



# AJEMALEBU SELF HELP

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## STRATEGIC DOCUMENT

**2025 – 2027**

## AJESH THREE YEAR STRATEGIC PLAN

**For Cameroon**

## 1. Objective Oriented Activities

| Strategic Intervention areas            | Objectives  | Activity Domain   |
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| Sustainable Natural Resource Management | Accompany 300 communities to be able to defend their rights sustainably manage their resources and derive benefits from the natural resources management. | <ul style="list-style-type: none"><li>➤ Forest governance and protection of terrestrial and marine ecosystems,</li><li>➤ Carryout protected, other conserved area and wildlife creation and Management</li><li>➤ Support the implementation of the Nigeria-Cameroon trans-boundary Memorandum or Understanding (MOU)</li><li>➤ Promoting Nature-Based Positive Solutions for REDD+ and Climate Change,</li><li>➤ Biodiversity Conservation (Protected Area, Key Biodiversity Areas - KBAs, Alliance for Zero Extinction – AZE, Other Effective area-based Conservation Measures - OECMs),</li><li>➤ Biodiversity Research and Innovation (genetic resources, access to Benefit Sharing (ABS), Bio-trade, Payment for Ecosystem Services (PES), certification,</li><li>➤ Restoration of landscapes and seascapes,</li><li>➤ Bio-monitoring and wildlife surveys,</li><li>➤ Climate Change (Adaptation, resilience, mitigation),</li><li>➤ Land tenure management (mapping and land use planning),</li><li>➤ Non-Timber Forest Products (NTFs),</li><li>➤ Landscape Management (Land Degradation Neutrality),</li><li>➤ Conservation and environmental education,</li><li>➤ Forest landscape certification, and</li><li>➤ Ecotourism.</li></ul> |

Community access to land and land rights is very vital in sustainable natural resource management. Communities being assured of their access to land will lead to sustainable management and the protection of natural resources based on their customary attachment and local knowledge. Nevertheless, the situation is changing due to conflict on natural resources and illegal logging which has led to mass deforestation, wildlife habitat loss, and forest degradation consequently climate change. Due to this circumstance communities will have to mitigate and adapt to the current climate change impacting their sources of livelihood as well as effectively participate in the management of protected and conserved areas while enhancing their well-being activities. Another important area in natural resource management is waste management; communities are faced with severe pollution problems due to improper waste disposal mechanisms.

<sup>5</sup>(Ecological Economics, 64(2): 245–252. Tscharntke, Teja, Alexandra M. Klein, Andreas Kruess, Ingolf Steffan-Dewenter and Carsten Thies. 2005. *Landscape perspectives on agricultural intensification and biodiversity-ecosystem service management*). <sup>6</sup>(IDS (1979) *Rural development: whose knowledge counts?*

*IDS Bulletin, No. 10, Issue 2. Brighton: Institute of Development Studies, University of Sussex. )*

GUSTAFSSON, R. (1996). <sup>7</sup>(*The Way We Work with Indigenous Peoples*. Geneva: International Labour Office Publications).

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| Community Well-being | <p>Strengthen 300 communities by providing sustainable income generating activities.</p> <p>To facilitate access to health services and provide knowledge and skills to improve health practices in 300 communities.</p> | <ul style="list-style-type: none"> <li>➤ Agroforestry,</li> <li>➤ Agroecology,</li> <li>➤ Regenerative Agriculture,</li> <li>➤ Agricultural Soil quality enrichment (Biochar, regenerative processes, ....),</li> <li>➤ Improving production, processing, and marketing / Value Chain Development Approach (VCDA),</li> <li>➤ Promoting Agro/Livestock Enterprise Development,</li> <li>➤ Promoting Income Generation Activities (IGA) in Agriculture and Livestock,</li> <li>➤ Promoting cultural heritage and protection of</li> </ul> |
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|  |  | <p>traditional, and ancestral income sources,</p> <ul style="list-style-type: none"> <li>➤ Food security,</li> <li>➤ Humanitarian Support, and</li> <li>➤ Community environmental health care.</li> </ul> |
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Developing the value chains of commodities and self-sustaining products by the communities, beginning with improved agricultural techniques and practices linking to the processing, transformation, and marketing of these products. While effectively developing a broad communication strategy to add value to the commodities, which would go a long way to improve not only their livelihoods but also their standards of living. Although focusing on increased yields, and reducing losses within supply chains, the strategy is on sustainable practices and techniques to be employed throughout the process while taking into account natural resource protection (biodiversity, climate change, etc.). As such, within this domain, AJESH concentrates on livelihood activities around protected and conserve areas and promote climate and biodiversity friendly agricultural practices that will not only increase yield without expanding farmlands but equally improve the living conditions of the community members.

Understanding that the communities can in no way participate in our activities if they are not healthy, AJESH so far, is involved in making sure that the target population is physically and mentally sound enough to carry on with their daily activities. On this note, we have to put in place information system on current health practices and status to be able to focus on the main health and humanitarian problems and their improvement. Community workers can bring basic health and humanitarian services, and follow up the implementation of delivered services and provided support.

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| Organizational <sup>10</sup> Development and Institutional Strengthening of AJESH | Constantly enhance the Organization Capacity and build partnerships that will enable the attainment of set objectives | <ul style="list-style-type: none"> <li>- Enhance Skills and knowledge in fundraising.</li> <li>- Improve sustainable partnerships.</li> <li>- Organizational policies and procedures developed and operationalized.</li> <li>- Monitoring and Evaluation/Audit.</li> </ul> |
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The development of AJESH has to be in line with the growth of its program and be able to measure the impact of its interventions. A well-developed external communication will promote our achievements and attract resources for the organisation.

## 2. Logframe

| 2025-2027 Strategic Plan LOGFRAME  |  |
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|  | Impact Indicator   |
| <b>VISION:</b> To promote sustainable management of natural resources and enhance socio-economic conditions in local communities through empowerment of community members. | At least 300 communities would be able to defend their rights and sustainably manage their natural resources, increase their income and living conditions, effectively manage their health-related issues and effectively participate in decision making processes within their communities.   |
| <b>MISSION:</b> To nurture, and promote a healthy and sustainable society free from poverty and injustice while living in harmony with nature.                             | 300 community's capacities are improved and they are capable to effectively manage their socio-economic conditions and efficiently manage natural resources within their surroundings that will help improve their wellbeing and livelihood. AJESH is planning to support 300 communities in Sustainable Agriculture, Natural resource and health domain.  |
| <b>GOAL:</b> To improve the socioeconomic well-being of communities through the participatory management of their natural resources.                                       | The natural resources are effectively managed by the over 300 communities AJESH works with. This goes a long way to improving governance in the management of forest, defending community's rights to tenure, and their forest user rights as stipulated by law. In the course of achieving this, the livelihood and health conditions of the communities concerned are also improved in order to have a win-win situation.  |
| <b>VALUES:</b> Integrity, honesty, and commitment are essential values that drive us to deliver excellent quality service.   | The Laws are obeyed and do not compromise moral or ethical principles – ever!, guided by operational policies and codes of conducts, expect to be measured by what we do, as well as what we say, treat everyone with respect and appreciate individual differences, carefully consider the impact of business decisions on our people and we recognize exceptional contributions, strategically focused on the pursuit of excellence, encouraging original thought and its application, and willing to take risks based on sound business judgment, committed to forging public and private partnerships that |

|   |  |   |  |  |  |   | combine diverse strengths, skills, and resources.  |           |      |      |                          |  |   |
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| Sustainable development goals   | Objectives   | Strategies  | Major output /outcome  | Main Activities 2027                             | Sub - activities   | Indicator s   | Outcomes   | Timeframe |      |      | Budget in millions FCF A | Comments   | Source of fund  |
|   |  |   |  |  |  |   |  | 2025      | 2026 | 2027 |                          |  |   |
| <b>Goal: 12 Responsible consumption and production; Goal 13: Climate actions; Goal 14: Life below water; Goal 15: Life on land, Goal 16: promoting social peace Goal 17: building strategic partnership</b> | 1) To strengthen 50 communities in the East, West littoral, southwest regions and the coastal zone to be able to defend their rights | <b>Sustainable Co-Management of Natural Resources</b> | Natural resources (forest, wildlife, water lands, oceans, mangroves, lakes, streams, rivers, springs, wetlands, freshw | Support community access to Land and land rights | 1. Conduct trainings on access rights on land.<br>2. Collect data and produce maps.<br>3. Conduct participatory mapping, collect data and produce land use maps and plans. | 1) 1500 communities have accessed land and implementing their rights over the land. | 1. 10 trainings on access rights on land, maps produced, land use plans elaborated, communities educated on land use maps interpretation |           |      |      | 150                      | 15 communities land secured already and 35 left based on targets | RFUK, RT, PSMNR, CEPF, IUCN, CAFI, GIZ, MINEPAT, MINFOF |

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|  | and sustainably manage their resources by the end of 2027. | aters, inland-waters, mountains, hills, grasslands, drylands, etc. are collaboratively managed with the involvement of all stakeholders, leaving no one behind | 4. Capacitate communities on land use map reading and interpretation. 5. Support implementation on the field   |   |  |  |  |  |     |  |   |
|  |  | Promote governance and sustainable management of forest, marine, costal and inland waters (deforestation monitoring and restoration of                         | 1. Set up and train local governance structures on their activities. 2. Identification of degraded land and mapping. 3. Training on nursery establishment and management | 1) At least one evidence based independent forest monitoring session conducted by stakeholders. 2) 25,000 hecters of degraded land restored. 3) Operation | 1. Create and organise local governance structures 2. Make local governance structures functional. 3. Local governance structures are actively involved in forest, marine, coastal and |  |  |  | 300 | 10,600 trees planted and 12,000 left based on target with over 100ha of degraded land mapped | TG, RA, IUCN, TF, CI, MINFOF, MINEP DED |

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|  |  |  |  | degraded landscapes) | nt technics.<br>4. Training on Agroecology<br>5. Transplanting trainings.<br>6. Participatory development of restoration plan and training on implementation.<br>7. Conduct facts findings on cultural heritage.<br>8. Develop guidelines for protection of cultural heritage.<br>9. Train communities on the | alised local governance structure.<br>4) At least one training organised on governance amend sustainabl e managem ent for each stakehold er.<br>5)<br>Establish one integrated rural resource center (demonstr ation nursery and practical center)<br>6. | inland waters management.<br>4. Promote the use of local species, NTFPs and fruits<br>5. Preservation and promotion of the traditional practices in local communities |  |  |  |  |  |  |
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|  |  |  |  |  | use of guidelines<br>8. Follow up planting in the field.  | Cultural heritage for communities in project intervention area is promoted  |   |  |  |  |    |   |  |
|  |  |  |  | Support community actions on mitigation and adaptation to climate change | 1. Conduct facts finding on community mitigation and adaptation on methods for climate change.<br>2. Develop adapted training modules.<br>3. Train communities on adapted approaches for mitigation and | 1) 50 Communities are practicing green and blue economy<br>2) At least one position paper or contribution is submitted to the Climate Change Focal Point as contribution to the NDC | 1. Identify community actions on mitigation and adaptation.<br>2. Train communities on sustainable practices such as Carbon farming, Nature-inclusive agriculture, Climate-smart agriculture etc.<br>3. Raise awareness |  |  |  | 75 | 2 trainings conducted in 3 communities each on climate smart agriculture, | IUCN, CEPF, RFUK, PPI, MINA DER, MINEP DED |

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|  |  |  |  |  |  | adaptations including on nature based solutions and loss and damages.<br>4. Develop a road map on actions and follow up in the field.                             | on nature based solution and loss and damages  |  |  |  |  |     |  |  |
|  |  |  |  |  | Carryout protected , other conserve d area and wildlife creation and Management including trans- boundary management | 1. carry out feasibility on the gazettment process of protected and other conserved areas<br>2. Conduct a consultativ e planning meeting stakeholders (RDMINF OF, | 1. The document for at least 1 permane nt forest estate for classifica tion submitted to MINFOF<br>2. At least 5 more OECMs identify and mapped. | Targeted areas: National Parks, KBA, AZE, community forest, council forest, heritage sites, OECMs. |  |  |  | 450 | Technical notes and task force put in placed 15 OEC Ms identif y and mapp ed. Target 2 parks | RT, PSMN R, CEPF, IUCN, WWF, RFUK, MINFO F |

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|  |  |  |  |  | DDMINF<br>OF, Chiefs<br>of FWCP)<br>and agree<br>on<br>planning.<br>2. Prepare<br>content of<br>village by<br>village<br>consultatio<br>n<br>(Regulatio<br>ns<br>contacted<br>to<br>permanent<br>forest<br>creation,<br>environme<br>ntal,<br>socioecono<br>mic<br>impacts,<br>etc.).<br>3. Conduct<br>village by<br>village<br>consultatio<br>n, identify<br>proposed<br>boundaries<br>, collect | 3. At<br>least 1<br>action is<br>carried<br>out as<br>support<br>to the<br>impleme<br>ntation<br>of the<br>Nigeria-<br>Cameroo<br>n trans-<br>boundary<br>Memora<br>ndum or<br>Understa<br>nding<br>(MOU) |  |  |  |  |  |  |  |
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|  |  |  |  |  | <p>GPS points for concerned villages and map out proposed boundaries .</p> <p>4. Prepare content for village by village sensitisation and conduct sensitisation and finalise boundaries points .</p> <p>5. Prepare elaborated report on village by village sensitisation, and document properly.</p> <p>6. Prepare surface area map</p> |  |  |  |  |  |  |
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|  |  |  |  |  | for agreed area and ensure signature by DD MINCAF.<br>7. Prepare content of divisional commission for gazettement including signed map.<br>8. Hold Divisional gazettement commission and document minutes properly.<br>9. Compile file and forward to MINFOF Yaounde through RDMINFOF.<br>10. Follow |  |  |  |  |  |  |
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|  |  |  |  |   | up transmission to the Prime ministry.<br>11. Identify and map out terrestrial OECMS following the National guidelines and the IUCN criteria |   |   |  |  |  |     |  |                                |
|  |  |  |  | Conduct Ecosystem, Biodiversity Research and Innovation (genetic resources, access to Benefit Sharing | 1. Conduct general awareness on ABS on genetic resources (prepare content on trainings).<br>2. Identification of target areas.<br>3. Train   | 1) Number of samples collected and the genetic resources identified .<br>2) Number of species identified (distribution) | Ensure targeted communities are properly informed on the ABS process and benefit sharing mechanisms |  |  |  | 100 | 1. 21 samples collected in 1 communities analysed and shippe d.<br>2. Identifi | BCR, GEF, UNEP, GIZ, MINEP DED |

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|  |  |  |  | <p>(ABS), Bio-trade, Payment for Ecosystem Services (PES), certification,</p> <p>1. Stakeholders on the sample collection protocol.</p> <p>2. Supervise the collection of voucher specimens</p> <p>3. Conduct laboratory extraction of DNA from specimens.</p> <p>4. Provide trainings on ABS contract negotiations.</p> <p>5. Organise MAT negotiations.</p> | <p>on, abundance and mapping.</p> <p>3) Number of DNAs conducted,</p> <p>4) Number of XAF samples shipped,</p> <p>5) Number of communities that benefit royalties from the ABS process,</p> <p>6) Amount of income generated by communities from the ABS process.</p> |  |  |  |  |  | fied 5 CIGs and COO Ps in Many u divisi on. |
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|  |  |  |  |  | Biomonitoring | <p>1. Identification of hotspot species within the targeted area using the Red and Green list category and criteria.</p> <p>2. Collect GPS points on hotspot areas and map out.</p> <p>3. Production of cartographic maps on hot spot areas.</p> <p>4. Produce guidelines for community biomonitoring and fund</p> | . | <p>1. Hotspot and species within the targeted area would be identified using the Red and Green list category and criteria.</p> <p>2. Create and organise local governance structures</p> <p>3. Make local governance structures functional.</p> <p>4. Community members are actively involved in project activities</p> |  |  |  | 300 | Establish community guidelines for biomonitoring and determine finance mechanisms | RT, PSMNR, CEPF, IUCN, WWF, RFUK, MINFOF |
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|  |  |  |  |  | raising mechanisms.<br>5. Train community on use of guidelines  |   |  |  |  |     |   |  |
|  |  |  |  | Promote Ecotourism and renewable energy sources. | 1. Develop an ecotourism potential maps.<br>2. Identification of renewable and adaptable energy sources.<br>3. Train local Eco guards<br>4..Purchase and supply energy provision materials to local communities | 1) Identification and mapping out ecotourism potential in at least two municipality,<br>2) Elaboration of ecotourism maps<br>3) Development of ecotourism business plan in at | 1) Ecotourism hotspots identified with updated maps contenting most current information.<br>2. Guidelines on use of content elaborated and shared to relevant stakeholders |  |  | 150 | 15 potential OEC Ms and traditional and cultural sites identify and mapped that can serve as Ecotourism attractions | RT, PSMNR, CEPF, IUCN, WWF, RFUK, MINFOF |

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|  |   |                     |   |   | es.<br>5. Train on use and maintenance of energy provision materials.   | least one municipality.<br>4) Purchase and provision of renewable energy sources to at least 10 communities |   |  |     |   |  |  |
| Goal 2: No hunger; Goal 8: Good jobs and economic growth | 2) Strengthen 100 communities in Centre, North West, southwest, littoral and west regions on sustainable income | Community Wellbeing | Increased household income is improved by 10% for 100 communities in southwest, littoral west, east | Sustainable Value Chain Development for green income generating activities. | 1. Raise awareness on sustainable income generating activities.<br>2. Conduct survey on economic potential of value chains.<br>3. Develop support measures for implementation | At least 100 communities are informed on VCD and sustainable income generating activities                   | Mobilise communities, raise awareness on human rights and livelihood actions. . |  | 180 | Activities started in 36 communities. Ongoing activities include honey production and | AIVDP, SOWEDA, RT, CEPF, IUCN, WWF, RFUK, MINFOF |  |

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|  | generating activities by the end of 2027. | regions and coastal areas through sustainable practices by the end of 2027. |  | ation of sustainable income generating activities and support implementation  |  |  |  |  |    | marketing, cassava transformation.   |   |
|  |   | Conduct baseline survey on livelihood activities .                          | 1. Conduct baseline studies for income generating activities, characterise and categorise activities based on economic potential. 2. Identify management issues of income generating activities and adapt management model . 3 .Train households | 1. Reference situation on livelihood and selected commodities is known for at least 10 target groups in 50 communities. | Identify management issues, target groups, and income generating activities in communities, develop selection criteria for communities, target groups and commodities. categorise the different income generating activities |  |  |  | 30 | Sustainable management model for livelihood programs should be adapted to that in literature | AIVDP , SOWEDA, RT, CEPF, IUCN, WWF, RFUK, MINFOF |

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|  |  |  |   |  | on use of management model.<br>4. Follow up on field implementation   |  |  |  |     |  |   |  |
|  |  | Develop green (NTFPs, Agricultural products, livestock and poultry farming, Apiculture) and blue sector (aquaculture, sustainable fishing) value chains. | 1. Identify value chain and prioritise based on economic value.<br>2. Elaborate strategies for development of value chains.<br>3. Build community capacity on implementation. | 1. Number of communities trained and supported on best aquaculture practices and sustainable fishing practices.<br>2. Number of communities trained and supported on best agricultural | Identification on the different value chain, develop a production, transformation and commercialisation strategy. Build community capacity on agricultural and livestock production techniques, finance mechanism s for value chains, creation of groups, |  |  |  | 150 | Number of demonstration farms set up for cassava and bananas. Activity implemented in 55 communities | AIVDP , SOWE DA, RT, CEPF, IUCN, WWF, RFUK, MINFO F |  |

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|   |   |  |   |  | e and livestock practices 3. Number of communities trained and supported on best NTFP production practices                            | acquisition of appropriate license.  |  |  |    |   |             |
| Goal 2: No Hunger; Goal 3: good Health; Goal 10: Reduced inequality | 3) Enhance environmental and household health by at least 20% for over 100 communities in southwest, littoral | At least 300 communities adopted healthy behaviors in the management of infectious and non infectious diseases | Community sensitisation on infections and non infections diseases | 1. Intensify sensitisation on chronic diseases and capacitate community on methods of behavioral change.<br>2. Set up follow up committee to support initiative at | 1. At least 100 communities mobilised and informed on health best practice,<br>2. Set up follow up committee to support initiative at | CHWs have raised awareness on Malaria, TB and HIV/AIDS, etc. through interpersonal communication during home visits (20x130x11 = 28.600) and educational talks |  |  | 15 | Use of ICTs (e.g. Megaphones) or IEC materials to strengthen the transfer, availability and | GLOBAL FUND |

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|  | and west regions by the end of 2027 |  | us disease s in the southwest and littoral regions by the end of 2027 |  | community level  |  | (1x130x11 = 1.430)   |  |  |  |    | adopti on of health y behav ior messa ges  |              |
|  |                                     |  |   |  | 1. Develop coaching guidelines for CHWs.<br>2. Support field implementation. | Request complete quantities of drugs from REO and distribute to CHWs | 3 quarterly commodity requests to REO and have received and distributed especially anti malarial drugs to CHWs. Intensify referrals by continuously coaching CHWs to accompany referred cases to health facilities |  |  |  | 10 | Recei ve from REO compl ete quanti ties of drugs reques ted and distrib ute to CHW s | GLOB AL FUND |

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|   |   |  |  |  |  |   |   |  |  |  |  |    | 10  | Intensify referrals by continuously coaching CHWs to accompany referred cases to health facilities | GLOBAL FUND |
| 4) increase humanitarian assistance to at least 9000 IDPs and | At least 9000 IDPs and vulnerable persons living conditions and |  |  |  | 1. Conduct training need assessments for CHWs.<br>2. Develop training modules and training calendar.<br>3. Train CHWs on supportive supervision and OSDV | At least 1 complete training module on supportive supervision and OSDV developed for CHWs | Have coached 130 CHWs to refer cases to the health facilities and more intensified coaching CHWs to accompany referred cases to health facilities should be foreseen. More attention to pregnant women and ANC. |  |  |  |  | 50 | Ensure priority is giving to IDPs living around | NRC  |             |

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|  | vulnerable persons by the end of 2027 in Cameroon         |  | livelihood are restored by the end of 2027                   |                                     | materials needed.<br>3. Develop demographic data on IDP population in project intervention area.<br>4. Acquisition of essential life support materials.<br>5. Develop distribution plan and follow up implementation. | project implementation area are restored by the end of 2027                      |   |  |  |  | project implementation areas |  |       |
| Goal 8: Decent work and economic growth Goal 17: Partnership for the goals | 5) Constantly enhance the Organization Capacity and build | <b>Institutional strengthening and Organizational Development of AJESH</b> | AJESH service delivery and credibility among partners improv | Improve Skills and knowledge in ICT | 1. Update training need assessment .<br>2 Develop training modules and training   | 1). Number of ICT trainings organised for staff<br>2) Number of project communis | Update training need assessment, develop training modules and plans, implement training |  |  |  | 25                           | Selective trainings are provided to staff based on trainin | AJESH |

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|  | partnerships that will enable the attainment of set objectives. |  | ed by at least 10% by the end of 2027 |  | timetable.<br>3. Implement training and follow up hand holding<br>4. Regularly produce project communication materials (banner, brochures, role-ups, newsletters, flyers, etc. | cation materials produced and disseminated to the target audience | and follow up hand holding, design, develop and print project communication tools |  |  |  | g needs. Organisation can source trainings from outside but staff should be encourage to source their own trainings they are interested in. |  |
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|  |  |  |  | Improve staff skills and knowledge on resource mobilization strategies (fund raising, proposal writing) | 1. Regularly identify funding opportunities,<br>2. Develop fund raising plans/calender and assign roles and responsibilities.<br>3. Include discussion on fund raising opportunities in every meeting.<br>4. Develop a summary field reporting template and train on use | 1) Number staff trained on proposal development techniques and funding mechanisms.<br>2. One field activity reporting template developed and been used | Ensure staff are capacitated on fund raising techniques, implementation and justifications on expenditures |  |  |  |  | 5 | Fundraising and project proposal development trainings is a priority | AJESH , PPI |
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|  |  |  |  |  | <p>Categorise materials based on value (usable, durables, damaged, working partially, good).</p> <p>4. Develop equipment takeout/take in form.</p> <p>5. Develop material/equipment transfer sheet/handing over.</p> <p>6. Develop code of use of materials.</p> <p>7. Capacity building on fuel consumption calculations and</p> | <p>3) Code of use for materials established.</p> <p>3) Conduct one training on use of organisation materials and logbook filling and control</p> | <p>nt staff are properly informed on material control, fuel consumption calculations and transfer mechanism s of organisation materials.</p> |  |  |  |  | ment including proper traceability mechanism (documentation and inventory). |  |
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|  |  |  |  |  | filling of Log books for all motorable equipment |  |  |  |  |  |  | 15 | Proper use of office Equipment through logistic system and asset manager, needs laptop needed |

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|  |  |  |  |  | office bills  | least by the end of every first week of the month   | equipment.  |  |  |  |     |   |                        |
|  |  |  |  | Develop and review Organizational policy documents | 1. Organizational policy documents are reviewed, updated and shared to all staff. 2. Conduct one training on institutional development and organisational strengthening 3. Support staff in the implementation of IDOS training | 1) An effective and performant staff strength put in place. 2) Organizational policy documents are reviewed, updated and shared to all staff. 3) One training on IDOS conducted | Put in place an operational, practical and performance staff team |  |  |  | 210 | IDOS training should be held out of Limbe to enable effective concentration | AJESH, PPI, all donors |



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|                                      |  |   |                            |   |   | e,  | collaborations and partnership   |  |  |     |  |       |
| 6) Monitoring & Evaluation and Audit | <b>Monitoring and Evaluation system for AJESH operational plan</b> | AJESH is accountable and responsible, visible and trustworthy | Review of activity reports | 1. Prepare elaborated data collection sheets for reporting including attendance sheets<br>2. Train staff on use of data sheets.<br>3. Prepare annual report and present.<br>4. Organise weekly and monthly staff evaluation meeting | 1. Prepare elaborated data collection sheets for reporting including attendance sheets<br>2. Train staff on use of data sheets.<br>3. Prepare annual report and present.<br>4. Organise weekly and monthly staff evaluation meeting | 1) Quarterly progress technical and financial reporting template for developed.<br>2) SMART reporting templates developed<br>3) At least one training on taking for photo footage<br>4) Present | 1) Organise one internal control every year (October) to prepare for the external audit.<br>2) Quarterly assessment report produced.<br>3) Unified SMART reporting templates (for filed activity report, summary report, monthly |  |  | 170 | Prepare external audit three months before to allow for improvement if need arises | AJESH |

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|  |  |  |  | <p>Internal and external field visits to assess activities with target (interviews, focus group discussion and questionnaires)</p> | <p>1. Ensure Community's FPIC is obtained for every project</p> <p>2. Conduct impromptu field visit.</p> <p>3. Conduct project perception and impact analysis</p> <p>4. Prepare annual reporting templates for the organisation.</p> <p>5. Prepare quarterly progress technical and financial reports and present.</p> | <p>quarterly and annual reports</p> | <p>report, quarterly, impact reports and annual report) used</p> <p>4)A feedback and grievance mechanism put in place for both external and internal</p> |  |  |  |  |  |  |
|  |  |  |  | <p>Conduct internal and external</p>   | <p>1. Conduct one internal control for</p>   | <p>1) Conduct one internal</p>      |  |  |  |  |  |  |  |

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|  |  |  |  | Audit of AJESH's accounts | all equipment and inventory.<br>2. Conduct internal and external Audit of AJESH's accounts | control every year<br>2) Ensure one external auditing and reporting |  |  |  |  |  |  |  |
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### **3. AJESH's Funding Operational Strategies**

The main funding strategies applied by AJESH are to elaborate project proposals which are submitted to donors interested in its domain of intervention or working in partnership with other organizations. In the past years, AJESH has received funding from donors both international and national. Internationally AJESH had funding from IUCN-BIOPAMA, RAINFOREST UK, Earth-Insight, LTS, European Forest Institute (EFI), Rainforest Alliance, Rainforest Trust, Critical Ecosystem Partnership Fund, San Diego Zoo Wildlife Alliance, New England Biolabs Foundation (NEBF), European Union, etc. while nationally from councils through the national community driven program (PNDP), PLAN Cameroon, IRESCO, REACHOUT, etc.

### **4 Governing Structure / Management:**

General Assembly (Supreme Body)

Executive Bureau (Board of Directors)

Executive Directorate (Executing Body)

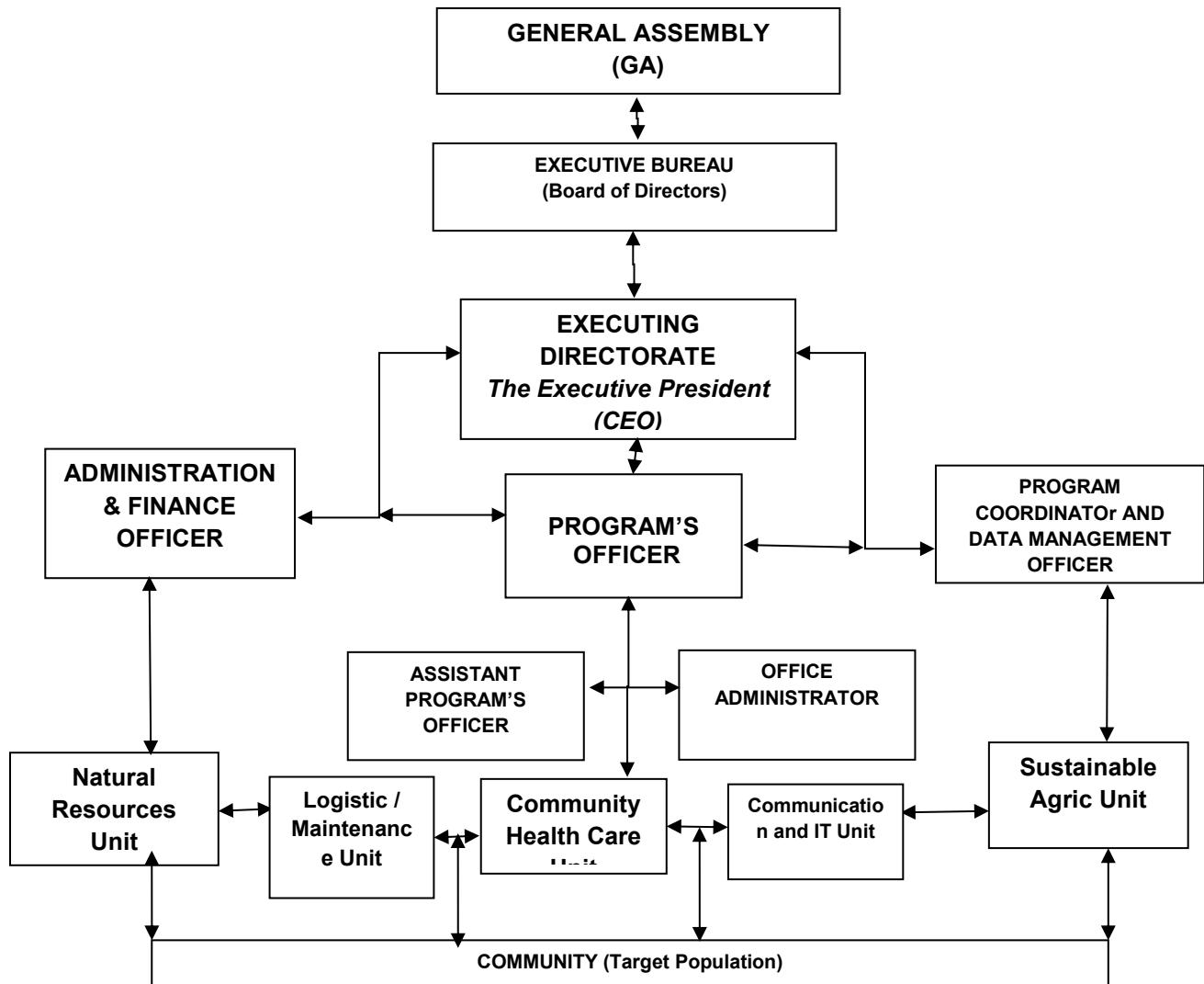
Communities

#### ***Operational Management***

AJESH is governed by a General Assembly and a team of Board of Directors who are chosen and elected based on competencies and needs of the organization. An Executive Directorate ensures the day-to-day management of the organization with a staff capacity of 25 persons divided in administrative management and departmental officers. The Executive President (CEO), the Program Officer and Administrative Coordinator and data managing office, Assistance Program Officer, the office administrator, accounts, financial officer, logistic officer and heads of units head administration. The officers are answerable directly to the CEO. The organizational chart displays the relation between staff members. All positions as earmarked in the chart shall be filled up progressively as the need arises.

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**AJESH Organization chart (ORGANIGRAM)**



## **4. Target Group:**

Indigenous People, Local Community People, Rural and Urban Poor, Youth, Women, Men and the Elderly / Aged, Orphans and Vulnerable Children, Internally Displaced Person (IDPS)/Refugees, People Living with HIV and Aids, Women (Widows, Single Mothers, Etc), Youth (School Dropouts, Young Inmates, Etc.), Physically Challenged People.

## **5. Potential Collaborators / Stakeholders**

- Partners: Private and public sector, international granting agencies and other organizations;
- Members: Community-based Organizations and individuals who are sensitive to AJESH's activities;
- Performance Based financing (PBF);
- Ministries: Forestry and Wildlife (MINFOF), Environment and Nature Protection (MINEPDED), Economic, Planning and Regional Development (MINEPAT), Public Health (MINSANTE), Agriculture and Rural Development (MINADER);
- Research organization (IRAD).
- Councils,
- National and International Networks
- National development Programmes and Projects
- Universities,
- National and International NGOs/INGOs.

## **6 Resources:**

### **i. Human Resources**

- Board of Directors:
- 1 Legal consultant
- Staff:
- 230 Permanent Community Workers / Facilitators

- Interns: average 5 annually - National and International

ii. **Material Resources**

**Offices Cameroon**

|          |                |
|----------|----------------|
| - Limbe  | - Yabassi      |
| - Kumba  | - Ekondo Titi, |
| - Nguti  | - Mbonge,      |
| - Tombel | - Konye,       |

*Access to resources*

Immediate resources that are raised from membership registration, board members' dues and donations are available but are very minimal and can barely support the basic operational costs. Despite this, AJESH has been able to carry out some projects that lead to interesting and lasting results for beneficiaries:

- Human expertise can easily be reached through organizations that provide volunteers, consultants, and community facilitators
- Some material resources come from projects and international volunteers
- Financial resources come from projects, programs and international partners who support with financial/material resources from fundraising, proposal writing, donations and grants, and partnership building.

AJESH has a good external resource mobilization strategy through proposal writing. However, because resources are project driven, they do not ensure sustainability of the organization in the long term. This important issue will be addressed in other sections of this document.