

Cameroon Mangrove Network (CMN)



**Cameroon Mangrove
Conservation Network**

STRATEGIC PLAN 2010-2014

April 2010

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(CMN)

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FOREWORD

The Cameroon Mangrove Conservation Network (CMN) Strategic Plan 2010 - 2014 forms an integral part of the network's policy of conservation and sustainable management of Cameroon's mangrove forest ecosystems for improved livelihoods and ecological security of coastal communities. It is an offshoot from the African Mangrove Conservation Network (AMN) Strategic Plan 2009-2014.

The present strategic plan (2010 – 2014) stems from the outcomes of joint evaluation of many annual action plans elaborated and implemented by CMN since the creation of the Network in January 25, 2005 at Edea to several organisation of joint exchange visits, broad stakeholders consultations and public awareness campaigns in the Cameroon coastal zones. These were achieved through the organisation of nine (09) Executive Committee Meetings (ECMs) and conferences with a round tour of Cameroon Mangroves: First meeting at Edea (3 March 2005), second (10 February 2006) in Douala, third on 6 June 2006 at Kribi, fourth on 8 November 2006 at Tiko, the fifth on 26 April 2007 at Ekondo Titi (border with Nigeria), the sixth on 1 November 2007 at Mouanko, seventh at Edea on the 26th June 2008, eighth at Campo (border with Equatorial Guinea) on 22-24 April 2009 and the ninth at Buea University on the 29th December 2009. CMN activities are being disseminated through the African Mangrove Network website (www.mangrove-africa.org) and CMN newsletter Matanda News that contribute to the collection and dissemination of information on Cameroon mangroves and fostering fruitful collaborative initiatives with other organisations and partners active in this field.

This Strategic Action Plan was drawn up by a working group formed during the CMN 8th Executive Committee Meeting at Campo, was then discussed and adopted at the first General Assembly of CMN in Buea 15-17 March 2010. The document comprises three parts. Part I provides background information on CMN, how it was established and how it operates. Part II provides the logical framework of activities their related objectives, set indicators, baseline conditions and measurable targets for monitoring and evaluation. Part III describes the strategies for implementing, monitoring and evaluating activities.

The plan is the network's Road Map that will guide the work of the network on mangroves over the next four years by providing insights into the kinds of activities that are seen as priorities by the network for future work. CMN looks forward to working together with its many mangrove partners to implement this Action Plan and in order to contribute to the long-term survival of mangrove and coastal wetland ecosystems in Cameroon and in Africa.

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Cameroon Mangrove Conservation Network

April 2010

CMN MISSION STATEMENT

*THE CMN'S MISSION IS TO SET UP AND RUN A **FRAMEWORK OF EXCHANGE AND JOINT ACTION** WITH GRASSROOTS MANGROVE NGO AND CBOs FOR SUSTAINABLE MANAGEMENT OF MANGROVE FORESTS WITHIN THE CONTEXT OF INTEGRATED COASTAL AREA MANAGEMENT.*

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Citation:

CMN 2010. *Strategic Plan (2010 – 2014)*. Cameroon Mangrove Network. 17pp

LIST OF ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organisation
CDM	Clean Development Mechanism
CIG	Common Initiative Group
CMN	Cameroon Mangrove Network
FAO	Food & Agriculture Organisation
ITTO	International Tropical Timber Organisation
IUCN	International Union for Conservation of Nature
MINADER	Ministry of Agriculture & Rural Development
MINEDUC	Ministry of Education
MINEF	Ministry of Environment and Forests (defunct)
MINEP	Ministère de l'Environnement et de la Protection de la Nature
MINEPIA	Ministry of Livestock, Fisheries & Animal Industries
MINFOF	Ministry of Forestry & Wildlife
MoU	Memorandum of Understanding
NGO	Non Governmental Organisation
NTFPs	Non-Timber Forest Products
PDD	Project Design Document
PSFE	Forest-Environment Sectoral Programme
REDD	Reducing Emissions due to Deforestation and forest Degradation
UNEP	United Nation Environment Programme
WWF	World Wide Fund for Nature

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PART I: CONTEXT

Introduction

About Cameroon Mangrove Network

Mangrove forests found uniquely in sheltered inter-tidal areas within the tropical and subtropical areas of the world occupy about 200 000ha in Cameroon today in three major blocks: Rio Del Rey (South West Region), Cameroon estuary (Littoral Region) and Ntem estuary (South Region). Mangroves are extremely valuable, unique but fragile wetland ecosystems that provide many critical ecosystem services, such as food and energy, carbon sequestration, coastal disaster protection, shoreline stabilization, waste processing, and recreation. Being at the interface of land and sea, they also play key roles in linking terrestrial, freshwater, and marine systems, thus keeping all three productive and healthy. As various natural disasters have demonstrated, mangroves can protect coastal communities and reduce death tolls in the event of major storms or tsunamis. Valued at as much as US \$37,000 per hectare annually for fisheries, mangroves serve as key fish nursery habitats for important commercial and subsistence fish species, such as groupers, snappers, mullets, and blue crabs. They are a main barrier to nutrient runoff causing harmful algal blooms. Mangroves are critical to maintaining the high biodiversity of tropical systems, and thus underpin valuable recreation and coastal economies.

Despite their high value and importance to human wellbeing, over 25% of Cameroon mangrove areas have already been lost between 1980-2006 according to UNEP (2007) with yet unknown estimate for degradation. The loss and degradation has continued unabated despite government efforts and non-governmental organisation through projects that have been isolated, with poor inter-sector coordination, conflicting roles and responsibilities, lack of access to and spread of lessons learnt to create the desired large socio-economic and ecological impact. The consequences have been rising sea surges with coastal erosion, sedimentation, inundations and altered temperatures and precipitation with diminishing fisheries stocks threatening the ecological and livelihood securities in the coastal areas.

Realising the pressing need to act solidly to save Cameroon mangroves from further destruction, to strengthen partnership and synergies among civil society within Cameroon and collectively work to bring the mangrove agenda to the fore in national, sub-regional and international arenas to influence policies, Cameroon Mangrove Network (CMN) was created in January 25, 2005 at Edea, Cameroon.

Mission and objectives

Mission statement

The CMN's mission is to set up and run a **framework of exchange and joint action** with grassroots mangrove NGO and CBOs for sustainable management of mangrove forests within the context of integrated coastal area management.

Global objective

To conserve, manage and promote sustainable exploitation of mangrove and coastal resources in order to meet local and national needs of the present and future generations.

Specific objectives

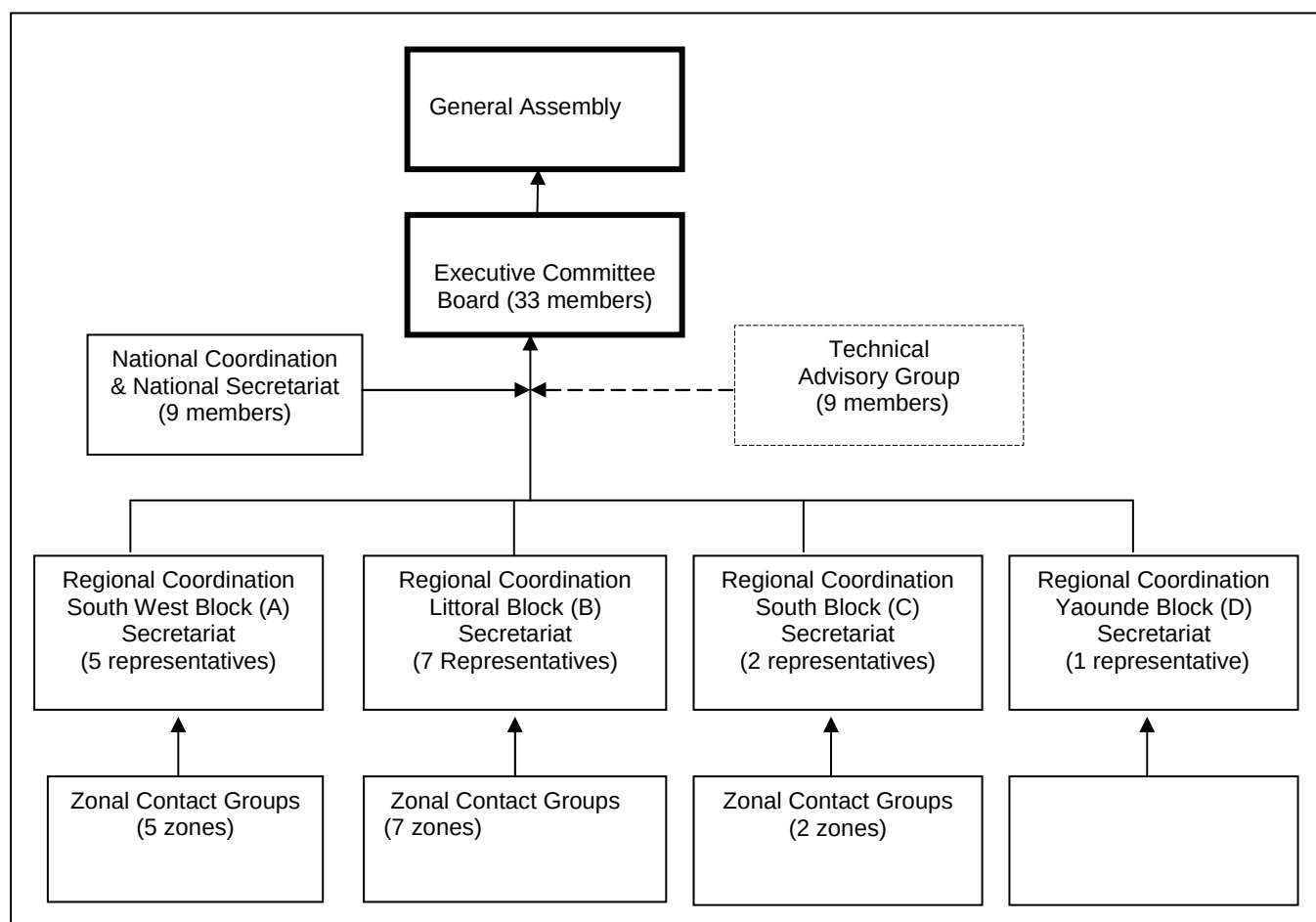
This includes to:

- i) Strengthen dialogue, cooperation and partnership between the different NGOs, Associations and CBOs involved in grassroots mangrove activities.
- ii) Build institutional and operational capacities (material, organisational, technical and financial) of the NGOs and CBOs (CIGs, Associations, etc) in the mangrove sector for the accomplishment of their activities in Cameroon.
- iii) Sensitize and raise awareness of the populations of CMN members on all actions influencing mangroves.
- iv) Promote local, national regional and international networks on mangrove conservation.
- v) Strengthen the participation of local populations, groups and assemblies in the design, implementation, monitoring and evaluation of national programmes relative to the conservation and sustainable management of the mangrove ecosystem.
- vi) Undertake active lobbying and advocacy for the signature of important conventions and the influence of national policy and legislation on mangrove ecosystems.
- vii) Integrate gender and the minority groups in all the processes of conservation and sustainable management of the mangrove ecosystem.

Governance Structure

CMN has a clearly defined constitution that draws heavily from that of the African Mangrove Network (AMN). This consist of The General Assembly (GA) as the highest decision making body comprising all members held every three years; A Thirty-three (33) Member Executive Committee (EC)) headed by the National Coordinator comprising members of the National Coordination Executive (NCE) (9 members), Technical Advisory Group (9 members), Regional/Block and Zonal Coordinators (15 members) from within the mangrove and coastal regions of South-West, Littoral, South and Yaounde. The network Secretariat is based in Mouanko-Littoral region hosted by the NGO Cameroon Wildlife Conservation Society (CWCS) that manages the day-day activities of the network assisted by the Secretary-General from NGO Cameroon Ecology (CamEco), Edea. Treasurer from NGO Cercle de Promoteurs de Développement Durable (CPDD), Yaounde and Network Assistant. The Technical Advisory Group (TAG) gives technical advice and strategic guidance; and the Block Coordinators (BC) and Zonal Contact Groups (ZCG) within each Block coordinate the implementation of decisions among members and communities within the mangrove and coastal regions of South-West, Littoral, South and Yaounde National Capital (See Box 1).

Box 1: CMN organisation structure and functions



Overview of current status and conservation of mangroves and associated coastal wetlands in Cameroon

Distribution

Cameroon is among the very rare countries of the world with mangrove forests covering a surface area of some 200 000 ha representing 30% of the 590 km of coast extending from the Nigerian border from north of River Akwayafe at 4°40' north with Nigeria to the border with Equatorial Guinea in the south at Rio Ntem, 2°20' Latitude North. Cameroon mangroves are located in three principal zones and three regions: Rio Del Rey (100 000 ha) in the South West region; Cameroon Estuary (88 000ha) in the Littoral region; and Lokoundjé and Ntem (2 000 ha) in the South region.

Biodiversity values

The mangroves of Cameroon are very diverse morphologically and in flora and fauna. There are six (06) indigenous species consisting of: *Rhizophora racemosa*, *Rhizophora harrisonii*, *Rhizophora mangle* (Rhizophoraceae); *Avicennia germinans* (Avicenniaceae); *Laguncularia*, *Conocarpus erectus* (Combretaceae); and introduced palm: *Nypa fucticans* (Arecaceae) making seven (7) species. These six (06) species live in association with others considered like associates. Most frequent plant species include *Drepanocarpus lunatus*, *Dalbergia ecastaphylum*, *Paspalum vaginatum*, *Hibiscus tilaceus*, *Phoenix reclinata*, *Acrostichum aureum*, *Pandanus candelabrum*, *Sesuvium portulacastrum*, *Alchornea cordifolia*, *Annona glaba*, *Elaeis guineensis*, *Athocleista vogeli*, *Bambusa vulgaris*, *Coco nucifera*, *Eremospatha wendlandiana*, *Guiborutia demensei*, *Raphia palma-pinus*, etc. Fauna composition is also very diverse with aquatic fauna including mammals, molluscs, crustaceans, fish; and terrestrial fauna

also with mammalian, reptile and avian species especially water birds (Din and Ngollo, 2003; Mbog, 2005).

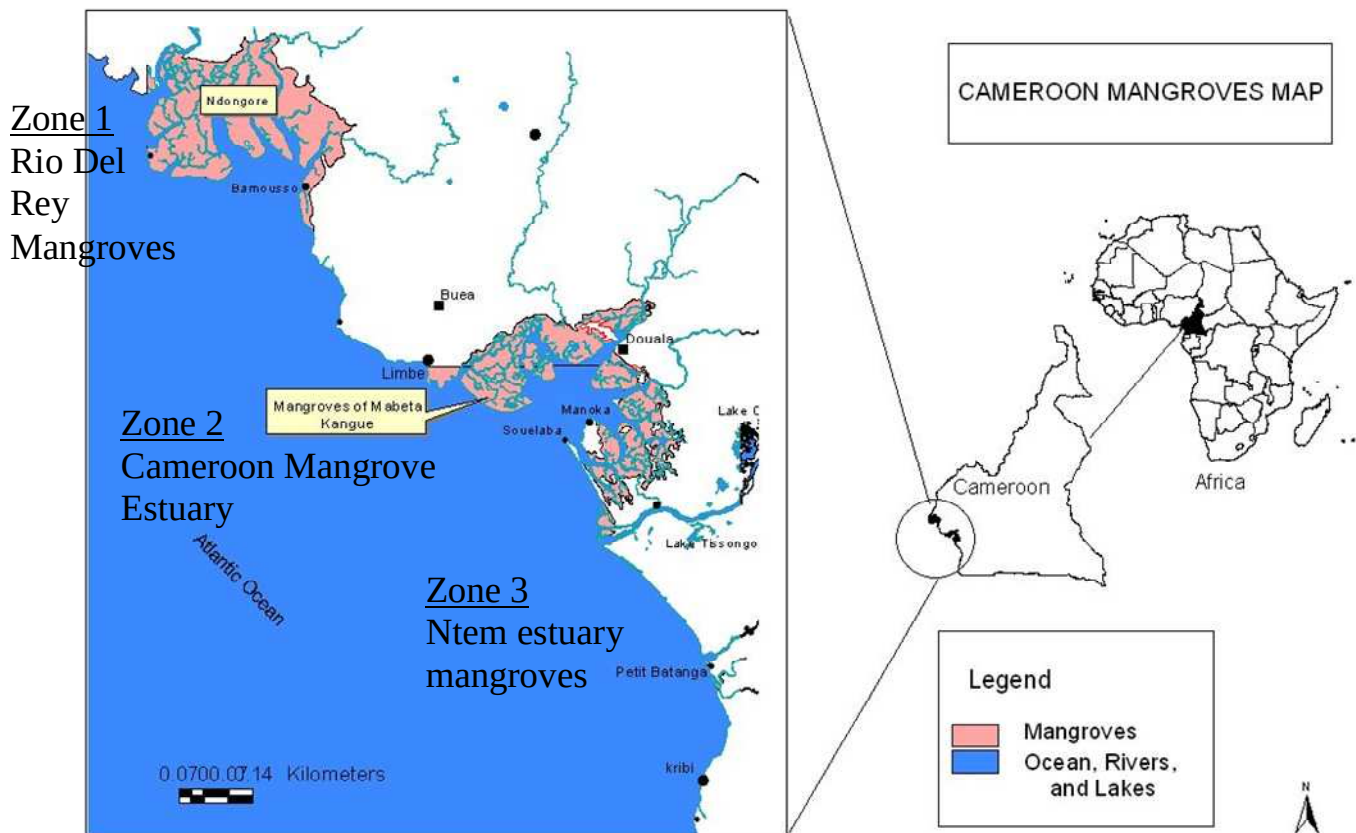


Figure 1: Map showing the principal mangrove zones in Cameroon (CWCS, 2009)

Importance

Mangroves are very important from various respects:

- Biologically, with a high level of biodiversity as over 80% of commercial fisheries and other aquatic species spent most or part of their life cycle in the mangroves;
- Ecologically, they play a crucial role in fertilisation, stabilisation, filtration, regulation of microclimate and acting as food chain support and as nurseries for many fish and invertebrate species;
- Economically, they provide a wide range of timber and non-timber forest products that support rural economies and having high ecotourism potentials.
- Climate change mitigation, adaption and coastal protection. The value of carbon stock stored in healthy mangrove forests of Cameroon estuary in above ground and root biomass has been estimated at 300 tonnes Carbon/ha and with annual mean carbon sequestration rate of 7.5 tonnes Carbon/ha/yr (Ajonina, 2008). Reforestation of mangrove forests stores in the range of 3-10 tonnes Carbon /ha/yr.

Threats

According to UNEP, 2007, Cameroon has lost over 66 000 ha (30%) of its mangrove forest between 1980-2006 (c 3000ha/year) with yet unknown estimate for degradation. This is caused by:

- urbanisation (extension of towns, urban infrastructural development, etc);
- economic and infrastructural development (industrialisation, development of ports, etc);
- activities of extractive industries (agro-plantations, quarry and sand extraction, mineral and petroleum exploration/exploitation activities);
- unsustainable extraction for its uses (wood for fish smoking and processing of other fisheries produce, construction, etc).

All driven by population growth, economic development, poverty, climate change and lack of a clear policy, institutional and legal framework for mangroves in Cameroon compared to inland forests.

Conservation and management efforts of the government and civil society

Much effort has been made by different actors to save these mangrove forests from further destruction. The Government of Cameroon through the signature of many mangrove related legislations and international conventions including the Convention on Climate Change, the Convention on Biodiversity, the Convention on International Trade on Endangered Species (CITE), the Convention on Ozone Layer and very recently the Ramsar Convention on the Conservation of Wetlands. The government has also elaborated many National Action Plans for effective implementation of these international conventions including the National Biodiversity Plan, the National Environmental Plan, the Forest, Wildlife and Fisheries legislation, the legislation on Association of 1992 enabling Cameroonians to form various associations that can also promote sustainable management of natural resources, the procedure for attribution of community forests. National and international Non Governmental Organisations have also contributed through various projects and programmes on the conservation of biodiversity and sustainable management of natural resources and poverty reduction. The loss and degradation has continued unabated despite all efforts that have been isolated, with poor inter-sectoral coordination, conflicting roles and responsibilities, lack of access to and spread of lessons learnt to create the desired large socio-economic and ecological impact. The consequences have been rising sea surges with coastal erosion, sedimentation, inundations and altered temperatures and precipitation with diminishing fisheries stocks threatening the ecological and livelihood securities in the coastal areas.

Strategic role of the Cameroon Mangrove Network

Cameroon Mangrove Network holds an important national position as the only network that addresses and coordinates mangrove conservation with coastal development issues in an integrated manner. This is thanks to being a network of over 30 grassroots coastal non-governmental and community based organisations working through a multi-stakeholders participatory approach involving local communities, government agencies and the private sector to save the mangroves and other coastal wetlands. Partnering with government and international (N)GOs (especially FAO, WWF, IUCN) and donors CMN through its member organisations has implemented different activities at local, national and sub regional levels ranging from research, mangrove reforestation activities in the Cameroon and Ntem estuaries and livelihood projects in the South West and littoral regions on improved fish smoke ovens. CMN has also organised joint exchange visits, broad stakeholders' consultations and public awareness campaigns in the Cameroon coastal zones through eight conferences with a round tour of Cameroon Mangroves. With support of technical partners and donors, CMN will continue to be a major force that will drive mangrove conservation efforts for ecological security of over 30% of Cameroonians living in the coastal area.

Scope of the action plan

The present strategic plan (2010 – 2014) is an outcome of joint evaluation of many annual action plans elaborated and implemented by CMN since the creation of the Network in January 25, 2005 at Edea to several organisations of joint exchange visits, broad stakeholders' consultations and public awareness campaigns in the Cameroon coastal zones. This was through the organisation of nine (09) Executive Committee Meetings (ECMs) and conferences with a round tour of Cameroon Mangroves. First meeting (3 March 2005) at Edea, second (10 February 2006) in Douala, third on 6 June 2006 at Kribi, fourth on 8 November 2006 at Tiko, the fifth on 26 April 2007 at Ekondo Titi (border with Nigeria), the sixth on 1 November 2007 at Mouanko, seventh at Edea on the 26th June 2008, eighth at Campo (border with Equatorial Guinea) on 22-24 April 2009 and the ninth at Buea University on the 29th December 2009. The plan was discussed and adopted at the first General Assembly Meeting of CMN held in Buea from the 15-17 March 2010.

As with any action plan, CMN will use it as an instrument for meeting its vision, goals and objectives. This action plan comprises three sections:

- Section one provides some background information on CMN, how it was created and how it operates.
- Section two presents the Actions that will be undertaken in the period 2009-2014 with defined goals, objectives and priority actions in a logical framework with set indicators, their baseline conditions and measurable targets for monitoring and evaluation.
- Section three provides strategies for implementing, monitoring and evaluating the action plan

PART II: ACTIONS 2010–2014

Action plan objective

The Action Plan's specific objectives are, therefore:

- To guide the work of CMN during the period and draw up the ways and means for reaching the targets
- To clearly show the results expected from each activity as well as the indicators with targets that would help objectively verify the implementation level of these activities and, if necessary to make the corrections on the basis of an established monitoring strategies.
- The action plan can also serve to guide further collaborative activities between CMN and others

Action Plan for the Conservation of Mangroves in Cameroon

Goal:

To contribute to better management of Cameroon mangroves for improved livelihoods and ecological security of coastal communities

Vision:

To have healthy, well managed and protected mangroves by informed population with its uses conforming to best practices and respect of standards giving viable ecological landscape connectivity with enhanced provision of ecosystem services for socioeconomic development and ecological security of coastal communities.

Priority Areas:

1. Integrated Coastal Zone Management
2. Mangroves and climate change
3. Information , Education and awareness
4. Policy influence and development
5. Fundraising
6. Governance

Priority Area 1: Integrated Coastal Zone Management

Priority Objective: Promote the conservation, restoration and sustainable utilisation of Cameroon mangroves for improved livelihoods within the context of integrated coastal area management

Activities:

- 1.1 Assess and update the status of mangrove forests in Cameroon
- 1.2 Support the creation of marine protected areas and enlistment of mangrove Ramsar Sites
- 1.3 Promote mangrove reforestation activities
- 1.4 Promote income generation activities including ecotourism within mangrove areas
- 1.5 Support the establishment of mangrove management plans

- 1.6 Establish consultative platforms with private sector operators, plantation developers & extractive industries for participatory management of mangrove resources with respect of good practices & legal standards
- 1.7 Identify and implement livelihood/sanitation improvement projects
- 1.8 Promote actions for the elaboration of integrated coastal zone management plans

Priority Area 2: Mangroves and climate change

Priority Objective: To promote climate change vulnerability assessment and adaptation actions

Activities:

- 2.1 Promote understanding of the values of mangrove goods and ecosystem services
- 2.2 Promote the use of mangrove wood energy efficient stoves/ovens
- 2.3 Identify actions to aggregate and valorise mangrove conservation, reforestation and management initiatives for carbon accounting (MDP, REDD) and other PES
- 2.4 Promote the use of renewable energy technologies within mangrove communities

Priority Area 3: Information, Education and awareness

Priority Objective: To strengthen information, education and sensitisation campaigns

Activities:

- 3.1 Organise capacity building seminars, workshops and conferences
- 3.2 Organise information, education and sensitisation campaigns
- 3.3 Promote exchange visits
- 3.4 Build a data base on persons and institutions involved in mangrove management
- 3.5 Promote the celebration of relevant international environmental days
- 3.6 Production of newsletters, journals and other publications

Priority Area 4: Policy influence and development

Priority Objective: To support national and (sub) regional mangrove forest & wetland policy development processes

Activities:

- 4.1 Establish national collaborative agreements with key ministries
- 4.2 Lobby for integration of mangrove and wetland issues into national planning and development processes
- 4.3 Participate in international conferences and conventions

Priority Area 5: Fundraising

Priority Objective: Promote fund raising initiatives

Activities:

5.1 Organisation of fundraising sessions

Priority Area 6: Governance

Priority Objective: Strengthen the Governance mechanism within the CMN

Activities:

6.1 Organise executive board meetings

6.2 Strengthen the operational capacity of the secretariat

6.3 Strengthen the communication capacity of the secretariat`

Box 2: Logical framework for CMN Action Plan 2010-2014

Goal, objectives & Key actions	Indicators	Baseline conditions	End-of programme targets	Sources of verification
Goal: To contribute to better management of Cameroon mangroves for improved livelihoods and ecological security of coastal communities				
Objective 1. To promote the conservation, restoration and sustainable utilisation of Cameroon mangroves for improved livelihoods within the context of integrated coastal area management				
1.1. Assess and update the status of mangrove forests in Cameroon	Mangrove resource status maps available	Maps available from satellite images for different mangroves areas for consolidation	Regional resource use maps available	Available maps
1.2. Support the creation of marine protected areas and enlistment of mangrove Ramsar Sites	Number of MPAs created and Ramsar site enlisted	No marine protected area exists, some 4 coastal protected areas exists (Ndongore, Douala-Edea and Campo Ma'an) need to marine extension	At least 1 per mangrove block	Official gazette documents
1.3. Promote mangrove reforestation activities	Area reforested & number of trees planted	Reforestation activities undertaken by members in different sites need consolidation	1 500 ha/100 000 trees per year corresponding to half annual national mangrove deforestation rate	Reports/field visits
1.4. Promote income generation activities including ecotourism within mangrove areas	Revenue regenerated, number of touristic sites created	No valuation system of mangroves for ecotourism	5 million FCFA raised from various sites	Valuation system
1.5. Support the establishment of regional (block) mangrove management plans	Number of mangrove plans supported	No mangrove management plan presently exists	Plan available in each mangrove block	Copies of management plan document
1.6. Establish consultative platform with private sector operators, plantation developers & extractive industries for participatory management of mangrove resources with respect of good practices & legal standards	Number of consultative platforms established, number conforming to existing best practices and standards	No platform exist; no respect of present EIA and codes for resource exploitation processes & plantation devt	At least 3 MoUs with over 10 companies conforming	Copies of platform and EIA documents
1.7. Identify and implement livelihood/sanitation improvement projects	Number of projects developed/operational	Few but scattered non consolidated initiatives	Project documents available	Project documents
1.8. Promote actions for the elaboration of integrated coastal zone management plans	Integrated coastal action plan available	Non exist through a participatory process	Plan available	Action plan document
Objective 2. To promote climate change vulnerability assessment and adaptation actions				
2.1. Promote understanding of the values of mangrove goods and ecosystem services	Data available on mangrove ES	Valuation data on mangrove ES non consolidated	Consolidated data available	Data base
2.2. Promote the use of mangrove wood energy efficient stoves/ovens	Number of improved stoves/ovens established	Initiatives scattered non consolidated	One thousand people using improved technology	Reports/field visits
2.3. Identify actions to aggregate and valorise mangrove conservation, reforestation and management initiatives for Carbon accounting (MDP, REDD) and other PES	Number of initiatives valorised	Certain initiatives like smoke houses by CWCS being considered for CDM	At least one Carbon offset/PES project funded	Project documents (PDD)
2.4. Promote the use of renewable energy technologies within mangrove communities	Number of units created	Initiatives scattered non consolidated	Renewable energy initiatives accessible to mangrove communities	Reports/field visits
Objective 3. To strengthen information, education and sensitisation campaigns				
3.1. Organise capacity building seminars, workshops and conferences	Number organised	Statutory meetings of CMN organised on zonal rotatory basis	At least one per year	Reports/field visits
3.2. Organise information, education and sensitisation campaigns	Number of campaigns/forums organised	Statutory meetings of CMN organised on zonal rotatory basis	At least two per year	Reports/field visits
3.3. Promote exchange visits	Number of exchange visits organised	Statutory meetings of CMN organised on zonal rotatory basis	At least three per year	Reports/field visits
3.4. Build a data base on persons and institutions involved in mangrove management	Information data base available	Data base available for update	Contacts available	Data base
3.5. Promote the celebration of relevant international environmental days	Number celebrated	Key envt days (Wetlands day-2 Feb, Earth day-22 April Env't day-5 June) celebrated isolatedly by members need harmonised actions	At least one a year	Reports
3.6. Produce newsletters, journals and other publications	Number of editions produced per journal	Six-monthly newsletter: <i>Matanda News</i> produced need to improve content quality	Quality editions produced at least twice a year	Copies of newsletter
Objective 4. To support national and (sub)regional mangrove forest & wetland policy development processes				
4.1. Establish national collaborative agreements with key ministries	Number of fora organised/MoU signed	No MoU signed with any key ministry on mangrove & wetlands issues	At least one MoU signed	Copy of MoU
4.2. Lobby for integration of mangrove and wetland issues into national planning and development processes	Mangrove & wetlands integrated into national planning and development processes	No legal framework for mangroves	Mangrove concerns integrated to planning process with devt of legal framework for mangroves & wetlands	Legal documents showing mangrove & wetlands issues integrated
4.3. Participate in international conferences and conventions	Number of conferences attended	Conferences & conventions are regularly announced	At least one per year	Conference report
Objective 5. To promote fund raising initiatives				
5.1. Organisation of fundraising sessions	Number of sessions organised and amount of funds raised	Non exist	At least 100 000 dollars per year	Contract agreements
Objective 6. To strengthen the Governance mechanism within the CMN				
6.1. Organise executive committee meetings	Number of meetings organised	Executive committee meetings organised twice annually on zonal rotatory basis	At least two per year	Meetings reports
6.2. Strengthen the operational capacity of the secretariat	Amount and quantity of equipment acquired	Secretariat heavily draws from host member organisation resources	Basic equipment available	List of available equipment
6.3. Strengthen the communication capacity of the secretariat	Liaise with AMN Website	AMN website available to receive country information	Website maintained	Accessible website

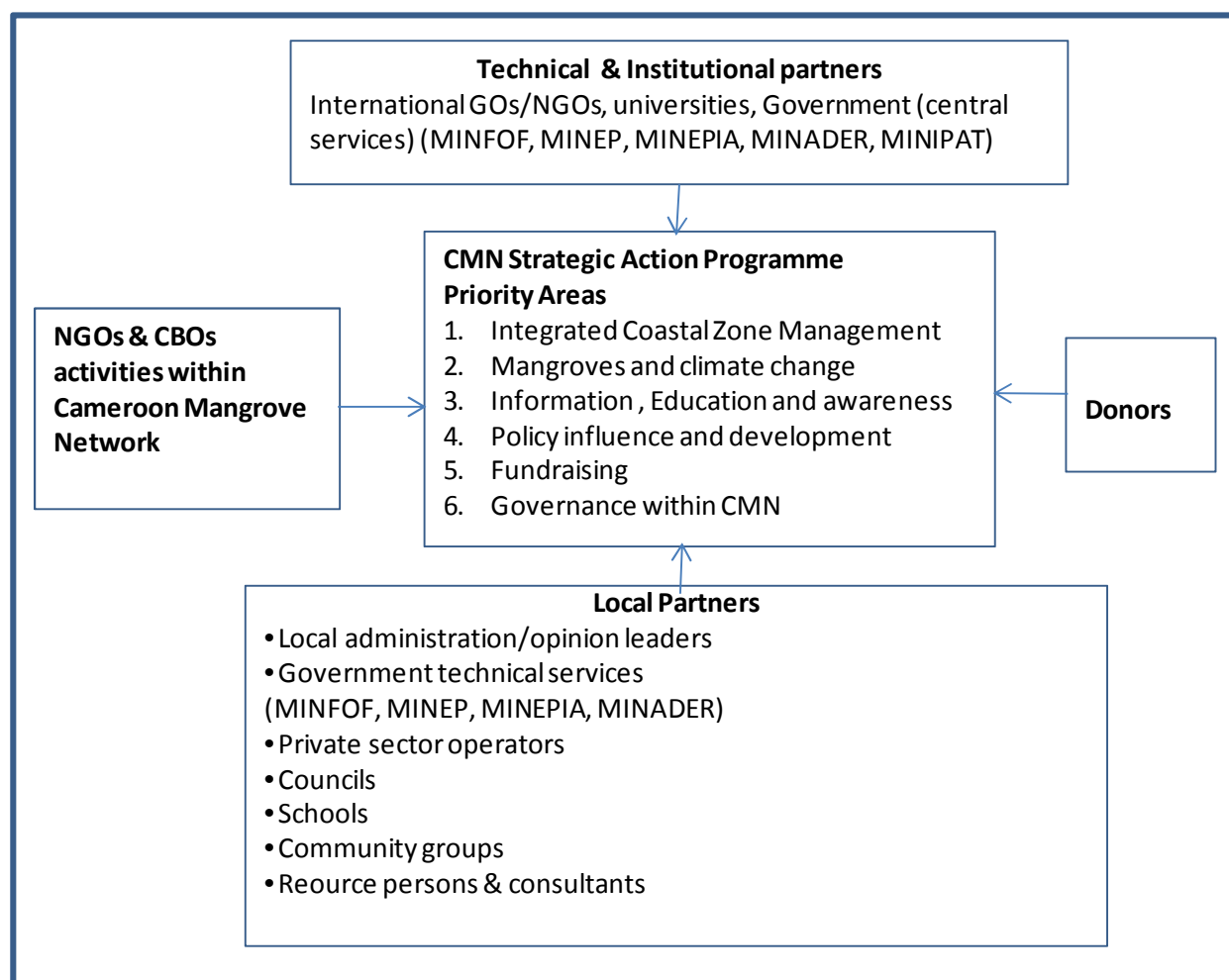
PART III: IMPLEMENTATION STRATEGIES

Implementing Activities

Planned activities will be implemented through Cameroon Mangrove Network traditional multi-partners/stakeholders participatory approach (Box 3) involving technical partners (international governmental and non governmental organisations), donors, network member activities, and local partners (local administration, councils, local government services, private sectors, consultants, etc). Collaboration will be strengthened with the existing partners while new ones will be identified and reinforced. The following approaches are expected to strengthen the strategy:

- Thematic approach – Themes chosen have linkages to important global issues (climate change, biodiversity conservation, etc)
- Lobbying, advocacy and dialogue at various levels for policy change & actions
- Creating strategic partnerships to support key actions of the programme
- Community involvement including schools in rural and peri-urban areas
- Stimulating private sector involvement especially extractive industries through dialogue

Box 3: Multi-partners /stakeholders participation model for programme implementation



Monitoring and Evaluation

Progress towards achievement of action plan goals and objectives can easily be evaluated internally by using key indicators with defined baseline conditions and targets from the logical framework matrix (see Box 2). This will be facilitated through:

- *Statutory meetings of CMN*. The Executive Committee Meeting of CMN held twice every year provides the opportunity to monitor the implementation of the action programme with necessary adjustments.
- *Exchange visits*. Exchange visits organised during meetings and conferences organised by the network or other stakeholders groups could also be a means of tracking achievements of the action plan.
- *Government missions*. Missions by government officials or ministers to mangrove areas could be a way of on-the-spot assessment of progress of implementation of coastal programmes.
- *Donor field assessment missions*: Technical or donors partners field missions when carried out may strengthen assessment
- *Meetings*: Meetings organised especially within the coastal area by various stakeholder groups ranging from seminars, conferences, symposia, roundtable discussions or other forums may also constitute avenues for objective assessment of action plan achievements from various positive or negative remarks from participants on network activities.
- *Reports*: Reports from various quarters including media, from private sector, government services will also constitute important means of assessing programme achievement.

An External evaluation can be organised yearly by CMN or at the end of the programme depending on the availability of funds.

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