

---

# **DIR30CC\1059**

## **Forest law enforcement capacity building for biodiversity protection in Cameroon**

Despite Cameroon's commitment to sustainable forest management, there is a lack of capacity to monitor and audit the sector within The Ministry of Forestry (MINFOF) and assessments show that forestry companies are non-compliant with legal requirements which protect biodiversity.

This project will analyse forestry compliance with environmental and social requirements. MINFOF staff will be trained on these requirements and better forestry sector auditing, and empowered to run a train-the-trainer approach to strengthen the sustainability of operations in Cameroonian production forests.

# DIR30CC\1059

Forest law enforcement capacity building for biodiversity protection in Cameroon

## Section 1 - Contact Details

---

### PRIMARY APPLICANT DETAILS

---

**Name** Jasmine  
**Surname** Pearson  
**Organisation** The Zoological Society of London  
**Tel (Work)** [REDACTED]  
**Email (Work)** [REDACTED]  
**Address** [REDACTED]  
[REDACTED]  
[REDACTED]

### CONTACT DETAILS

---

**Title** Mr  
**Name** Armstrong  
**Surname** Mba Acha  
**Organisation** The Zoological Society of London  
**Tel (Work)** [REDACTED]  
**Tel (Work)** [REDACTED]  
**Email (Work)** [REDACTED]  
**Address** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

### GMS ORGANISATION

---

Type	Charity/ trusts
<b>Name</b>	The Zoological Society of London
<b>Phone</b>	[REDACTED]
<b>Email</b>	[REDACTED]
<b>Address</b>	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]


## Section 2 - Title & Summary


---


**Q3. Title:**

Please attach a cover letter as a PDF document.

 [ZSL Cover Letter - Cameroon](#)

 17/10/2023

 20:31:20

 pdf 326.95 KB

#### Q4a. Is this a resubmission of a previously unsuccessful application?

Yes

Year of unsuccessful application:	Stage of application:	Application number (if known):
2022	stage two	DIR29CC\1143

#### Q5. Summary of project

Please provide a brief non-technical summary of your project: the capability and capacity problem/need it is trying to address, its aims, and the key activities you plan on undertaking.

Despite Cameroon's commitment to sustainable forest management, there is a lack of capacity to monitor and audit the sector within The Ministry of Forestry (MINFOF) and assessments show that forestry companies are non-compliant with legal requirements which protect biodiversity.

This project will analyse forestry compliance with environmental and social requirements. MINFOF staff will be trained on these requirements and better forestry sector auditing, and empowered to run a train-the-trainer approach to strengthen the sustainability of operations in Cameroonian production forests.

### Section 3 - Title, Dates & Budget Summary

#### Q6. Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

Country 1	Cameroon	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

No

#### Q7. Project dates

**Start date:**

01 April 2024

**End date:**

31 March 2026

**Duration (e.g. 1 years, 8 months):**

2 years

---

## Q8. Budget summary

Year:	2024/25	2025/26	Total request
Amount:	£89,056.00	£110,916.00	£199,972.00

---

## Q9. Do you have proposed matched funding arrangements?

Yes

Please ensure you clearly outline your matched funding arrangement in the budget.

## Q10. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

N/A – Only £[REDACTED] salary coverage in year two is committed from unsecured match funding sources. This is fully expected to be secured through income from ZSL advisory services to the private sector.

---

## Section 4 - Project need

### Q12. The need that the project is trying to address

Please describe evidence of the **capability and capacity need your project is trying to address with reference to biodiversity conservation and poverty reduction challenges and opportunities.**

**For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need.**

Cameroon, Africa's leading timber exporter, is one of the most biodiverse countries in Africa and contains the Congo Basin's second largest forest area at ~22 million hectares - 15.7 million of which is production forest allocated for logging.<sup>1</sup> About 4 million people depend on these forests for their livelihoods.<sup>2</sup> These forests and the people and wildlife they support are at risk due to over-exploitation and poor management by forestry companies.

Cameroon has ~1,661 known wildlife species, of which 7.2% are endemic and 6.7% are threatened. Between 1990 and 2010, Cameroon lost 18.1% (4.4m ha) of its forest cover.<sup>3</sup>

The forestry sector is an important part of Cameroon's economy, contributing 2.07% of GDP in 2017.<sup>4</sup> However, without appropriate social and environmental safeguards negative forestry practices will continue to impact biodiversity and local communities.

MINFOF (Cameroon's Ministry of Forestry and Wildlife) sits on the frontline of monitoring and enforcement and

is responsible for ensuring forestry companies implement the government's forest and wildlife policy. With 137 forestry companies currently operating in Cameroon, sustainable forestry practices are essential for protecting biodiversity and ecosystem services. Analysis from MINFOF in 2021 revealed that forestry company operational plans focus largely on timber harvest, overlooking the sustainability requirements of the Standards for Intervention in the Forest Environment (SIFE). This year, 3 companies had their logging permits suspended for non-compliance.<sup>5</sup> However, due to MINFOF staff's lack of training on SIFE requirements and robustly auditing the forestry sector, many companies are effectively unregulated, negatively impacting biodiversity and communities

Forestry operators must report on operational plan implementation in Annual Forestry Intervention Reports (AFIR). However, the AFIRs often have limited reporting on environmental and social problems and is done only to meet administrative formalities.

The SIFE includes requirements on wildlife protection and maintaining water quality through protection of riparian areas from pollution, siltation and eutrophication for the benefit of aquatic life and downstream communities, as well as guaranteeing community participation in forest management operations, supporting local development and poverty reduction. It also contains requirements on minimising deforestation, and tree felling and moving techniques to minimize impacts on biodiversity, ecosystems and soil.<sup>6</sup>

ZSL has identified gaps in sustainability performance by Congo Basin logging companies through its SPOTT (Sustainability Policy Transparency Toolkit) project.<sup>7</sup> SPOTT is a free, online platform assessing >230 commodity companies on their public disclosure regarding Environmental, Social and Governance (ESG) sustainability commitments. Annual SPOTT assessments demonstrate companies in Cameroon score poorly in ESG components of the indicator framework which align with sustainability criteria of the SIFE. This aligns with the findings of MINFOF summary assessments. As such, SPOTT assessments can be used as part of compliance monitoring with the SIFE where indicators overlap.

This project will improve the implementation of environmental and social requirements by the forestry sector. Capability and capacity-building of these companies, MINFOF and civil society will ensure biodiversity is better protected and community participation in forest management is improved, resulting in reduced poverty. A train-the-trainer approach ensures longer-term capacity of MINFOF for continued implementation of these requirements.

## Section 5 - Darwin Objectives and Conventions

---

### Q13. Biodiversity Conventions, Treaties and Agreements

#### Q13a. Your project must support the commitments of one or more of the agreements listed below.

Please indicate which agreement(s) will be supported.

- Convention on Biological Diversity (CBD)
- Convention on International Trade in Endangered Species (CITES)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

#### Q13b. National and International Policy Alignment

Using evidence where available, please detail how your capability and capacity project will contribute to national policy (including NBSAPs, NDCs, NAPs etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.

Forest exploitation in Cameroon is subject to the SIFE, ratified by the 'Decision No. 108/D/MINEF/CAB of February 9, 1998'. The SIFE requirements are designed to align with regional and international standards, such as the FAO code on low-impact logging in the humid tropical forests of Central and West Africa. This framework seeks to ensure sustainable forest management and conservation of forest cover and wildlife populations, and contributes to many of the SDGs, but most prominently SDG 1 (no poverty); 12 (responsible consumption and production) and 15 (life on land).

Forestry and agriculture are priority areas for Cameroon's emission reduction commitments in its Nationally Determined Contributions (NDCs) and an important lever for its development as expressed in the 2030 National Development Strategy (SND30) and the 2021-2024 New Economic Programme. Afforestation, re-afforestation, and sustainable forest management are the pathways for Cameroon for reducing emissions in the forestry sector, contributing to SDG 13 (climate action) and the UNFCCC.

The forestry sector's compliance with SIFE requirements also feeds into Cameroon's NBSAP II goals for biodiversity as it aims to reduce impact on wildlife through reduced impact logging practices, improved infrastructure planning, restrictions for chemical use and riparian buffer zones, contributing to the goals of the CBD.

The SIFE includes requirements on wildlife protection, including controlling public access to concessions to avoid exploitation, and prohibition of hunting. Improved forest management will help maintain habitats for CITES species such as the African Grey Parrot (*Psittacus Erithacus*).

In building the capability and capacity of actors charged with the implementation of the SIFE, the contribution of the forestry sector towards achieving the goals of national and international climate and biodiversity targets to which the country subscribes will be improved.

## Section 6 - Method, Change Expected, Gender & Exit Strategy

---

### Q14. Methodology

**Describe the methods and approach you will use to achieve your intended capability and capacity Outcome and contribute towards your Impact. Provide information on:**

- how you have reflected on and incorporated evidence and lessons learnt from past and present similar activities and projects in the design of this project.
- the specific approach you are using, supported by evidence that it will be effective, and justifying why you expect it will be successful in this context.
- how you will undertake the work (activities, materials and methods).
- what the main activities will be and where these will take place.
- how you will manage the work (governance, roles and responsibilities, project management tools, risks etc.).
- what practical elements will be included to embed new capabilities.

ZSL and MINFOF have collaborated for >12 years. Through implementing the SPOTT project in the Congo Basin since 2017, ZSL has found that incentives for transparency around sustainability activities are low compared to other regions. Two main reasons for this are (i) lack of incentive from government to demonstrate strong sustainability performance and (ii) low awareness of legal forest management requirements within the private sector. This collaboration with MINFOF aims to directly address these issues by supporting government to better enforce legal requirements and for private sector to better understand legal and reporting requirements and demonstrate compliance.

Output 1 – Identify gaps in company reporting against SIFE

The ZSL project team (Project Manager, Quality Assessor and Sustainable Forest Management Assessor) will conduct a review of forestry companies' Annual Operating Plans (AOPs) and AFIRs, which include reporting on implementation of the SIFE, to identify gaps and priority areas for capability and capacity-building. This gap

analysis will review reports from 25 companies (see Q15 for selection criteria) to set a baseline in year 1, based on data submitted to MINFOF in December 2023. A second evaluation of AOPs submitted in December 2024 from the same 25 companies will be used to identify if project capability-building activities have helped improve reporting against SIFE requirements. Sampling 25 out of 137 companies operating in Cameroon covers ~18% of the country's forest management concession area and will provide a representative sample of reporting against SIFE requirements to direct future focus by MINFOF when auditing the forestry sector. A stakeholder consultation session will take place to review ZSL's assessments, incorporating views from CSOs, forest concessionaires and government representatives.

#### Output 2 – Develop operational guidance for auditing SIFE requirements

The ZSL project team will then produce operational guidance for the monitoring and evaluation of SIFE. These procedures will be used by MINFOF in future and will improve the capability of staff to undertake audits of forestry companies. A second stakeholder consultation will involve at least 10 stakeholders from government, CSOs and private sector and will focus on evaluating the rigour and practical application of the proposed guidelines. Feedback from consultation sessions will be incorporated into the final draft. We will then organize monitoring and evaluation missions to the operating sites of three forestry companies distributed across the five main operating regions, allowing us to verify the applicability of the procedures alongside MINFOF and help refine them. This also forms part of the train-the-trainer approach to improve the capability and capacity of MINFOF to audit sites in the future. A third stakeholder consultation will be arranged to report on the results of these missions.

#### Output 3 – Training on implementation and auditing of SIFE requirements

Operational procedures will be socialised through training workshops and aim to help systematic review of submissions by MINFOF after the project lifetime. Workshops will include participants from forestry companies and officials of MINFOF, training institutions such as National Forestry School and University Dschang and CSOs working on independent monitoring of forest operations. The workshops will bring together stakeholders from the areas most affected by logging in three concessions held in Bertoua (for the East region and part of the Centre); Kribi (for the South and Center region) and Edéa (for the littoral and south-west region) (see figure 1 in supplementary information).

Including the right participants is crucial. Selected participants will have the most need for training and will be able to effectively use the outputs, whilst ensuring a gender balance (see Q15).

These in-person workshops will follow a participatory process, with dialogue from all stakeholders considered for a diversity of expertise and experiences. ZSL will support MINFOF to carry out the second and third workshops in a train-the-trainer approach to increase the capacity of MINFOF (see Q18). Participants from MINFOF will be carefully selected, considering competency to deliver effective training in the future, such as good communication skills as well as experience and expertise.

During the workshops, ZSL will introduce SPOTT as a tool for companies to publicly demonstrate their compliance with SIFE requirements and how increased sustainability performance can attract buyers and financing. MINFOF will learn how the tool can help ongoing monitoring of SIFE requirements and CSOs taught how to raise awareness around SIFE non-compliance. Workshops will also include wider legality training on Cameroonian forest law.

Training on the use of key safeguarding tools like stakeholder engagement plans (SEPs), grievance mechanisms and environmental and social codes of practice (ESOP) will be provided to build capability in both implementing and monitoring safeguarding mechanisms.

## Q15. How will you identify participants?

**How did/will you identify and select the participants (individuals and/or organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants?**

**How will you ensure that the selection process is unbiased, fair and transparent? How have you incorporated GESI considerations in identifying participants?**

Participants will be selected from three main groups – public sector, private sector and CSOs - in varying proportions based on responsibility levels in implementing the SIFE.

Public sector: Participants will be selected from both the central and decentralized arms of the sector ministries and councils, with responsibility on control, monitoring, and appraising the implementation of the SIFE. They will have good communication skills as well as experience and expertise.

Private sector: Companies will be identified by 1) location – selected from areas most affected by logging in three concessions (Bertoua, Kribi, Edéa) 2) willingness to engage 3) higher performers to create flagship companies, targeted to communicate the benefits of compliance and disclosure, catalysing change across the sector which, longer term, will be measured through SPOTT corporate disclosure assessments 4) underperformers/laggards implicated in illegal logging but which have demonstrated ability/interest to improve through engagement 5) SPOTT-assessed companies - selected based on impact criteria such as landbank size and production volumes. Participants will be sustainability managers or equivalent tasked with legal and sustainability compliance. Trade federations such as GFBC (Cameroon's timber trade association) will help identify relevant trade representatives who can support dissemination of training.

CSOs: CSOs who provide assistance or raise concerns related to legal compliance (such as Independent Forest Monitoring groups) will be requested to join consultations and training sessions. National CSOs representing the views of IPLCs will be prioritised to ensure focus on social compliance. We will also prioritise CSOs capable of sustaining project works beyond its lifetime.

ZSL will use a GESI approach to identify participants and actively support increased participation in the workshops and other events. We'll conduct actor identification and actor mapping and create engagement plans in collaboration with local actors and partners to ensure an unbiased, transparent and fair process (see Q16).

## Q16. Gender equality and social inclusion

**All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Explain your understanding of how individuals may be excluded from equal participation within the context of your project, and how you seek to address this. You should consider how your project will proactively contribute to ensuring individuals achieve equitable outcomes and how you will engage participants in a meaningful way.**

The forestry sector is traditionally male dominated, however it is crucial to actively engage and include women and other vulnerable groups in efforts to reduce forest loss. Traditionally, IPLCs have been underrepresented, but their distinctive expertise and significant roles in relevant sectors make their participation essential for achieving lasting outcomes<sup>9</sup>.

ZSL will use a GESI (Gender Equality and Social Inclusion) approach in line with the Environment, Social, and Management System (ESMS) framework detailed in the ZSL paper by Shennan-Farpon et al. (2021). ZSL will consult, invite and provide a platform to women as well as gender equality group advocates to support inclusion of diverse interests. Participants will be consulted early in the development of event programmes to shape the agenda, ensure content supports gender equality and features gender-specific issues, so that the voices of women are meaningfully incorporated and can influence the development of project activities and outcomes. ZSL will actively promote and leverage corporate policy changes regarding gender in the forestry sector through this project.

ZSL will ensure gender considerations are incorporated into training sessions. For example, highlighting gender inclusive participatory resource-mapping under Article 5 and 6 of the SIFE and in grievance and dispute resolution mechanisms under Article 7. This supports CSOs to effectively raise concerns, logging companies to adhere to regulations and MINFOF to evaluate implementation. We will set gender targets for participation (>30% women) and will include gender-sensitive content.

Social inclusion: A baseline GESI assessment will be undertaken, involving actor identification, actor mapping and power analysis to identify those most underrepresented, the barriers they face, and how to remove barriers to ensure meaningful participation. For example, the main limitation for engaging rural actors may be distance, poor roads and seasonality, which can be overcome by organising group consultations ahead of time and ensuring suitable venue locations.



## Q17. Change expected

**Detail the expected changes to both biodiversity and multi-dimensional poverty reduction, and links between them, that this work will deliver. You should identify what will change and who exactly will benefit a) in the short-term (i.e. during the life of the project – including capability and capacity building benefits) and b) the potential changes in the long-term (after the project has ended).**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail – number of households should be the largest unit used.**

In the short and long-term, at least 120 stakeholders from across government, civil society and private sector involved will benefit from a better understanding of the legal and regulatory requirements of the SIFE and their roles in its implementation (i.e., their capabilities will be strengthened).

Longer-term, better implementation of the SIFE as a result of this training will be of direct benefit to the government of Cameroon through raised capability of MINFOF staff. MINFOF will gain an improved capability to assess environmental and social compliance by forestry companies, which will give more credibility to the work they do and limit conflict between public administrators and CSOs on the interpretation of regulatory and legal provisions.

Training of forestry companies will enable them to mainstream biodiversity and development actions for poverty reduction in their plans as well as enhancing forest soil protection and the protection of waterways and wetlands within forest concessions. Training will prepare them to ensure proper implementation of the SIFE ahead of audits by MINFOF to regulate compliance. This will contribute towards species conservation, ecosystem protection and health and ensure that community development priorities which support livelihoods and curb poverty are implemented. It will also reduce conflict with local communities. Companies that can clearly demonstrate that ESG criteria are at the centre of their operating models and that are incorporating sustainable forest management techniques will also benefit from increased market access, increased efficiencies and cost savings across their operations, and reputational and financial benefits.<sup>10</sup>

The civil society organisations will benefit from a better understanding of the provisions of legal and regulatory instruments. This will allow concerns to be raised through established regulatory processes and allow legal arguments aligned with forest law to be articulated as part of grievances, increasing the success of them being dealt with. This will also limit the conflicts between public administrators and civil society actors on interpretation of regulatory and legal provisions.

Through training of forestry companies on the use of key safeguarding tools, local communities will witness better participation in forest management activities and improved access to benefits from forest operations as they will be engaged and their interests taken into consideration in the planning and implementation of forest operations. This will in turn trigger local economic growth leading to job creation and reducing poverty.

Proper implementation – partly facilitated because of this project - of the SIFE will also have the following long-term benefits for nature:

- Well planned and coordinated road networks for extraction as well as log yards for in-forest storage will considerably reduce forest cover loss and biodiversity degradation.
- Road network engineering and construction which minimises erosion will significantly reduce siltation and eutrophication that pollutes fresh water and causes landslides.

Protecting water bodies and other wetlands will prevent dangerous substances from contaminating water and compromising water quality for downstream populations and wildlife. This will avoid conflicts with communities and have benefits for biodiversity.

## Q18. Sustainable benefits and scaling potential

**How will the project reach a point where the benefits of strengthened capability and capacity can be sustained post-funding?**

**How will the capability and capacity be retained and remain available to deliver benefits in-country after the project? Is there potential for the new capability and capacity to renew itself or deliver additional capability and capacity, for example by building future environmental leaders beyond the project?**

The main aim of this project is to train MINFOF staff on the environmental and social requirements of the SIFE, to more effectively assess their implementation by forestry companies through better audits of the forestry sector. This training will equip them with the skills to run a train-the-trainer approach to continue the impact of this project.

In addition, private sector participants selected for training will be selected partly based on their ability to act as flagship producers, who will be willing and able to communicate their progress and therefore catalyse change amongst the wider sector beyond the period of the project activities.


CSOs will be selected based on their technical expertise and strategic aims, in order to scale the impact of the project. These actors will be encouraged to incorporate learnings into their ongoing community engagement activities and work with government authorities across the country at different administrative levels.


Tools such as training modules and guides will serve as future training materials. The materials will be distributed to training institutions which train foresters, such as the National Forestry School and the University of Dschang, who will eventually be deployed to the field and have the responsibility of implementing legislation and regulations using the tools. Copies will also be distributed to the relevant local authorities for practitioners who might not have had the opportunity to join the trainings.

The first of the training workshops will be led by ZSL, with MINFOF observing so that they can be involved in delivery of the second and third workshops. ZSL will provide feedback to MINFOF after each session. This train-the-trainer approach will enable MINFOF to deliver this training to others in future, increasing capacity. ZSL Cameroon staff will support MINFOF on their roll out of procedures to other staff internally.

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:**

 [ZSL Additional attachment - Cameroon](#)

 17/10/2023

 20:37:29

 pdf 495.21 KB

## Section 7 - Risk Management

---

### Q19. Risk Management

Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the Risk Guidance. This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
------------------	--------	-------	------------	------------	---------------

---

<b>Fiduciary (financial)</b>	Financial malpractice related to the deployment of the project, including misuse of funds by partners	major	unlikely	major	ZSL will manage the project budget and no sub-granting is planned. Government partners will only receive reimbursement for allowable project-related expenses (e.g. travel, accommodation). ZSL financial services shall manage funds and scrutinize requests and reporting. Procedures for requesting payment and reporting funds internally exist at ZSL which considerably minimizes risk.	minimum
<b>Safeguarding</b>	Harassment, abuse or sexual exploitation of project stakeholders or participants during their interactions with the project, resulting in harm caused to individuals	major	unlikely	major	ZSL has a robust internal safeguarding mechanism to prevent, mitigate and sanction any behaviours or actions which suggest any such harassment or abuses. There is a safety assessment and response plan in place to ensure staff safety and welfare. Training in safeguarding is a pre-requisite for all projects. <sup>11</sup>	minimum
<b>Delivery Chain</b>	Unable to identify suitable consultants or staff to deliver activities in target geographies	major	possible	major	Existing expert networks in-country will be used to advertise consultancies/vacancies. ZSL has several recruitment leads for the vacant Key Staff roles due to ongoing recruitment BLF recruitment. To minimise delays, we will prepare the job description and other HR processes to start hiring asap upon confirmation of this proposal.	minimum
<b>Risk 4</b>	Political unrest in target areas	major	possible	major	In the event of increased instability in any of the areas targeted for engagement workshops, ZSL will review the situation and reschedule workshops or develop alternative options where necessary (e.g. the delivery of a regional event or web-based engagement)	minimum
<b>Risk 5</b>	Legality training could lead to corruption through a better understanding of the law, making it easier to exploit	major	possible	major	Partners will be required to adhere to ZSL ethical policies. ZSL will maintain a risk register and staff will identify suspected issues of corruption. MINFOF will be trained to identify private-sector circumvention of legality requirements as part of capacity building.	minimum

<b>Risk 6</b>	Difficulty in gaining industry, government and civil society participation in workshops and other activities	major	unlikely	major	Activities and goals have been co-developed with MINFOF. Government buy-in will attract private sector participants and MINFOF will request attendance of stakeholders. Our budget covers participant costs (including accommodation, travel and subsistence) - the absence of which can present a barriers to inclusion.	minimum
---------------	--	-------	----------	-------	---	---------

## Q20. Project sensitivities

Please indicate whether there are sensitivities associated with this project that need to be considered if details are published (detailed species location data that would increase threats, political sensitivities, prosecutions for illegal activities, security of staff etc.).

Yes

Please provide brief details.


Names and other identifying information of participants should not be shared.


## Section 8 - Workplan


### Q21. Workplan

Provide a project workplan that shows the key milestones in project activities.

 [ZSL Workplan - Cameroon](#)

 17/10/2023

 20:43:16

 pdf 289 KB

## Section 9 - Monitoring and Evaluation

### Q22. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

The project's M&E will be led by ZSL and contributed to by project partners. The Project Manager will have oversight of the M&E process, with the Monitoring, Evaluation and Learning Specialist managing day to day

oversight of the MEL system in Cameroon, supported by the UK-based Safeguarding & Gender Specialist. Changes to capability and capacity and the effectiveness of the training will be evaluated using the qualitative and quantitative methods of Gerrie et al.<sup>12</sup> Once gaps have been identified in company reporting against the SIFE, these will be used to develop the learning outcomes for the training sessions. They will be turned into competency statements (skilled, knowledge and attitudes), which will be assessed through a questionnaire immediately before and after each training session. Questionnaires will also be sent 6 months and 12 months after each training session, moving from quantitative to more qualitative measurements, to evaluate the behaviour changes that have been made and the competencies that have been applied since the trainings.

Fortnightly team meetings and monthly operational and financial catch-ups are already being implemented across ZSL’s other donor-funded projects. Alongside regular communication within ZSL, partners will maintain monthly progress meetings.

In terms of gender considerations, ZSL will specifically report gender-specific records of external stakeholder participation and involvement into activities led by ZSL (as captured in workshops and consultation reports) as well as the state (and progress) of corporate policies and metrics related to or impacting gender equality (as captured in SPOTT’s indicator framework and assessment results over time).

<b>Total project budget for M&amp;E (£):</b> (this may include Staff and Travel and Subsistence Costs)	£ [REDACTED]
<b>Total project budget for M&amp;E (%):</b> (this may include Staff and Travel and Subsistence Costs)	[REDACTED]
<b>Number of days planned for M&amp;E</b>	162

## Section 10 - Indicators of Success

---

### Q23. Indicators of success

Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.

SMART Indicator	Means of Verification
-----------------	-----------------------

---

**Outcome**

Cameroonian forestry companies are effectively implementing environmental and social requirements of SIFE in their operations due to (in large part) this project raising their capabilities and the capabilities of MINFOF

(Ind 0.1) 50% increase in number of trained companies (n=25) submitting Annual Operating Plans deemed 'adequate' against the SIFE requirements by end of Y2Q4, against baseline established in year 1. [ZSL]

(Ind 0.2) Engagement between project-trained MINFOF staff and at least 25 forestry companies (18% of total logging concessions in the country) to better understand, implement and enforce SIFE requirements by Y2Q4. [ZSL]

MoV 0.1) 25x assessments of CY22 Annual Operating Plans conducted by end of Y1Q1. And 25x re-assessments of same companies' AOPs for CY2023 by Y2Q4.

(MoV 0.2) Activity reports and training records from MINFOF, forestry companies and project staff (stakeholder consultations, training sessions and field missions).

---

---

**Output 1**

Gaps have been identified in company reporting against SIFE requirements

(Ind 1.1) Gaps identified in Annual Operational Plans and their corresponding AFIRs against compliance with the SIFE for 25 forestry companies by end of Y1Q1 based on CY2023 data and re-assessed by end of Y2Q4 based on CY2024 data leading to an increase in 60,000 hectares of area under improved sustainable management practices. [DI-D01]

(Ind 1.2) Gaps identified in Annual Operational Plans and their corresponding AFIRs against compliance with the SIFE for 25 forestry companies by end of Y1Q1 based on CY2023 data and re-assessed by end of Y2Q4 based on CY2024 data leading to an increase in 5 IPLC groups with strengthened tenure and/or rights [DI-B06]

(Ind 1.3) At least 10 stakeholders from government, civil society and private sector are consulted and provide suggestions for improvement of AOP Gap Analysis by end of Y1Q2. [ZSL]

(Ind 1.4) At least 6 village forest management committees are consulted for implementation of SIFE [DI-B05]

(MoV 1.1) Gap Analysis Report on AOP assessment findings for Y1 and re-assessment report for Y2. Area disaggregated by protected areas/non-protected areas, Biome/Ecosystem/Habitat, community controlled or noncommunity controlled. Extent of habitat disaggregated by pre-project and post project sustainably managed area, and other.

(MoV 1.2) Gap Analysis Report on AOP assessment findings for Y1 and re-assessment report for Y2. Number of communities/people surrounding concessions. Disaggregated by Gender; Age Group; Typology of tenure/rights: (Extraction/Harvesting, Access/Use, Water, total ownership), Biome/ecosystem/habitat.

(MoV 1.3) Stakeholder analysis and engagement plan. Reports on stakeholder consultation sessions with photographs and attendee records.

(MoV 1.4) Stakeholder analysis and engagement plan. Reports on stakeholder consultation sessions with photos and attendee records (disaggregated by Gender; Age Group; Typology of community/management organisations.)

---

---

**Output 2**

Operational guidance for auditing SIFE requirements has been developed

(Ind 2.1) Guidance for improved assessment of the SIFE requirements is drafted and distributed to >100 stakeholders from government, civil society and private sector by end of Y1Q3 [ZSL]

(Ind 2.2) At least 10 stakeholders from government, civil society and private sector are consulted and provide suggestions for improvement of operational guidance by end of Y1Q3. [ZSL]

(Ind 2.3) SIFE implementation on the ground assessed during field missions to at least 3 forestry companies by end of Y1Q4 [ZSL]

(Ind 2.4) At least 1 guidance document for improved assessment of the SIFE requirements is published by end of Y1Q4 [DI-C01]

(Ind 2.5) Training developed on the implementation of SIFE guide by Y2Q1. [ZSL]

(MoV 2.1) Electronic and hard copies of the SIFE Implementation Guide

(MoV 2.2) Stakeholder analysis and engagement plan. Reports on stakeholder consultation sessions with photos and attendee records

(MoV 2.3.1) Gap Analysis Report on AOP assessment findings for Y1 and re-assessment report for Y2.

(MoV 2.3.2) Field mission reports for each forestry company

(MoV 2.4) Electronic and hard copies of the SIFE Implementation Guide (disaggregated by knowledge/practice area, product typology)

(MoV 2.5) Training materials in electronic and hard copies

---



		Indicators to be disaggregated by gender, age group, stakeholder group, training type and employment status of participants at end of project:
		(MoV 3.1.1) Training Reports
	(Ind 3.1) 3 classroom training sessions held with at least 120 stakeholders from across government, civil society and private sector by end of Y2Q3. [DI-A01]	(MoV 3.1.2) Training videos recorded
		(MoV 3.1.3) Pre-training confidence assessments conducted
<b>Output 3</b>	(Ind 3.2) 75% of training participants (n=80) score a minimum of 65% ('good') in tests of understanding of SIFE reporting requirements, by end of Y2Q4 against a baseline established pre-training at project start. [ZSL]	(MoV 3.1.4) Attendance lists of training sessions
Capacity of private sector stakeholders to implement operational guidance and government and CSO stakeholders to scrutinise company regulatory compliance has been improved		(MoV 3.1.5) Feedback reports from all participants
	(Ind 3.3) 90 people across government, civil society and private sector report that they are better implementing or assessing requirements of the SIFE by end of Y2Q4 (>6 months after training) [DI-A04]	(MoV 3.1.6) Post-training confidence assessment
		(MoV 3.2) 80x baseline pre-training surveys (completed by end Y1Q2) and 80x post-training surveys (held by Y2Q4) of the same participants, focussed on understanding of SIFE requirements
		(MoV 3.3) Feedback reports from all participants disaggregated by gender, age group, stakeholder group and training typology.
<b>Output 4</b>		
No Response	No Response	No Response

## Activities

**Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.**

Output 1 Gaps have been identified in company reporting against SIFE requirements

1.1 Kick-off meeting and scoping exercise between ZSL and MINFOF

1.2 Literature review on the requirements of SIFE and alignment with ESG indicators of the SPOTT tool

1.3 Expert interviews with stakeholders on SIFE implementation, compliance, and requirements improvement

1.4 Partners working session for framing and refining the methodology and the timelines

1.5 Conduct desk-based review of 50 Annual Operational Plans and their corresponding AFIRs for compliance

with the SIFE. (25 in year 1 and review of same 25 companies in year 2)

1.6 Review M&E mechanisms used by MINFOF to identify compliance with the SIFE.

1.7 Produce assessment report on gaps in reported implementation of SIFE by forestry companies and compliance audit improvements by MINFOF

1.8 1st stakeholder consultation to review ZSL assessments, with MINFOF, ZSL and consulted stakeholders.

Output 2 Operational guidance for auditing SIFE requirements has been developed

2.1 Develop operational guide for the monitoring and evaluation of SIFE, and monitoring, evaluation and learning (MEL) grids

2.2 2nd Stakeholder consultation to review operational guide and MEL tools with stakeholders

2.3 Conduct 3 monitoring field missions to forest management companies to evaluate adherence to legal SIFE requirements in production forests.

2.4 Produce field mission report providing learnings to MINFOF on auditing SIFE requirements in a field context.

2.5 3rd Stakeholder consultation to disseminate learnings and gather feedback on field mission element

2.6 Publish operational guidance for auditing SIFE requirements

2.7 Obtain MINFOF recognition and adoption of operational guide for implementing SIFE audits

2.8 Drafting of training content for sensitisation of guidance

2.9 Review and feedback on training content by MINFOF to ZSL

2.10 Agreement on finalised training module for roll-out by MINFOF and ZSL.

Output 3 Capacity of private sector stakeholders to implement operational guidance and government and CSO stakeholders to scrutinise company regulatory compliance has been improved

3.1 Undertake capacity assessment of MINFOF staff (questionnaire immediately before and after each training session)

3.2 Conduct 3 classroom training workshops for stakeholders (40 attendees per session - first workshop to be conducted by ZSL with following two conducted by MINFOF)

3.3 Produce workshop report evaluating content and impact of training sessions

3.4 Publish training materials free and open-access and distribute in-country with relevant stakeholders

3.5 Undertake capacity assessment of MINFOF staff (6 and 12 months after first training session)

N/A Project close-out

Produce synthesised project report and close project

### **Important Assumptions:**

**Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.**

1. Participants are available and willing to contribute to the process
2. MINFOF continues to see the project as necessary to meeting its sustainability commitments
3. Government of Cameroon adopts and promulgates outcomes as mandatory working tools
4. Private sector complies with the new guidelines for the implementation of the SIFE
5. Training institutions take up the tools in their training curricula
6. Civil society organisations use training to more effectively hold private sector actors to account regarding SIFE infringements


## **Section 11 - Budget and Funding**


---


### **Q24. Budget**


Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.

---

 [Budget - over 100k - Cameroon - Final](#)

 17/10/2023

 20:47:29

 xlsx 93.26 KB

## Q25. Alignment with other funding and activities

This question aims to help us understand how familiar you are with other work in the geographic/thematic area, and how this proposed project will build on or align with this to avoid any risks of duplicating or conflicting activities.

### Q25a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

Development of existing/past activities

#### Please provide details:

This project builds on past ZSL activities:

> ZSL supported the development of a toolkit of best practice for forest wildlife management and was developed from several standards<sup>13</sup>. This was funded by Arcus Foundation, the Programme for the Promotion of Certified Forest, and the European Union.

> ZSL supported MINFOF to produce a compendium titled "Legal guidelines to the protection of Wildlife in Cameroon" to support counter-IWT efforts, with EU funding.

> This work builds on ZSL's engagement with logging companies in Cameroon as part of our SPOTT programme, which provides training on legal and sustainability best practice. This was funded by the UK government's Forest Governance, Markets and Climate Change (FGMC) programme.

Other initiatives in the landscape include WRI's Open Timber Portal, which incentivizes the production and trade of legal timber through improved access to comprehensive country-specific information about forest management and harvesting. WWF also engages private sector actors in Cameroon, and there are various CSOs operating independent forest monitoring schemes involving building capability and capacity of local communities to identify and report legality issues.

These schemes, alongside this new initiative, will enable MINFOF, the private sector and civil society to improve governance across the forestry sector.

### Q25b. Are you aware of any current or future plans for work in the geographic/thematic area to the proposed project?

Yes

Please give details explaining similarities and differences, and explaining how your work will be additional, avoiding duplicating and conflicting activities and what attempts have been/will be made to co-operate with and share lessons learnt for mutual benefit.

ZSL is implementing a DEFRA Biodiverse Landscapes Fund project for the Western Congo Basin which will address issues of landscape governance and inclusive forest management at a regional level. The currently

proposed work will complement at the national level that which will be targeted at the regional level in the BLF components around management and compliance with national forestry legislation in production forests. The BLF is a major regional initiative in Cameroon, Gabon and the Republic of Congo and the work proposed in this Darwin Initiative proposal will contribute to the engagement of Cameroonian central government agencies in compliance with environmental and social requirements, complementing work to be done with central government engagement in Gabon and the Republic of Congo.

## Q26. Value for Money

**Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Why is it the best feasible project for the amount of money to be spent?**

### Economy

- In-house staff and expertise used whenever available to reduce costs
- Where consultants are engaged, multiple quotations for services shall be obtained
- Consultants will be engaged as delivery partners in areas where ZSL doesn't have sufficient capacity and/or where this would be more economical

### Efficiency

- Use of in-country ZSL staff in Cameroon reduces travel and salary costs and ensures highest technical expertise is utilized.
- Monthly meetings with the finance department ensure spend is on track.
- Whole team meetings and Manager meetings create space for discussing synergies and sharing efficiency gain opportunities
- Workshop locations will be considered to ensure the fairest possible prices for all

### Effectiveness

- This work builds on ZSL's existing activities and established relationships - helpful when inviting participants to workshops.
- Effectiveness is promoted by drawing on expertise from across ZSL when engaging with private sector organisations. For example, drawing on when engaging timber companies in the Congo Basin.
- SPOTT has established a clear and consistent ESG assessment framework and raised awareness with key timber sector companies since 2019.

### Equity

- The World Bank estimates that governments lose 6-9 billion USD annually (FATF, 2021). Addressing enforcement of national forestry regulations ensures equitable use of forest resources and a level-playing field within the timber sector, supporting legal operators.
- All project activities shall be conducted in line with ZSL's Equality & Diversity Policy
- ZSL shall promote equity and inclusion, specifically with regards to smallholders, IPLCs and women (see Q16).

## Q27. Capital items

**If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

Provision has been made for the purchase of 2x laptops [REDACTED] and one satellite phone [REDACTED] for the project. One laptop will be for used by ZSL staff and provision for purchase of one laptop and satellite phone for use by MINFOF officials for the duration of the project. The laptop and satellite phone will be returned to ZSL at the end of the project unless otherwise agreed with the donor. ZSL will utilise its existing equipment to furnish other internal staff with laptops and satellite phones for the duration of the project.

## Section 12 - Safeguarding and Ethics

---

### Q28. Safeguarding

All projects funded under the Biodiversity Challenge Funds must ensure proactive action is taken to promote the welfare and protect all individuals involved in the project (staff, implementing partners, the public and beneficiaries) from harm. In order to provide assurance of this, projects are required to have specific procedures and policies in place.

Please upload the following required policies:

- **Safeguarding Policy:** including a statement of commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse.
- **Whistleblowing Policy:** which details a clear process for dealing with concerns raised and protects whistle blowers from reprisals.
- **Code of Conduct:** which sets out clear expectations of behaviours – inside and outside the workplace – for all involved in the project and makes clear what will happen in the event of non-compliance or breach of these standards, including compliance with IASC 6 Principles.

If any of these policies are integrated into a broader policy document or handbook, please upload just the relevant or equivalent sub-sections to the above policies, with (unofficial) English translations where needed.

Please outline how (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how to confidentially raise a concern, (b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are upheld, (c) you will ensure project partners uphold these policies.

If your approach is currently limited or in the early stages of development, please clearly set out your plans address this.

- a) ZSL's Global Safeguarding Policy is publicly available. Partners are made aware of ZSL policies before forming collaboration agreements. Contracts must include either a commitment to act in accordance with ZSL's Global Safeguarding Policy, or a clear, verified, statement that the partner has in place a policy of equivalent standard. As part of this project we will ask partners to evidence that they have cascaded ZSL's policies to all staff involved. Internal and external stakeholders can report to the Designated Safeguarding Officer (DSO), email [safeguarding@zsl.org](mailto:safeguarding@zsl.org), or report anonymously through the whistleblowing hotline.
- (b) Personnel who report a concern/incident will receive information about the progress of the investigation where possible. ZSL will apply appropriate disciplinary measures to staff/partners found in breach of the Policy which may result in termination of employment/engagement and notifying police.
- c) Due diligence processes will be in place to ensure compliance, forming part of ZSL's partner monitoring arrangements. ZSL will build capacity of partners to develop and implement the safeguarding policy and procedures, also covered in partner agreements.  
HEAT (Hostile Environment Awareness Training) will be provided to MIFOF staff as well as satellite phones to help ensure their safety when out auditing companies.

## Section 13 - British Embassy or High Commission Engagement

---


### Q29. British embassy or high commission engagement


It is important for UK Government representatives to understand if UK funding might be spent in the project country/ies. Please indicate if you have contacted the relevant British embassy or high commission to discuss the project and attach details of any advice you have received from them.

Yes

Please attach evidence of request or advice if received.

 [ZSL FCDO message](#)

 17/10/2023

 20:50:51

exe 206 KB

## Section 14 - Project Staff

### Q30. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Armstrong Mba Acha	<b>Project Leader</b>	50	Checked
Andrew Fowler	Regional Director for West & Central Africa	5	Checked
TBC	Forestry Assessor	75	Checked
Oliver Cupit	Quality Assessor	10	Checked


Do you require more fields?


Yes


Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
TBC	MEL Specialist	20	Checked
Lucy Archer	Safeguarding & Gender Specialist	5	Checked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked


No Response	No Response	0	Unchecked
No Response	No Response	0	Unchecked

**Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.**

 [ZSL Combined CVs and JDs](#)

 17/10/2023

 20:53:11

 pdf 737.85 KB

**Have you attached all project staff CVs?**

Yes

## Section 15 - Project Partners

### Q31. Project Partners

**Please list all the Project Partners (including the Lead Partner who will administer the grant and coordinate delivery of the project), clearly setting out their roles and responsibilities in the project including the extent of their engagement so far.**

**Lead Partner name:** Zoological Society of London

**Website address:** <https://www.zsl.org/>

**Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):**

ZSL has partnered with the government of Cameroon's Ministry of Forestry and Wildlife for over 12 years. ZSL works with the government of Cameroon, forestry and agribusiness companies, civil society, learning institutes, and communities to support biodiversity conservation that enhances climate actions towards adaptation, mitigation and resilience, while improving livelihoods and reducing poverty for local peoples. Please see Q25a for examples of our work in with forestry in Cameroon and beyond. ZSL has also supported the National forestry school in Mbalmayo, and the Wildlife College in Garoua, Cameroon. ZSL has supported the development of wildlife management strategies for three sustainable forestry companies in critical biodiversity landscapes in Cameroon.

Armstrong Mba, the project Lead, is currently leading on ZSL's engagement with the forestry sector in Cameroon. He will be supported by a Forestry Assessor who will conduct SIFE assessments and support on capacity building and auditing of companies in the field. The Quality Assessor will carry out quality assurance of SIFE implementation by the forestry assessor. They will be supported by ZSL's Safeguarding and Gender Specialist, MEL specialists and the Cameroon office's Operations and finance Manager. Andrew Fowler, ZSL's Regional Director for West & Central Africa, will oversee the project.

**International/In-country Partner**  International

---

**Allocated budget (proportion or value):** £ [REDACTED]

---

**Represented on the Project Board (or other management structure)**  Yes

---

**Have you included a Letter of Support from this partner?**  Yes

---

**Do you have partners involved in the Project?**

Yes

**1. Partner Name:** Ministry of Forestry and Wildlife (MINFOF), Cameroon

---

**Website address:** <https://www.minfof.cm/>

---

**What value does this Partner bring to the project?**  
  
**(including roles, responsibilities and capabilities and capacity):**

MINFOF is the administrative body which implements Cameroon`s forestry and wildlife policies. It is in charge of securing the biological and genetic resources of Cameroon and ensure that Cameroons commitments to NBASP, NAPs, NDCs, REDD+ are achieved. This project is supported by MINFOF whose staff will be trained on improved practices. They will act as the main project partner, ensuring participation of the private sector logging companies, which are vital for adherence to and reporting against the legal requirements. MINFOF will disseminate and ensure adoption of project tools developed as well as ensuring implementation by forestry companies. MINFOF will provide all necessary documentation, administrative correspondence required to carry out the assessments and support development of the training materials. It will equally take the lead in inviting participants to stakeholder consultations and training workshops.

**International/In-country Partner**  In-country

---

**Allocated budget:** £ [REDACTED]

---

**Representation on the Project Board (or other management structure)**  No

---

**Have you included a Letter of Support from this partner?**  Yes

---

**2. Partner Name:** *No Response*

---

**Website address:** *No Response*

---



---

What value does this Partner bring to the project?

*No Response*

(including roles, responsibilities and capabilities and capacity):

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

Have you included a Letter of Support from this partner?  Yes  
 No

---

**3. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

What value does this Partner bring to the project?

*No Response*

(including roles, responsibilities and capabilities and capacity):

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** £0.00

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---

Have you included a Letter of Support from this partner?  Yes  
 No

---

**4. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

What value does this Partner bring to the project?

*No Response*

(including roles, responsibilities and capabilities and capacity):

---

---

<b>International/In-country Partner</b>	<input type="radio"/> International <input type="radio"/> In-country
<b>Allocated budget:</b>	£0.00
<b>Representation on the Project Board (or other management structure)</b>	<input type="radio"/> Yes <input type="radio"/> No
<b>Have you included a Letter of Support from this partner?</b>	<input type="radio"/> Yes <input type="radio"/> No

---

**5. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

**What value does this Partner bring to the project?**

*No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

<b>International/In-country Partner</b>	<input type="radio"/> International <input type="radio"/> In-country
<b>Allocated budget:</b>	£0.00
<b>Representation on the Project Board (or other management structure)</b>	<input type="radio"/> Yes <input type="radio"/> No
<b>Have you included a Letter of Support from this partner?</b>	<input type="radio"/> Yes <input type="radio"/> No

---

**6. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

**What value does this Partner bring to the project?**

*No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

<b>International/In-country Partner</b>	<input type="radio"/> International <input type="radio"/> In-country
<b>Allocated budget:</b>	£0.00

---

---

**Representation on the Project Board (or other management structure)**  Yes  
 No

---


Have you included a Letter of Support from this partner?  Yes  
 No


---


**If you require more space to enter details regarding Partners involved in the project, please use the text field below.**


*No Response*

**Please provide a combined PDF of all letters of support.**

 [ZSL Combined letters of support](#)

 17/10/2023

 20:54:34

 pdf 2.3 MB

---

## Section 16 - Lead Partner Capability and Capacity

---

### Q32. Lead Partner Capability and Capacity

**Has your organisation been awarded Biodiversity Challenge Funds (Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund) funding before (for the purposes of this question, being a partner does not count)?**

Yes

**If yes, please provide details of the most recent awards (up to 6 examples).**

Reference No	Project Leader	Title
30-003	Susie Offord-Woolley	Developing a sustainable model for human-elephant coexistence in Thailand
30-005	Bhagawan Raj Dahal	Protection to community engagement: Managing Nepal's youngest transborder National Park
DAREX008	Ms Katherine Secoy	Championing change: Living in harmony with wildlife in lowland Nepal
29-011	Bishnu Prasad	Terai Arc: Community stewardship to secure wildlife corridors and livelihoods
DARCC001	Paul Barnes	Mainstreaming livelihoods, health, poverty, and wellbeing into EDGE species conservation
DARCC010	Fridah Mutili	Building effective and equitable multi-stakeholder mitigation for HWC in Tsavo

Have you provided the requested signed audited/independently examined accounts (or other financial evidence as indicated in the Finance Guidance)?

Yes

## Section 17 - Certification

---

### Q30. Certification

If this section is incomplete the entire application will be rejected.

Please note if you do not upload the relevant materials below your application may be made ineligible.

**On behalf of the**

Trustees

**of**

The Zoological Society of London

**I apply for a grant of**

£199,972.00

**I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.**

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, logframe, theory of change, Safeguarding and associated policies, and project workplan.
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.

Checked

**Name** Andrew Terry

---

**Position in the organisation** Director of Conservation and Policy

---

**Signature (please upload e-signature)**  AT sig  
 18/10/2023  
 23:24:58  
 jpg 4 KB





---

**Date** 18 October 2023





---

**Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)**

---

 [ZSL Audited Accounts 2021-22](#)  
 17/10/2023  
 20:57:13  
 pdf 1.26 MB





---

 [ZSL Audited Accounts 2020-21](#)  
 17/10/2023  
 20:57:13  
 pdf 519.17 KB

---

**Please upload the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF**

---

 [ZSL Combined policies](#)  
 17/10/2023  
 20:57:19  
 pdf 502.2 KB

---

## Section 18 - Submission Checklist

---

### Checklist for submission

	Check
<b>I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Standard Indicator Guidance", "Risk Guidance", and "Finance Guidance".</b>	Checked
<b>I have read, and can meet, the current Terms and Conditions for this fund.</b>	Checked
<b>I have provided actual start and end dates for the project.</b>	Checked
<b>I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.</b>	Checked
<b>I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>	Checked
<b>The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>	Checked
<b>I have attached the below documents to my application:</b>	
<ul style="list-style-type: none"><li><b>a cover letter from the Lead Partner, outlining how any feedback received at has been addressed where relevant, as a single PDF.</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>my budget (which meets the requirements above) using the template provided.</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance, or provided an explanation if not</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>My completed workplan as a PDF using the template provided.</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>a copy of the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 27).</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>1 page CV or job description for all the Project Staff identified at Question 29, including the Project Leader, or provided an explanation of why not, combined into a single PDF.</b></li></ul>	Checked
<ul style="list-style-type: none"><li><b>A letter of support from the Lead Partner and partner(s) identified at Question 30, or an explanation of why not, as a single PDF.</b></li></ul>	Checked
<b>I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.</b>	Checked

<b>My additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.</b>	Checked
<b>(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.</b>	Checked
<b>I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.</b>	Checked
<b>I have read and understood the Privacy Notice on the Darwin Initiative website.</b>	Checked

### **We would like to keep in touch!**

**Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.**

Checked

### **Data protection and use of personal data**

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

Project Title: DIR30CC\1059: Forest law enforcement capacity building for biodiversity protection in Cameroon

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	<b>Gaps have been identified in company reporting against SIFE requirements</b>	6								
1.1	<b>Kick-off meeting</b> and scoping exercise between ZSL and MINFOF	1								
1.2	<b>Literature review</b> on the requirements of SIFE and alignment with ESG indicators of the SPOTT tool	1								
1.3	<b>Expert interviews</b> with stakeholders on SIFE implementation, compliance and requirements improvement	2								
1.4	<b>Partners working session</b> for framing and refining the methodology and the timelines	1								
1.5	<b>Conduct desk-based review of 50 Annual Operational Plans and their corresponding AFIRs</b> for compliance with the SIFE. (25 in year 1 and review of same 25 companies in year 2)	2								
1.6	<b>Review M&amp;E mechanisms</b> used by MINFOF to identify compliance with the SIFE.	1								
1.7	<b>Produce assessment report</b> on gaps in reported implementation of SIFE by forestry companies and compliance audit improvements by MINFOF	1								
1.8	<b>1<sup>st</sup> Stakeholder consultation</b> to review ZSL assessments, with MINFOF, ZSL and consulted stakeholders.	1								
Output 2	<b>Operational guidance for auditing SIFE requirements has been developed</b>	12								

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1	<b>Develop operational guide for MINFOF for the monitoring and evaluation of SIFE</b> , and monitoring, evaluation and learning (MEL) grids	2								
2.2	<b>2<sup>nd</sup> Stakeholder consultation</b> to review operational guide and MEL tools with stakeholders	1								
2.3	<b>Conduct 3x monitoring field missions</b> to forest management companies to evaluate adherence to legal SIFE requirements in production forests.	3								
2.4	<b>Produce field mission report</b> providing learnings to MINFOF on auditing SIFE requirements in a field context.	1								
2.5	<b>3<sup>rd</sup> Stakeholder consultation</b> to disseminate learnings and gather feedback on field mission element	1								
2.6	<b>Publish operational guidance for auditing SIFE requirements</b>	1								
2.7	<b>Obtain MINFOF recognition</b> and adoption of operational guide for implementing SIFE audits	1								
2.8	<b>Drafting of training content</b> for sensitisation of guidance	1								
2.9	<b>Review and feedback</b> on training content by MINFOF to ZSL	1								
2.10	<b>Agreement on finalised training module</b> for roll-out by MINFOF and ZSL.	1								
Output 3	<b>Capacity of private sector stakeholders to implement operational guidance and government and CSO stakeholders to scrutinise company regulatory compliance has been improved</b>	9								
3.1	<b>Undertake capacity assessment</b> of MINFOF staff (questionnaire immediately before and after each training session)	1								



Project Title: DIR30CC\1059: Forest law enforcement capacity building for biodiversity protection in Cameroon

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2	<b>Conduct 3x classroom training workshops</b> for stakeholders (40 attendees per session - first workshop to be conducted by ZSL with following two conducted by MINFOF)	3								
3.3	<b>Produce workshop report</b> evaluating content and impact of training sessions	1								
3.4	<b>Publish training materials</b> free and open-access and distribute in-country with relevant stakeholders	1								
3.5	<b>Undertake capacity assessment</b> of MINFOF staff (6 and 12 months after first training session)	1								
Project close-out	<b>Produce synthesised project report</b> and close project	1								