



Submit by Monday 2 December 2013

**DARWIN INITIATIVE APPLICATION FOR GRANT FOR ROUND 20: STAGE 2**

Please read the Guidance Notes before completing this form. Where no word limits are given, the size of the box is a guide to the amount of information required.

Information to be extracted to the database is highlighted blue.

**ELIGIBILITY****1. Name and address of organisation** (NB: Notification of results will be by email to the Project Leader)

<b>Name of organisation:</b> Zoological Society of London (ZSL)	<b>Address:</b> Conservation Programmes, Zoological Society of London, Regent's Park, London NW1 4RY, UK
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**2. Stage 1 reference and Project title****(max 10 words)** Community-based conservation for livelihood development in Lake Ossa Manatee Reserve**3. Project dates, and budget summary**

<b>Start date:</b> 1 April, 2014		<b>End date:</b> 31 March, 2017		<b>Duration:</b> 36 months
<b>Darwin request</b>	<b>2014/15</b> £111,038	<b>2015/16</b> £100,717	<b>2016/17</b> £85,456	<b>Total</b> £297,211
<b>Proposed (confirmed and unconfirmed) matched funding as percentage of total Project cost:</b> 48%				
<b>Are you applying for DFID or Defra funding?</b> (Note you cannot apply for both)		<b>DFID Yes</b>		<b>Defra No</b>

**4. Define the outcome of the project. This should be a repetition of Question 24, Outcome Statement.****(max 30 words)**

Local communities and MINFOF Conservation Service are implementing a clear co-management plan for Lake Ossa Manatee Reserve to enhance livelihoods and reverse declines in food fisheries, endangered species, and habitats

**5. Country(ies)****Which eligible host country(ies) will your project be working in. You may copy and paste this table if you need to provide details of more than four countries.**

<b>Country 1:</b> CAMEROON	<b>Country 2:</b>
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**6. Biodiversity Conventions****Which of the three conventions supported by the Darwin Initiative will your project be supporting? Note: projects supporting more than one convention will not achieve a higher scoring**

<b>Convention On Biological Diversity (CBD)</b>	<b>Yes/No</b>
<b>Convention on Migratory Species (CMS)</b>	<b>Yes/No</b>
<b>Convention on International Trade in Endangered Species (CITES)</b>	<b>Yes/No</b>

**6b. Biodiversity Conventions**

**Please detail how your project will contribute to the objectives of the convention(s) your project is targeting. You may wish to refer to Articles or Programmes of Work here.**

Note: No additional significance will be ascribed for projects that report contributions to more than one convention

**(Max 200 words)**

This project contributes to:

Millennium Development Goal 7, particularly Targets 7A and 7B, supporting CBD Aichi Strategic Goals by:

- A. (Targets 1-4) - raising awareness of the Lake Ossa reserve;
- B. (Targets 6,7,8) - introducing sustainable fisheries and agriculture practices in and around Lake Ossa and reducing pollution;
- C. (Targets 11,12) - effective management and enforcement of the reserve's threatened species;
- D. (Targets 14,15) - increasing wellbeing through well-managed ecosystem services and habitat restoration;
- E. (Targets 17-20) - improved data to support national policies and plans.

Cameroon's draft NBSAP (2012) Strategic Goals:

- I. (Targets 1.1 and 1.4) - documenting/ reversing causes of biodiversity loss in freshwater ecosystems.
- II. (Targets 2.2, 2.3, 2.5, 2.6) - safeguarding freshwater ecosystems, vulnerable species and developing well-managed Protected Areas.
- III. (Target 3.2) - sustainable use linked to poverty reduction strategies.
- IV. (Target 3.2, FW2) - building conservation capacity and management plans for wetlands linked with the RAMSAR Convention. Lake Ossa is being considered by RAMSAR for listing.

The project's flagship species, the West African manatee (*Trichechus senegalensis*) was transferred from CITES Appendix II to Appendix I at CITES CoP16 (2013), is listed on Appendix II of CMS COP7 (2002) and has a UNEP-CMS Action Plan.

[200 words]

**Is any liaison proposed with the CBD/CITES/CMS focal point in the host country?**

**Yes**  **No** if yes, please give details:

We have been in touch with the CBD focal point in Cameroon, Mrs. Prudence Tangham Galega, from the Ministry of Environment, Protection of Nature and Sustainable Development, and we will continue to liaise and report to her throughout the duration of the project to ensure that we help Cameroon meet their CBD objectives.

We have liaised with the Head of the UNEP/CMS Aquatic Species Team (Melanie Virtue) who has prioritised assisting West African signatories to make progress on their West African Aquatic Mammals MOU, agreed under CMS. We have agreed to collaborate with CMS to ensure we help deliver the activities agreed in the MoU, which includes improving policies and legislation for protection, increasing understanding, reducing pressure through safeguarding and restoring habitats and designating manatee sanctuaries.

7. Principals in project. Please identify and provide a one page CV for each of these named individuals. You may copy and paste this table if you need to provide details of more personnel or more than one project partner.

Details	Project Leader	Project Partner 1	Project Partner 2
<b>Surname</b>	Ransom	Koldewey	Hill
<b>Forename (s)</b>	Chris	Heather	Nicholas
<b>Post held</b>	Programme Manager, West and North Africa	Head of Global Conservation Programmes	International Marine & Freshwater Projects Manager
<b>Institution</b>	ZSL	ZSL	ZSL
<b>Department</b>	Conservation Programmes	Conservation Programmes	Conservation Programmes
<b>Telephone</b>			
<b>Email</b>	_____	_____	_____

Details	Project Partner 3	Project Partner 4	Project Partner 5
<b>Surname</b>	Redmore	Asanga	Azangue Kemmo
<b>Forename (s)</b>	Lauren	Christian	Georges
<b>Post held</b>	Social and Communications Advisor	Forestry and Oil Palm Projects Manager	Conservator of Lake Ossa Reserve
<b>Institution</b>	ZSL	ZSL	Ministry of Forestry and Wildlife
<b>Department</b>	ZSL Cameroon	ZSL Cameroon	Protected Areas and Wildlife
<b>Telephone</b>			
<b>Email</b>	_____	_____	

Details	Project Partner 6	Project Partner 7	Project Partner 8
<b>Surname</b>	Ndjebet	Ajonina	Kamla Takoukam
<b>Forename (s)</b>	Cecile	Gordon	Aristide
<b>Post held</b>	Coordinator	Coordinator	Manatee ecologist
<b>Institution</b>	Cameroon Ecology (Cam-Eco)	Cameroon Wildlife Conservation Society (CWCS)	Independent, ZSL EDGE Fellow
<b>Department</b>	-	-	-
<b>Telephone</b>			
<b>Email</b>			_____

Details	Project Partner 9
Surname	Chi
Forename (s)	Napoleon
Post held	Coordinator
Institution	Watershed Task Group (WTG)
Department	
Telephone	
Email	_____

**8. Has your organisation been awarded a Darwin Initiative award before** (for the purposes of this question, being a partner does not count)? **If so, please provide details of the most recent awards (up to 6 examples).**

Reference No	Project Leader	Title
20-023	Nick Hill	An integrated approach to enhancing socio-ecological resilience in coastal Mozambique
19-003	Andrew Cunningham	A sustainable future for Chinese giant salamanders
19-006	Sarah Durant	The CUT plan for large carnivore management in Tanzania
18-006	Lucy Boddam-Whetham	Integrated river dolphin conservation for sustainable ecosystem services in the Brahmaputra
17-029	Laura D'Arcy	Berbak to the future: Harnessing carbon to conserve biodiversity, Indonesia
16-010	Noelle Kumpel/Chris Ransom	Wildlife Wood Project

**9a. If you answered 'NO' to Question 8 please complete Question 9a, b and c.**

**If you answered 'YES', please go to Question 10** (and delete the boxes for Q9a, 9b and 9c)

**10. Please list all the partners involved (including the Lead Institution) and explain their roles and responsibilities in the project. Describe the extent of their involvement at all stages, including project development. This section should illustrate the capacity of partners to be involved in the project. Please provide written evidence of partnerships. Please copy/delete boxes for more or fewer partnerships.**

<p><b>Lead institution and website:</b></p> <p>Zoological Society of London</p> <p><a href="http://www.zsl.org/conservation/regions/africa/wildlife-wood-project/index,114,ZI.html">http://www.zsl.org/conservation/regions/africa/wildlife-wood-project/index,114,ZI.html</a></p>	<p><b>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</b></p> <p>ZSL delivers a diverse portfolio of collaborative international conservation projects in over 50 countries worldwide. ZSL's Marine and Freshwater Programme has extensive global experience of improving/securing marine biodiversity and local livelihoods through community-based management of marine protected areas (MPAs) involving a range of levels of protection from multi-use zones to seasonally closed areas and pure no-take zones. This is achieved through working with communities, government, private sector and other stakeholders to identify threats, design locally relevant management plans, increase implementation capacity, and improve livelihoods, with outcomes underpinned by sound science. We also innovate new approaches to conservation (e.g. the Net-Works collaborative project with carpet manufacturer Interface).</p> <p>ZSL began working in Cameroon in 2007 and have an established Cameroon country programme office with technical and support staff that will manage and support this project. The programme to date has focussed on working with the private sector (forestry and oil palm), communities and local authorities to improve practices and reduce impacts on wildlife and biodiversity, and supporting protected area management.</p> <p>ZSL staff will be responsible for overall project management, coordination, M&amp;E, and reporting; engagement with neighbouring agro-industries and providing technical support and training to project partners sustainable livelihood development and establishing VSLAs.</p>
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<p><b>Partner Name and website where available:</b></p> <p>Ministry of Forests and Wildlife (MINFOF), Cameroon</p> <p><a href="http://www.minfof.cm/">http://www.minfof.cm/</a></p>	<p><b>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</b></p> <p>The MINFOF is the governmental ministry charged with overseeing management of forests and wildlife. Each protected area in Cameroon has a MINFOF Conservation Service which is directly charged with the protection and management of the habitats and wildlife. The Lake Ossa Conservation Service is comprised of 10 eco-guards and the Conservator, and together they manage the Reserve through law administration and stakeholder engagement with communities, local authorities, neighbouring land users such as agroindustry, and NGOs working in the area. They, and the local communities, are the key stakeholders in the zone and therefore the Conservation Service is the main partner in implementation and oversight. The Conservation Service has been active throughout project development and their continued participation is necessary for the success of the project.</p> <p>The Conservator and eco-guards will be the principle implementers of this project and are fully supportive of all the proposed actions having been instrumental in the development of this project. The Conservator will continue to liaise with the central MINFOF on all administrative collaborations and necessary permissions, and the eco-guards will be supported in their engagement work with local communities to sustainably manage the lake's fisheries and to help conserve the lake's manatees and other wildlife.</p>
<p><b>Have you included a Letter of Support from this institution?</b></p>	<p><b>Yes</b></p>

<p><b>Partner Name and website where available:</b></p> <p>Watershed Task Group (WTG)</p> <p><a href="http://www.wtgpartners.org">www.wtgpartners.org</a></p>	<p><b>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</b></p> <p>Watershed Task Group is a local environmental NGO with a staff of 10 whose mission is to conserve biodiversity and improve the management of natural resources within Cameroon. WTG has experience working with several different government ministries, WWF USA, UNDP, GEF, Wetlands International, Global Water Partnership Cameroon etc. WTG focuses their work on watershed and wetlands management/planning and land use management/planning using gender sensitive approaches within a participatory framework.</p> <p>WTG has been working in the Lake Ossa area since 2005, in addition to other urban and rural wetland landscapes. Past work in the Lake Ossa area has focused on development and implementation of alternative livelihood strategies for wetland and forest communities, and they have contributed extensive work towards the creation of Lake Ossa's Community Management Committees. WTG provided the initial support necessary to see through early stages of the participatory creation of no-take zones, as well as the development of improved fishing practices, the creation of a simple management plan, as well as the overall promotion of eco-tourism in the Reserve.</p> <p>WTG has been active in the area and is an important partner for the continuation of previous work on development of sustainable community livelihoods and participatory lake zoning.</p>
<p><b>Have you included a Letter of Support from this institution?</b></p>	<p><b>Yes</b></p>

<p><b>Partner Name and website where available:</b></p> <p>Cameroon Wildlife Conservation Society (CWCS)</p> <p><a href="http://www.cwcs-cameroon.org">www.cwcs-cameroon.org</a></p>	<p><b>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</b></p> <p>CWCS is a leading national conservation NGO with over 15 years of field experience in coastal Atlantic forest, mangrove and wetland management. CWCS manages a well equipped field programme with 7 permanent and 15 non-permanent employees working out of their office based in Mouanko, 25km from Lake Ossa. They have experience managing both large and small projects with focuses varied from bio-monitoring of permanent mangrove plots to community development, with partnerships with IUCN, WWF, UNEP, local government and other NGOs. They have experience conducting biodiversity inventories and field research, including human-nature interactions, and are key partners on re-gazetting of protected areas in the zone. CWCS continually advocates for Ramsar site designation within Cameroon, and they collaboratively work with WTG to push for the development of the ongoing framework of the gazettelement of the lower Sanaga Ramsar site.</p> <p>CWCS has actively contributed to the development of this project and, considering their biological expertise, they are important partners for the biodiversity monitoring aspects of this project. For this project, CWCS will contribute to activities related to monitoring key parameters identified for the project, including lake bank reforestation activities with private sector companies.</p>
<p><b>Have you included a Letter of Support from this institution?</b></p>	<p><b>Yes</b></p>

<b>Partner Name and website where available:</b>  Cameroon-Ecology  <a href="http://www.cameroonecology.org">www.cameroonecology.org</a>	<b>Details (including roles and responsibilities and capacity to engage with the project): (max 200 words)</b>  Cam-Eco is a national NGO that focuses on capacity building of stakeholders involved in development, decentralization and local governance, and sustainable natural resource management. Cam-Eco recognizes the important role that gender plays within development and their work is focused within a framework geared towards attaining gender equality. Cam-Eco has been working in the greater Douala-Edéa landscape, where Lake Ossa is located, for 10 years and much of their work focuses on the intersection between gender equality and biodiversity conservation. They have experience managing projects funded by FAO, WRI, and IOBT, and work in collaboration with various government ministries and other NGOs.  Cam-Eco has attended workshops related to the development of this project and have contributed to activity development to support the Conservation Service in their protection of Lake Ossa. For this project, Cam-Eco will provide technical support for implementation on community consultations, including initial and final socio-economic profiles, and support to community engagement, as well as the elaboration of feasibility studies and support to the implementation phase of sustainable community livelihoods.  [171 words]
<b>Have you included a Letter of Support from this institution?</b>	<b>Yes</b>

<b>11. Have you provided CVs for the senior team including the Project Leader</b>	<b>Yes</b>
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## 12. Problem the project is trying to address

Please describe the problem your project is trying to address. For example, what biodiversity and challenges will the project address? Why are they relevant, for whom? How did you identify these problems?

### (Max 200 words)

Freshwater biodiversity is amongst the most threatened and neglected biodiversity in Africa, yet vital for human communities. Cameroon has amongst the highest number of threatened freshwater species in Africa, and ranks 150 out of 187 countries on the HDI. At 4,000ha, Lake Ossa Reserve on the Lower Sanaga River is a refuge for endangered West African manatee and freshwater turtles, and ranks 7<sup>th</sup> out of 1,256 catchments that qualify as Key Biodiversity Areas within the Guinean Forest Hotspot based on the number of vulnerable species (IUCN pers. comm.). Local human populations suffer high levels of poverty. >80% of the local population (~600 households) are dependent on the lake, primarily fisheries. During a field trip in June 2013 in discussions with MINFOF and local NGOs, we identified that Lake Ossa's biodiversity and human population face substantial threats from overfishing, destructive fishing, ghost fishing by abandoned fishing gear and the intrusion of agroindustry (oil palm). Known locally as "the forgotten reserve", capacity to manage these threats to biodiversity and livelihoods is incredibly low, leaving both people and freshwater biodiversity vulnerable. There is an urgent need to develop the right incentives and framework for engaging local communities and relevant industry in improved management.

[200 words]



### 13. Methodology

Describe the methods and approach you will use to achieve your intended outcomes and impact. Provide information on how you will undertake the work (materials and methods) and how you will manage the work (roles and responsibilities, project management tools etc.).

**(Max 500 words)**

We will implement proven development tools, connecting them with biodiversity conservation and apply effective methods for community-based MPA management into neglected freshwater ecosystems. The project was developed during a 2013 field visit and planning workshop with partners, and from experiences in Cameroon and other countries. A ZSL-Cameroon project manager will oversee project delivery, with monitoring, evaluation and documentation of experiences underpinning the project. Following FPIC process, the project focuses on:

- ***Developing and implementing a Lake Ossa Reserve Management Plan.***

Working with MINFOF, we will establish a decree that delineates the boundaries of the reserve. CWCS biologists and a manatee specialist (ZSL EDGE Fellow) will consolidate information on species' status and distribution within the Reserve and implement biological and fisheries surveys. WTG have previously (2011) conducted participatory zoning of the lake based on local ecological knowledge, and the team will use this as the basis for participatory development of a Reserve Management Plan (RMP). The RMP will specify zones including closed and sustainable-use areas for the lake and terrestrial areas. Improved enforcement by MINFOF, based on ZSL's experience with Philippine MPAs, will involve construction of watchtowers at sanctuary zones and provision of a patrol boat. Rehabilitating the lake shore through tree planting to reduce sedimentation will link with sustainable enterprise development (tree nurseries).

- ***Establishing Village Savings and Loan Associations (VSLAs) and developing sustainable enterprises.***

VSLAs are tried and tested (including Cameroon) self-sustaining financial self-help groups. While savings are rapidly generated, people often have limited skills and access to new markets and enterprises. ZSL will oversee VSLA development and establish direct connection between VSLAs and implementing the RMP building on experiences in the Philippines and Darwin-funded Mozambique projects. Once established, the approach followed will include: (i) assessing local needs and enterprise opportunities; (ii) developing necessary linkages and providing training, prioritising proven approaches. Opportunities include native tree nurseries (as part of rehabilitation efforts) and Net-Works. Net-Works (ZSL and Interface Inc. partnership) is a ~~tried and tested~~ proven community-based supply chain for collecting discarded fishing nets through an 'inclusive business' partnership with strong social benefits. Communities get the best price for nets and encouragement in lake clean-ups, as well as inclusion in global supply chains that would otherwise not be available in their villages. Nets are exported and recycled into carpet tiles. Potential for wildlife ecotourism (a government priority) will be assessed by a tourism consultant and a development plan produced.

- ***Engaging local private sector industries in improved practices***

Partners will engage with companies operating in the vicinity of the reserve to develop best practice management protocols to feed into the RMP, building on partners' existing work and corporate relationships with relevant companies in watershed management (WTG and Cam-Eco), oil palm (ZSL) and CSR (WTG). Engagement will be primarily with the palm oil company SAFACAM to develop protocols and an action-plan to manage their water footprint and respect reserve boundaries and community land needs. SAFACAM plans to join the Roundtable for Sustainable Palm Oil (RSPO) and initial consultation with management staff was encouraging.

[498 words]



**14. Change Expected**

Detail what the expected changes this work will deliver. You should identify what will change and who will benefit.

- If you are applying for Defra funding this should specifically focus on the changes expected for biodiversity conservation and its sustainable use.
- If you are applying for DFID funding you should in addition refer to how the project will contribute to reducing poverty. Q19 provides more space for elaboration on this.

**(Max 250 words)**

Improved management practices and capacity of local communities, MINFOF, and agroindustry secures freshwater biodiversity and underpins equitable livelihood development in Lake Ossa Reserve. Specifically:

- Zoned management plan for the Reserve that is equitable and gender-neutral with clearly delineated boundaries developed and effectively implemented, restoring the lake shore, protecting refuges for manatees, freshwater turtles and fish spawning grounds, and eliminating destructive fishing.
- Wellbeing of local communities dependent on the lake enhanced through:
  - Fishing levels becoming sustainable, evidenced by halting or reversing current declines in income from fishing (value per unit effort) and average size of captured fish.
  - VSLAs reach the poorest, most vulnerable community members. Average annualised return on savings is 33%. >50% of members are female. Savings improve access to health and education services, and capacity to invest in new enterprises.
  - Livelihoods diversified in a way that improves wellbeing and supports Reserve rehabilitation and sustainable use of its resources (e.g. tree nurseries, ecotourism, Net-Works, small enterprises).
- Lake clean-up incentivised through Net-Works providing income in return for collection and initial processing of discarded nets, which are exported for high-grade recycling into carpet tiles, reducing ghost fishing and incidences of manatee entangling.
- Agroindustry companies managing operations in a way that minimises impact on the Reserve and local communities.
- Lake shore is rehabilitated to act as a buffer for sedimentation and pollution from local communities and agroindustry.
- Reserve acts as a demonstration site providing blue-print for replication of community-based freshwater management elsewhere in the Lower Sanaga catchment and throughout Cameroon.

[250 words]

**15a. Is this a new initiative or a development of existing work (funded through any source)? Please give details (Max 200 words):**

This project is building on past work carried out by WTG focused on the creation of Community Management Committees and the definition of limited no-take zones within the lake. This work ran out of funding in 2011 and WTG's work has since focussed on policy development, specifically the push towards classification of Lake Ossa as a Ramsar Site, and bio-monitoring of bird species and manatees.

This project therefore aims build on these existing structures and introduce new elements to establish a more holistic project inclusive of all stakeholders that can be sustained post-project. New elements include support to the Conservation Service, lake clean-ups, replanting of the lake shore, engagement with agroindustry in the zone and the establishment of VSLAs connected to ZSL's Net-Works project and tree nurseries.

[128 words]

**15b. Are you aware of any other individuals/organisations/projects carrying out or applying for funding for similar work?**  Yes  No

If yes, please give details explaining similarities and differences, and explaining how your work will be additional to this work and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits:

**15c. Are you applying for funding relating to the proposed project from other sources?**  Yes  No

If yes, please give brief details including when you expect to hear the result. Please ensure you include the figures requested in the spreadsheet as Unconfirmed funding.

This is a new initiative that was identified during a field visit to Cameroon by ZSL's Marine and Freshwater programme team in June 2013 so this is the first full application for this project. However, ZSL and partners are actively searching for additional funds to support the work.

ZSL and the Conservation Service intend to apply to the USFWS Wildlife Without Borders Africa grant for approximately \$100,000 for support for this project. The deadline for applications is 15 January 2014 and the result is expected in mid-2014.

The ZSL EDGE Fellow has applied to the Conservation Leadership Programme (\$15,000) and the Programme de Petites Initiatives du Fonds Français pour l'Environnement Mondial (€36,850) for funds to support collaborative monitoring of manatees by fishers within Lake Ossa, as well as education and outreach to local communities, including fishers and their families and school-age children, some of which will contribute to activities in this project. Results of both applications are expected in early 2014.

CWCS have applied to the IUCN Save Our Species fund for support for community awareness and outreach to support the conservation of manatees in Lake Ossa and the Doula-Edea system as a whole. If successful approximately \$5000 would go towards activities covered by this project. Results are due before the end of 2013.

**16. Value for money**

Please describe why you consider your application to be good value for money including justification of why the measures you will adopt will secure value for money?

**(Max 250 words)**

By relying on in-country partners with established infrastructure and logistical support, operating costs are kept to a minimum and the majority of the funds are channelled to activities on the ground. The project is working in an area previously neglected but with motivated partners committed to the project which means that a small investment can have a significant impact and support from the Darwin Initiative will act as a catalyst for action and to leverage additional funds for broader-scale and longer-term conservation projects.

Additionally the project is good value for money because it is taking tried and tested approaches from ZSL's work internationally and partner's work locally and adapting them to this freshwater context, and will help to secure livelihood benefits for up to 600 households and many endangered species. The project will draw upon these experiences and lessons to ensure improved efficiency and effectiveness and minimise funds spent on trialling new approaches.

Similarly, the engagement and training of government and local NGOs and the resulting outputs and experiences from this project guarantee that actions and results are scalable to other coastal and riverine communities in Cameroon and elsewhere, ensuring that the investment in this project is felt at a much larger scale, beyond the communities dependent on Lake Ossa's resources. By investing in sustainable resource management we will ensure that communities can feed their families now and in the future. By investing in proven self-help financial services and sustainable enterprise models, we ensure that communities can continue to benefit from the project long afterwards: >90% of VSLAs continue 5 years after establishment, and are replicated organically through a Village Agent model.

[272 words]

## 17. Ethics

Outline your approach to meeting the Darwin Initiative's key principles for research ethics as outlined in the guidance notes.

(Max 300 words)

Design of this project was initiated with a field visit to consult with local communities, NGOs, authorities and other stakeholders to identify issues, threats and required actions to be implemented. The project has therefore been designed with full input of these stakeholders who will be involved throughout the project. FPIC processes were followed and will continue to be followed throughout the duration of the project. ZSL's Cameroon team are primarily made up of Cameroonian conservation professionals and all the partners are Cameroonian conservation professionals experienced in working with local people and national stakeholders.

All project activities will be subject to review by ZSL's Ethics Committee, an external body of experts, to ensure that they meet the ZSL's ethical standards which cover the key principles required by the Darwin Initiative. ZSL has a full set of Health and Safety procedures, including requirements for risk assessments prior to initiating any activities, which will be followed by all project personnel, national and international. Appropriate Health and Safety training is provided to all staff as standard practice of ZSL's international projects. All local staff are covered by nationally appropriate health insurance policies, whilst international staff are covered by ZSL's central Emergency Travel cover.

Social science staff on the project will ensure that planned activities have positive impacts on community members and that poorer groups gain the greatest benefits from project activities. Prior to the collection of any socioeconomic or personal information the aims of the research, and confidentiality arrangements of resulting data will be explained to respondents, and they will be given the opportunity to opt out of the interview or survey.

[268 words]

## 18. Legacy

Please describe what you expect will change as a result of this project with regards to biodiversity conservation/sustainable use and poverty alleviation (for DFID funded projects). For example, what will be the long term benefits (particularly for biodiversity and poor people) of the project in the host country or region and have you identified any potential problems to achieving these benefits?

(Max 300 words)

The project will work with local NGOs to build the capacity and technical skills within vulnerable communities and the MINFOF Conservation Service tasked with the management of Lake Ossa Reserve, resulting in changed management practices that sustains populations of endangered species and fisheries resources, and enhances the livelihoods of local communities. Specifically, the project will make a lasting contribution by;

- (i) establishing agreed boundaries of the reserve, clearly demarcated and enforced so that they are no longer open to interpretation and abuse;
- (ii) enhancing the management capacity of MINFOF and local communities using a "train-the-trainer" approach;
- (iii) initiating VSLAs - >90% of VSLAs continue 5 years after establishment and are replicated organically through a Village Agent Model;
- (iv) engaging with the private sector (oil palm) to mitigate their impacts on the Reserve by ensuring they follow RSPO certification standards. These actions are particularly relevant at this time given the expansion of oil palm plantations in the area.

Additionally, the project will be a useful springboard and proof-of-concept for the creation of a Douala-Edea protected landscape as envisaged by MINFOF, enabling expertise and methods to be replicated by MINFOF and local NGOs elsewhere within this landscape. Lake Ossa is right on the edge of the proposed Douala-Edea protected landscape, which includes additional riverine, estuarine and coastal habitat all used by manatees and facing similar problems with overfishing and abandoned fishing gear – particularly nylon nets. The proposed Douala-Edea protected landscape encompasses 20 villages, 20 fishing camps and 12000 people. The

challenge will be adapting these methods for coastal communities with a large proportion of migrant fishers, but Lake Ossa will provide the foundation from which to build this work.

[277 words]

### 19. Pathway to poverty alleviation

Please describe how your project will benefit poor people living in low-income countries. All projects funded through DFID in Round 20 must be compliant with the OECD Overseas Development Assistance criteria. Projects are therefore required to indicate how they will have a positive impact on poverty alleviation in low-income countries.

**(Max 300 words)**

Cameroon ranks 150 out of 187 countries in the Human Development Index. >80% of the local human population (~600 households) are heavily dependent on the lake and the reserve, primarily fisheries. Dependence on these resources is only increasing as surrounding areas are increasingly developed for palm oil production which: (a) takes land out of use for subsistence agriculture; (b) attracts immigration from people seeking employment leading to population growth, and; (c) leads to increased pollution through siltation and runoff. The workforce of the oil palm plantations only work for part of the day and need to substitute their income from other activities – primarily from fishing. This has led to increases in destructive fishing (including pesticide fishing), and increases in fishing gear abandonment with the turnover in population. With limited financial resources, access to education and health services are limited. Women typically form the most vulnerable group.

Our project will benefit lakeside communities by improving the capacity for management of freshwater resources, halting or reversing declines in catch per unit effort from illegal and destructive fishing and securing food supply for the future. We will diversify livelihoods and improve people's living conditions through the establishment of VSLAs and associated development of sustainable enterprises that are directly linked to conservation activities (using ZSL's proven models for tree nurseries and Net-Works).

By engaging with the palm oil industry we will work to ensure there is appropriate space for immigrant worker communities to continue their agricultural practices, so halting the increasing dependence on lake fisheries. Together, these interventions will help to diversify livelihoods and enhance wellbeing for 11 communities living around the lake.

VSLAs will improve the capacity of >50% of households to manage their household income, and particularly to help during the low fish catch season. Furthermore, >50% of members are typically women, leading to gender empowerment and reaching the most vulnerable community members.

[311 words]

### 20. Exit strategy

State whether or not the project will reach a stable and sustainable end point. If the project is not discrete, but is part of a progressive approach, give details of the exit strategy and show how relevant activities will be continued to secure the benefits from the project. Where individuals receive advanced training, for example, what will happen should that individual leave?

**(Max 200 words)**

The intention is for this project to reach a stable and sustainable end point with a well-functioning and sustainable management system for Lake Ossa in place that is run by the MINFOF Conservation Service in conjunction with local communities. A key component of the project's exit strategy is building the capacity of communities and the Conservation Service through training, resource provision and empowerment to ensure there are strong sustainable institutions able to continue managing the Reserve post-project. Interventions such as VSLAs are used because they are proven to be self-sustaining after just one year of support, with >90% continuing 5 years after becoming independent. By connection these to local livelihood development and conservation actions we will ensure that these benefits are sustained.

ZSL has a long term commitment to Cameroon and has established a permanent presence as part of ZSL's international hub country strategy. We will therefore be in a position to continue to provide ongoing technical support to the management committees established by this project post- Darwin Initiative funding if needed. We will also continue to secure additional financial support where necessary to ensure the enduring legacy of the project and its benefits for local livelihoods and the environment.

[200 words]

## 21. Raising awareness of the potential worth of biodiversity

If your project contains an element of communications, knowledge sharing and/or dissemination please provide a description of your intended audience, how you intend to engage them, what the expected products/materials there will be and what you expect to achieve as a result. For example, are you expecting to directly influence policy in your host country or is your project a community advocacy project to support better management of biodiversity?

(Max 300 words)

A major component of this project is to improve local communities' understanding of existing laws and regulations, their access rights, and the importance of – and options for – sustainable management of the lake's resources. We will notably work with local fishers and their families, and we will focus outreach and education through workshops, training sessions, follow-up field visits, and participatory monitoring. We will engage local communities throughout the lake zoning process, but importantly, ZSL's experience with VSLAs has demonstrated the value that they provide as a platform for education and outreach, and thus constituency-building for conservation. Simple visual materials, including booklets and posters delivered in French will be developed with the help of local partners and ZSL's dedicated education department, and materials will distributed as a component of outreach and education with communities. Signboards will be erected at key village gathering points and the commitment of Conservation Service agents as community extension workers will be critical to engage and communicate with community members on a daily basis.

Importantly, we will target the private sector to raise awareness of the value of biodiversity – both considering their own industrial practices and the practices of their employees – and the issues facing conservation of the lake and its biodiversity. This will occur primarily through RSPO-focused engagement with the agroindustry companies via workshops, training sessions, and follow-up on the ground to ensure implementation of better practices and engagement for biodiversity protection.

For national and international audiences also working in development and conservation, the project manager will ensure that there are regular contributions to the ZSL Cameroon trimestral e-newsletters which are circulated by email and in print. For audiences abroad, ZSL will promote understanding of conservation activities in the field through blog updates explaining the challenges and possibilities for conservation in the area.

[296 words]

## 22. Access to project information

Please describe the project's open access plan and detail any specific costs you are seeking from Darwin to fund this. (See Section 9 of the Guidance Notes for further information)

(Max 250 words)

All project outputs will be made available on ZSL and partner's websites and disseminated via social media (facebook, twitter, blogs) when appropriate. Any publications resulting from the project will be published through open access peer reviewed journals such as PLOS ONE. Reports and data will be provided to relevant IUCN SSC specialist groups (manatees, turtles, freshwater fish), CMS (manatee data), the Critical Ecosystems Partnership Facility's ecosystem profiling project that is assessing the Guinean Forest Hotspot, the World Database on Protected Areas (WDPA) and other relevant groups.

It is important that we share the project's outputs with those without access to digital media so we will provide hard copies of reports to communities and other stakeholders and results will also be communicated verbally to community members to ensure that everyone regardless of their literacy level has access to this information.

All outputs will be translated into both French and English, the two national languages of Cameroon.

[155 words]

### 23. Importance of subject focus for this project

If your project is working on an area of biodiversity or biodiversity-development linkages that has had limited attention (both in the Darwin Initiative portfolio and in conservation in general) please give details.

Three key areas have had limited attention:

1. Lake Ossa is known locally as the "forgotten reserve" but is an important site for endangered West African Manatee, freshwater turtles and fish. Freshwater biodiversity is amongst the most threatened and neglected biodiversity globally despite being incredibly important for human wellbeing. Yet there are few freshwater conservation projects in the Darwin Initiative's portfolio and only one of these is in West Africa. This is an innovative approach to freshwater conservation that draws together experience from marine, terrestrial and freshwater systems. The project will highlight this valuable reserve, ensuring that its conservation value is recognised nationally and internationally and receives political and financial support.
2. The impact of discarded fishing gear on both the freshwater and marine ecosystem is significant. Except for a few lake clean-ups in Europe, little effort globally has been taken to remove discarded fishing gear from freshwater environments and reduce the effects of ghost fishing. ZSL and Interface have piloted a novel model for turning this waste into an opportunity to support reduced dependence on fisheries. This model is unique in having a business model underpinning a conservation action ensuring lake clean-ups continue beyond the life of the project.
3. VSLAs, widely used in development projects, have had limited use in conservation actions. ZSL is keen on exploring the contexts under which VSLAs can support conservation goals. We will apply standardised M&E methods across the project and through them we will have a unique dataset that can help to assess the role of VSLAs in conservation and increase integration of conservation and development interventions.

[265 words]

### 24. Leverage

#### a) Secured

Provide details of all funding successfully levered (and identified in the Budget) towards the costs of the project, including any income from other public bodies, private sponsorship, donations, trusts, fees or trading activity.

#### Confirmed:

MINFOF Conservation Service (salaries, office space); £30,944

ZSL (staff time, Yaounde office); £121,072

Net-works (Nick Hill salary, VSLA training, manuals etc); £13,813

WTG (salaries); £14,148

CWCS (salaries); £11,072

Cam-Eco (salaries, Edea office); £14,072

ZSL EDGE Programme (EDGE Fellow salary, portion of: fuel for boats, boat rental, field equipment, communications, field travel & subsistence); £10,000

TOTAL: £215,121



**b) Unsecured**

Provide details of any matched funding where an application has been submitted, or that you intend applying for during the course of the project. This could include matched funding from the private sector, charitable organisations or other public sector schemes.

<b>Date applied for</b>	<b>Donor organisation</b>	<b>Amount</b>	<b>Comments</b>
15 July 2013	IUCN Save Our Species	\$5000	Submitted by CWCS – only a small component of the larger \$95,000 proposal is for the Lake Ossa Reserve
11 November, 2013	Conservation Leadership Programme	\$15,000	Submitted by ZSL EDGE Fellow
15 November, 2013	Programme de Petites Initiatives du Fonds Français pour l'Environnement Mondial	€36,850	Submitted by ZSL EDGE Fellow
15 January 2014	US Fish and Wildlife Service, Wildlife Without Borders Africa	\$100,000	To be submitted by ZSL
TBC	Global Water Partnership		The GWP has expressed interest and commitment to ensuring that a follow-up case study on collaborative management of Lake Ossa is carried out in the near future. This matched funding comes in the form of in-kind technical support from the knowledge management team in Canada to produce a free-access case study on the work being done in the Reserve,
TBC	UNEP/SETAC Life Cycle Initiative	\$15,000	WTG is a focal point for the UNEP/SETAV Life Cycle Initiative and will work with their counterpart to secure funding next year to support capacity building towards life cycle approaches to improve environmental practices of the neighboring agroindustries.

**PROJECT MONITORING AND EVALUATION**  
**MEASURING IMPACT**

**25. LOGICAL FRAMEWORK**

Darwin projects will be required to report against their progress towards their expected outputs and outcomes if funded. This section sets out the expected outputs and outcomes of your project, how you expect to measure progress against these and how we can verify this. Further detail is provided in Annex C of the guidance notes which you are encouraged to refer to. The information provided here will be transposed into a logframe should your project be successful in gaining funding from the Darwin Initiative. The use of the logframe is sometimes described in terms of the Logical Framework Approach, which is about applying clear, logical thought when seeking to tackle the complex and ever-changing challenges of poverty and need. In other words, it is about sensible planning.

**Impact**

The Impact is not intended to be achieved solely by the project. This is a higher-level situation that the project will contribute towards achieving. All Darwin projects are expected to contribute to poverty alleviation and sustainable use of biodiversity and its products.

(Max 30 words)

Lake Ossa Reserve communities benefit from enhanced livelihoods and ecological protection associated with Ramsar designation, and the Reserve becomes an important site for freshwater biodiversity within the Douala-Edea protected landscape.

**Outcome**

There can only be one Outcome for the project. The Outcome should identify what will change, and who will benefit. The Outcome should refer to how the project will contribute to reducing poverty and contribute to the sustainable use/conservation of biodiversity and its products. This should be a summary statement derived from the answer given to question 14.

(Max 30 words)

Local communities and MINFOF Conservation Service are implementing a clear co-management plan for Lake Ossa Manatee Reserve to enhance livelihoods and reverse declines in food fisheries, endangered species, and habitats.

**Measuring outcomes - indicators**

Provide detail of what you will measure to assess your progress towards achieving this outcome. You should also be able to state what the change you expect to achieve as a result of this project i.e. the difference between the existing state and the expected end state. You may require multiple indicators to measure the outcome – if you have more than 3 indicators please just insert a row(s).

Indicator 1	Decreasing trends in populations of fish and freshwater turtles (e.g. African softshell turtle, <i>Trionyx triunguis</i> , status unknown) and manatee ( <i>Trichechus senegalensis</i> , IUCN Red List VU; upgraded to CITES Appendix I in March 2013) are halted or reversed within the sanctuary zones by year 3.
Indicator 2	Achieve an average of at least 20% improvement in locally-defined wellbeing scores and material style of life indices for 400 fishing households surrounding Lake Ossa by year 3 (baselines set in year 1 through household baseline surveys). Well-being will be assessed using subjective quality of life approaches applied to fisheries (Britton and Coulthard 2013, Coulthard et al 2011) and locally defined quantitative indicators (e.g. the proportion of

	households with tin roofs).
Indicator 3	Boundaries of the Reserve are clearly demarcated, understood and endorsed by local communities and agroindustry, with >30ha of lake shore vegetation successfully rehabilitated (illegal farms/plantations cleared and native tree species planted and protected) by year 3.
Indicator 4	15% of lake area established as refuges (no-take sanctuary zones) for fish, manatees and freshwater turtles (nesting sites) and 70% of lake area effectively implementing sustainable fishing practices, actively enforced with watch-towers and enforcement protocol in place by year 3 (from a baseline of 0%).
Indicator 5	Decreasing trends in fisheries indicators (Catch or Value Per Unit Effort – CPUE/VPUE) of fishers from local communities (baseline to be set in year 1) are halted or reversed by year 3.
Indicator 6	At least 200 of the estimated 400 fishers in 11 villages within the Lake Ossa Reserve are engaged in VSLAs with an average of at least 20,000cfa (£25) each in savings (based on the average for VSLAs elsewhere in Cameroon) by year 3 (from a baseline of zero in Year 1).
Indicator 7	At least 50% of abandoned fishing nets and bamboo fishing gear in the lake (baseline to be set in Year 1) is removed by Year 3 through a series of stakeholder events that generate income and awareness, and clean-up is ongoing.
Indicator 8	At least one palm oil company with direct influence on Lake Ossa water quality have and are implementing protocols for habitat restoration as part of the management plan.

### Verifying outcomes

Identify the source material the Darwin Initiative (and you) can use to verify the indicators provided. These are generally recorded details such as publications, surveys, project notes, reports, tapes, videos etc.

Indicator 1	Turtle and manatee survey reports; annual report to UNEP-CMS Action Plan for West African Manatees; annual report to relevant IUCN Specialist Groups.
Indicator 2	Socioeconomic profile survey report of 11 communities; report of baseline and annual changes in wellbeing.
Indicator 3	Legally ratified reserve map approved by MINFOF; Lake Ossa Manatee Reserve Management Plan; vegetation survey report; map of vegetation rehabilitation priority zones; reports from training workshops; report and photos of nurseries and number of native trees planted and monitored for successful establishment.
Indicator 4	Report of a) biological surveys and b) local ecological knowledge surveys; training workshop reports.
Indicator 5	Fisheries survey reports.
Indicator 6	Members of VSLAs; reports from training workshops; savings books; annual report on savings and loans.
Indicator 7	Survey report of abandoned fishing gear in lake; tons of nets collected; accounts of funds received by VSLAs for nets sold; report of number of bamboo fishing gear removed.
Indicator 8	MoUs with industry partners; environmental impact assessment report; workshop reports; manual with protocols; development and implementation of management plans.

### Outcome risks and important assumptions

You will need to define the important assumptions, which are critical to the realisation of the *outcome and impact* of the project. It is important at this stage to ensure that these assumptions can be monitored since if these assumptions change, it may prevent you from achieving your expected outcome. If there are more than 3 assumptions please insert a row(s).

Assumption 1	Private sector industry positively engages with the project and takes action within the timeframe of the project.
Assumption 2	The zoned map of the reserve can be approved by all relevant authorities within the timeframe of the project. Communities have already engaged in this zoning system and are supportive.
Assumption 3	Land tenure can be resolved with palm oil company to enable habitat restoration to be implemented in the Reserve's land mass around the lake within the timeframe of the project.
Assumption 4	There's a risk surrounding the replacement or rotation of members of MINFOF Conservation Service, including the Conservator. The project will put in place appropriate mechanisms to ensure continuity of project actions even in the eventuality that the Conservator and his team are rotated to another site, and by working with well-established local NGOs we will ensure there are the support systems necessary to ensure continuity of project actions.
Assumption 5	Communities remain supportive of project efforts, particularly lake clean-up actions and community-based enforcement.
Assumption 6	Fishing nets collected for recycling can be exported relatively easily from Cameroon to Slovenia for appropriate recycling into carpet tiles (the only place in the world where the appropriate technology for high-grade recycling this valuable engineering grade plastic exists. Note that cost-benefit analyses of shipping for recycling vs generating new material from oil products still gives a positive result for recycling). Initial investigation indicates that there should be no custom problems with this.

### Outputs

Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Outcome. The logic of the chain from Output to Outcome therefore needs to be clear. If you have more than 3 outputs insert a row(s). It is advised to have less than 6 outputs since this level of detail can be provided at the activity level.

Output 1	Community Management Committees that are representative of lake users and encompass all 11 villages surrounding Lake Ossa are formally established and supported to develop and implement co-management plans with MINFOF for Lac Ossa that includes sanctuary zones for priority species (manatees, freshwater turtles) and sustainable fishing zones.
Output 2	VSLAs established and integrated into Community Management Committees, increasing the financial security of poor men and women living around Lake Ossa and acting as a platform for community engagement in the management and conservation of the lake.
Output 3	Three business models assessed, taking lessons from initial pilots, and training provided for potential new sustainable enterprises to diversify the livelihoods of local communities in a) community-based native tree nurseries, b) Net-Works and c) wildlife tourism (migratory birds, manatees and freshwater turtles – building on the existing local government priorities for ecotourism development).

Output 4	A multi-stakeholder management committee established by year 1 that includes agro-industry (palm oil companies), Community Management Committees, MINFOF and NGOs to agree the boundaries of the reserve and develop and implement a Reserve Management Plan; and 30ha of the Reserve's lake shore is restored in priority areas of lake shore habitat to reduce siltation/runoff through the development of community-based native tree nurseries and replanting of native species.
Output 5	Community-based lake clean-ups of abandoned fishing gears is undertaken regularly with local communities generating income from the sale of old fishing nets collected during the lake clean-up for recycling into carpet tiles as part of ZSL and Interface's proven Net-Works project.

### Measuring outputs

Provide detail of what you will measure to assess your progress towards achieving these outputs. You should also be able to state what the change you expect to achieve as a result of this project i.e. the difference between the existing state and the expected end state. You may require multiple indicators to measure each output – if you have more than 3 indicators please just insert a row(s).

<b>Output 1</b>	
<b>Community Management Committees established and supported to develop and implement co-management plans for Lac Ossa.</b>	
Indicator 1	Seven Community Management Committees encompassing all 11 Lake Ossa villages and representative of Lake Ossa users (as defined in baselines) are formed and meeting regularly with MINFOF Conservation Service by the end of year 1.
Indicator 2	Co-management plans established by Community Management Committees through participatory planning covering fisheries species, freshwater turtles and manatees with at least 15% of the lake gazetted as refuges for these species by year 2.
Indicator 3	Enforcement structures are in place and joint patrols by eco-guards and local communities initiated by year 2.
Indicator 4	Declines in fisher's CPUE and VPUE (baseline condition) are halted or reversed by year 3 based on monitoring of CPUE and VPUE throughout the project period.
Indicator 5	Decreasing trends (baseline condition) in populations of freshwater turtles (e.g. African softshell turtle, <i>Trionyx triunguis</i> , status unknown) and manatee ( <i>Trichechus senegalensis</i> , IUCN Red List VU; upgraded to CITES Appendix I in March 2013) are halted or reversed within the sanctuary zones by year 3, based on monitoring of these populations throughout the project period.

<b>Output 2</b>	
<b>VSLAs established and integrated into community management committees</b>	
Indicator 1	At least 3 VSLAs established with 10-25 members each through community management committees by end of year 1.
Indicator 2	Village Agents replicate the VSLA approach in year 2, taking the total number of VSLAs to at least 10 with at least 200 households engaged by year 3.
Indicator 3	Training modules on lake ecology and management developed and integrated into VSLA training programme by year 1.

Indicator 4	Households engaged in VSLAs saving an average of at least 20,000cfa (£25) per year by year 3 from a baseline of an average of 0 cfa in savings.
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<b>Output 3</b>	
<b>Three business models assessed and training provided for potential new sustainable enterprises to diversify the livelihoods of local communities</b>	
Indicator 1	Training modules developed and delivered through the VSLAs for community tree nurseries and Net-Works by year 1
Indicator 2	Business model for Net-Works and community tree nurseries developed and refined based on practical experience by year 2.
Indicator 3	50% of fishing households engaged in either tree planting or Net-Works by year 2 from a baseline of 0%.
Indicator 4	Feasibility study and associated business model (if appropriate) for wildlife-based tourism completed by year 3, including plan for appropriate training of local community members to work in this sector.

<b>Output 4</b>	
<b>A multi-stakeholder committee formed to define and agree boundaries of the reserve, with 30ha of the Reserve's shore restored in priority areas</b>	
Indicator 1	Multi-stakeholder management committee including agroindustry, Community Management Committees and MINFOF is formed and meeting at least twice per year starting at the end of year 1.
Indicator 2	A reserve map of Lake Ossa with boundaries clearly demarcated and zoning system included is agreed by the multi-stakeholder management committee by year 2 and legally ratified by MINFOF by year 3.
Indicator 3	Participatory mapping completed and 30 ha of priority lake shore area within the reserve identified and agreed for restoration with any land clearing required completed by year 2.
Indicator 4	At least 3 community tree nursery is established and providing at least 500 native trees a year by year 3 to support restoration of lake shore
Indicator 5	30 ha of identified priority lake shore is replanted by year 3 with trees monitored for survival and demonstrating signs of growth.
Indicator 6	Neighbouring industry participates through contributions made in kind and through direct purchase of tree seedlings from community tree nursery for restoration activities.

<b>Output 5</b>	
<b>A community-based lake clean-up of abandoned fishing gears is undertaken with local communities</b>	
Indicator 1	Outreach programmes on the impact of discarded fishing gears on Lake Ossa is developed and implemented through VSLAs and Community Management Committees by year 1.
Indicator 2	Participatory mapping and inventory of abandoned fishing gears in Lake Ossa completed by year 1.
Indicator 3	Community Management Committees and VSLAs engaged in lake clean-up activities by year 1.



Indicator 4	Net-Works business model operational by year 2, with fishers selling end-of-life nets into the supply chain (preventing further discards) and nets collected through the lake clean-up sold into the supply chain and benefits distributed equitably through VSLAs as per the established and tested Net-Works model.
Indicator 5	Mechanisms for bailing and exporting the nets for recycling are piloted with one test shipment completed by year 2.
Indicator 6	Other abandoned fishing gears are being recycled or sustainably disposed of by year 2.
Indicator 7	At least 50% of inventoried abandoned fishing gears are removed from Lake Ossa by year 3.

### Verifying outputs

Identify the source material the Darwin Initiative (and you) can use to verify the indicators provided. These are generally recorded details such as publications, surveys, project notes, reports, tapes, videos etc.

Indicator 1	Community Management Committee and Multi-Stakeholder Management Committee records and documents (e.g. co-management plans, map of Reserve)
Indicator 2	Biological and socioeconomic survey reports with photos documentation where relevant (e.g. for replanting/restoration of lake shore).
Indicator 3	VSLA record books and records contributed to the online global database (SAVIX).
Indicator 4	Training manuals produced for co-management and replanting, with documented monitoring system
Indicator 5	Business models produced for livelihood interventions
Indicator 6	Transaction records and quantity of nets exported for recycling
Indicator 7	Monthly reports from extension workers and project partners
Indicator 8	Annual project progress reports
Indicator 9	Peer-reviewed papers

### Output risks and important assumptions

You will need to define the important assumptions, which are critical to the realisation of the achievement of your outputs. It is important at this stage to ensure that these assumptions can be monitored since if these assumptions change, it may prevent you from achieving your expected outcome. If there are more than 3 assumptions please insert a row(s).

Assumption 1	Communities have the will to manage their natural resources effectively and get involved in lake clean-ups
Assumption 2	Government authorities (particularly MINFOF) remain consistently agreeable to proposed co-management arrangements and reserve delineation.
Assumption 3	Private sector actors remain consistently agreeable to proposed management arrangements including Reserve delineation
Assumption 4	Business models for Net-Works and tree nurseries are viable.
Assumption 5	Sufficient numbers of households are interested and able to engage in VSLAs

## Activities

Define the tasks to be undertaken by the research team to produce the outputs. Activities should be designed in a way that their completion should be sufficient and indicators should not be necessary. Risks and assumptions should also be taken into account during project design.

<b>Output 1</b>	
<b>Community Management Committees established and supported to develop and implement co-management plans for Lake Ossa.</b>	
Activity 1.1	Free, prior informed consent (FPIC) carried out in 11 villages.
Activity 1.2	Biological baseline surveys carried out for manatee and freshwater turtles, including compilation of biodiversity reports, fisheries reports, and community perception surveys
Activity 1.3	Training and implementation of baseline surveys for fisheries CPUE and VPUE in 11 villages.
Activity 1.4	Re-establishment of seven Community Management Committees, including member election, ensuring gender, age, and occupational equality
Activity 1.5	Workshop, training-of-trainers and advocacy on community-based management approaches for Community Management Committees and VSLAs, MINFOF Conservation Service, and the private sector.
Activity 1.6	Participatory development of management plans and mapping of lake management areas through Community Management Committees.
Activity 1.7	Implementation of management plans, including the construction of watchtowers, training of Community Management Committees and monitoring of enforcement activities by MINFOF.
Activity 1.8	Collaborative write-up of a five year simple management plan and approval by Conservation Service and Community Management Committees for post-project
Activity 1.9	Biological and fisheries impact assessments through collection, analysis and feedback of data for manatee and freshwater turtles, and for fisheries CPUE and VPUE
Activity 1.10	Reporting and preparation and submission of peer-reviewed paper.

<b>Output 2</b>	
<b>VSLAs established and integrated into community management committees</b>	
Activity 2.1	Workshop and training-of-trainers on VSLAs.
Activity 2.2	Establishment of socio-economic baselines through community consultations with 11 communities, and collection, analysis and feedback of data from household surveys and participatory rural appraisal.
Activity 2.3	Establishment and fostering of first VSLAs in three pilot communities.
Activity 2.4	Development of training modules on lake ecology and management developed and integrated into VSLA delivery
Activity 2.4	Replication of VSLAs through Village Agent model and monitoring, ensuring that at least 11 communities have at least one VSLA group functioning
Activity 2.5	Socioeconomic impact assessment through collection, analysis and feedback of data from household surveys and participatory rural appraisal (linked also to output 3).
Activity 2.6	Reporting and preparation and submission of peer-reviewed paper

<b>Output 3</b>	
<b>Three business models assessed and training provided for potential new sustainable enterprises to diversify the livelihoods of local communities</b>	
Activity 3.1	Participatory assessment of enterprise opportunities and capabilities in 11 communities (done in conjunction with activity 1.2) and site selection for implementation of tree nurseries and Net-Works.
Activity 3.2	Development of outline business model for Net-Works and tree nurseries.
Activity 3.3	Development and implementation of training modules for tree nurseries and Net-Works through VSLAs (in conjunction with activity 5.1)
Activity 3.4	Pilot phase for tree nurseries implemented in up to three communities as determined from activity 3.1, including exchange visits, materials purchase, community engagement, trainings, marketing, and monitoring
Activity 3.5	Participatory establishment of community-management mechanism, payment mechanisms and benefit sharing for Net-Works.
Activity 3.6	Initiate net collection through lake clean-up and start buying discarded nets.
Activity 3.7	Evaluation and assessment of community tree nursery businesses through development of business model and continued support as necessary
Activity 3.8	Develop export plan for collected nets and obtain relevant export documents and permits.
Activity 3.9	Re-assess the business model for Net-Works based on monitoring of net collection and adapt as necessary.
Activity 3.10	Expansion of Net-Works into all 11 communities and ongoing collection of nets.
Activity 3.11	Wildlife tourism feasibility study through external consultation and dissemination of results to multi-stakeholder platform (as established in output 4).

<b>Output 4</b>	
<b>A multi-stakeholder committee formed to define and agree boundaries of the reserve, with 30ha of the Reserve's shore restored in priority areas</b>	
Activity 4.1	Workshop on Lake ecology and management with senior representatives of neighbouring agro-industries, MINFOF and Community Management Committees.
Activity 4.2	Establishment of multi-stakeholder platform, involving Community Management Committees, MINFOF Conservation Service and local agro-industry.
Activity 4.3	Mapping of Reserve boundaries and agreement on boundaries by multi-stakeholder platform, formulated through establishment of MOU between multi-stakeholder platform members and decree from MINFOF.
Activity 4.4	Participatory identification of 30ha of degraded priority lake shore habitat for restoration through multi-stakeholder committee, and development of management plan for these areas (including plans for clearing illegal land-uses from these areas)
Activity 4.5	Participatory implementation of management plans for restoration of lakeshore habitat and planting of seedlings produced by community nurseries by male and female community members with support from industry (15 ha per year), supported by finance from industry.
Activity 4.6	Participatory follow-up of replanted tree progress and monitoring on the ground, including replanting where necessary

<b>Output 5</b>	
<b>A community-based lake clean-up of abandoned fishing gears is undertaken with local communities</b>	
Activity 5.1	Outreach and education training modules focused on Net-Works, lake ecology, and fishing practices is developed for delivery by VSLA Village Agents
Activity 5.2	Training modules delivered as part of VSLA model within initially implemented VSLA groups and with Community Management Committees
Activity 5.3	Participatory mapping and baseline inventory of abandoned fishing gears in Lake Ossa carried out and results delivered to VSLA groups and Community Management Committees
Activity 5.4	Initiate and sustain lake clean ups for Net-works with VSLA groups and Community Management Committees to remove nets and other abandoned gear, including bamboo with benefits distributed back to participating groups
Activity 5.5	Establishment of recycling facilities, including designing and construction of baler machines for nets, establishment of warehousing for dealing with waste
Activity 5.6	Test-shipment of nets for implementation of export processes.
Activity 5.7	Developing clean mechanisms for recycling or sustainable disposal of non-net waste (i.e. non-burning)
Activity 5.9	Impact assessment of lake clean-ups through repeat inventory of abandoned fishing gears.

26. Provide a project implementation timetable that shows the key milestones in project activities. Complete the following table as appropriate to describe the intended workplan for your project.

Activity	No of Months	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1													
1.1 Free, prior informed consent (FPIC) carried out in 11 villages.	3 months	x											
1.2 Biological baseline surveys carried out for manatee and freshwater turtles, including compilation of biodiversity reports, fisheries reports, and community perception surveys	6 months	x	x										
1.3 Training and implementation of baseline surveys for fisheries CPUE and VPUE in 11 villages.	6 months	x	x										
1.4 Re-establishment of seven Community Management Committees, including member election, ensuring gender, age, and occupational equality	6 months	x	x	x									
1.5 Workshop, training-of-trainers and advocacy on community-based management approaches for Community Management Committees and VSLAs, MINFOF Conservation Service, and the private sector.	9 months			x	x								
1.6 Participatory development of management plans and mapping of lake management areas through Community Management Committees.	9 months				x	x	x						
1.7 Implementation of management plans, including the construction of watchtowers, training of Community Management Committees and monitoring of enforcement activities by MINFOF.	18 months							x	x	x	x	x	x
1.8 Collaborative write-up of a five year simple management plan and approval by Conservation Service and Community Management Committees for post-project	9 months									x	x	x	
1.9 Biological and fisheries impact assessments through collection, analysis and feedback of data for manatee and freshwater turtles, and for fisheries CPUE and VPUE	6 months										x	x	
1.10 Reporting and preparation and submission of peer-reviewed	6 months											x	x

Activity	No of Months	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
paper.													
Output 2													
2.1. Workshop and training-of-trainers on VSLAs.	3 months		x										
2.2 Establishment of socioeconomic baselines through community consultations with 11 communities, and collection, analysis and feedback of data from household surveys and participatory rural appraisal.	3 months		x	x									
2.3 Establishment and fostering of first VSLAs in three pilot communities.	12 months			x	x	x	x						
2.4 Development of training modules on lake ecology and management developed and integrated into VSLA delivery	12 months		x	x	x	x							
2.5 Replication of VSLAs through Village Agent model and monitoring, ensuring that at least 11 communities have at least one VSLA group functioning	18 months							x	x	x	x	x	x
2.6 Socioeconomic impact assessment through collection, analysis and feedback of data from household surveys and participatory rural appraisal (linked also to output 3).	6 months										x	x	
2.7 Reporting and preparation and submission of peer-reviewed paper	6 months											x	x
Output 3													
3.1 Participatory assessment of enterprise opportunities and capabilities in 11 communities (done in conjunction with activity 2.2) and site selection for implementation of tree nurseries and Net-Works.	9 months	x	x	x									
3.2 Development of outline business model for Net-Works and tree nurseries.	6 months	x	x										
3.3 Development and implementation of training modules for tree nurseries and Net-Works through VSLAs (in conjunction with activity 5.1)	9 months		x	x	x								
3.4 Pilot phase for tree nurseries implemented in up to three	12			x	x	x	x						



Activity	No of Months	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
communities, including exchange visits, material purchase, community engagement, trainings, marketing, and monitoring	months												
3.5 Participatory establishment of community-management mechanism, payment mechanisms and benefit sharing for Net-Works.	6 months				x	x							
3.6 Initiate net collection through lake cleanup and start buying discarded nets (ongoing)	24 months					x	x	x	x	x	x	x	x
3.7 Evaluation and assessment of community tree nursery businesses through development of business model and continued support as necessary	21 months						x	x	x	x	x	x	x
3.8 Develop export plan for collected nets and obtain relevant export documents and permits.	6 months					x	x						
3.9 Re-assess the business model for Net-Works based on monitoring of net collection and adapt as necessary.	6 months							x	x				
3.10 Expansion of Net-Works into all 11 communities and ongoing collection of nets.	12 months									x	x	x	x
3.11 Wildlife tourism feasibility study through external consultation and dissemination of results to multi-stakeholder platform(as established in output 4)	9 months									x	x	x	
Output 4													
4.1 Workshop on Lake ecology and management with senior representatives of neighbouring agro-industries, MINFOF and Community Management Committees	3 months			x									
4.2 Establishment of multi-stakeholder platform, involving agroindustry, Community Management Committees, MINFOF Conservation Service, (meeting regularly once established).	6 months			x	x								
4.3 Mapping of Reserve boundaries and agreement on boundaries by multi-stakeholder platform, formulated through establishment of MOU between multi-stakeholder platform	6 months				x	x							

Activity	No of Months	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
members and decree from MINFOF.													
4.4 Identification of 30ha of degraded priority lake shore habitat for restoration through multi-stakeholder committee, and development of management plan for these areas (including plans for clearing illegal land-uses from these areas)	6 months					x	x						
4.5 Participatory implementation of management plans for restoration of lakeshore habitat and planting of trees produced by community nurseries by male and female community members with support from industry (15 ha per year), supported by finance from industry.	18 months							x	x	x	x	x	x
4.6 Participatory follow-up of replanted tree progress and monitoring on the ground, including replanting where necessary	25 months								x	x	x	x	x
Output 5													
5.1 Outreach and education training modules focused on Net-Works, lake ecology, and fishing practices is developed for delivery by VSLA Village Agents	12 months	x	x	x	x								
5.2 Training modules delivered as part of VSLA model within initially implemented VSLA groups and with Community Management Committees (replicated in new VSLAs once up and running)	30 months			x	x	x	x	x	x	x	x	x	x
5.3 Participatory mapping and baseline inventory of abandoned fishing gears in Lake Ossa carried out and results delivered to VSLA groups and Community Management Committees	9 months		x	x	x								
5.4 Initiate and sustain lake clean ups for Net-works with VSLA groups and Community Management Committees to remove nets and other abandoned gear, including bamboo with benefits distributed back to participating groups	24 months					x	x	x	x	x	x	x	X
5.5 Establishment of recycling facilities, including designing and construction of baler machines for nets, establishment of warehousing for dealing with waste	9 months					x	x	x					

Activity	No of Months	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.6 Test-shipment of nets for implementation of export processes.	3 months								x				
5.7 Developing mechanisms for recycling or sustainable disposal of non-net waste	6 months						x	x					
5.9 Impact assessment of lake cleanups through repeat inventory of abandoned fishing gears.	12 months			x			x			x			x

## 27. Project based monitoring and evaluation (M&E)

Describe, referring to the Indicators above, how the progress of the project will be monitored and evaluated, making reference to who is responsible for the projects M&E. Darwin Initiative projects are expected to be adaptive and you should detail how the monitoring and evaluation will feed into the 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.

(Max 500 words)

ZSL shares the Darwin Initiative's focus on conservation outcomes and impact, and therefore builds projects around a culture of active monitoring, adaptive management and learning.

**Project Management Structure:** The project will be directed by the Project Leader, ZSL's West and North Africa Programme Manager, Chris Ransom, ZSL's Marine and Freshwater International team, Heather Koldewey and Nick Hill, and ZSL Cameroon's Country Manager (being recruited) who will ensure efficient line-management of the Project Manager responsible for coordination and implementation of the project's activities and liaison with project partners. Overall responsibility for delivering the project and for monitoring and evaluation (M&E) will reside with the Project Leader and Project Manager.

ZSL's approach to M&E follows 4 key principles:

**Making time for good design:** good M&E starts with solid project design, and so the project will ensure adequate time is allocated to bring together all project stakeholders at the start of the project to finalise the project plan, building on the solid overview described in this application. This plan will include six-monthly meetings of all stakeholders to review project progress, share lessons identified and ensure that those lessons are learned by revising the design of the project in the light of new experience.

**Making space for learning:** between the six-monthly meetings, the project team, including all partners, will hold regular monthly and quarterly meetings to share experiences and re-focus activities in response to lessons learned. Attendance at these meetings will be given a very high priority and all members of the project team will be encouraged to share experiences, both positive and negative. The intention is to create a project culture that places great value on learning, both within the project team and between all project stakeholders.

**Bringing the logframe alive:** there is always a tension between adaptive management and accountability – good projects seek to promote and practice adaptive management whilst donors (understandably) need to ensure that the outputs they are funding are delivered. This project will place a high priority on adaptive management and will treat the project logframe as a living document, updating it regularly in response to lessons learned from the field and thus ensuring its usefulness to the project team. As a consequence, whilst the project's desired Impact and Outcome will not change, Activities, and to a lesser extent Outputs, may be revised as the project progresses. All revisions will be submitted to the Darwin Initiative for approval and reported through the project's annual reports.

**Ensuring good information:** good project management decisions depend on good data. Therefore many of the activities in the early stages of the project will focus on collecting good socio-economic and biological baseline data, using the expertise of ZSL and project partners.

Project progress towards biodiversity and socioeconomic targets will be monitored and evaluated through scientific research, participatory monitoring, and a focus on key milestones. Scientific monitoring and evaluation of the biodiversity and socioeconomic impacts of the project will be undertaken employing a Before-After-Control-Impact (BACI) design to monitor the biodiversity and socioeconomic indicators and evaluate impact.

[501 words]

## FUNDING AND BUDGET

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

**NB:** Please state all costs by financial year (1 April to 31 March) and in GBP. **Budgets submitted in other currencies will not be accepted.** Use current prices – and include anticipated inflation, as appropriate, up to 3% per annum. The Darwin Initiative cannot agree any increase in grants once awarded.

### 28. Value for Money

Please explain how you worked out your budget and how you will provide value for money through managing a cost effective and efficient project. You should also discuss any significant assumptions you have made when working out your budget.

(max 300 words)

The project budget was calculated using the pre-existing knowledge and experience of ZSL and the project partners of working in Cameroon and carrying out similar activities. For capital items quotes have been obtained from suppliers in Cameroon to ensure that figures are up-to-date.

The majority of funding is directed towards in-country activities to maximise conservation returns on investment, emphasising capacity building to ensure long-term sustainability of participatory resource management and that communities can continue to access investment through persisting VSLAs and other associated livelihoods. All UK and much of the Cameroonian staff time is provided as matched funding to ensure funds are used for activities on the ground and ZSL and partner's infrastructure and logistical support will be utilised wherever possible to keep costs to a minimum. Many of the activities have been tried and tested by ZSL and partners which will ensure that funds can be spent on implementation rather than developing activities and piloting new approaches. Where possible local solutions will be utilised to reduce costs, for example, purchasing a locally made boat for the conservation service and utilising local labour and materials for construction of watch towers. This will ensure economical spending and that project funds directly benefit local communities.

ZSL uses a financial management system that requires quarterly financial reporting from project partners before additional funds are released, and project expenditures are checked and approved by the Project Leader and ZSL's Administrators. This established ZSL financial management tool ensures spending remains within budget, and quickly flags up any issues for attention. Prior to approval and release of funds, activity plans and budgets are evaluated by the Project Leader and Project Manager to ensure they provide value for money and that spending is cautious and frugal.

[289 words]

## FCO NOTIFICATIONS

Please check the box if you think that there are sensitivities that the Foreign and Commonwealth Office will need to be aware of should they want to publicise the project's success in the Darwin competition in the host country.

Please indicate whether you have contacted your Foreign Ministry or the local embassy or High Commission (or equivalent) directly to discuss security issues (see Guidance Notes) and attach details of any advice you have received from them.

**Yes (no written advice)**  **Yes, advice attached**  **No**

### CERTIFICATION

On behalf of the trustees of Zoological Society of London  
 (\*delete as appropriate)

I apply for a grant of £297,211 in respect of **all expenditure** to be incurred during the lifetime of this project based on the activities and dates specified in the above application.

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 enclose CVs for project principals and letters of support.
- Our most recent audited/independently verified accounts and annual report are also enclosed/can be found at: <https://www.zsl.org/about-us/annual-reports/>

<b>Name (block capitals)</b>	<b>PROFESSOR JONATHAN BAILLIE</b>
<b>Position in the organisation</b>	<b>Director, Conservation Programmes</b>

**Signed** See Attached PDF **Date:** 2/12/13

**Stage 2 Application - Checklist for submission**

	Check
Have you <b>read the Guidance Notes</b> ?	X
Have you provided <b>actual start and end dates</b> for your project?	X
<b>Have you indicated whether you are applying for DFID or Defra funding. NB: you cannot apply for both</b>	X
Have you provided your <b>budget based on UK government financial years</b> i.e. 1 April – 31 March and in GBP?	X
Have you checked that your <b>budget is complete</b> , correctly adds up and that you have included the correct final total on the top page of the application?	X
Has your application been <b>signed by a suitably authorised individual?</b> (clear electronic or scanned signatures are acceptable in the email)	X
Have you included a <b>1 page CV for all the Principals</b> identified at Question 7?	X
Have you included a <b>letter of support from the main partner(s) organisations</b> identified at Question 10?	X
Have you <b>been in contact with the FCO</b> in the project country/ies and have you included any evidence of this?	X
Have you included a <b>copy of the last 2 years annual report and accounts</b> for the lead organisation? An electronic link to a website is acceptable.	X
Have you <b>checked the Darwin website</b> immediately prior to submission to ensure there are no late updates?	X

Once you have answered the questions above, please submit the application, not later than midnight GMT on Monday 2 December 2013 to [Darwin-Applications@ltsi.co.uk](mailto:Darwin-Applications@ltsi.co.uk) using the application number (from your Stage 1 feedback letter) and the first few words of the project title **as the subject of your email**. If you are e-mailing supporting documentation separately please include in the subject line an indication of the number of e-mails you are sending (eg whether the e-mail is 1 of 2, 2 of 3 etc). You are not required to send a hard copy.

DATA PROTECTION ACT 1998: Applicants for grant funding must agree to any disclosure or exchange of information supplied on the application form (including the content of a declaration or undertaking) which the Department considers necessary for the administration, evaluation, monitoring and publicising of the Darwin Initiative. Application form data will also be held by contractors dealing with Darwin Initiative monitoring and evaluation. It is the responsibility of applicants to ensure that personal data can be supplied to the Department for the uses described in this paragraph. A completed application form will be taken as an agreement by the applicant and the grant/award recipient also to the following:- putting certain details (ie name, contact details and location of project work) on the Darwin Initiative and Defra websites (details relating to financial awards will not be put on the websites if requested in writing by the grant/award recipient); using personal data for the Darwin Initiative postal circulation list; and sending data to Foreign and Commonwealth Office posts outside the United Kingdom, including posts outside the European Economic Area. Confidential information relating to the project or its results and any personal data may be released on request, including under the Environmental Information Regulations, the code of Practice on Access to Government Information and the Freedom of Information Act 2000.