

Project Title: "reVive Central Africa"	Implementing Organization(s): IDH
Project Contact: Name and position: Jeromine Bertrand, Programme Director Investment Development Address: Arthur van Schendelstraat 500 3511 MH Utrecht The Netherlands E-mail: bertrand@idhtrade.org Name and position: Christian Enouga, Cameroon Country Manager Address: IITA Cameroon Station, Nkolbisson P.O Box: 2008 (Messa) Yaoundé, Cameroon E-mail : enouga@idhtrade.org	Project partner(s): • United Nations Agencies, World Bank, International Cooperation Agencies: partnerships will be defined in Prodoc phase. • Government: Government of Cameroon, (ongoing), Governments of DRC, Congo, Gabon (to be confirmed in implementation phase) • NGOs, CSOs: partnerships will be defined in Prodoc phase. • Other: existing Letters of Support from La Régionale Bank, Agri3Fund, SAIL Ventures, Farmfit Fund; Further partnerships with the private sector will be explored in the Prodoc phase.
Project Description: IDH aims to set up Investment Development Hubs, which will provide technical assistance, seed capital investment and access to payment for ecosystem services in order to incubate scalable business models, design innovative financial mechanisms with high-impact potential and mobilise private sector investment at scale. These investment opportunities will then be introduced to a network of impact-oriented investors, local banks and MFIs, with appetite and demonstrated capacity to invest in Central Africa. The programme will set up an Investment Hub in Cameroon, which will include a project preparation facility, a seed capital facility, a finance network and a PES scheme. The PES scheme will be initially piloted in the Grand Mbam landscape before extending to the rest of Cameroon. If successful, additional hubs will be created in other CAFI countries with support from a network of partner organizations. This grant proposal	Countries: Phase 1: Cameroon with PES pilot in Grand Mbam Phase 2: Expansion of the PES pilot to the rest of Cameroon Phase 3: : Potential expansion to Democratic Republic of Congo and/or Republic of Congo and/or Gabon Total Cost 499,542 USD Total amount funded by CAFI: 499,542 USD Other funding sources: Start date¹ : December 1st 2024. End date: July 31st, 2025 Total duration (in months): 08 months

¹ Indicative dates: The official start date of any CAFI-funded project is the date of transfer of funds by the MPTF Office.



describes the studies and consultations that IDH aims to conduct in the Project Document development phase and outlines the proposed budget required to carry these out.	
Recipient Organization(s) IDH	National Government counterpart
<i>Name of Representative</i> Daan Wensing DocuSigned by:  7DCB00CC697F4CE... <i>Signature</i> CEO <i>Date & Seal</i> 20-12-2024 05:32 CET	<i>Name of Government Counterpart</i> <i>Signature</i> <i>Title</i> <i>Date & Seal</i>
On behalf of the CAFI Executive Board	
<i>Berta Pesti</i> DocuSigned by:  EAD47A36E1DF46B... <i>Signature</i> <i>Head of CAFI Secretariat</i> <i>Date</i> 04-01-2025 02:36 BTT	



Executive Summary

The agriculture and forestry sectors are crucial for the economic growth of the Central African Region but also drive deforestation and forest degradation. Despite a rise in private sector interest in sustainable investment, the Congo Basin struggles to attract such funding due to high risks, low project viability, and significant information gaps. Key barriers include a shortage of investable projects, lack of local financial solutions for small enterprises, and misalignment between public and private agendas. It, therefore, appears necessary to develop new incentive mechanisms to enable the private sector to catalyse private sector investment in deforestation-free commodity production through projects and tools adapted to the local context.

The Central African Forest Initiative (CAFI) “Regional private sector facility” aims to develop and scale up commercial investment in tropical commodity supply-chains while making them deforestation-free and socially inclusive at the landscape level. In response to the CAFI Call for Expressions of Interests 2023/03/PRIV, IDH was invited to design a complete project proposal to develop Investment Development Hubs that will operate across the region, building on IDH’s experience from similar projects in Colombia and East Africa. These hubs will provide technical assistance, seed capital financing and access to payment for ecosystem services to incubate scalable business models, design innovative financial mechanisms with high-impact potential and mobilise private sector investment at scale. The technical assistance and seed capital facility will support the transition to sustainable land use activities, generating ecosystem benefits that can be monetised through the PES scheme. The PES scheme, in turn, will create an additional revenue stream enhancing the projects’ attractiveness to private sector investors. This will create a positive feedback loop [where improved ecosystem services lead to greater financial returns, which in turn attract more investment and further enhance ecosystem services.](#)

This preparation grant will enable IDH to develop a comprehensive project proposal to set up an investment development hub in Cameroon, including an initial PES pilot scheme in the Grand Mbam landscape which will be extended to the rest of the country in a phased approach. This will involve organizing stakeholder consultations, confirming priority sectors and landscapes, identifying and assessing potential investees, investors and partners to deliver the programme, finalizing the preliminary design of the PES scheme for piloting, and assessing the project's impact. This grant work will also enable IDH to confirm the depth of the pipeline on the ground to deploy the full amount requested and to better connect with other initiatives in the region to facilitate cooperation and synergy. The project proposal will aim for the highest possible level of impact in terms of emission reductions, improving income, job creation, and private sector investment mobilisation.

The preparatory phase, encompassing Inception, Feasibility studies, and Project development, will be completed over eight months. The preparatory phase will culminate in IDH submitting a full project document to CAFI’s executive board, contributing to CAFI’s two main outcomes:

- [CAFI Outcome 1](#): Sustainable agricultural practices lead to less land conversion and greater food security.
- [CAFI Outcome 2](#): Institutions and stakeholders in the forestry sector and protected areas have the capacity and legal framework for sustainable forest management.



Acronyms

BDS: Business Development Services.

CAFI: Central African Forest Initiative.

CARPE: Central African Regional Program for the Environment.

CBFA: Congo Basin Forest Action.

CPIC: Coalition for Private Investment in Conservation.

DFIs: Development Finance Institutions.

DRC: Democratic Republic of Congo.

EU: European Union.

FCDO: Foreign, Commonwealth Development Office.

FPIC: Free, Prior and Informed Consent.

GEF: Global Environment Facility.

GHGs: Greenhouse Gases.

ICCO: International Cocoa Organization.

IDH: The Sustainable Trade Initiative.

IFSLU: Investment in Forest and Sustainable Land Use.

Inv Dev Hubs: Investment Development Hubs.

Lol: Letter of Intent.

MFIs: Micro-Finance Institutions.

MINEPAT : Ministère de l'Economie et du Plan et de l'Aménagement du Territoire.

MRV: Measure, Reporting, Verification.

NDCs: Nationally Determined Contributions.

NTFP: Non-Timber Forest Product.

PES: Payment for Environmental Services.

PMU: Project Management Unit.

Prodoc: Project Document.

REDD+: Reducing Emissions from Deforestation, forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.

RoC: Republic of Congo.

SMEs: Small and Medium Enterprises.

TA: Technical Assistance.

UK: United Kingdom.

UNFCCC: United Nations Framework Convention on Climate Change.

USAID: US Agency for International Development.



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1) **Introduction**

CAFI is a unique initiative that catalyses high-level political dialogue and increases funding to support ambitious reforms and on-the-ground investments. Its goal is to help partner countries reduce greenhouse gas (GHG) emissions from deforestation and forest degradation while alleviating poverty and creating jobs. CAFI issued a Call for Expression of Interest in 2023 aimed specifically at supporting the private sector through selected implementing organizations. In Decision EB.2024.01, the CAFI Executive Board invited IDH to develop a project document for "Shaping deforestation-free agricultural value chains in the Congo Basin region by establishing an Investment Development Hub, Catalytic Seed Capital, PES scheme and Finance Network." The detailed budget for this project is USD 55 million, including USD 25 million from CAFI and USD 35 million in co-financing, for a period of 3 to 5 years. The board also invited IDH to submit a USD 500,000 preparation grant request for a feasibility study to produce all the necessary information for the full project proposal. This proposal responds to that invitation and outlines the studies and consultations IDH plans to conduct during the project document development phase, along with the related budget.

The core objective of the IDH proposed project is to scale up commercial investment in tropical agri-commodity supply chains, making them deforestation-free, low carbon, climate-resilient, while improving income for farmers in Central Africa. The project will have a phased approach, initially focusing on Cameroon which signed a Letter of Intent with CAFI in October 2024 and where MINEPAT has been officially mandated to coordinate the CAFI partnership. The project will also for opportunities to expand its work to DRC, the Republic of Congo and/or Gabon, where CAFI has also signed Letters of Intent.

The IDH project aims to support CAFI's Letters of Intent (Lols) objectives by:

- Identifying eligible projects and creating a large portfolio of investment-ready opportunities that promote sustainable intensification of deforestation-free, climate-resilient, and low-carbon agriculture, support job creation, improve incomes and enhance food security.
- Structuring private investments at scale to support CAFI Lols' objectives with grant instruments to accelerate their growth and success.

Currently, there are few or no real incentives to conserve forests, making it more attractive for smallholders and agri-SMEs to adopt unsustainable practices. Agro-industrial producers often convert forest into agricultural land to produce tradable commodities, especially where strong local and international demand increases market prices. This proposal proposes to bridge the gap between the private sector and the national objectives of central African governments in the REDD+ process. It will concretely demonstrate the private sector's participation in the commitments made by the governments in their Lols with CAFI regarding combating deforestation and reducing carbon emissions. These commitments are also included in the NDCs communicated to UNFCCC by Cameroon, Republic of Congo, Democratic Republic of Congo and Gabon. The project will highlight the private sector's role and adapt measurable impact indicators designed and identified during the preparatory phase of the program.

2) **Context**

The agriculture and forestry sectors are major drivers of increased pressure on the Congo Basin's forests, where 2.2 million hectares were lost, and 1.5 million ha were degraded between 2016-2020². Despite this, these sectors are crucial to the region's development. Central African governments have identified agriculture and forestry as pillars of their economic growth³. The financing needs in the agricultural sector are substantial, with Cameroon alone requiring an

² Source : CAFI 2023.

³ Plan Economic Régional (2010-2025), Communauté Economique et Monétaire des Etats de l'Afrique Centrale (CEMAC).



estimated investment of \$3.8 billion USD in agricultural production between 2023 and 2030 to ensure the country's food security⁴. This necessitates strong private sector involvement through incentivized investments in sustainable land management and forest protection.

Globally, there is a growing interest among banks, companies, and investors in sustainable land management and ecosystem restoration, seeking social and environmental returns alongside financial gains.⁵ However, the Congo Basin sees little of this investment due to the low viability of projects, high risks, and information gaps that hinder the flow of finance to greener land use activities.

Key barriers to investment in the region include:

- a) A shortage of investable, high-impact projects with the capacity to effectively address the root causes of deforestation and forest degradation

There is a shortage of investable, high impact projects that effectively address deforestation and forest degradation while being bankable and meeting investors' criteria. Projects often require more technical assistance, small initial investments, access to local currency, and support from a local banking environment to develop their business model, become investment-ready, scale up and attract larger investors.

- b) A lack of local financial solutions for small enterprises and projects

Attracting private investment for SMEs, smallholders, and community projects is challenging due to their size. While they may benefit from public agri-lending or micro-finance schemes, they often lack the profile to secure funding from commercial banks or DFIs which have a limited risk appetite related to loan tenor, collateral requirements and the costs of servicing a dispersed rural client base.

- c) Misalignment between public and private agendas

There is still a limited understanding of how blended finance and impact investment funds can support national agriculture, forestry and climate agendas. This hinders National Governments' ability to mobilize often much-needed private finance to meet climate and development targets. There is also a lack of understanding and capacity around Payment for Ecosystem schemes, companies' requirements to invest in their value chains to decarbonise and the potential to channel additional and consistent revenue streams to projects with sustainable land use practices to create more financial and environmental sustainability.

There is therefore a need to

- 1) provide support to these businesses to become investment-ready, while in parallel,
- 2) work with financial service providers and public entities to develop and launch innovative financial products/instruments that better meet the needs of smaller businesses and projects, enabling them to grow and mature,
- 3) develop aggregation approaches to make those smaller projects more investable for larger investors and companies, and finally
- 4) create case studies and blueprints to showcase the benefits of public-private collaboration and generate lessons learned.

IDH is well aware of all these challenges, as we have developed and managed impact funds' Technical Assistance Facilities, including those of the Farmfit Fund, Land Degradation Neutrality Fund, &Green Fund or the Agri3 Fund - long-standing partner funds of IDH. We recognize the need to bridge the gap between motivated investors and potential investees. Drawing on our experience, we have developed Investment Development Hubs in Colombia (GEF-funded) and East Africa (Norad-funded) and plan to leverage this experience in the Congo Basin with support from CAFI. The Hub will offer a mix of TA, seed capital investment and access to PES while also

⁴ From updated review of the National Strategy for Rural Development 2020-2030 (SDSR/PNIA) done November 2022 the Ministry of Agriculture and Rural Development and Minepat

⁵ CPIC, (2021). Conservation Finance 2021: An Unfolding Opportunity.



linking up projects to members of a Finance Network which can offer larger, commercial-sized financing. The technical assistance and seed capital facility will support the transition to sustainable land use activities, generating ecosystem benefits that can be monetised through the PES scheme. The PES scheme, in turn, will create an additional revenue stream and enhance the projects' attractiveness to private sector investors. This will create a positive feedback loop where improved ecosystem services lead to greater financial returns, which in turn attract more investment and further enhance ecosystem services.

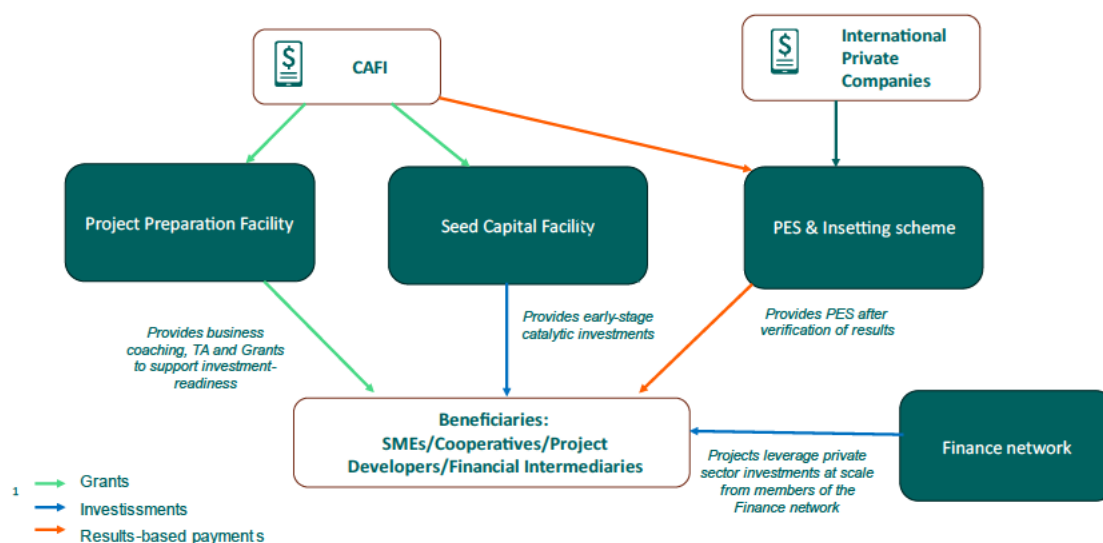
Subject to further consultation, the Hub proposed structure will feature a Project Preparation Facility, a Catalytic Seed Capital Facility, a Finance Network and a PES scheme:

- **Project Preparation Facility:** Provides business coaching, technical assistance (TA), and grants to prepare projects and businesses for private sector investment and the PES scheme. TA is delivered by Hub staff or third parties. Hub teams co-design investment readiness and PES roadmaps, aligning activities with impact lenses, PES eligibility, and Finance Network guidelines.
- **Seed Capital Facility:** Offers early-stage, flexible funding to demonstrate business model viability and bridge the gap between technical assistance and commercial finance. Acts as a "lender of last resort" for those denied commercial finance, with refinancing by commercial or impact capital once the investee grows. The facility will be funded by grants but the funding will be disbursed as investments to the underlying beneficiaries.
- **Finance Network:** Engages potential investors to support investment readiness, vet roadmaps, and harmonize due diligence criteria. Members get early visibility and the right of first refusal on projects. Engagement of the FN and support to the investees will be spearheaded by the TA from the Project Preparation Facility, assuring continuous facilitation from pre-investment to the seed capital facility and on to its refinancing through the FN
- **PES Scheme:** Rewards ecosystem benefits from projects supported by TA, Seed Capital, and Finance Network investments, providing additional revenue streams to farmers. Initially piloted in priority landscapes, with potential inclusion of private sector payments as part of their insetting strategies (e.g. cocoa companies paying farmers to transition to sustainable agroforestry models of production)..

The Project Preparation Facility and Seed Capital Facility will prioritise projects in the initial landscapes where the PES pilot operates but will also support initiatives in other landscapes where the PES scheme has the potential to expand (making the initial investments that will enable the generation of ecosystem benefits).



ReVive Cameroon – Investment Development Hub





3) **Purpose of the preparation grant and expected outputs**

The preparation grant will enable IDH to collect all the information needed for developing a full project proposal informed by stakeholder consultations and detailed feasibility studies, hence ensuring that the technicalities and level of ambition of the project are adapted to the context of agriculture and forestry supply chains in Central Africa. The preparation grant will mainly focus on the design of 1) the investment hub in Cameroon and 2) a PES pilot scheme in the Grand Mbam region that will be expanded across the rest of the country.

During this preparatory phase, IDH will focus on:

- **Engaging with key stakeholders and potential partners** (public and private) to define institutional arrangements including the development of a Program Management Unit, identifying its governance structure, roles & responsibilities, reporting requirements and operational modalities.
- **Mapping out and learning from existing programs and initiatives**, ensuring that we learn from successes and failures, contribute to the scaling up of best practices identified, design a program that adds value to the current offers in the market, and build synergies where relevant.
- **Identifying key value chains, landscapes and potential investees** (including high-impact SMEs, smallholder and community-based projects, cooperatives and project developers).
- **Identifying potential implementing partners** for the different components of the hub.
- **Identifying banks, impact funds, donors, DFIs and MFIs** to build the basis for a Finance Network, leveraging existing relationships with IDH partner funds, expanding it to more mission-aligned impact funds, DFIs and additional commercial investors
- **Finalizing the preliminary design of the PES scheme** in collaboration with the CAFI secretariat and government of Cameroon which will be piloted in Grand Mbam in Cameroon for CAFI priority activities (Afforestation/Reforestation, Agroforestry, Zero-deforestation perennial crops, Forest regeneration, Sustainable Forest Management and Forest Conservation). This will involve key actors - public authorities, local communities and farmers, private sector SMEs, traders and brands through a clear mechanism for claims and benefit sharing, and key requirements - such as data analytics and management, skillsets and capabilities for implementation of such a scheme

This preparatory phase will culminate in IDH's submission of a full project document to CAFI's executive board which will contribute to the following CAFI target outcomes:

- CAFI Outcome 1: Sustainable agricultural practices lead to less land conversion and greater food security. The Investment Development Hubs aims to reduce land conversion, improve income and boost food security by providing specialized technical assistance and appropriate capital to potential SMEs, cooperatives, and project developers through strategic partnerships and open calls.
- CAFI Outcome 2: Institutions and stakeholders in the forestry sector and protected areas have the capacity and legal framework for sustainable forest management. Through the investment hub, IDH will develop a Payment for Environmental Services (PES) Scheme in Cameroon, focusing on GHGs reduction and removals through agroforestry and climate-smart cocoa, and carbon removals through afforestation and reforestation, in collaboration with the identified public and private sector partners.

4) **Description of activities covered by the Preparatory Grant:**

a) Summary of the proposed phases and deliverables

The activities will be carried out in three phases with a duration of 8 months as described below. The phases will be developed in parallel, through an iterative process.



Table 1: Phases and deliverables

Phase	Deliverables	Timeline	Country
1. Inception Phase Consultations to design the governance structure and the institutional arrangements of the Investment Development Hub in Cameroon and the PES scheme in the Grand Mbam landscape.	Report outlining the structure of a PMU, roles and responsibilities of key parties as well as operational and reporting modalities, supported by outlined Theory of Change aligning the Hub with CAFI objectives and its Lol with the government of Cameroon..	2 months	Cameroon
2. Feasibility Studies (2): Feasibility study #1: focusing on identification of priority value chains and landscapes in Cameroon that align with CAFI priorities activities for PES, tentative pipeline of projects with estimates of expected emission reductions, job creation potential, funding and TA needs., Feasibility study #2: PES scheme in Cameroon, testing, validating and tailoring the high-level scheme developed by ICCO - Cameroon Government - South Pole to the specific context of Cameroon and CAFI's requirements.	Detailed studies, including recommendations on priority landscapes, value chains, tentative pipeline, preferred implementing partners, preliminary design and strategy of the hub's components, set against thorough evaluation of risks and mitigating factors. Mapping of the PES scheme, implementing partners and modalities, suggested approach to MRV, Safeguards, private sector insetting strategy and claims, consultation and buy-in with the CAFI Board of Directors and the Government of Cameroon.	4-6 months	Cameroon
3. Prodoc development and approval Full project proposal for the Investment Development Hub and PES scheme based on the recommendations from the feasibility studies.	Final project document	2 months	Cameroon

b) Phase 1: Inception Phase

This will consist of consulting the CAFI Secretariat, CAFI donors, national focal points within the government of Cameroon as well as other public, private and civil society stakeholders to define the relevant institutional arrangements for the Investment Development Hub and PES scheme in Cameroon. These preliminary consultations will also provide additional insights that will feed into the feasibility studies scheduled in Phase 2 (1 feasibility study for the overall Investment Development Hub 1 specifically for the PES scheme)

The consultation plan will be shared in advance with stakeholders. Institutional arrangements will be prepared with relevant authorities, including associated coordination, monitoring and evaluation mechanisms.

Table 2: Outputs/Detailed activities/Phase 1

Outputs	Detailed activities	Deliverables	Proposed methodology
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Output 1 Mobilization of CAFI (secretariat, donors and local focal points), government authorities, private and civil society stakeholders, to define institutional arrangements.	<u>Investment Development Hub:</u> - Consultations to identify the institutional arrangements of the Investment Development Hub in Cameroon - Meetings with CAFI, donors, government authorities, potential investees, and financial partners. - Identification/assessment of potential members (Advisory and/or Supervisory board). - Outline the Modus Operandi of the PMU, including proposed governance structure, financial and reporting flows.	Report	Individual meetings, combined with group meetings (online and in-country).
	<u>PES:</u> - Engagement with key national stakeholders, including private companies, village/communes' representatives, farmer groups. - Engagement and alignment with the CAFI Board of Directors on the private/public sector carbon management approach, claims and proposed solutions. - Engagement and alignment with the Government of Cameroon, incl MINEPAT and FODECC - Outline the Modus Operandi of the PES component within the Investment Hub, including proposed governance structure. - Define project design and strategic planning (Diagnosis of potential stakeholders and eligibility assessment).	Report Debrief(s) to the CAFI Secretariat and Government of Cameroon outlining the potential private sector insetting pathway, claims, alignment with NDCs	Individual meetings, combined with group meetings (online and in-country).
	<u>Program Theory of Change:</u> IDH will develop the first Theory of Change which will then be adapted based on the findings of the feasibility studies	Draft Theory of Change.	Desk work.

c) Phase 2: Feasibility studies

The two feasibility studies will be conducted simultaneously, ensuring synergies between them. IDH will leverage the knowledge, expertise and networks developed through our existing programs in Cameroon: the Green Commodity Landscape Program (GCLP) in Grand Mbam, and the Roadmap to Deforestation-free Cocoa (nation-wide). We have already laid the ground work by engaging with cocoa companies (e.g. Barry Callebaut, Cargill, ECOM etc), building the capacity of regional banks to work in the agriculture sector (e.g. La Régionale), and setting ambitious targets with three municipalities focused on sustainable production, forest protection and restoration, and social inclusion.



Phase 2-1: Feasibility study for the investment development hub in Cameroon

The feasibility study will identify priority landscapes, value chains, and a pipeline of projects in line with CAFI's 6 eligible activities for PES (Afforestation/Reforestation, Agroforestry, Zero-Deforestation perennial crops, Forest regeneration, Sustainable Forest Management and Forest Conservation). It will propose preferred implementation partners for the different components of the hub. The study will also include a review of existing investment initiatives, their strengths and challenges, and will seek to build synergies with other programs in the region that aim to achieve a similar impact.

Table 3: Outputs/Detailed activities/Phase 2-1

Outputs	Detailed activities	Deliverables	Proposed methodology
Output 2 Learning from existing/past initiatives.	- Review and analysis of existing investment initiatives to determine the value add of the Investment Development Hub beyond what's already on the ground. - Summarizing lessons learned for consideration in design and implementation of the program.	Report	Desk review/online meetings.
Output 3 Identification of priority agricultural and forestry value chains, priority landscapes and a pipeline of projects in Cameroon	- Identification of priority landscapes and value chains based on: • Identify priority landscapes where the Hub should aim to operate in Cameroon (assessing where deforestation is taking place, what are the drivers of deforestation including links to the private sector and key value chains, alignment of potential activities/investment opportunities with CAFI priority areas for PES) • An analysis of agricultural (food, export commodities, NTFP) and forestry value chains in selected landscapes and how they could benefit from TA, Seed capital, CAFI PES scheme and in setting mechanisms with the private sector - Mapping out potential high-impact SMEs, smallholder and community-based projects, cooperatives, and project developers per landscape in the above-identified value chains that could have the potential to access PES and will require support from the project preparation facility and/or seed capital facility. - Identify a potential pipeline with TA and investment needs. - Mapping of a broad range of financiers / investors/ banks that have the potential to join or collaborate with the Finance Network; meetings with key identified players confirming their requirements, impact and capacity to deploy capital.	Report	Desk review supported by a few (online) meetings when needed.



Output 4 Identification of implementation partners and operational arrangements of the hub	- Identification of potential TA/BDS service providers for the project preparation facility, local fund managers for the seed capital facility and implementers for the PES scheme. - Outlining the operational arrangements of the hub and its underlying components (including proposed regulatory and legal structure)	Report Interview questionnaires for BDS/fund mgrs. and PES implementers to score and assess relative capacity and quality of service.	Desk research combined with meetings and field visits (interviews/consultations etc).
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Phase 2-2: Feasibility study for the Payment for Environmental Services scheme (Focus country: Cameroon)

Under the investment hub, IDH will develop a PES scheme in Cameroon, starting in the Grand Mbam landscape. This feasibility study will build on the existing study carried out in 2023 by South Pole commissioned by the ICCO (International Cocoa Organization) and the Cameroon Government, with support from IDH. IDH will customize the proposed on-farm and off-farm schemes to the specific context of Cameroon and CAFI's requirements, ensuring that the regulatory, social and economic contexts are taken into account in the proposed scheme. It will look at opportunities to extend the PES scheme beyond the cocoa sector (which is the current focus of the South Pole/ICCO sector) to all six CAFI-eligible activities. It will also assess the potential to expand the scheme to other landscapes and in time to the rest of Cameroon.

As part of the feasibility study, IDH will also engage with the global and local private cocoa sector to confirm their appetite for an on-farm (and possibly off-farm) PES scheme, identify capacity to co-finance the PES scheme and assess carbon-related claims the companies would want to make in return in the context of companies' SBTi targets. In parallel, IDH will work in close collaboration with the CAFI Secretariat to consult the Cameroon government and CAFI Board to ensure a common understanding and alignment between the value chain decarbonization (insetting) pathway with the private sector and NDCs/jurisdictional approaches in Cameroon.

The study will also include a viability analysis, an assessment of risks, their related financial/legal/operational costs and mitigation measures, an analysis of land rights and propose specific payment mechanisms adapted to different land ownership schemes, informed by field consultations. Finally, the feasibility study will also identify potential aggregators based on an assessment of required roles and capabilities on the ground.

Table 4: Outputs/Detailed activities/Phase 2-2

Outputs	Detailed activities	Deliverables	Proposed methodology
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Output 5 Test and set-up the PES scheme in line with CAFI, Government of Cameroon and private sector companies' requirements	- Initial scoping of CAFI MRV requirements for on & off farm projects. • Analysis of the CAFI MRV system and requirements, data needs and management; comparison and analysis on how to incorporate and align with private companies' methodologies and other market practices. • Recommendation on the optimal methodology and approach to use. • Recommendations on skillsets required for MRV data collection, analysis and management; determining capacities and roles of aggregators/local partners required to implement the MRV and manage the MIS. • Estimate the GHGs emission reduction and removal potential for the scheme and the Hub - PES assessment and alignment with existing schemes: • Mapping of existing PES schemes in Cameroon, including the agroecological transition window of FODECC, as well as in other cocoa producing and neighbouring countries (focus on Ghana & Cote d'Ivoire). • Carry out consultations on PES schemes developed by CAFI, in particular FODECC; outline lessons learned and recommendations for implementation, and potential synergies.. • Identification of success factors and challenges (e.g. related to land rights, FPIC, farmer incentives, price paid, additionality, technical assistance, data collection, and use of digital/ tech solutions etc). - Leverage, test and validate the ICCO-Cameroon Government-South Pole feasibility study for on-and off-farm PES and include other CAFI eligible activities - Analyse and propose the PES strategy for sourcing, assessing and managing on&off farm GHGs emissions reduction and removals projects across the Hub.	- A high-level analysis of MRV in the context of on-farm and off-farm PES, to help refine the terms of reference of the feasibility study to be commissioned on PES. - Performance metrics to set targets and measure performance, including on GHGs emission reductions. - Recommendations on points for attention when developing a PES scheme in the context of Cameroon.	Calls with CAFI and with cocoa companies that have ongoing PES or that are planning PES schemes (e.g. Barry Callebaut, Cargill, etc). Desk research combined with interviews of targeted experts and CAFI. Questionnaires for aggregators capacity to implement
	- Land Use/Rights and FPIC Assessments: • Analysis of land rights and land ownership (registered / rented / community / concessions / government owned etc.) and their consequences in terms of payment schemes. • Identify various individual/collective payments options, analyse their modalities, and pros and cons of various options identified. • Based on this analysis, develop a methodology for PES, taking into account land	Report outlining findings	Desk research combined with interviews of targeted experts Field visits and consultations w farmers/communities/public authorities



	use classification (e.g. community forests, communal forests etc). Assess possible impact of the PES scheme on local communities; identify under which conditions a full FPIC would be required; how FPIC would be structured and established under CAFI, what resources would be required.		
	- Private sector buy-in and commitment: - Develop a PES pitch for the private sector. - Assess private sector related claims, specifically in relation to their SBTi/Net Zero targets and potentially on biodiversity benefits. - Develop a proposal for reporting & claims mechanism that aligns with strategy and priorities of the CAFI Board and Cameroon government. - Ascertain private sector appetite and confirm commitment through Letter of Intent.	- Terms of company engagement. - Letter of Intent from Companies. - Proposed claim mechanism	Interviews with private sector.
	- Develop an informative PES pitch for the CAFI Board and Cameroon government, outlining how insetting can work in the context of CAFI, including looking specifically how it can complement current government efforts through FODECC. - Organize consultations in partnership with the CAFI secretariat with 1) the CAFI Board and 2) the Cameroon government, through coordination with MINEPAT, on the proposed reporting & claims mechanism for the private sector. - Based on these consultations, develop at least two scenarios of company engagement in the PES scheme.	- Confirmation of the proposed reporting & claims mechanism	Meetings with specific CAFI Board Members; Meetings with the Cameroon Government
	- Analysis of potential aggregators' operational and financial capacity, monitoring and reporting, ability to carry out baseline assessments, etc; level of technical support/boots on the ground. - Analysis of potential implementers of the PES scheme.	- List of potential aggregators and interview questionnaire	Interviews, Intake form filled out for each aggregator.

d) Phase 3: Prodoc development

In this Phase, IDH will develop the full project proposal for the Investment Development Hub including the PES scheme based on the recommendations from the feasibility studies. The estimated impact of the programme will be refined and finalized, alongside with the ToC, MRV, safeguards, planning and budget. IDH will also finalize agreements with partners identified for the Hub's operations (e.g. seed capital manager, aggregator etc). This will be done through a collaborative approach with the CAFI secretariat and other relevant partners, including through alignment meetings, workshops and will lead to a full project proposal.

Table 5: Outputs/Detailed activities/Phase 3

Outputs	Detailed activities	Deliverables	Proposed methodology
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Output 6 Evaluation, modelling, and validation potential impact of the programme.	- Build a GHG methodology that aligns with CAFI guidance and calculate ex-ante emissions reductions estimates for the overall programme, including % that can be monetised through PES scheme. - Identify key metrics to set targets and measure performance, including on: • No-deforestation standards, (e.g. those needed to comply with the new European Union Regulation on deforestation-free products). • Improving incomes • Job creation. • Sustainable land under management. • Gender equality. • Private sector mobilisation - Develop a specific monitoring, evaluation and learning framework based on the CAFI requirements. Align with the new verification requirements of CAFI.	- Modelling of the intervention approaches and the potential impact. - List of key performance metrics.	Analysis/ alignment meeting.
Output 7 Development and finalization of the full project proposal.	The Prodoc will be developed based on the Investment Development Hub and PES feasibility studies. Additionally, to the recommendations and data from these studies, we will: - Finalize the Theory of Change for the program, - Develop a detailed planning and budget. - Confirm structure and partners for all the components of the Hub (including the PES scheme) - Define the related monitoring capacities & systems. - Define the Environmental and Social safeguards to be used based on IDH's E&S Policy and Management System and a risk register identified through the feasibility study; align with CAFI's E&S Safeguards requirements - Write the Prodoc. - Engage with CAFI Secretariat, donors national focal points and partners identified in the PMU and governance structure to collect their final input and ultimately their approval of the proposed project document.	- Draft Prodoc based on CAFI requirements. - Partners Letters of Intent. - Letter of intent by governance stakeholders.	Alignment meetings between IDH internal experts, and regular consultations with stakeholders to get pre-approval on most strategic topics.

5) Coherence with existing Initiatives:

Table 6: Mapping of complementary initiatives and synergies

OUTPUT/ACTIVITY OF THE GRANT	KEY PROJECTS	SOURCE OF FUNDING (GOVERNMENT / DEVELOPMENT PARTNER)	DURATION OF PROJECTS	BUDGET IN US\$	DESCRIPTION MODALITIES & STRATEGIES TO ENSURE CONSISTENCY WITH THE PROPOSED GRANT
<i>Output 1:</i> Mobilization of CAFI (secretariat, donors and local focal points), public, private and civil society stakeholders, preparing for institutional arrangements. <i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon <i>Output 4:</i> Identification of implementation partners, members of the finance network and operational arrangements of the hub.	CBFA - Congo Basin Forest Action	UK/FCDO	2024 - 2031	83 M	CBFA is a new UK funded programme. The first component will look to increase participation, transparency and accountability for local communities in forest and land use planning and decision-making processes. Its activities are likely to be quite complementary to this project and IDH will look to consult with the supplier once it is appointed. The second component will look to scale best practice and deploy rapid funding for innovation. IDH will look to consult with the UK team during the preparatory grant phase.
<i>Output 1:</i> Mobilization of CAFI (secretariat, donors and local focal points), public, private and civil society stakeholders, preparing for institutional arrangements. <i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon <i>Output 4:</i> Identification of implementation partners, members of the finance network and operational arrangements of the hub. .	IFSLU2 (component 3)	UK/FCDO	2024 - 2031	40 M	IFSLU Component 3 is a new UK funded programme that will focus on pre-incubation and creating a supportive enabling environment and ecosystem for private sector investment. Its interventions will support the delivery of this programme. IDH will aim to work closely with the supplier once it's appointed.



<i>Output 1:</i> Mobilization of CAFI (secretariat, donors and local focal points), public, private and civil society stakeholders, preparing for institutional arrangements. <i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon <i>Output 4:</i> Identification of implementation partners, members of the finance network and operational arrangements of the hub. .	Cocoa companies' programmes to meet their sustainability commitments	Private sector financing		Corporate budget mobilized by IDH: 2.7 million (2022-2025)	Most global cocoa brands and traders have SBTi commitments which also includes to be deforestation free by 2025. The IDH program aims to attract corporate funding for innovative public-private partnerships around forests, to pilot PES schemes, pilot projects to improve farmers' incomes, etc.
<i>Output 1:</i> Mobilization of CAFI (secretariat, donors and local focal points), public, private and civil society stakeholders, preparing for institutional arrangements. <i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon <i>Output 4:</i> Identification of implementation partners members of the finance network and operational arrangements of the hub. .	CARPE Phase IV (Central Africa Regional Programme for the Environment)	USAID	2022-?		Potential overlap or synergies with this programme are unclear at this stage and IDH will engage with USAID to better understand this programme during the preparatory grant phase.
<i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon	&Green GCF TA facility	GCF/IDH	2025-2030	\$5m global (tbc for Congo Basin)	This programme will be managed by IDH and designed to be highly complementary to the objectives of the Investment hub by supporting the enabling environment to increase private sector investment in the Congo Basin region.



<i>Output 4:</i> Identification of implementation partners members of the finance network and operational arrangements of the hub.					
<i>Output 1:</i> Mobilization of CAFI (secretariat, donors and local focal points), public, private and civil society stakeholders, preparing for institutional arrangements. <i>Output 2:</i> Learning from existing/past initiatives. <i>Output 3:</i> Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon <i>Output 4:</i> Identification of implementation partners members of the finance network and operational arrangements of the hub. <i>Output 5 :</i> Test and set-up the PES scheme in line with CAFI, Government of Cameroon and private sector companies' requirements	Support to FODECC	CAFI/IFAD	2024-2026	\$20m	The programme will support Cameroon's small-scale cocoa and coffee producers adapt to the new European Union (EU) regulations and scale enrolment into FODECC, so that they continue exporting to the EU while they transition to deforestation-free agroecological practices based on sustainable principles. IDH will explore potential synergies through the preparatory grant work.

In addition to the existing initiatives, IDH will also actively engage with other initiatives under development in the region, including the ones that are developing a proposal with CAFI.

6) Modalities

This project will be developed through direct implementation (DIM) following IDH processes for recruiting external consultancies to conduct the specific studies required to define the Investment Development Hub and the accompanying PES scheme. While the external consultancies may convene some stakeholder consultations to inform their work, this will be done under the ultimate responsibility and leadership of IDH, who will be leading engagement with the governments and potential partners.

IDH will mobilize its human resources and sectorial experts for leading the development of the full project modalities, and more specifically for defining the Terms of Reference of the feasibility studies and managing the consultants that will deliver on the outputs of these studies, as defined in the ToRs.



7) Work Plan and Budget

Table 7: Work plan

Outputs	Indicative activities for each Output	Indicative time frame								Resource allocation
		Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Total
Output 1: Mobilization of CAFI (secretariat, donors and local focal points), the stakeholders and institutional arrangements	<i>Investment hub component</i>									\$51,817
	1.1 Consultations to identify the institutional set-up of the Investment Development Hub in Cameroon.									
	1.2 Meetings with CAFI secretariat, CAFI donors, government authorities, SMEs representatives, potential investees, financial partners and possible warehousing entities. This will include among other things: - Kick-off Info session on PRODOC with CAFI Sec and Government of Cameroon - Sign roadmap for PRODOC development with IDH, CAFI and government of Cameroon - Calendar for PRODOC development is shared with CAFI Executive Board (EB)									
	1.3 Identification / assessment of potential members (Advisory and/or Supervisory board).									
	1.4 Outline the Modus Operandi of the Hub including proposed governance structure.									
	<i>PES component</i>									\$58,879
	1.5 Engagement with government stakeholders, private companies, village/communes' representatives, farmer groups.									



	1.6 Outline Modus operandi of the PES component of the Hub.									
	1.7 Define project design and strategic planning (Diagnosis of potential stakeholders and eligibility assessment).									
	1.8 Program Theory of Change (first version).									\$ 2,675
Output 2: Learning from existing/past initiatives.	2.1 Review and analysis of existing investment initiatives.									\$ 29,725
	2.2 Summarizing lessons learned for consideration in design and implementation of the program.									
Output 3: Identification of priority agricultural and forestry value chains, priority landscapes and potential pipeline of projects in Cameroon	3.1 Identification of priority landscapes and agricultural/forestry value chains in Cameroon.									\$ 53,800
	3.2 Mapping out potential high-impact SMEs, smallholder and community-based projects, cooperatives, and project developers per landscape in the above identified value chains									
	3.3 Identify pipeline including potential TA and investment needs									
	3.4 Mapping of a broad range of financiers / investors/ banks/existing providing finance in the deforestation/sustainable agriculture & forestry and carbon reduction space that have the potential to join or collaborate with the Finance Network.									
Output 4: Identificatio n of implemen tation partners	4.1 TA/BDS service providers for technical assistance/business development services, local fund managers for the seed capital facility and implementers for the PES scheme									\$ 44,170
	4.2 Outlining the operational arrangements of the hub and its underlying components (including proposed regulatory and legal structure)									



members of the finance network and operational arrangements of the hub.										
Output 5: Test and set-up the PES scheme in line with CAFI, Government of Cameroon and private sector companies' requirements	5.1 Initial scoping of CAFI MRV requirements for PES									\$ 112,471
	5.2 PES assessment and alignment with existing schemes.									
	5.3 Leverage, test and validate the ICCO/South Pole feasibility study for on-and off-farm PES as well as other CAFI eligible activities; align with CAFI MRV requirements; confirm carbon removal potential.									
	5.4 Analysis on how to integrate these on&off farm GHGs emissions reduction and removals projects into an overall Landscape PES scheme and potential investment opportunities of the Hub (e.g. governance, benefit sharing schemes, implementation approach, financing approach etc.)									
	5.5 Land Use/ Rights Assessment and FPIC.									
	5.6 Identification of Potential Aggregators.									
	5.7 Private sector buy-in and commitment.									
Output 6: Evaluation, modelling and validation	6.1 Build a GHG methodology that aligns with CAFI guidance and calculate ex-ante emissions reductions estimates for the programme.									\$ 55,348



potential impact of the programme.	6.2 Identify key metrics to set targets and measure performance, including on: no deforestation standard, job creation, Sustainable land management, private and public finance mobilisation.									
	6.3 Impact assessment of the programme's interventions based on tentative pipeline identified.									
	6.4 Develop a specific monitoring, evaluation and learning framework based on the CAFI requirements and intended impact identified in the feasibility studies.									
Output 7: Development and finalisation of the full project proposal.	7.1 Finalize the Theory of Change for the program									
	7.2 Develop a detailed planning and budget.									
	7.3 Confirm structure and partners for the Hub									
	7.4 Define the related monitoring capacities & systems.									
	7.5 Define the Environmental and Social safeguards to be used based on IDH's E&S Policy and Management System and on risks identified through the feasibility study.									
	7.6 Write the project document.									
	7.7 IDH will engage with CAFI Secretariat, donors, national focal points and partners identified in the PMU and governance structure to collect their final input and ultimately their approval of the proposed project document. This will include: - Complete internal IDH review process - Consult with technical experts and organizations consulted during the proposal process to get their feedback - Conformity checks and reviews (Technical, Financial, Safeguards and Gender action plan, M&E framework) - Independent review									
										\$ 90,658



	Review of recommendation and draft decision from the Executive Board (EB) including organising a working group meeting to discuss the recommendations.								
	7.8 Final Audit								
	Total Cost								\$ 499,542



Table 8: Project budget by UN categories

PROJECT BUDGET			
CATEGORIES	Amount Agency	Recipient	TOTAL
1. Staff and other personnel		\$97,362	\$97,362
2. Supplies, Commodities, Materials		\$6,000	\$6,000
3. Equipment, Vehicles, and Furniture (including Depreciation)		\$-	\$-
4. Contractual services		\$275,000	\$275,000
5. Travel		\$34,000	\$34,000
6. Transfers and Grants to Counterparts		\$-	\$-
7. General Operating and other Direct Costs		\$47,000	\$47,000
8. Final Audit Cost		\$7,500	\$7,500
Sub-Total Project Costs		\$466,862	\$466,862
9. Indirect Support Costs*		\$32,680	\$32,680
TOTAL		\$499,542	\$499,542

8) Risk management:

Table 9: Risk Management Matrix

Risks to the achievement of the outcome	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
Congo basin countries instability (e.g. coup)	Medium	High	We will join forces with organizations that have experience working in countries with high levels of



Risks to the achievement of the outcome	Likelihood of occurrence (high, medium, low)	Severity of risk impact (high, medium, low)	Mitigating Strategy (and Person/Unit responsible)
d'état in Gabon in 2023, high levels of insecurity in DRC).			instability and insecurity, boots on the ground and an ability to understand dynamics that we may not yet recognize or understand. We will stay away from conflict areas.
Risks related to IDH being perceived negatively by governments and their institutions as a foreign agent with a hidden agenda	Medium	Medium	We will design our program based on an in-depth understanding of government programs, to ensure we reinforce them. We will also deepen our understanding of the (hidden) interests that drive political and business decisions, to be able to manoeuvre without undermining the trust public authorities have in IDH.
Risks related to community acceptance of the program	Medium	High	We will organize community engagement and consultation activities and will set up Monitoring & Grievance mechanisms at landscape level
Reluctance and significant barriers of national and international financial institutions to finance agriculture in the Congo basin, especially smallholders-driven value chains.	High	High	We will build on the knowledge of the local and the IDH Invest team of the financial sector to appropriately address barriers and (perceived) risks. The Finance Network design will be informed by the capacity and appetite of the financiers to finance proposed investees, which will include considerations for risk reduction instruments, such as guarantees, etc.
"Thin" markets, i.e. very few investors and entrepreneurial businesses within the economy, and low capacity of existing businesses to grow	High	High	Close, on-the-ground engagement with potential partners at an early stage will help us identify opportunities and have the capacity and skills to guide businesses on the path towards private/blended finance. We will also focus on business models that can be replicated and possibly sourced from the extensive IDH network. We will also consider additional instruments to make business models viable (carbon, aggregation, etc).
Considerable need for capacity building to support local partners, requiring time & resource	High	High	We will include capacity building activities in our plans and will adopt more conservative delivery targets in the start-up phase.
Poor infrastructure conditions that jeopardize business development (poor road conditions, unstable access to electricity and internet etc).	High	High	We will have to factor in these challenges to ensure that our targets and timeline are realistic and take this into account. We will also have to leverage other (donor supported) programs/sectors to ensure these infrastructure related challenges are addressed in the landscapes where we operate.



9) Description of team and qualifications of key experts

IDH will mobilise experts from its own Investment Development and Landscape teams, including in-country team in Cameroon to deliver the consultations, feasibility studies and the Prodoc development. A list of CVs can be found in the Annex. IDH specialists will also work with consultants to support the process. The consultants will be selected through a consultation process.

IDH experts:

- Christian Enouga: Country Manager - Cameroon
- Jeromine Bertrand: Programme Director Investment development.
- Dominique Gangneux: Programme Director - Carbon partnerships.
- Evgenia Sokolova: Senior Programme Manager - Investment development.
- Violaine Berger: Senior Manager -Innovation Impact and Learning Landscape.
- Elvis Ngwa: Programme Manager - Roadmap to deforestation-free cocoa initiative in Cameroon
- Joel Owona: Programme Manager - Green Commodity Landscape Program in Cameroon.
- Emmanuel Boyomo: Landscape coordinator - Green Commodity Landscape Program in Cameroon.



Annex 1 - Team CVs

Christian ENOUGA

Christian Enouga is an Agri commodity and landscape expert with over 18 years of experience in management roles across West Africa. He has successfully designed, planned, and executed comprehensive supply chain strategies and agro-industry projects for multinational organizations. His expertise includes farmer support, plantation management, trading, logistics, cost optimization, marketing, quality standards, and supplier/customer relationship management. Christian is committed to driving value creation, enhancing growth strategies, and promoting environmental protection while boosting smallholder farmers' incomes. He has led sustainable projects in collaboration with government bodies, local communities, NGOs, research institutions, and financial stakeholders.

For over 2.5 years, Christian served as Country Manager for IDH Cameroon, where he coordinated national sustainability programs in the cocoa sector, including the Roadmap for Deforestation-free Cocoa and the Green Commodity Landscape Program. He focused on attracting private sector investment in sustainable agriculture and securing local financial support for development initiatives. Christian holds a master's degree in international business and supply-chain management from ESSEC Business School Cameroon. He will be the IDH entry point with the Cameroon government.

Jeromine BERTRAND

Jeromine is a Programme Director for IDH Investment Development with more than 10y experience in the field of Climate, Nature and Development Finance. Jeromine joined IDH in 2024 on a long term secondment from the International Forest Unit in the United Kingdom's government. She is a specialist in mobilising private sector investment in the forest and land use sector in Latin America, Africa and Asia and has a strong understanding of blended finance, technical assistance and carbon finance. Prior to joining the UK government, she worked for more than five years as an investment analyst for two UK-based asset managers. She has a masters in Banking and Financial Markets from ESSCA Business School and is a Chartered Financial Analyst (CFA). Jeromine will lead the implementation of the preparatory grant and the development of the full proposal. She is fluent in French and English.

Dominique GANGNEUX

Dominique is IDH's global Carbon Partnerships Director. He has been working for the past 28 years in the field of Climate & Sustainability across a number of organisations including Deloitte, ERM, Rainforest Alliance and South Pole.

Dominique has worked over the past 15 years in the agrifood sector, especially in tropical crops including the cocoa, coffee, and palm oil sectors. Among others, companies that Dominique worked with to improve their Climate & Sustainability strategy and performance include: Barry Callebaut, Compass Group, Danone, Ecom, ETG, Hershey, ICCO, Kraft Heinz, L'Oréal, Mars, Mondelez, Nestle & Nespresso, Olam, Simexco, Tesco and Unilever.

Dominique is responsible to take forward IDH's Climate Resilience strategy across its key crops and landscapes, including cocoa in Cameroon. He is fluent in French and English.

Evgenia SOKOLOVA

Evgenia is a sustainable finance professional with over 20 years of experience. She has an extensive experience within investment banking, portfolio management and development finance, risk management and restructuring, and strategic advisory to startups and SMEs, Foundation, DFIs, and ESG investors. Evgenia has a deep passion for connecting the dots between traditional finance and sustainable economic development to deliver impact. She has



been working to develop carbon finance opportunities within IDH, particularly for commodity chains such as cocoa and coffee. Evgenia has previously operationalized similar investment/TA structures on the ground in East Africa and is currently responsible for the implementation of IDH's Investment Development Hub in Colombia. Her expertise in ESG, delivering TA to improve investment readiness and sector knowledge on conservation, restoration and carbon finance would be a great asset to the team. She is fluent in English and French.

Violaine BERGER

Violaine Berger is a sustainability professional with 14 years of experience in ecosystem protection and sustainable agriculture, including 7 years at IDH. As Senior Manager, Landscapes Learning & Impact, she is currently guiding a team of 80 professionals in 13 countries on the design and monitoring of landscape programs and field projects that reduce deforestation and support nature restoration while enhancing farming communities' livelihoods. She is also providing guidance on the development of the Green Commodity Landscape Program in Cameroon, which includes two multi-million euro projects aimed at strengthening the protection of community forests and the sustainability of cocoa farming in the Center region. Her work also involves analyzing European policies and providing recommendations to mitigate their negative impact on farmers and their communities (e.g. papers on recommendations and on solutions to the EU regulation on deforestation-free products). She is fluent in French and English.

Current responsibilities include:

- Leading the design of programs and field projects focusing on sustainable production, forest protection and community livelihoods;
- Providing guidance to IDH teams on the development of inclusive landscape programs in the beef, palm oil, cocoa, and coffee sectors;
- Developing fundraising proposals, managing program budget, and reporting to donors;
- Developing publications to disseminate program learnings and position papers to influence public policies;
- Overseeing management of the IDH Cameroon office and IDH Côte d'Ivoire landscape program.

Ngwa Elvis SUH AKONGNWI

Ngwa Elvis Suh Akongnwi is an environmentalist with 13+ years of professional experience in development programmes on climate change, forest and biodiversity conservation, sustainability in agri-commodities, and climate resilient agriculture. He holds a Master of Science in Natural Resources and Environmental Management. Currently, as program manager with IDH the Sustainable Trade Initiative (Netherlands), he is leading the roadmap to deforestation-free cocoa initiative in Cameroon which is a public-private-civil society multistakeholder process aimed at eliminating deforestation in the cocoa subsector in Cameroon. In this program he assumes the strategic and technical development of the program. As, climate change manager with Fokabs Inc (Canada) he managed consultancy assignments with a wide range of clientele and teams. In this role, he led an assignment with the African Forest Forum on Enhancement of African national forest governance to respond to the Paris Agreement and related global change policies and initiatives in West and central African countries. With EruDeF Institute of Non-Profit Studies, as Deputy Director for research, fundraising and partnership, he coordinated postgraduate research on biodiversity conservation, managed partnerships and led resource mobilisation. Private sector experience was obtained with LISAP Ltd where he was the project and sustainability lead, developing and implementing farm and cocoa transformation projects and managing the internal control system for cocoa bean sourcing and export. At the Faculty of Agriculture and Veterinary Medicine of the University of Buea, he was lecturer, tutoring students on biometry and field experimentation.



He has country experiences in Cameroon, Kenya, Chad, Gambia, Benin, Mali, Liberia, Democratic Republic of Congo, Congo Republic, Gabon, Central Africa Republic, Sudan and Ivory Coast, Ghana and The Netherlands. He demonstrates strong capacity in project/ program management, convening, and facilitation of private-public-civil society multistakeholder partnerships with international, national and community stakeholders. He has also built technical skills in disaster and ecosystem resilience to climate change, climate finance, national GHG inventory, GCF project development and accreditation, design and development on emission reduction project from REDD+. He has 1 peer review publication in the International Journal of Phytoremediation, 2 conference papers, 1 working paper with African Forest forum.

Joël Martin ATANGANA OWONA

Joel is an accomplished Program Manager with an extensive experience in sustainability, multistakeholder management, land use planning and landscape, and strategic partnerships, particularly within multistakeholder platforms that include local communities, government bodies, international organizations, non-governmental organizations and private sector partners. He is Holding a MSc in Project Management and a BSc Honours in Business Economics.

His expertise in managing multifaceted projects, coupled with his ability to navigate across complex regulatory environments and to aligning diverse interests to foster collaboration and achieve shared goals, ensures that stakeholders needs are not only met but also create economical and financial inclusion, with a strong emphasis on income generating activities through gender equity and youth empowerment.

He has successfully led the development and implementation of complex initiatives, including the eradication of smoky cocoa beans in Cameroon and raising XAF 10Billion through bank syndication. His leadership in creating the Green Commodity Landscape Program secured €3.7 million in co-funding, driving sustainable agriculture which reconciles communities with nature, and inclusive growth.

His strength lies in engaging and collaborating with diverse stakeholders ranging from local communities to international organizations. This extensive experience allows him to bring a global perspective to local challenges, ensuring program coherence and success, and cross-cultural communication to lead diverse teams effectively.

Emmanuel BOYOMO

Emmanuel is an experienced Agronomy Engineer graduated in FASA (School of Agriculture, University of Tschang, Cameroon) with over three decades of expertise in rural economics, extension, agropastoral counselling and the development of sustainable agricultural practices in rural areas in Cameroon. Throughout his career, he has worked with a variety of organisations, including Non-Governmental Organisations; private sector partners; international programmes and government initiatives, to improve the productivity and competitiveness of agricultural SMEs and cooperatives.

His main strengths lies in providing technical assistance and economic consultancy services, running training programmes and leading projects to improve the efficiency of producer organisations. He has a proven track record in implementing innovative solutions that promote growth and sustainability in the agropastoral and forestry sectors.

As IDH Landscape coordinator in the Green Commodity Landscape Program, He is in contact with the local stakeholders, municipalities, private sector and the representatives of multi sectoral ministries in building strong coalitions and supporting them on monitoring their action plans and achieving their goals.

He is passionate about using my extensive knowledge and experience to contribute to impactful projects and collaborate with professionals who share my commitment to advancing agriculture based on sustainable environmental management.



APPENDIX 1: Procurement plan / Contracting

The plan below can be proposed in two parts, with a first plan applicable to the first year of the project and an indicative - less detailed - plan applying to the remaining duration of the project. In accordance with CAFI's terms of reference, this plan must at least take into account all contracts worth more than US\$100,000.

1. General

Indicate:

- **Project information:** "reVive Central Africa: Investment Development Hub," Cameroon
- **Plan version:** Version 1.0 dated November 1st, 2024
- **Plan approval** date: November 2024
- **Period covered:** December 1st, 2024 - July 31st, 2025

2. Thresholds and procurement methods (goods, works and services)

The following table applies to contracts for goods, works, services and human resources

Acquisition method	Contract value thresholds	Contract type	Solicitation method	Type of competition	Preliminary/post-examination by the agency
Open tender	200,000	Letter of Assignment	Open tender procedure	Open	A selection committee established for the tender

3. Procurement plan for goods and works (other than consulting services)

not applicable.

4. Consultancy procurement plan

Description	Contract type	Value (USD)	Source of funding	Acquisition method	Start of the acquisition process	Estimated start and end of contract	Type of competition
Investment Development Hub feasibility study focusing on identification	Letter of Assignment	200,000	CAFI	IDH tender procedure	December 1 st , 2024	January 1 st , 2025 – July 31 st , 2025	Open



of priority value chains and landscapes in Cameroon that align with CAFI priorities activities to access PES, tentative pipeline of projects with estimates of expected emission reductions, job creation potential, funding and TA needs and the development of a full project proposal to be submitted to CAFI.							
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