategic planning tool to assess the organization's Strengths, Weaknesses, Opportunities, and Threats (SWOT). It provided a structured framework for identifying and analyzing internal (Strengths & weaknesses) and external (opportunities & threats) factors that can impact the success or performance of ABOYERD. Using this tool, team members critically examined the strengths, weaknesses, opportunities, and threats the organization faces today. It then enabled team members to know how to strategically position the organization to be at its best and give in its best for the realization of the organization's mission. The SWOT analysis will also help the ABOYERD team understand the organization's current challenges and identify what should be done to address these challenges for the organization's growth.

Strengths

Strength analysis focuses on internal attributes and resources that contribute positively to achieving objectives and goals. ABOYERD's strength rests on many aspects.

Dynamic and duty-conscious staff

The team consists of dynamic young individuals who are adaptable and willing to take on various tasks. Each member is eager to learn and apply new skills as needed. ABOYERD boasts a passionate, responsible, and dedicated staff. They are also highly skilled, committed, and determined to achieve their goals.

Cost-effectiveness

ABOYERD operates with minimal overhead costs by leveraging the support of volunteers and local community resources. This strategic approach enables the organization to direct a

larger portion of its funding towards the implementation of essential conservation programs. By fostering community involvement and utilizing volunteer efforts, ABOYERD not only enhances its operational efficiency but also strengthens its impact on wildlife protection and ecosystem sustainability.

Good administration

ABOYERD administrators exemplify strong leadership capabilities, fostering a participatory decision-making process that enhances the quality of outcomes. By encouraging contributions from all individuals involved, the organization ensures that diverse perspectives are considered, leading to decisions that positively impact the well-being of the organization and its stakeholders. This collaborative approach not only strengthens the leadership framework but also empowers members to actively participate in shaping the future of ABOYERD.

Strong community connections

ABOYERD has forged strong partnerships with local communities in its intervention areas, enabling effective resource mobilization and stakeholder engagement. These relationships allow ABOYERD to reach vulnerable populations and deliver essential services where they are most needed. By providing training in alternative livelihood skills, fostering leadership opportunities, and promoting active participation in decision-making, ABOYERD empowers community members, enhancing their self-reliance and contributing to sustainable development.

Feasible project

Project activities at ABOYERD's intervention sites are consistently informed by prior research findings. This evidence-based approach ensures that the initiatives are not only feasible but also effective, leading to successful outcomes in conservation and community engagement.

Deep understanding of local contexts

ABOYERD possesses a deep understanding of the unique needs, challenges, and opportunities within its project communities. Con-

sequently, project design, planning, and implementation consistently incorporate these insights, leveraging the firsthand experiences of local community members who are directly affected by the issues at hand.

Regular follow-up of Departmental activities

ABOYERD conducts monthly office coordination meetings where each department presents progress reports on their action plans. This practice enables effective monitoring of departmental activities and keeps staff aligned and focused.

Actions to capitalize on Strengths

To enhance her strengths, ABOYERD will implement the following actions:

- Staff Development: Focus on building staff capacity through training programs aimed at improving productivity and encouraging participation in leadership courses.
- Organizational Reform: Revise organizational principles and contracts to strengthen internal structures.
- Partnership Engagement: Foster robust relationships with partners, indigenous communities, and stakeholders by adhering to established principles and standard policies.
- Awareness and Consciousness: Promote environmental consciousness among staff to align with organizational goals.
- Meeting Coordination: Establish a clear and respected calendar for office coordination meetings to enhance communication and collaboration.
- Recruitment Strategy: Design a recruitment process that prioritizes candidates who demonstrate passion, honesty, transparency, and accountability.

Weaknesses

Analysis of organizational weaknesses implies an assessment of the internal limitations or challenges that may hinder the achievement of objectives or impact competitiveness. The ABOYERD team revealed some weaknesses.

Limited funding

ABOYERD primarily depends on grants, donations, and volunteers, which are often

ABOYERD requires extensive capacity-building training for its staff, encompassing both national and international opportunities. This training is essential to enhance their skills and effectiveness in aspects such as leadership, effective communication, community engagement, research and landscape restoration.

Inadequate administrative procedures

ABOYERD faces significant challenges in its administrative processes, which hinder its mission of promoting conservation and community empowerment in Cameroon. Key issues include bureaucratic inefficiencies that sometimes delay decision-making, a lack of standardized procedures leading to inconsistencies in project management, and inadequate staff training in administrative best practices. Addressing these shortcomings is essential for enhancing operational effectiveness, and ultimately achieving ABOYERD's conservation and development goals

Underdeveloped or nonexistent governance and management policies

ABOYERD's governance and management framework is currently underdeveloped, lacking professional oversight since its inception. While the organization has grown due to a passionate team of conservation experts, the absence of a robust governance structure has led to significant issues, including unclear roles, poorly defined staffing procedures, and inadequate policies across key areas such as conduct, procurement, and finance. As we engage in larger projects and partnerships, it is crucial to enhance our governance systems to sustain and scale our biodiversity conservation and community development efforts, ultimately positioning us as a leading grassroots conservation organization in Cameroon. **

Absence of a theory of change

ABOYERD currently lacks a well-defined theory of change, which is essential for guiding its strategic direction and ensuring effective program implementation. A robust theory of change articulates the underlying assumptions about how activities lead to desired outcomes, providing a clear framework for evaluating progress and making necessary

adjustments. Without this clarity, it becomes challenging to align stakeholders, measure success, and adapt strategies as conditions evolve. Developing a comprehensive theory of change will enhance ABOYERD's capacity to achieve its objectives and foster a shared understanding among team members and partners. **4

Inadequate inter-departmental coordination

ABOYERD faces challenges with inter-departmental coordination, resulting in insufficient communication regarding various activities. This lack of collaboration complicates the execution of certain tasks. **

Lack of a clear recruitment process

ABOYERD lacks a clear and well-defined process to recruit its staff. **

Lack of a clear organigram

ABOYERD lacks an organogram that clearly shows the distribution of power and clearly defines the roles of the various positions. **

Lack of a professional accounting system

ABOYERD lacks a professional accounting system, evidenced by delayed and tedious financial reporting. The organization does not appear to comply completely with established accounting standards, and it lacks strong internal controls and audit mechanisms to prevent fraud. Additionally, inadequate staff training in accounting principles and the absence of modern accounting software hinder accurate record-keeping and financial analysis. Collectively, these deficiencies undermine ABOYERD's financial integrity and its ability to effectively support its mission.**

Lack of effective monitoring and evaluation of project activities

ABOYERD faces significant operational challenges due to its lack of an effective Monitoring and Evaluation (M&E) system. This deficiency hampers the organization's ability to assess program effectiveness, track progress, and make data-driven decisions, which are crucial for achieving its mission of promoting conservation and improving the livelihoods

of indigenous communities in Cameroon.

Actions to address weaknesses

To address the identified weaknesses, ABOYERD will implement several key actions:

1. Internal Fundraising Initiatives: The organization will launch internal fundraising activities, with the Livelihood Department developing income-generating projects in demonstration farms. These initiatives will be monitored monthly to evaluate their effectiveness and resource utilization.

2. Project Vehicle Acquisition: ABOYERD plans to purchase a project vehicle for transporting staff and materials to project sites. This vehicle can also be rented out when not in use, generating additional income.

3. Collaborative Projects: The organization will seek partnerships with other organizations in similar intervention areas to enhance collaboration and build staff capacity through shared projects.

4. Staff Recruitment and Capacity Building: ABOYERD will recruit qualified staff across departments, ensuring clear role definitions and competency. Capacity-building programs will be organized to enhance staff skills, alongside efforts to improve salaries.

5. Policy Review and Restructuring: The organization will review existing policies, develop new ones as needed, and restructure its administrative procedures for greater efficiency.

6. Strategic Planning: A clear theory of change and strategic plan for all intervention sites will be established.

7. Coordination Meetings: Regular office coordination meetings will be held to improve interdepartmental communication, with each department responsible for developing a coordination plan for their activities.

8. Transparent Recruitment Process: A structured recruitment process will be implemented, with opportunities communicated through accessible channels. An organizational chart will be created and displayed at the main office.

9. Regular Audits: Both internal and external audits will be conducted regularly to ensure accountability and transparency.

Opportunities

An analysis of ABOYERD's opportunities consists of examining the external factors or environmental trends that favor her growth, improvement, or advancement.

Growing demand for local solutions

ABOYERD's projects incorporate both social and environmental challenges and are community-centered. There is a growing demand for locally-led solutions to address complex social and environmental challenges. This presents funding opportunities for ABOYERD.

Access to international networks and resources

ABOYERD can connect with international networks and organizations to learn and share best approaches, access funding, and advocate for global issues. ABOYERD can access capacity-building opportunities and training programs to strengthen governance, financial management, and program implementation skills of her staff. This will enhance effectiveness and sustainability.

Growing funding opportunities with partners

ABOYERD is transitioning from short-term, small-scale funding to long-term, substantial financial partnerships. Recently, the organization has attracted significant interest from various partners, presenting an opportunity to establish enduring funding collaborations and prioritize capacity-building initiatives. These developments are poised to enhance ABOYERD's effectiveness and efficiency in achieving its conservation and community development goals.

Acceptance by local communities

ABOYERD's projects prioritize community engagement and are well-received by the targeted populations. This fosters strong relationships with beneficiaries and stakeholders. Additionally, ABOYERD has the unique opportunity to forge direct partnerships with administrative units responsible for nature conservation and the governance of protected areas in Cameroon.

Improving on opportunities

To maximize the opportunities available, ABOYERD will implement several strategic actions:

- **Focused Proposal Development:** The grant development team will prioritize calls that emphasize community-led solutions to environmental challenges, enhancing their likelihood of success. Team members will dedicate more time to writing and reviewing proposals.
- **Networking and Capacity Building:** Staff will enhance their global network by actively participating in online and in-person conferences, seminars, and webinars relevant to their departments. This engagement will bolster their skills and improve overall output.
- **Long-term Funding Strategies:** The grant development team will seek long-term funding opportunities, while the administration will work on establishing enduring relationships with major funders.
- **Community Engagement:** For each new project, ABOYERD will recruit a community officer in the respective project area to strengthen community involvement and increase participation in ABOYERD activities.

Threats

Threat analysis focuses on external challenges or risks that could potentially undermine the success or stability of the organization. The ABOYERD team reflected and reached out to some threats.

Competition for resources

ABOYERD is encountering significant competition for funding, volunteers, and resources from larger organizations, which complicates their ability to secure essential support for their initiatives. This competitive landscape hinders their efforts to achieve their conservation goals and effectively serve the communities they aim to support.

Funding instability

ABOYERD primarily depends on grants and donations to finance its projects. However, the unpredictability of funding applications creates instability in available resources. Shifts in funding priorities or economic downturns

can greatly affect operational effectiveness.

Lack of sustainability

ABOYERD's lack of sustainability poses a serious threat to its future success. The organization struggles with fluctuating funding and changing community needs, which jeopardizes its ability to implement long-term conservation strategies. If ABOYERD fails to adapt to these challenges, it risks losing credibility and relevance, ultimately undermining its mission to promote environmental justice and sustainable development. Without a stable foundation, the effectiveness of its initiatives and its overall viability are at stake.

Spontaneous growth of the organization

ABOYERD is currently experiencing a surge in international recognition and project growth, yet this expansion is occurring without a proportional increase in staffing levels or adequate salary compensation. This situation poses a significant risk to the organization, as the mounting work pressure may lead to staff resignations. If these issues are not addressed promptly, the stability and efficacy of ABOYERD could be jeopardized, potentially resulting in operational setbacks and diminished project outcomes. The organization must take immediate action to rectify these staffing and compensation concerns to prevent a potential exodus of talent that could undermine its mission and objectives.

Mitigating threats

To effectively mitigate potential threats faced by ABOYERD, a strategic approach will be implemented focusing on project development, funding opportunities, internal fundraising, and staff capacity enhancement.

- **Project Discussion and Adoption:** All project ideas will be discussed and agreed upon by the grant-writing team before any development work begins. This ensures that the developer's time is invested wisely.

- **Proposal Review Process:** New proposals tailored for specific funding calls will undergo a review by team members to enhance their acceptance chances.

- **Monthly Meetings:** The grant-writing team

will convene monthly to explore new funding opportunities and project ideas, fostering collaboration and idea sharing.

- **Webinar Participation:** Proposal developers will register for and attend relevant webinars on funding calls to stay informed and improve proposal quality.

- **Internal Fundraising Initiatives:** ABOYERD will initiate internal fundraising activities. If feasible, a monthly staff contribution system will be established to support small projects, ensuring a steady income stream for sustainability.

- **Organizational Sustainability Plan:** A comprehensive sustainability plan will be developed, focusing on financial stability and enhancing staff capacity.

- **Staffing Improvements:** Each department's staffing capacity will be increased, with at least one qualified staff member recruited per department to strengthen the team's capabil-

CONTEXTUAL ANALYSIS

Natural resources are a gift to humanity that must be used responsibly and protected for future generations. Most countries in the world are endowed with natural resources. To ensure a responsible use by the citizens, these countries seek to protect their natural resources through for example creation of protected areas. Communities around these protected areas have significant natural resource wealth that can provide a unique opportunity to foster human and economic development. However, these communities suffer from the paradox of plenty, with the abundant endowments of natural resources not leading to equivalent levels of prosperity, broad-based development and resource-based industrialization. One key obstacle preventing the communities from realizing this potential is poor governance of the natural resources.

Natural resource governance is the process by which groups of rights holders define and decide, through a transparent and democratic process that represents the interests of group members, what is and what is not acceptable behavior in terms of natural resource use in a given area, and how the group ensures that members and outsiders comply with their policies, rules, and regulations for acceptable behavior.



Poor governance refers to the lack of strong institutions and weak policies, that results in short-term gains rather than long-term development objectives (United Nations Conference on Trade and Development 2012). Hence, the wealth of natural resources is not yielding positive benefits in terms of inclusion and

poverty reduction in these communities. As a consequence of this poor natural resource governance system, the local communities use the natural resources unsustainably resulting in the loss of biodiversity, with major threats stemming from both anthropogenic and climate change impacts. The anthropogenic threats include poaching (commercial and bush meat hunting), habitat conversion to agriculture, unsustainable and illegal logging, human-wildlife conflicts, mining, road construction and settlement expansion, and industrial pollution. Cameroon's economy, which has for long depended on biodiversity, is currently drastically affected by these threats.

Poaching, overhunting and overfishing are exacerbated by the high rate of unemployment in the country. Trophy hunting has caused severe declines in large carnivore populations since the 1970s. The country has a thriving bush meat trade even in protected areas and the government efforts to control it seem not to be enough. Cameroon enjoys relative political stability compared to some other West African countries, but law enforcement personnel in Protected Areas (PAs) are often underpaid, poorly equipped, and end up colluding with poachers to supplement their income. The prevailing International Wildlife Trade (IWT) is also a key threat to Cameroon's wildlife and undermines the rule of law, nurtures corruption, disrupts communities and hinders economic development. For example, the forest elephant population has declined by 62% in the last ten years whilst huge numbers of pangolins are trafficked to markets in East and South East Asia (Maisels et al., 2013). Consequently, IWT threatens the integrity of the forest system itself, driving poaching and depleting wildlife resources. Despite strong commitment from the government, actions are seldom taken to remove multiple barriers to effective Protected Area management and enforcement against trafficking and poaching. Legal inconsistencies and weak institutional capacity at the nation-

al and regional levels are compounded by the lack of management and enforcement capacity at the site level (Protected Area Management Report, 2015). Capacity and understanding among law enforcement agencies are low, regional collaboration is weak, and mechanisms to regulate legal wildlife trade are not being appropriately applied. Local people around PAs have low knowledge about national forestry and wildlife laws and perceive wildlife as gifts of nature that can be harvested anytime and anyhow and will not get finished.

Large numbers of globally endangered species, including critically endangered western gorilla, endangered common chimpanzees, threatened forest elephants, and pangolins, are driven to critical population declines and even local extinction due to unsustainable and illegal logging (Living Planet Report, 2016). During the 20th century, 80% of rainforests in Cameroon's rainforest was converted to agriculture-forest mosaic¹⁸. Though the Government of Cameroon attempts to manage forests sustainably by licensing large industrial logging concessions²⁰, this practice has been largely unsuccessful, as large enterprises haven't always complied with the logging quotas. The annual rate of deforestation which was just over 1% for the period 2010-15 (FAO, 2015) has increased, with Cameroon losing 100,000 ha of its rainforest cover in 2023.

Like in most African countries, priority biodiversity-rich conservation areas in Cameroon are carved out and protected without considering the livelihoods of indigenous people who traditionally depended on natural resources from these areas to survive. Usually, these indigenous people are either displaced (often without any relocation subsidies) and/or deprived of their traditional use of these resources, resulting in economic hardships and poor living conditions due to high levels of poverty. One issue that is usually hardly adequately considered as part of the management equation is the livelihoods of these dependent local communities. These local people obtain fuel and food from the forest and

clear it for small-holder farming. Pressure exerted by these local communities on the PAs and their peripheries for their livelihoods is causing loss of wildlife habitats, compelling the wildlife to wander beyond their natural ranges into human-used lands, and causing recurrent human-wildlife conflicts with compounding effects on both humans and wildlife. This situation grossly affects the well-being of the indigenous people of these local communities and contributes significantly to

climate change and loss of biodiversity. These conservation challenges, therefore, oblige ABOYERD to establish strong institutional and operational practices that can reverse their trends and save the global climate crisis and Cameroon's rich biodiversity.

STRATEGIC AXES OF INTERVENTION

Poor natural resource governance, international and domestic demand for timber, high prices for wildlife products and International Wildlife Trade (IWT), extreme poverty of local communities, rapid population growth, and low public awareness about the effects of biodiversity loss are main root causes of the key threats (poaching, deforestation leading to loss of wildlife habitats and human-wildlife conflicts) to Cameroonian biodiversity. Biodiversity is the resource upon which families, communities, nations and future generations depend. It is the link between all organisms on earth, binding each into an interdependent ecosystem, in which all species have their role. It is the web of life. Hence, biodiversity loss is affecting all life forms on the planet. Millions of people around Protected Areas in Cameroon and other places in the world are facing a future where food supplies are more vulnerable to pests and disease, and where freshwater is in irregular or short supply. Community livelihoods are being jeopardized because of reduced biodiversity. It is therefore imperative that ABOYERD intervenes now to curb these threats to biodiversity to safeguard life on the planet Earth. To achieve this, ABOYERD is focusing on the following domains:

- Natural Resource Governance (NRG)
- Poaching
- Deforestation
- Human-wildlife conflicts (HWC)
- Community livelihoods
- Grooming next generation conservationists
- ABOYERD's sustainability.

VISION

ABOYERD's vision is to have a sustainable world where humans and wildlife enjoy a mutually beneficial coexistence.

MISSION

ABOYERD's mission is to protect biodiversity and improve human well-being through scientific research, environmental education, livelihood improvement, and climate action for a sustainable human-wildlife coexistence.

OBJECTIVES

Overall objective

By 2030, ABOYERD aims to be a thriving Civil Society Organization that leverages nature-based solutions to enhance human welfare, ensure the survival of wildlife, and mitigate and adapt to climate change in at least 20 forest-dependent communities located in priority conservation areas across Cameroon. By aligning its objective with the Sustainable Development Goals (SDGs) and Agenda 2030, ABOYERD aims to contribute to the global effort of creating a more sustainable and equitable future for all

Specific Objectives

- **Objective 1. National Resource Governance:** By 2030, ABOYERD will contribute to developing, strengthening, and implementing strong Natural Resource Governance (NRG) systems within at least 20 indigenous communities, improving their well-being.
- **Objective 2. Poaching:** ABOYERD will aim to reduce hunting pressure on pangolins and other threatened wildlife species by at least 20% by 2030 through targeted interventions in 20 high-hunting indigenous communities.
- **Objective 3. Deforestation:** By 2030, ABOYERD will protect at least 500,000 hectares of threatened natural habitats and restore at least 50,000 hectares of degraded wildlife habitats in priority conservation landscapes in Cameroon.
- **Objective 4. Human-Wildlife Conflicts (HWC):** By 2030, ABOYERD aims to reduce human-wildlife conflicts by 50% within at least 20 forest-dependent communities in priority conservation areas of Cameroon, enhancing community resilience and promoting coexistence through targeted interventions and stakeholder engagement.
- **Objective 5. Community livelihoods:** By 2030, ABOYERD will significantly improve the socio-economic well-being of at least 20

forest-dependent communities within priority conservation areas in Cameroon.

• **Objective 6. Groom future generation conservationists:** By 2030, ABOYERD will contribute to the empowerment of at least 18 young conservation enthusiasts in building strong academic and professional careers in conservation.

• **Objective 7. ABOYERD's sustainability:** By 2030, ABOYERD will be a credible, fully equipped, well-functioning, and more visible organization, working to promote climate action for sustainable human and wildlife co-existence.

ACTIVITIES

Natural Resource Governance



- Develop site resource management plans for target communities across target landscapes
- Build capacities of forest users on sustainable forest resource management practices across priority conservation areas
- Create, support, and strengthen community Natural Resource Governance committees (NRGCs) to support Natural Resource Governance across target landscapes
- Organize annual follow-up workshops involving concerned stakeholders on Natural Resource Governance strategies, challenges, and recommendations for a sustainable future

Poaching

- Organize community workshops to raise awareness of national wildlife laws and the rights of the local forest users
- Organize regular behavior change campaigns to reduce the consumption of pangolins and other wildlife species' products in target communities

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- Create and run school wildlife clubs
- Conduct situation analysis to understand the drivers of pangolin and other wildlife species' product consumption within targeted communities

- Conduct surveys to identify wildlife trafficking routes and collaborate with local authorities to disrupt the identified routes.

- Conduct research to track the trends of seizures and quantities of wildlife carcasses from targeted communities

- Support anti-poaching patrols by building the capacities of rangers and through community-based forest management committees in modern anti-poaching skills and tools.

- Strengthen the capacities of local law enforcement authorities to improve wildlife crime investigation and prosecution

- Develop and build user-friendly systems for reporting illegal wildlife trade

XI.3 Deforestation

- Conduct educational campaigns on forest protection and restoration in targeted communities.

- Conduct research to identify threatened forest areas with high priority protection and/or restoration needs.

- Engage local communities in tree planting and habitat restoration activities, including Assisted Natural Regeneration (ANR) activities.



- Create and empower Rapid Response Units (RRU) to prevent and manage bushfires.
- Establish local deforestation monitoring and reporting systems in target communities.
- Train and support local communities to use more environmentally friendly cooking fuel alternatives.
- Improve the suitability of wildlife habitats through habitat restoration to prevent wildlife encroachment into human-used lands.

Human-Wildlife Conflicts

- Research Wildlife Habitat Utilization: Conduct comprehensive research to analyze wildlife habitat usage patterns. This will help in formulating strategies to prevent detrimental changes in land use that could disrupt these habitats.
- Identify Conflict Hotspots: Carry out detailed mapping of areas where human-wildlife conflicts frequently occur. This includes understanding the types of conflicts and their dynamics within specific communities, as well as exploring nature-based solutions for mitigation.



- Capacity Building for Local Communities: Enhance the skills and knowledge of local forest users by providing training on community-specific, nature-based strategies for mitigating human-wildlife conflicts.
- Evaluate Mitigation Strategies: Test the effectiveness and sustainability of the identified nature-based mitigation strategies within the targeted communities to ensure they are practical and beneficial.
- Support Implementation of Mitigation Strategies: Facilitate the implementation of effective, community-specific, nature-based strategies in targeted areas to promote coexis-

tence between humans and wildlife.

Livelihood

- *Research Sustainable Alternatives:* Conduct thorough research to identify socially acceptable and more profitable livelihood options that reduce reliance on hunting and unsustainable forest exploitation.
- *Empower Through Workshops:* Organize community workshops to equip locals with essential entrepreneurship and income management skills.
- *Implement Sustainable Initiatives:* Develop and execute identified sustainable income-generating activities to foster economic resilience.
- *Establish Marketing Systems:* Promote alternative livelihoods by creating effective marketing systems that enhance their visibility and profitability.

Groom Future generation conservationists

- *Identify Passionate Young Conservationists:* Seek out highly motivated young individuals worldwide who are dedicated to conservation efforts.
- *Empower Through Training:* Provide comprehensive training to equip these young enthusiasts with essential skills, techniques, and hands-on field experience. This will enable them to effectively plan and execute conservation research, assess environmental challenges, and develop practical solutions.
- *Support with Resources:* Where feasible, offer vital support to these young conservationists, particularly students, by supplying research equipment and seed funding to enhance their academic pursuits.

ABOYERD's sustainability

- *Revise Administrative Procedures and Policies:* Streamline and update administrative practices to enhance efficiency and compliance.
- *Establish a Clear Theory of Change:* Define a coherent framework that outlines the pathways for achieving desired outcomes.
- *Create an Organizational Organogram:* Develop a visual representation of the organiza-

tional structure to clarify roles and responsibilities.

- **Implement a Professional Accounting System:** Establish robust financial tracking and reporting mechanisms to ensure transparency and accountability.

- **Strengthen Tax and Social Insurance Management:** Develop a comprehensive system for managing tax obligations and contributions to the National Social Insurance Fund.

- **Acquire Essential Administrative Documents:** Secure necessary legal documents, including registration status and Memorandum of Understanding, to validate operations.

- **Produce and Disseminate Informative Resources:** Create educational materials to raise awareness and share knowledge within communities.

- **Enhance Staff Logistics:** Improve working

conditions by providing a comfortable environment and secure transportation options.

- **Develop a Dynamic Communication Strategy:** Engage actively on social media to increase visibility and foster community interaction.

- **Build Relationships with Media Outlets:** Cultivate strong partnerships with local and international media to amplify outreach efforts.

- **Establish an Efficient Website:** Create a well-managed website that serves as a central hub for information dissemination and engagement.

- **Enhance Financial Strength:** Focus on strategies that improve financial sustainability through diversified funding sources.

- **Implement a Robust Financial Management System:** Develop systems that ensure effective budgeting, forecasting, and financial reporting.



ORGANIZATIONAL VALUES

ABOYERD upholds several core values to effectively implement this strategy, including:

Passion

At ABOYERD, our staff is fueled by a deep passion for conservation. They actively engage in initiatives that protect nature and enhance the livelihoods of local communities in biodiversity-rich areas, turning their commitment into meaningful action.

Dynamism

ABOYERD boasts a dynamic and youthful team, brimming with energy and innovative ideas. Each staff member is not only eager to tackle new challenges but also committed to achieving our organizational goals with enthusiasm and creativity.

Professionalism

ABOYERD prides itself on a highly skilled team dedicated to delivering quality and efficient results. Each member embodies responsibility, integrity, accountability, and excellence, consistently prioritizing the organization's mission above all else.

Commitment

At ABOYERD, our staff is deeply dedicated to protecting nature and biodiversity. We wholeheartedly commit to every initiative that fosters a healthy environment, ensuring harmony between humans and wildlife. Our intrinsic duty is to safeguard biodiversity for future generations.

Diversity

ABOYERD embraces a rich tapestry of diversity within its team, drawing from a multitude of social, religious, ethnic, educational, gender, and linguistic backgrounds. This vibrant mix not only enhances our mission but also enriches our perspectives on nature conservation and informs our innovative approaches to environmental challenges.

Collaboration

ABOYERD fosters a spirit of collaborative teamwork, enabling staff to achieve impactful synergies. This approach enhances our capacity to forge strong partnerships with other nature conservation organizations and stakeholders, ensuring the success of our mission.



CONCLUSION

This strategic plan positions ABOYERD to effectively mitigate threats, address weaknesses, and leverage opportunities for achieving its short- and long-term objectives. It will establish a clear direction and purpose for the organization, facilitating the identification of desired outcomes and the pathways to attain them. By fostering an inclusive and participatory approach, this plan will engage and motivate employees, delineating a structured decision-making framework that prioritizes actions aligned with organizational goals. Ultimately, this strategic plan will serve as a comprehensive reference for monitoring activities, evaluating successes and challenges, and informing future decision-making processes.



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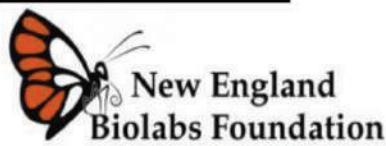


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