



Securing Permanent Forests to Combat Climate Change and Enhance Sustainable National and Local Economies in Cameroon

ANNEX 22E

CONFLICT AND FRAGILITY ANALYSIS

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1. INTRODUCTION

Cameroon's evolving fragility has been widely analyzed across scholarly, policy, and humanitarian literature, with research consistently emphasizing the interplay between political marginalization of groups within the country, armed conflict, extremist violence, and environmental vulnerability. Recent assessments highlight the **Anglophone conflict** as a central driver of instability. Originating from protests in 2016 by English-speaking professionals against systemic marginalization, the conflict escalated into protracted armed confrontation between separatist groups and state forces. Studies document severe human rights violations -including extrajudicial killings, village burnings, arbitrary detentions, and attacks on civilian infrastructure - which have displaced more than 334,000 people and left 1.5 million in need of assistance in the NorthWest and SouthWest regions (Global Centre for the Responsibility to Protect, 2025). The literature further notes that the government's limited engagement with the root causes of the crisis has hindered prospects for de-escalation or effective mediation (Global Centre for the Responsibility to Protect, 2025).

Parallel to the Anglophone conflict is the persistent **threat of violent extremism** in Cameroon's Far North region, primarily driven by Boko Haram and Islamic State-linked armed groups. Humanitarian observers point to a resurgence of attacks throughout 2025, including assaults on military bases, targeted killings, kidnappings, and destruction of infrastructure. Notably, Boko Haram's adoption of increasingly sophisticated weaponry such as drones and Shilka anti-aircraft systems has heightened insecurity and created new challenges for both military forces and civilian resilience (Crux, 2025; North Africa Post, 2025). These developments are consistent with broader regional analyses of Lake Chad Basin insecurity, which emphasize the structural fragility of border communities and the longstanding pressures of poverty and displacement.

Environmental disruptions contribute further to Cameroon's fragility. The literature documents severe **climate-related shocks**, particularly recurrent flooding in the Far North, which destroyed tens of thousands of homes and schools, displaced hundreds of thousands of residents, and deepened preexisting humanitarian needs (ACAPS, 2024). These floods have compounded the difficulties faced by internally displaced persons (IDPs) and refugees already residing in the region, straining local coping capacities and overstressing humanitarian assistance.

The interplay of conflict, displacement, and environmental stress feeds into a broader **humanitarian crisis** that spans multiple sectors. Data from the United Nations and humanitarian assessments indicate that by early 2025, approximately 3.3 million people across Cameroon required humanitarian assistance due to violence, food insecurity, disrupted services, and constrained humanitarian operations (OCHA, 2025a; OCHA, 2025b). However, funding shortfalls have impeded consistent delivery of essential support, prompting humanitarian organizations to scale back programming despite rising needs. Several analyses argue that the underfunded response risks entrenching fragility, particularly in remote and conflict-affected communities where access to health, education, and protection services remains severely limited.

Across these strands , a recurring theme is the **interconnectedness of political, security, and environmental drivers** of fragility in Cameroon. Conflict dynamics are

said to be reinforced by governance challenges, including limited state presence in peripheral regions, restrictions on civil society, and uncertainty surrounding political transitions. The multidimensional nature of Cameroon's crisis underscores the need for integrated approaches that connect peacebuilding, governance reform, and resilience-building interventions.

2. CONFLICT ANALYSIS IN PROJECT SITES

2.1 CONFLICT ANALYSIS OF THE WAZA LANDSCAPE

The Waza region of Cameroon, located in the Far North near the borders of Nigeria and Chad, was until recently at the intersections of **violent extremism**, **resource governance**, **conservation politics**, **human–wildlife interactions**, and **climate-induced stress**. Recurring conflicts relate to the resurgence of Boko Haram/ISWAP, the securitization of conservation, escalating intercommunal resource tensions, the environmental determinants of conflict, and the socioecological consequences for communities living in and around Waza National Park.

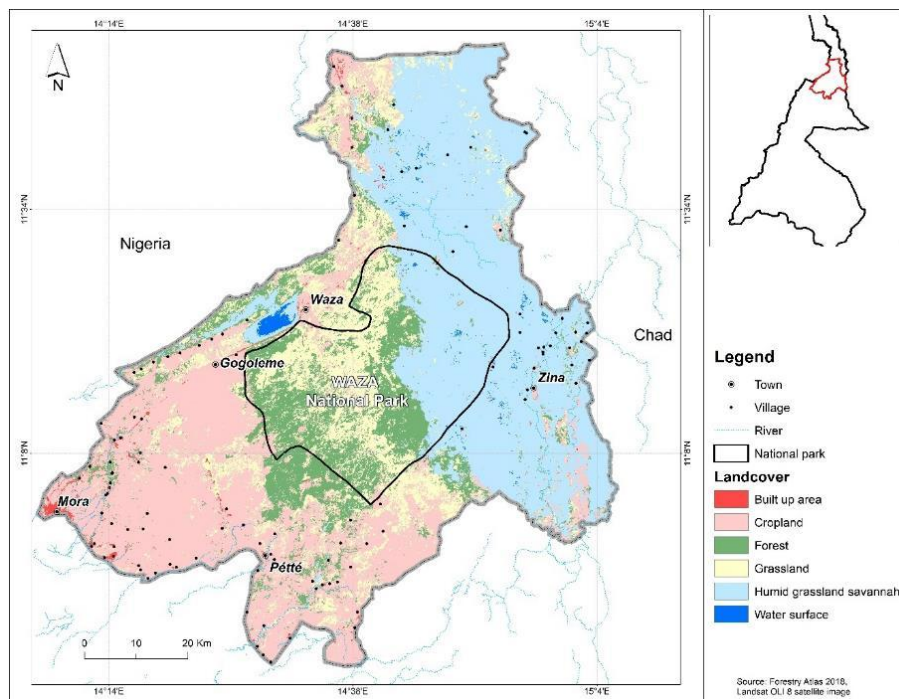


Figure 1: Land cover map of Waza landscape

Extremist Violence and Regional Insecurity

Violent extremism primarily by Boko Haram and its splinter faction ISWAP is noted to be a central driver of insecurity around Waza. Recent incidents reflect escalating operational sophistication. Renewed insurgent mobility is said to have been facilitated by the reopening of border crossing points, which, while beneficial to commerce, have inadvertently increased opportunities for ambushes on traders, herders, and transport operators (Eurafrica Press & News, 2025). As part of the broader Lake Chad Basin

insurgency, these dynamics reinforce Waza's position within a transnational conflict ecosystem marked by fluid militant movements and limited state control.

Militarized Conservation and Protected-Area Conflict

In Waza National Park, conservation initiatives have become entangled in broader security dynamics. Waza National Park, a UNESCO biosphere reserve, has suffered from insurgent activity since the early 2010s, with kidnappings of foreign tourists in 2013 and 2014 catalyzing a collapse in tourism that saw annual visitation fall from around 4,000 to fewer than 300 (Voice of America, 2023). This economic decline pushed many unemployed young people toward poaching and illegal logging, raising the stakes of resource competition around protected zones.

Studies in conservation governance note that in response to insecurity, conservation actors and the Cameroonian government have increasingly turned to **militarized enforcement** such as embedding armed forces within protected areas to deter poaching and insurgent infiltration (The New Humanitarian, 2025). While these measures reinforce the security of park ecosystems, they simultaneously generate community resentment, particularly among displaced persons who have moved into buffer zones and perceive conservation enforcement as coercive. It has also led to cases of human rights violations by law enforcement forces.

Human–Wildlife Conflict and Local Livelihood Impacts

Human–wildlife conflict constitutes another critical theme. Livestock predation, primarily by lions, hyenas, and jackals, result in average annual economic losses of roughly 228,830 XAF per pastoral household (Tumenta et al., 2026). These losses disproportionately affect pastoralist communities who rely heavily on livestock for income, social obligations, and food security. Predation occurred most frequently during the dry season and near water points, reflecting the ecological pressures driving carnivores into areas of human activity.

Such conflicts are influenced by factors such as insecurity restricting grazing mobility, climate change reducing pasture availability, and conservation restrictions limiting access to formerly shared spaces.

Resource Competition and Intercommunal Conflict in the Waza–Logone Floodplain

Resource-based intercommunal conflict has emerged as a central destabilizing factor. Mahamat, Marsala, and Staro (2025) document how competition over canals, fishing basins, and agricultural land, driven partly by privatization and new forms of resource extraction, has intensified clashes among fishers, farmers, herders, and other livelihood groups. These pressures reflect wider sociopolitical dynamics, including corruption, land insecurity, and shifting land use practices. Such conflicts increasingly manifest in violent outbreaks, as reflected in the 2021 clashes between Arab Choa herders and Mousgoum fishers in the Logone Birni basin (RELUFA, 2021).

Disputes over water access along the Logone River have displaced tens of thousands of people since 2021 (Crisis Group, 2024). These conflicts often overlap with the impacts of insurgency, weakening social cohesion and overwhelming customary and formal governance mechanisms.

Climate Variability and Environmental Stress as Conflict Multipliers

Climate-induced environmental change has emerged as a significant factor amplifying conflict in Waza. The shrinking of Lake Chad and long-term hydrological fluctuations in the Logone–Chari river system have reshaped settlement patterns and resource availability across the Far North (Saha et al., 2020). Droughts, floods, and erratic rainfall have produced alternating ecological shocks that drive population displacement and intensify competition for scarce land and water.

Environmental degradation also intersects with armed conflict, conservation pressures, and livelihood insecurity. As communities migrate into protected areas, grazing corridors, or floodplains, climate stress merges with socio-political instability to create persistent, multidimensional conflict risks. Climate impacts thus act as a **conflict multiplier**, rather than a standalone cause, shaping the conditions under which other tensions escalate.

Addressing the region's instability requires integrated approaches that consider ecological, political, socio-economic, and security dimensions simultaneously. Adaptive governance frameworks that bridge conservation, development, and peacebuilding while enhancing community participation in resource management could hold some solutions.

2.2 CONFLICT ANALYSIS IN THE DJA–LOBÉKÉ LANDSCAPE

The Dja–Lobéké landscape in southeastern Cameroon, encompassing the Dja Faunal Reserve and Lobéké National Park, is a globally significant biodiversity hotspot facing escalating socioecological conflicts. The Dja Lobéké landscape forms part of the Congo Basin, one of the world's largest tropical forest ecosystems. The Dja Faunal Reserve and Lobéké National Park are UNESCO World Heritage Sites known for their rich assemblages of forest elephants, gorillas, chimpanzees, and diverse flora and fauna. However, increasing pressure from organized illegal poaching and wildlife trade, industrial exploitation (mining), and sociopolitical marginalization of Indigenous Peoples has resulted in mounting conflict over land and resources (ZSL, n.d.; Noé, n.d.).

Key drivers include poaching, illegal wildlife trade, logging, mining, weak governance systems, and community marginalization, as well as persistent governance gaps, economic vulnerabilities among local and Indigenous communities, and increasing ecological pressures. Integrated, community-centered approaches are essential to mitigating conflict and ensuring sustainable management of this critical rainforest ecosystem.

Poverty and Limited Livelihood Opportunities

Local communities face economic challenges that heighten their reliance on natural resources. Poverty and insufficient income-generating alternatives contribute to participation in illegal harvesting or collaboration with wildlife traffickers (Noé, n.d.). Dependence on forest resources, combined with limited pathways for economic mobility, reinforces the cycle of conflict between community needs and conservation mandates.

Impacts of the Conflict

Increasing poaching and forest degradation severely threaten wildlife populations. Elephant populations have declined due to intensifying ivory poaching, while habitat loss compromises connectivity crucial for migratory species within the TRIDOM transboundary complex (Global Conservation, 2024). Deforestation caused by logging and mining further threatens ecological stability.

Socio-community Tensions: Exclusion from land-use governance perpetuates inequality and deepens mistrust. Indigenous groups often view conservation measures as restrictive when not paired with livelihood support or participatory planning (Congo Basin Landscapes Initiative, 2025). Enforcement actions sometimes generate conflict between ecoguards and local residents who depend on forest resources for subsistence.

Institutional Weakness and Insecurity: Weak enforcement capacity allows illegal actors to operate with impunity. This undermines conservation efforts and contributes to insecurity in remote forest areas. Fragmented governance and inadequate coordination between conservation bodies and local authorities exacerbate these challenges.

2.3 CONFLICT ANALYSIS OF THE BAMBOUTOUS–BAKOSSI LANDSCAPE

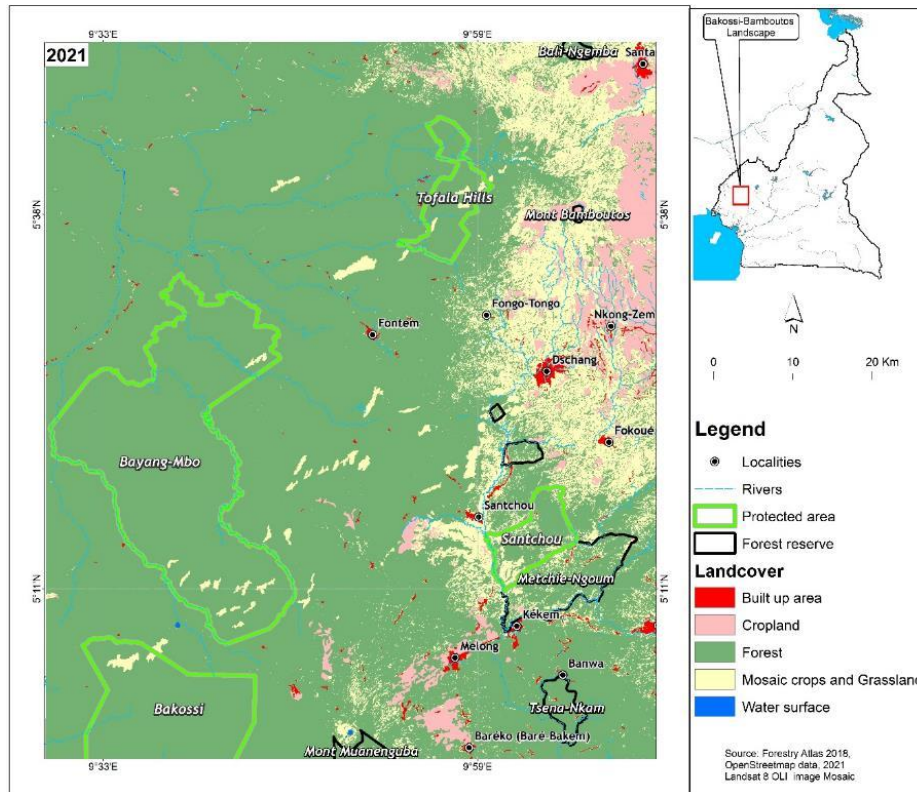


Figure 3: Land cover map of Bamboutos landscape

Ecological Degradation and Resource Scarcity

Severe ecological degradation in the Bamboutos Mountains has resulted from decades of unsustainable land-use practices, including deforestation, soil erosion, and agricultural expansion into fragile Afromontane systems. The Restoration Opportunity Assessment Methodology (ROAM phase 1) carried out during project preparation found extensive degradation across shrub savannahs, riparian zones, farmland, and forest reserves covering approximately **8,834 hectares**, reflecting significant ecological stress and competition for diminishing productive land (Tchoutezou et al., 2025).

In the Bakossi region, similar pressures arise from agricultural encroachment, commercial plantations, artisanal logging, and habitat fragmentation, all of which limit access to fertile land and forest resources (CAD, n.d.; IC Magazine, n.d.). Community dependence on natural resources exacerbates tensions as ecosystems degrade and resource scarcity intensifies.

Governance Gaps and Institutional Fragmentation

Governance challenges compound environmental pressures. In the Bamboutos landscape, a governance assessment revealed strong policy frameworks but a weak participatory planning and decision-making process, indicating limited community involvement and inconsistent coordination across institutions (Zanguim et al., 2024). These gaps generate mistrust and disputes over land allocation and restoration priorities.

In the Bakossi landscape, conflicts are further driven by the marginalization of Indigenous tenure systems. Expansion of commercial agriculture, particularly palm oil and rubber, onto ancestral lands without adequate consultation has undermined

customary authority and fuelled disputes between communities, corporations, and state agencies (IC Magazine, n.d.).

Human-Wildlife Conflict

Human-wildlife conflict is high in the Bakossi region. Habitat loss and shrinking wildlife corridors increase interactions between communities and wildlife such as elephants, primates, and bush pigs. Empirical findings show that community involvement significantly strengthens mitigation outcomes, demonstrating both the severity of conflicts and the importance of inclusive management (Ngome et al., 2025). Fragmentation of ecological corridors such as the elephant routes linking Bakossi National Park to the Banyang-Mbo Wildlife Sanctuary further intensifies these encounters (Bakossi National Park, n.d.).

Socioeconomic Vulnerability and Cultural Marginalization

Livelihood insecurity and poverty have exacerbated conflict across the landscape. Communities rely heavily on agriculture, hunting, and the harvesting of forest products; resource decline or restricted access through conservation enforcement has increased tensions.

For the Bakossi people, cultural identity is closely tied to sacred forests and ancestral lands. Encroachment by commercial agriculture and weakened recognition of customary governance contribute to cultural erosion and generate grievances (IC Magazine, n.d.).

Poverty also drives illegal resource extraction such as poaching, bushmeat trade, and artisanal logging despite ongoing livelihood-improvement initiatives (CAD, n.d.).

Impacts of Conflict

Conflict accelerates environmental degradation. In Bamboutos, competition for scarce land exacerbates soil erosion, forest loss, and hydrological decline, undermining restoration efforts (Tchoutezou et al., 2025). In Bakossi, poaching, illegal logging, and agricultural encroachment degrade habitats and reduce biodiversity. Though community surveillance has removed thousands of snares and other illegal materials, the persistence of these threats indicates ongoing ecological stress (Bakossi National Park, n.d.).

Human-wildlife conflict results in substantial crop losses, reduced agricultural productivity, and increased livelihood insecurity, directly worsening poverty conditions (Ngome et al., 2025). Economic hardship may push individuals toward illegal hunting and logging, fueling additional cycles of conflict with state and conservation authorities (CAD, n.d.).

Weak governance erodes trust between communities and state agencies. In Bamboutos, poor participation in planning undermines compliance with restoration programs and contributes to disputes (Zanguim et al., 2024). In Bakossi, conservation enforcement, when perceived as punitive or misaligned with local needs, creates friction between communities and eco-guards, destabilizing cooperative conservation frameworks (CAD, n.d.).

For Indigenous Bakossi communities, conflict contributes to the erosion of cultural identity. Encroachment on sacred landscapes and declining recognition of traditional institutions weaken intergenerational transfer of cultural knowledge and stewardship practices (IC Magazine, n.d.).

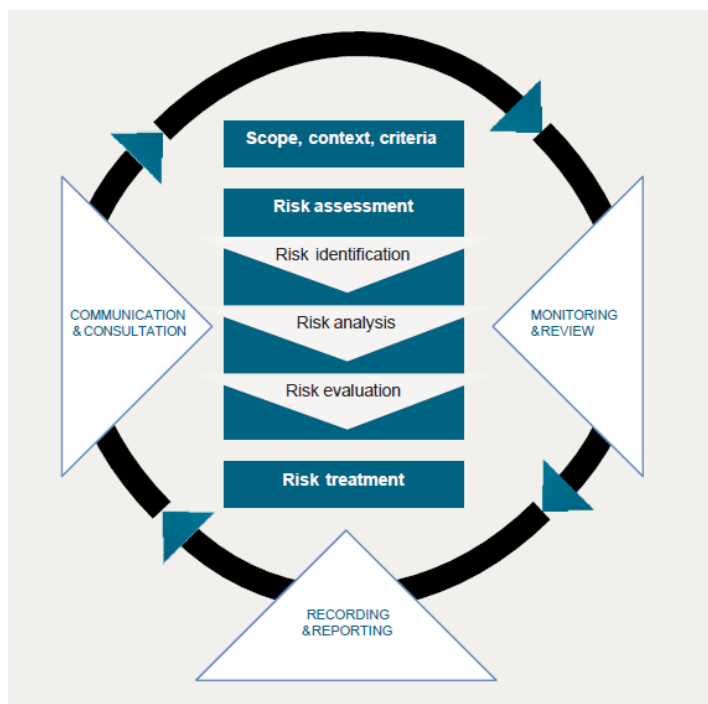
These cultural impacts amplify grievances, diminish legitimacy of conservation initiatives, and create long-term barriers to sustainable coexistence between communities and state institutions.

3. CONFLICT MANAGEMENT MEASURES

3.1 APPROACH TO CONFLICT MANAGEMENT

The conflict management approach of the project will follow IUCN Enterprise Risk Management (ERM) Policy. The ERM methodology approach of IUCN is largely based on international standards, such as ISO 31000:20183 and COSO. The methodology is circular and consists of six key elements (See Figure below): i) communication and consultation; ii) establishing scope, context, and criteria; iii) risk assessment; iv) risk treatment; v) monitoring and review; and vi) recording and reporting

Figure 4: IUCN Enterprise Risk Management Methodology



Risk Assessment – For each landscape the MEL and ESMS Officers will assess and prepare a conflict monitoring and impact framework based on the template below. This framework will evolve and expand as concrete sites for project implementation become known. This risk assessment and treatment then becomes part of the Safeguards-enhanced ROAM process, with results recorded in the FLR District Action Plan.

Risk assessment encompasses risk identification, analysis and evaluation. Risk assessments are to be conducted systematically and collaboratively to provide the best available information on risks and therefore enable risk-informed decision-making at all times.

Risk identification: The purpose of risk identification is to find and describe the risk event, including the causes and potential impact/consequence that may affect the project. All identified risks are logged into the relevant risk register as shown below.

IUCN PROJECT RISK REGISTER											
ID	Risk title	Risk description <i>Enter a brief description of the risk. Risk description should include the event and the cause</i>	Consequence/Impact <i>If this risk occurs what could be its consequences/impacts on ?</i>	Likelihood <i>1 Unlikely 2 Possible 3 Likely 4 Almost certain</i>	Impact <i>1 Minor 2 Intermediate 3 Extensive 4 Extreme</i>	TOTAL SCORE (1-16) <i>No action required</i>	RISK LEVEL <i>No action required</i>	Risk Appetite <i>Select adequate statement</i>	Risk Treatment <i>Select adequate risk treatment</i>	Mitigations Measures <i>Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.</i>	Risk Owner <i>Indicate the person, unit or entity with the responsibility to manage the risk.</i>
R1				2	3	6	MEDIUM			1. 2.	
R2				NR	NR	NR	UNRATED			1. 2.	
R3				NR	NR	NR	UNRATED			1. 2.	
R4				NR	NR	NR	UNRATED			1. 2.	
R5				NR	NR	NR	UNRATED			1. 2.	
R6				NR	NR	NR	UNRATED			1. 2.	
R7				NR	NR	NR	UNRATED			1. 2.	
R8				NR	NR	NR	UNRATED			1. 2.	
R9				NR	NR	NR	UNRATED			1. 2.	

Risk analysis: The purpose of the risk analysis is to understand the nature of risk and its characteristics and to define the level of risk. Risk analysis involves an assessment of the likelihood (probabilities) of a risk to materialise and the potential impact (consequences) on the objectives. Figure 6 below outlines the methodology used by IUCN to determine the likelihood and level of impact. Should the likelihood and/or impact be difficult to estimate, a worst-case scenario principle must be applied as a precautionary measure to ensure adequacy in how the risk is treated and monitored by the relevant stakeholders. The risk register must also be updated whenever additional is made available which allow for a more in-depth analysis.

Determining Risk Likelihood and Impact at project level				
LIKELIHOOD	UNLIKELY	POSSIBLE	LIKELY	ALMOST CERTAIN
	1	2	3	4
DESCRIPTION (“THE RISKS EXPECTED TO MATERIALISE.”)	Low probability to occur	Medium-Low probability to occur	Medium-High probability to occur	High probability to occur

IMPACT	MINOR	INTERMEDIATE	EXTENSIVE	EXTREME
	1	2	3	4
OPERATIONAL (time)	Insignificant change	Minor delay (few weeks)	Major delay (few months)	Blockage
RESOURCES	Insignificant change	5% increase or decrease	10% increase or decrease	20% increase or decrease
PRODUCTS and SERVICES quality and quantity (e.g. workplans)	Insignificant quality and quantity degradation or augmentation	Minor change	Major change	Unacceptable change
RESULTS SCOPE (increase or decrease in result coverage, e.g. log frames)	Insignificant scope change deviation	Minor areas affected	Major areas affected	Unacceptable change

Risk evaluation: The purpose of risk evaluation is to support decisions by determining which risks must be considered, how these risks must be prioritised, and how they must be treated. This phase usually involves triangulating available information with the risk analysis and the institutional risk appetite. This step allows to group and prioritise risks in terms of how and when they will be addressed and the level of attention that each is given.

Risk treatment: The primary goal of risk treatment is to prepare and document specific responses (mitigation actions) with resources, timelines and indicators to monitor the risks and assign owners to the risk. Risk with Very High, High or Medium level require a treatment measure. For Low level risk, no specific treatment is needed, however, monitoring is recommended. Table 2 describes four types of risk treatments.

Table 1: Risk treatment options

TOLERATE/ MONITOR	Accept the risk if the opportunities outweigh the risk and in line with risk appetite. The risk owner should, however, continue to monitor the risk.
TREAT/ MITIGATE	Reduce the impact, likelihood, or both, and/or improve the existing controls or develop new measures to reduce the risk to acceptable levels.
TRANSFER	Move the risk so that a third party takes on the responsibility for an aspect of the threat.
TERMINATE	Avoid the risk by not undertaking the activity(ies) associated with the risk or change the scope, business process, procurement, supplier or sequence of activities, among others, depending on the type of risk.

Specific considerations for conflict and fragility risks

All projects implemented in contexts marked by conflict, fragility and violence are exposed to particular risks that could jeopardise the achievement of development objectives. As, in the context of conflict and fragility risks can evolve and exacerbate very quickly, the risk assessment and treatment approach presented above requires being set-up as a dynamic and adaptive process with measures to monitor and assess conflict situations that are set up at the outset in order to be able to gain time for quick and appropriate adaptive management. Regular, systematic monitoring of risks is vital given the dynamic circumstances in which conflict, fragility and violence play out. In such contexts, mitigation measures must be capable of responding quickly and flexibly. (Adapted from: Peace and conflict assessment fact sheet, GIZ and BMZ, 2014)

Impacts of conflict-related risks may fall into the following categories:

Contextual risks: What changes might arise in the country as a result of conflict, fragility and violence that could have a negative impact on project viability? e.g. political instability, economic crises, refugee flows

Programmatic risks: What changes might arise in the general environment e.g. insufficient capacity of partner, shut down of financial institutions, restricting cashflows, communication infrastructure; communities facing increasing conflicts might not be able to participate in the project and implement or contribute to the planned activities.

Institutional risks: How might conflict, fragility and violence undermine the capacity to act e.g. fiduciary risks, corruption, personnel turnover, investment risks.

Personnel risks: How might conflict, fragility and violence jeopardise the security of project personnel e.g. murder, robbery, kidnapping, lack of access to medical care, occupational health and safety

3.2 IMPLEMENTING THE CONFLICT MANAGEMENT STRATEGY

3.2.1 ASSESSING CONFLICT RISKS AS PART OF SITE SELECTION

A key risk management strategy of the Project is to build a detailed conflict risk assessment into the safeguard-enhanced ROAM process and to consider the findings (e.g. significance of conflict situations) as a factor in site selection. The conflict context will be assessed during the integrated situation analysis of the ROAM process. This involves the following steps:

- For each risk identify the drivers, actors and triggers.
- Map key stakeholders (government, community groups, armed actors, NGOs).
- Identify historical conflict trends and hotspots.
- Establish early warning indicators (protests, military movement, price shocks, displacement).

This conflict risk assessment is particularly important in the Waza landscape which is more volatile. **Where risks due to conflict at a particular site are considered to be high, the site will be dropped in favour of sites with more manageable conflict risks even if there are strong ecological reasons for selection of such sites. The safeguard-enhanced ROAM will prioritize community well being, non-exacerbation of existing conflicts, and health and safety of project staff.**

This step involves completing the first part of the risk register as shown below as the purpose of this step is only to assess the risks to guide site selection but not to define

IUCN PROJECT RISK REGISTER							
ID	Risk title	Risk description <i>Enter a brief description of the risk. Risk description should include the event and the cause</i>	Consequence/Impact <i>If this risk occurs what could be its consequences/impacts on ?</i>	Likelihood 1 Unlikely 2 Possible 3 Likely 4 Almost certain	Impact 1 Minor 2 Intermediate 3 Extensive 4 Extreme	TOTAL SCORE (1-16) <i>No action required</i>	RISK LEVEL <i>No action required</i>
R1				2	3	6	MEDIUM
R2				NR	NR	NR	UNRATED
R3				NR	NR	NR	UNRATED
R4				NR	NR	NR	UNRATED
R5				NR	NR	NR	UNRATED
R6				NR	NR	NR	UNRATED
R7				NR	NR	NR	UNRATED
R8				NR	NR	NR	UNRATED

risk measures.

For other activities and sites, site-specific conflict assessments will be undertaken when risks are considered to be moderate or high. As conflict situations are often dynamic and can escalate quickly, these assessments will be performed just-in-time, as part of site selection.

3.2.2 MITIGATION MEASURES AND MONITORING

Once the sites are selected, a detailed risk register is established for each of them. This involves completing the second part of the register by identifying mitigation measures and establishing the owner of each particular risk. The last column is used to monitor progress on the implementation of the mitigation measures.

Mitigations Measures <i>Indicate what actions have been taken/will be taken to manage this risk. Each risk can have multiple treatment measures.</i>	Risk Owner <i>Indicate the person, unit or entity with the responsibility to manage the risk.</i>	Progress on mitigation measures <i>Provide the status of the implementation of mitigation measures (Pending, On track, Done)</i>
1. 2.		
1. 2.		
1. 2.		
1. 2.		
1. 2.		
1. 2.		

All measures in the context of conflict, fragility and violence must take great care not to exacerbate existing negative dynamics.

This conflict sensitivity analysis provides a detailed examination of potential geopolitical risks, broader deferred risks and general mitigation measures that apply across the project, as further detailed below.

Deferred risks and general mitigation measures

Certain conflicts are identified as posing "deferred risks," meaning the project's direct leverage over these issues may be limited. However, overarching mitigation strategies can help manage their potential impact on project activities. These strategies include broad engagement and fostering buy-in from authorities, traditional leaders, and community governance structures in the project's approach, including decisions on geographical focus and beneficiary selection. General awareness-raising about the project across the states through various communication channels like radio, public events, and social media is also crucial. Furthermore, close coordination with security assessment and conflict analysis teams is necessary to inform decisions regarding movement and the suspension or resumption of activities based on the prevailing security situation. Collaboration with peace and governance actors is also essential to address the underlying conflict drivers and enablers that are beyond the direct scope of the project.

Contingency planning is a key mitigation measure for broader risks. This includes allocating contingency resources to absorb an extra caseload or coordinating with the government and other Humanitarian, Development, and Peace (HDP) actors to provide temporary humanitarian assistance or social and resilience support in response to unforeseen events. Continuous monitoring, feedback sessions, and establishing complaints and redress mechanisms are vital for staying aware of rising conflicts, both in general terms and those potentially caused by the project, allowing for effective and adaptive responses informed by lessons learned meetings.

3.2.3 EARLY WARNING SYSTEMS

Contingency planning should include monitoring **indicators of rising instability**, such as:

- Increased military or police activity.
- Protests, strikes, or communal tensions.
- Market disruptions and population movements.
- Government policy changes that may heighten tensions.

Establishing an early warning system helps project teams anticipate disruptions and activate contingency measures proactively.

3.2.4 CONTINGENCY MEASURES

An example of a contingency planning checklist is below. This can be used in medium or high risk situations, and modified as appropriate, depending on resource availability.

1. Security & Safety Preparedness

Personnel Security

- Provide mandatory pre-deployment security briefings.
- Ensure staff have updated emergency contacts.
- Develop and communicate shelter-in-place procedures.
- Establish evacuation and relocation plans with unambiguous triggers.
- Equip staff with appropriate communication tools.

Infrastructure & Logistics Security

- Identify safe and alternate travel routes.
- Diversify transport suppliers.
- Store essential materials/equipment in multiple secure locations.
- Verify that all facilities meet minimum security standards.

Community-Driven Safety

- Maintain continuous engagement with community leaders.
- Establish community feedback channels to identify emerging threats.

2 Flexible Project Design

- Develop adaptable work plans with built-in buffer time.
- Break project activities into modular components that can stand alone.
- Create scenario-based plans (best-case, moderate, worst-case) where necessary.
- Define clear triggers for shifting between scenarios.
- Ensure remote-work capabilities for administrative and monitoring tasks.

3 Stakeholder Engagement & Communication

- Develop a communication plan for internal and external stakeholders.
- Maintain transparent, frequent communication to prevent misinformation.
- Use a conflict-sensitive “Do No Harm” approach in all engagement.
- Build partnerships with local institutions for legitimacy and contextual intelligence.

- Establish grievance mechanisms accessible to community members.

4 Human Resources Contingency Measures

- Identify backup staff for critical roles.
- Prepare a rotation plan to prevent stress and burnout.
- Train staff in first aid, conflict awareness, and emergency response.
- Provide cultural sensitivity and de-escalation training.
- Ensure psychosocial support resources are available to staff.

5 Monitoring, Evaluation & Accountability

- Use adaptive monitoring tools where necessary.
- Establish third-party or community-based monitoring options.
- Validate project data regularly when field access is limited.
- Conduct periodic “lessons learned” reviews to update contingency plans.
- Develop a system for real-time reporting of disruptions or incidents.

6 Activation of Contingency Plans

- Define crisis levels (Low/Moderate/High/Severe).
- Specify actions for each crisis level (e.g., reduced operations → remote operations → full suspension).
- Create a clear chain of command for decision-making during crises.
- Document all decisions made during emergencies for accountability.
- Inform all stakeholders immediately when contingency plans are activated.

3.3 ROLES AND RESPONSIBILITIES

The SPEFOCE project has a sound institutional arrangement consisting of relevant ministries of the Cameroonian government, the IUCN Cameroon country office, as well as a regional IUCN team who has extensive experience with managing conservation projects in the West and Central African region.

The National Project Steering Committee of the SPEFOCE project consists of representatives of various ministries, all of whom have oversight of the conflict and security situation in the country. As part of the regular exchanges planned between the PMU and the National Project Steering Committee (NPSC), teams will exchange information and intelligence on evolving situations, their likelihood and extent of disturbance, whether localized or widespread, along with an assessment of the number of people potentially impacted. The overall responsibility for monitoring the conflict situation at the national level rests with the Project Coordinator, supported by the IUCN Cameroon country office and the landscape coordinators of the three project sites.

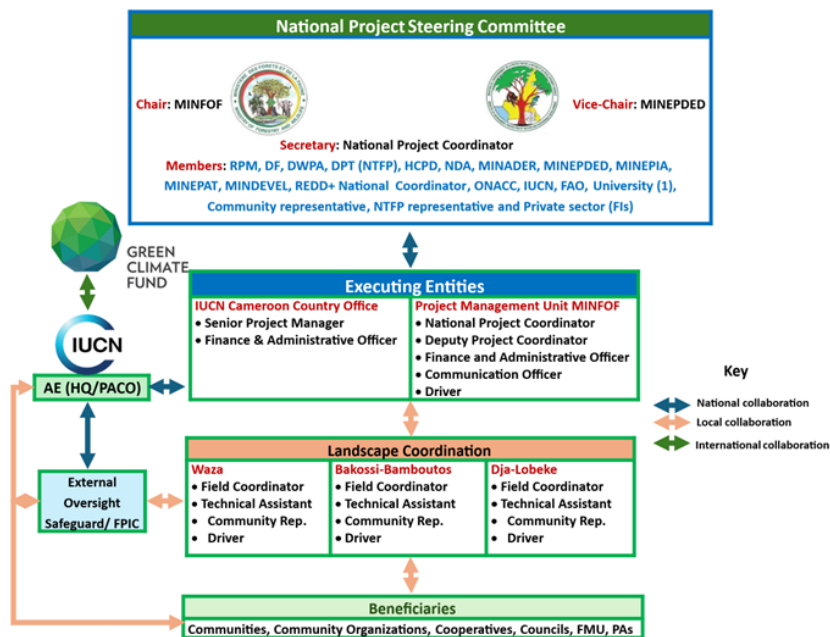


Figure 4: Schematic representation of the project institutional arrangement

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