

Strategic Plan

2012-2014

"In support of the Restoration of Life Support Systems"



CENDEP

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CAMEROON

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Acronyms

CENDEP	Centre for Nursery Development and Eru Propagation
CBO	Community Based Organization
CEO	Chief Executive Officer
CIG	Common Initiative Group
DFID	Department For International Development
IAFN	International Analog Forestry Network
ICCO	Inter-Church Organization for Development Cooperation
KNP	Korup National Park
LBG	Limbe Botanic Garden
MCP	Mount Cameroon Project
NTFP	Non-Timber Forest Product

Foreword

The purpose of our Strategic Plan is to help us deliver more effectively our contribution towards sustainable ecosystem management and livelihood improvement. This will see us move from being a purely grassroots organization supporting local communities in Cameroon to being a truly international force for the sustainable management of natural resources in Africa.

For over 12 years we have been working at protecting the environment, using the approach 'protecting the environment through domestication', in other words, protecting threatened and commercial crops by growing them. This approach evolved to include value chain development for agricultural and forest products and the restoration of degraded ecosystems using analog forestry techniques. We targeted principally the Northwest and Southwest Regions of Cameroon, occasionally extending our services upon request to other countries in the Central African Sub region.

In our strategic plan for 2012-2014, we present a vision that describes how we will work with our target groups to evolve our outreach to many more communities. Our decision to develop a three-year plan reflects our shortcomings in securing long term funding for the work we do, due to the unpredictable nature of funding from our partners. This vision relies on achieving organizational progress without substantial funding in the form of building networks, developing skills and expertise, and community outreach. Notwithstanding we hope to take advantage of the growing international interest in sustainable agriculture, forest conservation, and community-led development by documenting activities and widely disseminating information to global networks. This has already yielded positive results in the last four years as evidenced by the "unbroken" support for our analog forestry work by four different donors, each supporting the work initiated by others.

Thus, over the past four years (2008 to 2011), we were able to partner with 10 village communities in Cameroon in reforesting degraded forest lands that are important in their culture and play an important role as water shed protector. These forests also constitute the last remnants of the montane forest ecology in these villages making them "local biodiversity hotspots." We have been using analog forestry technology in establishing forested landscapes in these villages. "In simple terms an analog forest can be defined as a man-made forest that resembles (in structure and function) the forest that existed in an area in the past. It is made up of both exotic and indigenous tree species placed at varying distances based on the needs of the farmer and environment." Analog forestry was developed in Sri Lanka and is now being practiced in twenty-three countries protecting both the people and the environmental services upon which they depend.

By communicating our work, we improved our outreach at national and international level and attracted students from various backgrounds to acquire practical experience on development issues by participating in our programmes. Through networking we reached a

seemingly difficult to identify category of donors: individual donors. We shall explore in detail this option of promoting our work.

We moved from the approach of promoting poverty alleviation through the domestication and marketing of sustainably harvested forest products to the conservation, restoration and sustainable management of ecosystems through analog forestry. We initiated activities to improve access to natural resources by women and will now work towards conflict resolution between different stakeholders (especially between farmers and pastoralists) while addressing gender relations and access to resources.

We initiated training of community groups on how to restore and manage their degraded ecosystems. We shall consolidate this role by developing CENDEP as Regional Training Centre on Analog Forestry in Africa. This shall enable us to promote our work by improving the capacity of national and international NGOs on ecosystem restoration using analog forestry. At the local level we will share more broadly our experiences in the management of communal resources and take the analog forestry ecosystem restoration approach to the level of small holder farmers.

We facilitated the marketing of farmers' produce by linking bee and Eru farmers to buyers and will continue to promote income generating activities using the value chain development approach. In particular we shall promote value chain development for *Jatropha curcas*, honey, huckle berry and ornamental plants (floriculture) as well as provide vocational training to young people through analog forestry.

We shall improve collaboration with partners who have the expertise we do not have. This three-year plan provides the basis on which we will develop our funding strategies and who our potential donors shall be. It sets out how we will assess progress towards our goals, so that we can help to realize exemplary improvements in the management of ecosystems and improvement of the wellbeing of local people.

The recently released 4th assessment report of the Intergovernmental Panel on Climate Change identified sub-Saharan Africa as extremely vulnerable to climate change because of the high dependence of its economies on natural resources and rain-fed agriculture, and their low adaptive capacity. If traditional agricultural activities fail due to unexpected and/or extreme weather events, farmers will need to adopt new practices. Agriculture in this region, however, is dominated by small scale farmers who currently lack resources and support to shift to new practices. We, therefore, whole heartedly invite you to join forces with us in supporting these vulnerable farmers to restore the health of the lands that provide the food, fiber, and fuels necessary for everyone to live secure and fulfilling lives.

Youndjie Koleoko Gabriel

Director, CENDEP

Lemnyuy Valentine Bakong

Board Chairman, CENDEP

About CENDEP

The Centre for Nursery Development and Eru Propagation, CENDEP, is a grassroots organization. It was legalized as a Common Initiative Group under Cameroon law on the 19th of July 2000. It has its headquarters at Samco Quarter Mile 4 - Limbe in the Southwest Region of Cameroon. It was created as a farmer group with a charitable and commercial motive. Its charitable role turns around protecting the environment using the approach 'protecting the environment through domestication', in other words, protecting threatened and commercial crops by growing them. In the course of playing this role CENDEP embarked on the production and marketing of locally threatened plant species seedlings. In 2009, this role was dropped in favor of the creation of a commercial entity, Forest House. Today CENDEP works in the Northwest and Southwest Regions of Cameroon, focusing principally on plant domestication and on restoring degraded forest lands especially those that serve as watersheds using analog forestry techniques. We also promote value chain development for agricultural and forest products. We work with smallholder farmers, students/pupils, researchers, other Common Initiative Groups, nongovernmental organizations (NGOs), community-based organizations (CBOs), women, businessmen, private initiatives, traditional and administrative authorities, forest user groups, managers, policy and decision makers.

We implement our programmes thanks to the support of a wide range of international nongovernmental organizations, individuals and charities

Our mission and vision

In order to respond adequately to the needs and challenges of our target population and to fulfill the dual need for livelihood improvement and biodiversity improvement, CENDEP's

mission is:

to promote livelihoods and conservation through dialogue, participatory education, training and research

Our

to become a lead organization in Cameroon engaged in building capacities of grassroots organizations for the sustainable management of natural resources and in the production and marketing of non timber forest products and agricultural products of economic importance towards poverty alleviation

vision is:

Programme Areas

Introduction

The exploitation of Non-Timber Forest Products in Cameroon intensified after the economic crises of the 1980s. This led to a fast depletion of the wild stocks. In response to this depletion domestication work was initiated on Eru, one of the forest products, in the early 1980s. By 1999 Limbe Botanic Garden had already researched and developed sustainable ways of cultivating Eru for both income generation and biodiversity conservation purposes. To apply this research output, the technique developed to cultivate Eru out of its natural habitat needed to be transferred to farmers and forest users.

This role was taken over by CENDEP in 1999. Today we have evolved to address other environmental needs as well as needs of grassroots farmers, recruited skilled personnel to meet emerging challenges and extended our activities to other parts of Cameroon and the Central African Sub region.

Our main objective is to improve food security, enhance income generating opportunities and promote the conservation of biodiversity in the montane and coastal forest regions of Cameroon. We are thus an agricultural and forestry extension service provider that explores, tests, and spreads knowledge and techniques of successful forest management and agricultural production models from around the world to our target group. To attain this objective, we carry out the following programmes:

Promotion of Forest Restoration (Analogue forestry)

Our analog forestry activities are aimed at addressing issues of climate change indirectly. This is done by assisting local communities to establish permanent forests to buffer extreme weather events and also to act as carbon sinks. The interest and participation of the local population is driven by their assurance on the water supply services of permanent forests.

Humanity is facing crisis unprecedented in history with changes in the health and availability of the natural resources upon which our very lives depend. Through analog forestry we assist local people in restoring the health of their lands that provide the food, fiber, and fuels necessary for everyone to live secure and fulfilling lives.

Over the past four years we partnered with an international network of practitioners who have been experimenting with establishing forested landscapes in twenty-three countries that protect both the people and the environmental services upon which they depend. We are now prepared to share more broadly what have been learnt from this experience. We shall thus use this approach in resolving problems of soil degradation, declining crop yields, scarcity of arable land, lack of water, conflicts and poverty especially for the rural women.



Facilitating access to water and arable land

By introducing Analogue Forestry, we shall restore degraded forest lands, improve forest cover around water catchments, discourage inefficient slash and burn agriculture in favor of organic farming, replace monoculture plantations with highly productive and biologically diverse regenerated forests capable of meeting the extractive needs of local populations (e.g., fuel wood, fodder, fruits, nuts, subsistence crops, timber, and honey). These would provide opportunities for supplemental income and an ecologically stable environment.

Promotion of local economic development through value chain development

Some of the problems faced by grassroots farmers and Non-Timber Forest Product collectors include access to markets, poor market structures, low prices and post harvest losses. By organizing and empowering our farmers and facilitating the transformation and marketing of agricultural and forest products we shall not only address some of the problems encountered along the market chain but also access better markets and enhance benefits for the producers at the grassroots for livelihood improvement. In this regard we shall focus on four key products: ornamental plants, honey, huckleberry and *Jatropha curcas*



Honey: an important cash earner

Promotion of the domestication of non timber forest products

Wild stocks of a number of non timber forest products (NTFPs) of economic, cultural and medicinal importance in Cameroon are currently threatened due to unsustainable exploitation in response to national and international market demands, poverty, ignorance and agricultural expansion. Stocks closer to residential and farming areas are increasingly being depleted causing local people to cover longer distances into the forest to find them. We adopted the principle of 'conservation through cultivation' and enrichment planting for NTFP species which have potential for on-farm cultivation to ensure their existence and availability

in the long term and to offset deficits that may arise in demand and supply from production in the wild. So far, we trained in the period May 1, 2008, to April 30, 2010, over 255 farmers on how to grow Eru and organized them into ten (10) farmer organizations comprising 145 members. Nine Eru seedling multiplication farms were established to cater for the seed needs of the trained farmers and over 500 farmers who showed interest in Eru domestication. Over 6630 Eru seedlings were produced in the nine group nurseries and distributed amongst the farmers.

The ability of the new farmers to establish their individual farms or expand existing ones was limited because only nine nurseries were established to serve over 255 farmers. The nurseries had low capacity estimated at 4800 seedlings per annum. This low production capacity coupled with slow growth rate of the vegetable dissuaded many willing farmers from joining the initiative. So, production of Eru from domesticated fields is still limited and has not increased enormously as previewed and local demand still exceeds supply.

We elaborated a “Graduation or Exit Strategy” in 2008 and refined it with information from an independent evaluation of our Eru Chain Development activities. This strategy details the process of CENDEP working together with key stakeholders to examine mechanisms of transferring CENDEP’s responsibilities to other organizations or institutions. The Key objectives of the strategy are to:

1. Improve capacity of local people to act as Eru domestication trainers to ensure proximity support to new Eru farmers.
2. Build the capacity of local farmers to embark on commercial seedling production to meet the growing need of Eru farmers in seedlings and
3. Improve farm income through the cultivation of short cycle crops to provide farmers alternative income while they wait for the vegetable to mature

Activities and Approaches

Activities	Description (How)	2012	2013	2014
Objective 1: Develop sustainable finance plan for CENDEP activities to maintain community engagement				
1.1 Engage intern/volunteer to explore European and American funding opportunities for CENDEP	• Write terms of reference for interns	x		
	• Identify and approach universities	x		
1.2 Explore relevant funding opportunities at the national level	• Make presentations to embassies, companies, regional offices of international NGOs etc	x	x	x
	• Present CENDEP work and link to ongoing or planned national and foreign government work in Cameroon	x	x	x
1.3 Improve knowledge and experience in writing effective grant proposals	• Perform research on the internet into grant writing strategies and techniques; develop a guide for interns. Ask global contacts if they can share any resources on grant writing.	x	x	x
	• Learn from the design, implementation, and outcomes of successful grant programs.	x	x	x
	• Identify core themes of projects which have been awarded funding and design CENDEPs future proposals with that criterion in mind.	x	x	x
1.4 Continuously research and apply for new grants.	• Keep record of which grants have been applied for and their yearly deadlines.	x	x	x
	• Reapply for annual or continuous grant programs with new or updated proposals.	x	x	x
Objective 2: Communicate CENDEP's work using different media				
2.1 Design a new format for the website	• Update website to reflect current role	X		
	• Compile and publish all articles and reports on work done.	X	X	X
	• Link website to organization's blog	X		
	• Publish bimonthly newsletter (CENDEP Newsletter)	X	X	X
	• Increase use of social media (blogs, face book etc)	X	X	X
2.2 Produce promotional materials	• Produce brochures including information on success stories.	x	x	x
	• Produce and distribute video documentaries and short videos	x	x	x
2.3 Take photographs and document widely activities taking place at CENDEP	• Teach staff interns and volunteers to use the camera	X	X	X
	• Integrate photography into intern research	X	X	X
	• Profile a broad range of community members about their experiences using interviews and photographs. Use this	X	X	x

	information to gain feedback on projects and promote CENDEP's work.			
2.4 Update blog regularly.	<ul style="list-style-type: none"> • Teach staff, interns, and volunteers to update the blog. • Institutionalize documentation of CENDEP activities by allocating time for it • Establish contact with various sustainable development organizations through Face book and link to blog. 	X		
Objective 3: Expand community support for CENDEP projects				
3.1 Organize events with the support of schools, churches and other community organizations.	<ul style="list-style-type: none"> • Link with other NGOs to promote volunteer events such as cleanup of polluted site, tree plantings, and environmental awareness events. • Organize conferences where speakers from local institutions, universities, talk about importance of sustainable development, conservation. • Collect contact information of attendees and keep them updated on CENDEP's work via email and phone. • Establish database of contacts. • Promote these events among the public with posters or commercials. Hand out simple informational flyers written in Pidgin or dialect at markets or in busy areas of town 	X	X	X
3.2 Hold or co-sponsor meetings for dialogue between stakeholders in project sites	• Coordinate with other NGOs, academic institutions, and officials to plan multi-stakeholder conferences.	X	X	X
	• Allow each party to speak freely about their own perspective so that all views can be considered	X	X	X
	• Include all stakeholders e.g., farmers, grazers, officials, businesspeople, scientists etc.	X	X	X
	• Put emphasis on the inclusion of women and other marginalized groups	X	X	X
	• Look for common ground between parties and try to come to a resolution that all can agree on	X	X	X
Objective 4: Network locally and globally to gain support for a conducive working environment for NGO's: Policy/advocacy				
4.1 Coordinate and petition to officials as much as possible about the reducing burdensome taxes and bureaucratic hurdles.	<ul style="list-style-type: none"> • Lobby for government officials to visit CENDEP headquarters. • Invite MPs or other leaders to CENDEP headquarters and attend agricultural fairs or similar events. • Advise citizens to contact their representatives to express support for sustainable development and CENDEP's work. 	X	X	

	<ul style="list-style-type: none"> Foster the perspective that CENDEP is a philanthropic organization which directly benefits public health and well-being. 	X	X	
4.2 Raise awareness about the negative effects of unsustainable development practices, such as large-scale plantations, increased marketing of unsafe agricultural chemicals, or unsustainable resource exploitation).	<ul style="list-style-type: none"> Network through the internet with the many existing environmental organizations around Cameroon to share information and news, promote local events, and raise awareness among the public. 	X	X	X
	<ul style="list-style-type: none"> Forward widely any articles pertaining to unsustainable development to all contacts locally and globally 	X	X	X
4.3 Ally with farmer groups, NGOs, research/ educational institutions and government services.	<ul style="list-style-type: none"> Link to national and regional conservation NGO websites 	X	X	X
	<ul style="list-style-type: none"> Create and discover farmer/local networks 			
Objective 5: Promotion of analog forestry				
5.1 Visual promotion	<ul style="list-style-type: none"> Identify influential community members who support CENDEP's work and encourage these individuals to actively promote analog forestry. 	X	X	X
	<ul style="list-style-type: none"> Develop presentations for policy makers, NGOs, academia, technicians and farmers. 	X	X	X
5.2 Organize conference/workshops promoting analog forestry	<ul style="list-style-type: none"> Incorporate end of project conferences in proposals submitted to donors, 	X	X	X
	<ul style="list-style-type: none"> Document projects and present case studies in conferences organized 	X	X	X
	<ul style="list-style-type: none"> Invite guest speakers/analog forestry practitioners 	X	X	X
5.3 Train local NGO/CSOs in Cameroon and Africa on analog forestry	<ul style="list-style-type: none"> Develop in collaboration with the IAFN training curriculum 	X	X	X
	<ul style="list-style-type: none"> Develop eligibility criteria for trainees 			
	<ul style="list-style-type: none"> Establish schedule and training, venue opportunities 			
	<ul style="list-style-type: none"> Advertise the courses locally and internationally through newsletter 			
	<ul style="list-style-type: none"> Conduct and evaluate training 			
5.4 Upscale the training of local farmers on analog forestry	<ul style="list-style-type: none"> Conduct feasibility studies on analog forestry potentials in new communities in the humid lowland and dry highland areas of Cameroon 	X	X	X
	<ul style="list-style-type: none"> Selection of new communities based on results of feasibility studies 	X	X	X
	<ul style="list-style-type: none"> Sensitization of target communities on analog forestry. 	X	X	X
	<ul style="list-style-type: none"> Conduct simple baseline studies (socio-economic and physiognomic) to measure impact 	X	X	X

	<ul style="list-style-type: none"> • Analog forestry application on private and communal lands (based on findings of feasibility studies and needs of farmers/communities) 	X	X	X
5.5 Develop CENDEP as regional training centre on Analog Forestry in Africa	<ul style="list-style-type: none"> • Acquisition of a site for the development of training infrastructure 	X		
	<ul style="list-style-type: none"> • Liaise with the IAFN to develop a funding proposal for the African Regional Training Centre on Analog Forestry 	X	X	
	<ul style="list-style-type: none"> • Establish and run the Regional Analog Forestry Training Centre for Africa 		X	X
5.6 Compile list describing research opportunities supporting analog forestry e.g., carbon and photosynthesis, economic benefits of analog forestry, indigenous knowledge, social, business, etc	<ul style="list-style-type: none"> • Identify areas of research that are lacking. 		X	
	<ul style="list-style-type: none"> • Approach Universities, technical colleges, etc to offer identified opportunities. 		X	
5.7 Provide vocational training to young people through analog forestry	<ul style="list-style-type: none"> • Institute analog forestry in environmental club activities in 2 pilot schools in the northwest and southwest regions of Cameroon 	X	X	X
Objective 6: Promotion of local economic development through improved transformation and marketing of forest and agricultural products				
6.1 Develop the honey value chain	<ul style="list-style-type: none"> • Train farmers on techniques and technologies such as: <ul style="list-style-type: none"> – Training of local farmers on construction of improved hives – Training on bee suit manufacturing – Training on construction of improved smokers – Training on how to properly install, harvest and handle honey – Training on extract honey – Training on wax extraction 	X	X	X
	<ul style="list-style-type: none"> • Organization honey stakeholder meetings bringing together farmers, processors, microfinance institutions, businessmen, etc 	X	X	X
	<ul style="list-style-type: none"> • Organize exchange visits 	X	X	X
6.2 Develop the huckleberry value chain	<ul style="list-style-type: none"> • Organization of producer groups 	X	X	X
	<ul style="list-style-type: none"> • Train farmers on techniques and technologies such as: <ul style="list-style-type: none"> – Cultural techniques for huckle berry – market access – basic bookkeeping, – financial management – group marketing – Processing of huckleberry 	X	X	X

	<ul style="list-style-type: none"> • Organization huckleberry stakeholder meetings bringing together farmers, processors, microfinance institutions, businessmen, etc 	X	X	X
	<ul style="list-style-type: none"> • Organize learning visits 	X	X	X
	<ul style="list-style-type: none"> • Scale up production for established markets 	X	X	X
	<ul style="list-style-type: none"> • Marketing of products 	X	X	X
6.3 Develop jatropa value chain for small holders	<ul style="list-style-type: none"> • Baseline farming systems surveys 	X	X	X
	<ul style="list-style-type: none"> • Sensitization and community mobilization 	X	X	X
	<ul style="list-style-type: none"> • Pilot Jatropha cultivation and transformation for income generation, production of organic fertilizers, biofuel and other by products 	X	X	X
	<ul style="list-style-type: none"> • Marketing of Jatropha nuts and by-products 	X	X	X
	<ul style="list-style-type: none"> • Elaboration and dissemination of lessons learnt 	X	X	X
6.5 Promote production of ornamental plants as source of income for unemployed urban dwellers	<ul style="list-style-type: none"> • Elaborate eligibility criteria for trainees 	X	X	X
	<ul style="list-style-type: none"> • Identify trainees within the communities/groups 	X	X	X
	<ul style="list-style-type: none"> • Organize training workshops on horticulture and provide start up materials to trainees 	X	X	X
	<ul style="list-style-type: none"> • Organize learning visits 	X	X	X
	<ul style="list-style-type: none"> • Follow up trainees 	X	X	X
Objective 7: Promotion of the domestication of non timber forest products				
7.1 Improve capacity of small-scale farmers to act as Eru domestication trainers	<ul style="list-style-type: none"> • Organize training of trainer's workshop 		x	
	<ul style="list-style-type: none"> • Develop training manual with trainers 		x	
	<ul style="list-style-type: none"> • Monitor the trained farmers 		x	x
	<ul style="list-style-type: none"> • Provide technical support to new Eru farmers 		x	x
7.2 Build the capacity of local farmers to embark on commercial seedling production	<ul style="list-style-type: none"> • Organize training workshop on commercial seedling production 		x	
	<ul style="list-style-type: none"> • Train trainers on elaboration of simple business plans. 		x	
	<ul style="list-style-type: none"> • Monitor the trained farmers 		x	x

Outcomes

We shall seek to:

Establish local institutions for management of communal resources

We shall hold or co-sponsor meetings for dialogue between stakeholders in our project sites. This action is justified by the persistent conflicts that occur between stakeholders resulting from their differing and often conflicting interests in the products and services Communal Forests. These conflicts sometimes degenerate into serious social unrest and constitute a major setback to conservation and sustainable management efforts. The aim is therefore to ensure a more participatory, harmonious and sustainable exploitation and management of the forest by involving all categories of stakeholders in the identification, planning, implementation, monitoring and evaluation of the watershed management and conservation initiatives.

Restore and protect at least 150ha of the degraded forest lands

We shall implement analog forestry in communal and private lands. Analog forestry technology can be used to conserve, restore, enhance, and manage the carbon stocks in forest and non-forest lands. We shall therefore employ it to combat the problem of Land Degradation and Desertification as defined in the GEF focal points areas for Cameroon.

Improve the capacity of at least 500 small scale farmers to adapt to changes in climate

We shall introduce exotic and domesticated fruit trees, medicinal plants, timber and other useful trees into the farming system. This will diversify farm products and spread harvest period and as such ensure supply of food at all times of the year. We shall restore degraded farmland areas (due to eucalyptus/fern encroachment and conventional farming) to farming and cause the release of communal land to women for agriculture reducing the need by women to travel long distances to find fertile land.

Increase farm income through the promotion of income generating activities

We shall tailor and prioritize income generating activities to promote better management of the ecosystem and initiate a strengthening of local livelihoods through small enterprise development. We shall, for example, seek to increase average annual income of small holder beekeepers from FCFA 60,000 to FCFA 120,000 and increase the incomes of women cultivating and marketing vegetables by at least 30%.

We shall empower forest management councils to generate income to cover recurrent costs in the management of their forests such as fire tracing, seedling production and forest monitoring.

Improve the capacity of local NGOs to promote sustainable environmental management

We shall scale up analogue forestry activities to all the degraded/threatened montane and low land forests in Cameroon by training other NGOs to embark on it. We shall also extend knowledge on analog forestry to other countries in the Central African sub region. In recent years there have been activities aimed at building the capacity of Civil Society Organizations (CSOs) in Cameroon to effectively participate in the ongoing REDD process in Cameroon. The training on analog forestry offers these organizations practical tools for implementation of REDD projects on the field. At the moment there is only one certified analog forestry trainer in CENDEP-Cameroon. Thus, CENDEP does not have the resources to effectively spread analog forestry in Cameroon on her own. Thus, we shall organize training workshops with objectives to:

- a. enhance the spread of analog forestry in Cameroon
- b. meet the growing need for analog forestry training in Africa

This training shall be open to CSO, CIGs and NGOs with an interest in development/environmental protection sectors.

Monitoring our progress

During the last four years, we have strengthened our processes for monitoring and tracking the outcomes arising from our work by documenting our experiences. Adequate time has been allocated to documenting field experiences. This allows us to learn from the successes and failures of our initiatives in order to expand and improve future development efforts. Many small organizations like CENDEP often do not devote time and effort into organizing, analyzing and documenting experiences. We have adopted a paradigm shift by deciding to share our field-based experiences with development and natural resource management practitioners.

We recognize that the impact of our work takes long to manifest and so the impact of our activities most often emerges some considerable time after our intervention. So, we are building long lasting relationships with our beneficiaries. Through this relationship we maintain some minimum communication in the absence of funding. We are developing indicators for our work, drawing on both quantitative and qualitative information to get an overview of how and where our work is making a difference. We actively use the information collected to develop and refine our funding proposals and to communicate the achievements and outcomes that result from the work we do.

What we want to achieve	Indicators of progress
Establish local institutions for management of communal resources	<ul style="list-style-type: none"> - Stakeholders agree on priority resources on communal lands and on strategy to protect it. - Reduction in number of problems between farmers and pastoralist - Improved participation in communal activities - Fair representation of all stakeholders in the local management institutions - Mastery of roles by members of management committee - Improvement in management of communal resources
Restore and protect at least 150ha of the degraded forest lands	<ul style="list-style-type: none"> - No of tree seedlings raised annually for reforestation activities - No of hectares of degraded forest land reforested annually - No of farmers trained on nursery establishment and management - No of tree nurseries - No of hectares of critical forest areas fenced. - etc
Improve the capacity of at least 500 small scale farmers to adapt to changes in climate	<ul style="list-style-type: none"> - No of new technologies disseminated - No of demonstration units of new technologies - Database of species introduced
Increase farm income through the promotion of income generating activities	<ul style="list-style-type: none"> - Percentage increase in income from honey and off-season vegetable production - No of trained farmers
Improve the capacity of local NGOs to promote sustainable environmental management	<ul style="list-style-type: none"> - No of NGOs trained - No of training workshops implemented