Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
					clear accountability, including the respective policies and guidelines.		
Weak capacity of the implementing organisation and/or its partners	National implementing partner may have capacity gaps or limited experience working at scale.	Unlikely (2)	Major (4) Implementing partners are key to project implementation. Their lack of capacity will most likely result in delays, over costs, mistrust by other stakeholders affecting the legitimacy of the project in the long term.	Medium (8)	Assess the capacities of potential partners during the design stage. Establish a governance structure that provides support and oversight to execute, manage and monitor the roles of implementing partners.	A preliminary assessment of implementing partners has been made during the design stage of the project identifying potential partners, their capacity and experience in similar endeavours. However, the governance structure has been designed to follow up and support the implementing entities when needed.	IDH PMU
Ineffective coordination between delivery organisations, including distrust between government and agencies	Ineffective coordination may result from inadequate planning, translating into unclear goals, undefined roles, and a disorganized organizational structure, among others.	Possible (3)	Moderate (3) Ineffective coordination may result in project delays and general inefficiencies, affecting the achievement of	High (9)	Project design includes adequate planning including setting clear goals and objectives, defining roles and responsibilities, and a strong stakeholder engagement strategy.	Although the project design team has identified this risk and incorporated the mitigating measures during project development, the	IDH – PMU and Project Governance Bodies (e.g. Steering Committee chaired by Government),

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
			results and resulting in distrust from relevant stakeholders.		The governance structure will take into consideration relevant stakeholders and establish clear roles and responsibilities for all participating organisations.	implementing partners have little control over government institutions. A sound governance structure and stakeholder engagement strategy is therefore needed to reduce risk of ineffective coordination.	in coordination with CAFI
Risks associated with monitoring and evaluation, including insufficient technical and human resources, irregular use of the PES management tool and inadequate reporting, particularly on indicators.	This risk results from poor planning, unavailability of data, poor quality in data available, a lack of technical expertise, inadequate resources, resistance to findings, and issues with data collection methods, tools, or infrastructure.	Likely (4)	Moderate (3) This project will make assumption that are tested during its implementation stage and might result in high expectations for M&E activities that are not accurate. However, this is a challenge for most projects of this type, and some deviations are expected and the	High (12)	Include learning from previous projects in the project design. Validate targets with relevant stakeholders. Establish a clear method to follow up on targets. Develop a comprehensive monitoring, evaluation and learning plan, including PES activities, and ensure it has the resource allocation	The project will include a comprehensive Monitoring, Evaluation and Learning Plan (see section 10) to mitigate this risk.	IDH – MEL Manager in coordination with PES Technical Lead and implementing partners

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
			learnings that result are highly valued.		needed to be implemented.		
Lack of ownership of results at national level	A lack of ownership can be caused when the project does not insure a shared vision with the national goals.	Possible (3)	Major (4) The long-term sustainability of the project highly depends on nation appropriation of the project's results.	High (12)	Align the project's objective and goals with national priorities. Establish clear roles and responsibilities for national stakeholders in project implementation. The stakeholder engagement strategy must include national stakeholders in capacity building, awareness and knowledge sharing activities. Design a clear governance structure that promotes national stakeholders' participation in project implementation. Establish strong accountability mechanisms to ensure national stakeholders are also responsible for progress and results.	The Letter of Intent signed between CAFI, and the Government of Cameroon sets the floor for a successful participation on national entities. Other national stakeholders' participation needs to be promoted through the stakeholder engagement strategy and governance structure.	IDH PMU with support from CAFI secretariat and Government of Cameroon (MINEPAT)

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
					Continuously engage government officials through CAFI in order to ensure political will and leadership.		
Lack of permanence of results and negative effects observed at the end of projects (e.g. rebound effect of agriculture on the forest, cessation of maintenance, inability of beneficiaries to continue their activities without ODA support, etc.).	Not incorporating a long-term vision during project planning can result in a lack of permanence of results and negative effects after the project implementation period.	Very likely (5)	Moderate (4) Lack of permanence of results will translate in not meeting stakeholder expectation al losing their trust. Negative effects after ending the project will create barriers for future activities.	High (15)	Include a long-term vision, national ownership and project sustainability considerations in the development of the project strategy. Establish a governance structure that promotes appropriation and ownership from relevant stakeholders.	A sustainability strategy is being incorporated in project design and considers implementing partners as key stakeholders and potential owners and implementors of future activities after project finalization.	IDH – PMU, in coordination with implementing partners, CAFI Secretariat and Government of Cameroon
Reputational risks if companies falsely use results from the PES schemes for carbon offsetting.	Companies generate carbon credits from emission reductions, removals or avoided emissions envisaged (ex-ante) or achieved (ex-post) under the PES schemes for the purpose of selling and trading these on the voluntary carbon market.	Unlikely (2)	Moderate (3) The sale and trading of carbon credits could weaken companies' ability to demonstrate progress toward their SBTi net-zero targets, as the draft SBTi	Medium (6)	The SBTi Corporate Net-Zero Standard is currently under revision, with the final version expected to be released by the end of 2026. We will review each draft as it is published and incorporate any relevant updates on how companies can	We do not expect participating companies to generate or trade offset credits. This is because we will be working with companies that either already have, or are in the process of obtaining, SBTi-	IDH – PMU, in coordination with CAFI Secretariat, participating companies and Government of Cameroon (MINEPAT and relevant ministries)

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
			Corporate Net-Zero guidance significantly limits the role such credits can play in substantiating progress. In addition, the sale and trading of carbon credits could create risks of double counting between companies' net-zero claims and the Cameroonian government's NDC.		make claims against their net-zero targets, while continuing to minimize the risks of double counting and double claiming. Furthermore, at the contracting stage, IDH will include written provisions discouraging the sale and trading of emission reductions and removals generated through the CAFI Hub. IDH will also specify that any sale or transfer of carbon credits by participating companies must be coordinated with the government to ensure the application of corresponding adjustments as required under Article 6 of the Paris Agreement to avoid double counting of emission reductions. If necessary, IDH may further require companies, through contractual	approved targets, and the latest draft SBTi guidance significantly limits the role that offset and emissions-avoidance credits can play in demonstrating progress toward net zero. Under the draft standard, such credits may only be used to address ongoing emissions up to 2035 and to compensate for emissions associated with commodities where there is no physical traceability or direct supply-chain connection on an interim basis. As a result, we consider the reputational risks associated with	

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
					commitments, to refrain from selling or trading carbon credits (subject to review by our legal department).	offsetting claims to be limited.	
Leakage or displacement of carbon emissions.	The risks of leakage need to be differentiated between the PES schemes where climate mitigation performance will be measured using carbon stock-change accounting (CSCA, A/R and ANR schemes), versus consequential accounting (forest protection scheme). The carbon claims associated with the forest protection scheme are based on avoided emissions, rather than measurable increases in carbon stocks. While preventing deforestation is critical for maintaining the carbon already stored in forests, such claims often face greater scrutiny because they rely on assumptions	Possible (3)	Moderate (3) Potential leakage, especially from the forest protection scheme could displace emissions from deforestation and emission-intensive agriculture, undermining the effectiveness of the PES schemes.	High (9)	Careful and clear boundary setting and the establishment of a long-term monitoring strategy together with partners on the ground.	Raising awareness of potential leakage risks among partners will strengthen mitigation efforts. In addition, proactively integrating leakage considerations into the design of the MRV strategy will help further reduce these risks.	IDH – MEL Officer in coordination with PES Technical Lead and implementing partners

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
	about what would have happened in the absence of protection (the counterfactual baseline). Since high-carbon-density forests are typically those most at risk, even sustainable protection measures may not fully prevent leakage or displacement of pressures elsewhere. The PES schemes, where the climate mitigation performance will be assessed through carbon-stock accounting face lower risks of leakage, because these will be measuring actual changes in carbon stocks rather than relying on hypothetical avoided emissions. This makes it harder for displaced activities to be counted as climate benefits. However, the risk of leakage is not fully eliminated. For instance, market-effects leakage can still occur if						

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
	restoration would reduce supply and raise cocoa prices, encouraging higher-emission production elsewhere beyond the accounting boundary. Additionally, time-lag leakage could occur when short-term carbon gains mask longer-term displacement, as land-use pressures re-emerge in other areas after the monitoring period.						
Safety and security							
Decreased safety and security conditions.	A significant risk is the potential for decreased safety and security if proper precautions aren't taken during a project. This risk can materialize when security threats are not identified during the planning phase. It's further heightened by poor communication and a lack of clear ownership and defined boundaries for land during implementation.	Possible (3)	Moderate (3) The negative impacts of these security risks are diverse and severe. They can manifest as a variety of threats to the project and its stakeholders. These threats include data breaches, which can compromise sensitive	High (9)	Carry out proper communication and awareness.	CAFI and IDH must closely engage with the government to understand the level of risk and adopt mitigation measures on time.	IDH – PMU, in coordination with local implementing partners and local authorities with support from Government of Cameroon

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
	The risk can also be triggered by insufficient communication or sensitization efforts, which can lead to the spread of misinformation, such as the false belief that georeferenced lands will be seized by the government.		information, and direct threats to stakeholders, endangering their physical safety. Additionally, the lack of defined boundaries and the spread of misinformation can lead to conflict over resources and even forced displacement of communities. For businesses and the economy, it can lead to property damage, disrupt daily operations, and block access to business premises. These direct impacts also trigger broader economic harm, including reduced investment and a sharp decline in productivity.				
Pandemic or other health-related event.	A pandemic or other health-related event could put a halt to	Rare (1)	Extreme (5)	Medium (5)	Closely monitor local, regional, or global health issues and	There are limited resources for preventing and	IDH – PMU, in coordination with national

Risk	Detailed description of the risk	Probability (score)	Impact (description and score)	Risk score	Project mitigation strategy	Hypothesis	Responsible Parties
	project implementation, affecting the allocation of resources and the timeline.		Uncertainty about such an event prevents much planning to mitigate or overcome the challenges it brings. If a pandemic (such as the COVID 19) is materialized the project could be on stand-by for an indeterminate time.		implement recommended measures. Assess the impact on the project, communicate, and discuss with relevant stakeholders as soon as possible. Prioritize the health and lives of all people involved in the project.	minimizing the occurrence of this risk. The project must adapt to the new conditions under which it will need to operate.	and local health authorities and implementing partners

Probability

Probability	Occurrence	Frequency
Very likely (5)	The event is likely to occur in most cases	Every month
Likely	The event is **likely to occur in** most cases	Once every two months or more frequently
Possible	The event **may** occur at some time in the future	Once a year or more frequently
Unlikely	The event **could** occur at a given time	Once every three years or more frequently

Rare (1)	The event **may** occur in exceptional circumstances	Once every seven years or more frequently

Consequence / Impact

Consequence	**Result**
Extreme (5)	Event causing **massive** or **irreparable** damage or disruption
Major (4)	Event resulting in **critical** damage or disruption
Moderate	Event resulting in **serious** damage or disruption
Minor	Event involving **some degree of** damage or disruption
Insignificant (1)	Event resulting in **limited** damage or disruption

Risk matrix

	Consequences				
Probability	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Average (5)	High (10)	High (15)	Very high (20)	Very high (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very high (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (2)	Medium (3)	Medium (4)	Medium (5)

b) Safeguards

i. Gender mainstreaming

Gender context and analysis

In the Grand Mbam, as in many other parts of Cameroon, gender norms and cultural beliefs continue to influence how men, women, and vulnerable groups, including Indigenous Peoples, access, manage, and benefit from natural resources. These gendered perceptions often result in stereotypes that portray men as the primary decision-makers and income earners, while women are viewed mainly as labourers or custodians of subsistence activities (Inari & Minttu, 2015; Taedoumg & Essouma, 2024).

For this project, vulnerable groups are defined as those at higher risk of exclusion from participation or exposure to harm linked to Investment and PES Hub activities, due to characteristics such as age (children, elderly), social status (migrants, Indigenous communities), or gender.

In the Centre Region, particularly within the Mbam-et-Kim Division, there is a significant presence of Indigenous communities, including the Bedzang people (Tikar Pygmies) and Mbororo pastoralists. According to the Ngambé-Tikar Subdivision Development Plan (PCD, 2013), seven Bedzang settlements are located in Ngambé-Tikar. Despite past initiatives, including a 2019 Ecodev project that sought to secure land and forest rights for three Bedzang settlements, Indigenous groups remain largely excluded from forest governance, with only 5–10% aware of the Redevance Forestière Annuelle (RFA) mechanism.

Findings from the feasibility study reveal clear gender disparities in decision-making in the Grand Mbam:

- Land-use decisions are made primarily by men (75.2%), followed by joint decisions (13.8%), with women accounting for only 8.1%.
- Crop sales decisions are made by men in 66.7% of cases, jointly in 24.3%, and by women in only 8.1%.
- Participation in training is dominated by men (67.1%), with joint participation at 24.8% and women alone representing 7.1%.

These findings reflect broader national trends in which participation in decision-making—both in households and local governance structures—remains unequal. Women and vulnerable groups (Indigenous Peoples, migrants, rural women, IDPs) often hold symbolic roles with little influence in community committees or resource management institutions. Within households, women's decision-making is typically confined to the domestic and caregiving spheres.

IDH Gender policy

IDH's gender policy promotes gender equality and women's empowerment in sustainable trade and supply chains through a "gender transformative" approach, which recognizes gender equality as both a right and a driver of business value and sustainability. The organization integrates gender aspects into its programs with the help of its Gender Toolkit, which includes tools for gender analysis, policy development, and the creation of gender-smart business models that leverage the participation and leadership of women in production, processing, and trade.

Mainstreaming gender at the programme level will start with proper representation across the Governance structure, and in a balanced team composition. Upon onboarding, all team members are required to complete the IDH Gender training, designed to ensure a common vision on gender, frameworks, and crucially, how to spot, address and act on gender biases in pipeline identification and during the coaching and matchmaking process. The hub will reflect internally on possible assumptions underlying each step of the implementation process, to maximize the avoidance of bias along the process.

During the inception phase, IDH will develop a detailed gender action plan that sets out the gender approach for each project component, linking specific activities to responsible actors, timelines, and performance indicators. This will be developed alongside the MEL plan as part of the inception phase.

Gender Approach - PES implementation

As explained above, to mitigate risks of exclusion and ensure equitable participation, the project will implement a Gender Action Plan aligned with IDH's gender policy. The plan aims to integrate gender considerations into every PES-related activity to ensure inclusivity and fair distribution of benefits.

Key measures include:

- Participation quotas: The project targets at least 30% participation of women and excluded groups in all PES schemes and project activities. Where structural biases (e.g., low female land ownership in cocoa) make this target difficult to achieve, a minimum quota of 10% will be enforced.
- Capacity building: All PES aggregators will receive training on gender concepts (covering inclusivity, gender awareness, and transformation) through standardized modules developed under the project.
- Monitoring and evaluation: Gender will be integrated into the monitoring and evaluation system to measure and assess achievements in gender-related matters progressively. It will be crucial to collect data on actions that promote gender equality to foster continuous learning and highlight achievements
- Context-specific analysis: Aggregators will conduct gender and vulnerability assessments at each pilot site to identify underrepresented groups (e.g., women, youth, Indigenous Peoples, migrants) and design inclusive engagement strategies.
- Progressive learning: The MEL Officer will regularly review and refine the Gender Action Plan based on field realities, ensuring continuous improvement and accountability to CAFI gender requirement

Gender Approach – Technical Assistance and Seed Capital

During pipeline sourcing and selection, the Hub will identify how gender dynamics shape participation and outcomes within each sector. It will apply gender markers (OECD, UNIDO, EBRD, etc.) to assess the potential gender impact of candidate projects and enterprises.

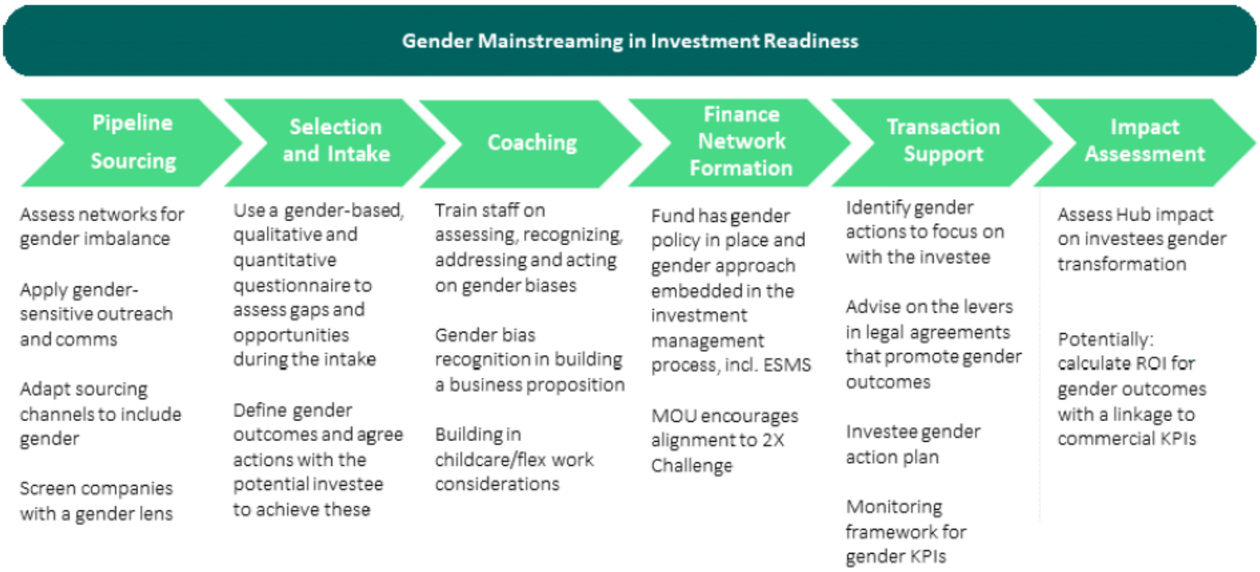
Throughout the coaching process, all technical assistance (TA) will be gender-intentional, meaning it will explicitly consider the different needs, constraints, and opportunities of women and men, and take steps to reduce barriers and promote equality. At intake, gender intentionality will be assessed through a questionnaire comparing current and aspirational gender performance.

At the portfolio level, the Hub aims to target at least 30% women-led or women-owned enterprises, applying the 2X Challenge definition: firms where at least 51% of shares are owned by women, or where a woman founder remains an active owner.

As it relates to the Business & Investment Network, the Hub will a) review and integrate the existing gender policies of participating private sector investors, b) for institutions without the gender policy, encourage adhering to GIIN Gender Lens Investing Initiative, and c) encourage equitable gender representation as part of the Network, d) invite additional partners with explicit gender-lens investment approaches to join.

This framework ensures that gender considerations are embedded in both capital allocation and investor engagement, creating pathways for women entrepreneurs and promoting inclusive growth.

Figure 12 12. Gender mainstreaming in the Hub procedures and as part of investment readiness process



ii. Social and environmental safeguards

IDH Social and environmental safeguards

IDH is committed to designing and implementing programs and projects that not only deliver measurable social and environmental impact but also uphold the highest standards of responsibility and due diligence. To this end, IDH has adopted a robust Environmental and Social Risk Management (ESRM) Policy that ensures risks are proactively identified, assessed, and managed throughout the project lifecycle.

The ESRM Policy is founded on six Environmental and Social principles that serve as mandatory safeguards:

1. Stakeholder Identification and Engagement
2. Inclusion of Vulnerable and Disproportionately Affected Groups
3. Labor Rights and Working Conditions
4. Community Exposure to Climate Risks
5. Ecosystem Integrity
6. Natural Resource Efficiency and Pollution Prevention

Each principle is supported by a set of material risk topics and corresponding minimum requirements, ensuring that IDH-supported projects not only avoid harm but maximize the potential for positive transformation. These principles apply across all IDH-funded activities and are aligned with international norms such as the ILO Conventions, IFC Performance Standards, and the UN Guiding Principles on Business and Human Rights.

To operationalize the policy, IDH has developed a structured risk management process, embedded within its standard project development and approval flow. This includes:

1. Pre-screening using the E&S Exclusion List, which identifies "no-go" sectors and activities (e.g., trade in wildlife, forced resettlement, hazardous chemicals, critical habitat destruction).
2. Risk Screening and Mitigation Planning, using tailored tools for both small and medium-sized enterprises (SMEs) and implementation programs.
3. Formal Approval, where mitigation plans are reviewed by program managers and IDH's Environmental and Social Manager, and formally incorporated into funding agreements.
4. Implementation and Monitoring, with implementing partners responsible for executing mitigation actions and reporting progress biannually.

E&S Risk Assessment & Mitigation Planning Tool

IDH has developed differentiated risk screening tools for two broad categories of partners i.e. Micro, Small & Medium Enterprises (MSMEs), and Large Companies/Multi-nationals, non-profits, and knowledge institutions. The E&S principles and material risk topics to be screened for and managed will remain the same for both categories of partners. However, the level of risk mitigation and reporting requirements will be relatively relaxed for projects where implementing partners are SMEs. This tailored approach helps reduce administrative burdens for smaller partners, while maintaining rigorous safeguards aligned with IDH's standards.

The E&S Risk Assessment & Mitigation Planning Tool developed by IDH enables organizations to: 1) Assess project relevance against IDH's exclusion criteria; 2) Screen risks according to each of the six ESRM principles; 3) Provide evidence of compliance or outline planned mitigation measures and implementation timelines, and 4) Integrate mitigation commitments directly into the proposal and contract documents, ensuring accountability and clarity.

For broader program/projects directly led by IDH, IDH offers a screening and mitigation planning guide to support high-level strategy development. Program teams are required to: 1) Map key stakeholders and design engagement strategies, 2) Identify vulnerable groups and apply differentiated support mechanisms, 3) Plan program/project strategies that avoid contributing to poor labour practices, ecosystem degradation, or climate vulnerability, and 4) Ensure periodic review and adaptive risk management, particularly at program start and midterm.

A programme-specific E&S safeguards and risk management plan will be developed during the inception phase and shared with the CAFI Secretariat within the first year of implementation. It will include an action plan and a safeguarding implementation matrix, each with clearly defined activities, corresponding budgets, concrete mitigation and monitoring actions and clearly designated responsible parties (PMU, MEL team, PES aggregators and other implementing partners). This plan will serve as a central accountability and traceability tool for E&S and safeguard implementation and follow-up.

Capacity Building and Continuous Improvement

IDH recognizes that risk management is not static and promotes continuous improvement. As such, the IDH ESRM Policy is complemented by ongoing capacity-building efforts, including training sessions, access to guidelines and resources, and organizational learning from periodic evaluations for both IDH teams and partners. This structured and adaptable approach enables IDH to align with both donor expectations and international standards while ensuring that project outcomes deliver positive and sustainable impact without causing harm to people or the planet. This adaptive management approach will be applied to this programme, with the dedicated E&S safeguards and risk management plan regularly reviewed and updated as risks evolved and new lessons emerged.

Specific Social and Environmental Safeguards for PES schemes

CAFI has established a general framework of social and environmental safeguards for the entire Payments for Environmental Services (PES) programme. This framework establishes common principles, minimum requirements, and tools for preventing, mitigating, or compensating for social and environmental risks associated with funded projects. This project will comply with these safeguards during implementation. See Table 8 for the specific safeguards that apply to each PES scheme, land use and PES provider. For the PES component, the Safeguard Implementation Matrix (part of the E&S safeguards and risk management plan) will explicitly map how the Cancun safeguards are applied at scheme, land-use and provider level, the concrete mitigation and monitoring measures to be implemented, the roles of the PMU, MEL team and aggregators, and the indicators and data sources that will be used to verify compliance (see below). Additionally, during the FPIC process we will adapt IDH's Speak Up policy (see below) into a Cameroon-specific Grievance and Redress Mechanism for the project, providing simplified forms and procedures in local languages.

iii. Sexual exploitation, harassment and abuse

IDH has in place a Safeguarding Policy. The policy sets out what the organisation considers to be safeguarding with specific reference to sexual exploitation, abuse and harassment (SEAH), eight safeguarding commitments that are upheld by IDH, risk management of SEAH risks within projects/programs, reporting incidents, recruitment and implementing the policy. It is available from IDH's website: https://idh.org/about/policies.

The Safeguarding policy also signposts to other completing policies for example, Speak Up and the Code of Conduct. The purpose of the SpeakUp policy is to set out how to raise concerns and is available from IDH's website: https://idh.org/about/speakup.

The Speak Up Policy sets out when to speak up, how to speak up, what happens after speaking up, protection of the whistleblower's position, protection of the accused and data protection and privacy. The Policy sets out who can speak up for example: employees, organisations with a service agreement with IDH, staff on internships contracts and any other third party (implementing partners, consultants, advisors, individuals and communities affected by work). Examples of types of misconduct to report are also included within the Policy, in which there is specific reference to SEAH, human rights violations, threats/acts of violence, discrimination, bullying and so on.

There are multiple channels to report an incident: 1) Speaking to People Managers / IDH's Executive Board 2) Speaking to a Confidential Advisor (IDH have five dedicated advisors) 3) Using the Speak Up system (online or by phone). The System is run by an independent third party, is available in 21 languages and local phone numbers are provided for different countries. 4) Contacting the Supervisory Board 5) With an external organisation, a link to the House for Whistleblowers" (in Dutch: Huis voor Klokkenluiders) is provided. The process and policy incorporate key principles of confidentiality, anonymity, accessibility, an open and transparent culture and protection from reprisal.

Results and follow-up actions from SEAH assessment

Table 1616. SEAH assessment: findings, recommendations and follow-up actions.

Findings	Recommendations	Follow-up actions
1. Safeguarding policy Whilst IDH have in place a comprehensive Safeguarding Policy, there is no written undertaking that the partner accepts the standards in ST/SGB/2003/13. Other opportunities to strengthen the policy include, outlining who the Safeguarding Officer is for IDH and focal points within country offices.	IDH should update the Safeguarding Policy to include: • A written undertaking it accepts the standards in ST/SGB/2003/13; • IDH's Designated Safeguarding Lead and their role; and • Who the safeguarding focal points are for country offices.	IDH has updated its Safeguarding Policy which included: • A written undertaking it accepts the standards in ST/SGB/2003/13; • IDH's Designated Safeguarding Officer and its role; and • IDH's Designated Confidential Advisors and Focal Points for country offices. The updated policy is available from IDH's website: https://idh.org/about/policies.
2. Outdated links to policies The IDH website contains a section over "Our Policies and Codes", where third parties and users of the website can access the Safeguarding and Speak Up policies. For Safeguarding, the most up to date version of the policy is not appearing, instead the 2020 version is available. Where partners are required to report a misconduct, the 2020 version of the Speak Up Policy appears.	IDH should ensure all links on the website are updated to the most up to date version of the Safeguarding and Speak Up policies. This will ensure staff and users of the website follow the most up to date guidance.	IDH launched its new website in early 2025 and has updated all links to the most up to date version of its policies including Safeguarding and Speak Up policies. The updated policies are available from IDH's website: https://idh.org/about/policies.
3. Pre-employment screening During this assessment we noted that candidates are not required to complete a self-declaration, confirming that they have not been subject to sanctions (disciplinary, administrative or criminal)	IDH should enhance preemployment checks to require candidates to confirm that they have not been subject to sanctions (disciplinary,	IDH rolled out the Misconduct Disclosure Scheme (MDS) in country offices where implementation is possible, starting at the end of 2024. These include the HQ in the Netherlands, as well as offices in the UK, Kenya, Rwanda, Nigeria, Vietnam, Tanzania, South Africa, and Ghana. In other countries—

arising from an investigation in relation to sexual exploitation, abuse and harassment. We recognise IDH are in the process of adopting the misconduct disclosure scheme and at present require candidates to provide a statement of conduct or police background check (if permitted by the in-country regulation). r, where countries do not permit police background or conduct checks, preemployment screening could be strengthened to include this self-declaration.	administrative or criminal) as it awaits full roll out of the misconduct disclosure scheme.	including Brazil, Belgium, Indonesia, and India—where the MDS cannot be implemented or is not permitted, a self-declaration process is in place.
4. Mandatory training There is currently no standalone mandatory training for staff on the prevention of sexual exploitation, abuse and harassment. Instead, members of staff are required to confirm they have read the Safeguarding Policy and Code of Conduct ahead of signing a contract of employment. Confirmations are not monitored, stored or reconfirmed during employment.	IDH should introduce mandatory training to staff on Safeguarding, so that all members of staff have a baseline understanding as to what sexual exploitation, abuse and harassment is within and outside of the workplace.	IDH Legal team are in the process of putting all the trainings on Safeguarding. The plan is to hard launch the training and make it available to all employees on our HR platform Bob in Q4 2025.
5. Lack of assistance On review of the Safeguarding Policy and Speak Up Policy, members of staff who speak out will have an appointed first point of contact to support them in the process. However, there is no signposting to further support available to victims of sexual exploitation and harassment in the form of support services they are able to access locally, based on their needs and consent.	IDH should update the Safeguarding Policy to include further detail of support services or networks, that victims of SEA are able to access.	The appointment of the first point of contact is intended to be interpreted as such that this POC remains available throughout and after the process. We shall take this point into account at the next revision and update. IDH has also hired and collaborates with MindSign, an institute that provides mental healthcare and support should an employee need it or whenever it is deemed appropriate by HR. Such support line is available for the employees based in the Netherlands. yees based in the country offices to ensure the necessary and appropriate support on a case-by-case basis given the local context.

		In addition to the above, the SpeakUp system, which is available 24 hours a day, 7 days a week through the dedicated website and call centre available in more than 70 languages and 365 days across the world, can also accommodate staff and external parties in case of further assistance is needed after a misconduct reporting. The SpeakUp system is run by external and independent organisation People Intouch and is tailored to IDH's organisation. The updated Safeguarding and SpeakUp policies are available on IDH's website: https://idh.org/about/policies.

iv. Cancún Safeguards

Table 1717. Cancún Safeguards

Cancún safeguards	Consideration in project implementation	Description of specific monitoring and evaluation measures
Complementarity and compatibility with the objectives of national forestry projects and international agreements	The project aligns with Cameroon's Vision 2030 (SND30) and national strategies on sustainable natural resource management and climate adaptation/mitigation. It also supports the Roadmap to Deforestation-Free Cocoa, endorsed by the Government, by promoting forest protection, restoration, and traceable cocoa production. It complements CAFI-funded and partner initiatives in the Grand Mbam focused on sustainable forest management	The monitoring, evaluation and learning plan will show evidence of how expected results meet national policies and agreement and how they contribute to reducing deforestation and degradation but also how they contribute to improving farmers livelihoods. The Project Steering Committee will have to ensure the project meets the standards as described in the SND30.
Transparent and efficient	A multi-level governance framework (Steering Committee, Advisory Board, PMU) ensures transparency, accountability, and inclusive decision-making. Clear mandates define roles and	IDH will embed the Cancun Safeguards in its E&S Safeguards and Risk Management Plan.

Cancún safeguards	Consideration in project implementation	Description of specific monitoring and evaluation measures
governance structures	reporting lines, including mechanisms for grievance redress and public disclosure of non-confidential information.	This summary will be included in various public platforms including Central African forest observatory known by its French acronym as OFFAC.
Respect for the knowledge and rights of indigenous peoples	As part of its E&S Management System, IDH will assess risks related to indigenous people and local communities in the targeted area. All PES projects will apply a Free, Prior and Informed Consent (FPIC) process embedded in project design to ensure community rights are respected.	All sub-projects will be screened under IDH's Vulnerable & Disproportionately Affected Groups Policy. FPIC reports will document how community rights and traditional knowledge were considered, validated, and reflected in implementation.
Full and effective participation of stakeholders, in particular indigenous peoples and local communities	Stakeholder participation is institutionalized under Output 4, which sets eligibility and engagement criteria for PES beneficiaries. The FPIC process will ensure that Indigenous Peoples, women, and other local stakeholders are effectively represented and can influence project design and implementation.	The FPIC process will document effective participation, and we will evaluate in the E&S process the full and effective participation of different category of stakeholders not only their presentation
Compatibility of activities with the preservation of natural forests, biodiversity and ecosystem services / establishment of	The PES activities in output 4 and the conditions for selecting beneficiaries and target are based on CAFI social and environmental safeguard which aim to protect forest and promote biodiversity this clearly align with this particular Cancun safeguard principle.	The MEL plan developed for the project and the MRV process including the PES management tool all align with social and environmental safeguards and will be used to monitor natural forests, biodiversity and ecosystem services during project implementation.

Cancún safeguards	Consideration in project implementation	Description of specific monitoring and evaluation measures
activities providing socio-economic benefits		
Measures to take account of reversal risks	The project applies CAFI eligibility conditions, including exclusion of areas deforested or degraded after December 2020. Additionally, the project has designed long-term strategies that accounts for the underlying social and economic drivers of deforestation in the PES activities that will be encouraged.	The CAFI PES Monitoring Tool and the 2020 forest baseline map developed in the context of EUDR[16] will be used to check exclusion of areas deforested or degraded after December 2020, and monitor deforestation risks This monitoring, combined with result based ES payments, will ensure the continuous efforts to maintain forest conservation and avoid reversing the gains made.
Measures to reduce emission displacements	This project will minimize potential shifting agricultural activities and focus supporting beneficiaries that promote sustainable practices like soil management, integrated crop-livestock systems, and energy-efficient production. Additionally, it will provide specialized expertise, financial incentives, and tailored advice to beneficiaries in to prevent unintended consequences.	The project is committed to establishing a robust and comprehensive Monitoring, Evaluation Learning Plan. This plan will be meticulously developed to incorporate advanced Measurement, Reporting, and Verification (MRV) tools and mechanisms. The primary objective of these tools and mechanisms is to enable a precise and continuous tracking of potential changes in greenhouse gas emissions attributable to the project's beneficiaries.

[16] The recently developed Cartography of cocoa and forest impacts in Cameroon, available here.

v. Complaints management

IDH has in place a SpeakUp policy. The SpeakUp policy is to set out how to raise concerns and is available from IDH's website: https://idh.org/about/speakup.

The Speak Up Policy sets out when to speak up, how to speak up, what happens after speaking up, protection of the whistleblower's position, protection of the accused and data protection and privacy. The Policy sets out who can speak up for example: employees, organisations with a service agreement with IDH, staff on internships contracts and any other third party (implementing partners, consultants, advisors, individuals and communities affected by work).

There are multiple channels to report an incident: 1) Speaking to People Managers / IDH's Executive Board 2) Speaking to a Confidential Advisor (IDH have five dedicated advisors) 3) Using the Speak Up system (online or by phone). The System is run by an independent third party, is available in 21 languages and local phone numbers are provided for different countries. 4) Contacting the Supervisory Board 5) With an external organisation, a link to the House for Whistleblowers" (in Dutch: *Huis voor Klokkenluiders*) is provided. The process and policy incorporate key principles of confidentiality, anonymity, accessibility, an open and transparent culture and protection from reprisal.

vi. Fraud, embezzlement

IDH is a publicly funded organisation, conducting business to leverage the power of markets to create better jobs, better incomes, a better environment and gender equality for all. In order to achieve this IDH values courage, integrity and inclusivity to create impact. These are its compass to guide its behaviour and its relationships with partners, suppliers, donors and everyone else IDH may encounter at its work.

In order to keep with its mission and aims of being a collaborative change agent, IDH strives to be credible and trustworthy towards its colleagues and other stakeholders, with strict zero-tolerance policy towards for any form of bribery, fraud or corruption. Consequently, IDH will not engage in any partnership where there is evidence of this. The organisation has in place various policies and procedures to reinforce its commitment to an anti-bribery and anti-corruption culture. These include this Anti-Bribery and Anti-Corruption Policy, Code of Conduct, Competition Compliance Policy, Conflict of Interest.

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The Anti-Bribery and Anti-Corruption Policy outlines the limitations of IDH employees when giving or receiving anything of value and its approach towards gifts and hospitality and third parties involved with the organisation. It obliges all IDH's books and accounts to be accurate and reasonably detailed and not to include false, artificial or misleading content. This policy is part of IDH's Code of Conduct which provides the ethical framework in which IDH operates. This policy contains the major aspects of IDH's anti-bribery and anti-corruption standards, providing guidance on what is and what is not acceptable, whilst setting out the appropriate procedures to avoid, prevent and report bribery and corruption for all our people, any other associated persons or partners and third parties providing services to or acting on behalf of IDH.

10. Monitoring, reporting and evaluation

a) MEL plans for the entire project (Investment & PES Hub)

The purpose of the Project's monitoring, reporting, and evaluation activities are to improve its quality and impact, enhance accountability, foster knowledge, and share relevant learning with beneficiaries, stakeholders, and partners, strengthening its credibility, and feed emerging insights for adaptive management.

This project will follow the Monitoring, Evaluation, and Learning (MEL) Policy developed by IDH, and CAFI requirements for monitoring, reporting and evaluation activities. A summary of the Policy is presented below.

The MEL Policy outlines a structured framework to define, guide, standardize, and strengthen the approach to results management, accountability, and learning across all programs and projects. It enhances existing MEL practices and promotes synergy between MEL activities, ensuring consistent and effective implementation.

The MEL Cycle

IDH's MEL Policy is structured around five key phases that are intricately interrelated. Each phase includes its objectives, principles, responsibilities, and control points to assess good practices.

1. The Design Phase

During project design, crucial decisions are made on objectives, implementing partners, expected outcomes, and KPIs. A good design forms the foundation for effective and efficient MEL activities.

Principles: Key principles include the creation of a comprehensive MEL plan for every project, a targeted and cost-effective approach, the selection of partners based on their MEL capabilities, and ensuring coherence across project levels. The design should also address root causes of problems, systemic influences, and contextual factors.

2. The Monitoring Phase

The main objectives are to provide direction, enhance performance, inform learning questions, generate insights on progress, and support collaborative learning with partners and beneficiaries.

Principles: Monitoring must be efficient, cost-effective, and concentrate on critical aspects of the theory of change. Data collected must be of high quality and credible, and the process should contribute to learning and adaptive management. IDH enforces a structured quality assurance process to ensure data consistency, accuracy, and traceability.

3. The Evaluation Phase

Evaluations primarily serve to ensure accountability to donors, generate actionable lessons, inform strategic decision-making, enhance the project's credibility, and demonstrating impact. IDH conducts both formative (for real-time learning) and summative evaluations (for accountability).

Principles: Evaluations must be transparent, accurate, and credible, adhering to international standards like the OECD DAC evaluation criteria and the IOB evaluation framework. The Policy also emphasizes utility, timeliness, and a focus on learning and adaptability.

Any external evaluations of the project will consider both CAFI and IDH guidelines for the procurement of such services.

4. The Learning and Adaptive Management Phase

The objective of learning is to ensure every intervention generates lessons that can be used to adapt and improve for greater impact. Learning is strongly linked to adaptive management, which involves a continuous cycle of monitoring, evaluation, and learning to adapt to uncertainty and unpredictable developments. According to IDH MEL Policy, adaptive management involves continually monitoring a process to evaluate its effectiveness, for gaining insights and lessons and building up knowledge that is used for adapting current plans and future planning in a context that is characterised by uncertainty and unpredictable developments.

Principles: A mindset and basic efforts for learning should be adopted at all levels as learning requires time as well as both human and financial resources. Different phases of the knowledge management cycle[17] can be used to structure the process of learning, considering collecting evidence, storing, analysing and making use of knowledge.

This project will also benefit from a program-level learning framework which will provide insights of learning questions, methods to generate evidence, learning sessions and collaborative approaches.

5. The Decision-Making Phase

This phase ensures that results and insights from MEL activities are systematically used by managers to improve project design and operations.

Principles: The MEL plan should integrate the needs of decision-makers from the outset. A formal management response is required after every evaluation, outlining which recommendations will be implemented and why. The policy also highlights the value of sharing practical knowledge with industry stakeholders beyond internal learning.

MEL responsibilities and structure

A full-time Monitoring Evaluation and Learning (MEL) Officer will be recruited to lead all MEL and Monitoring, Reporting, and Verification (MRV) activities. This officer will ensure that high-quality information is available for timely adaptation management and that all reporting requirements are fully met.

In the first year of implementation a multi-year Monitoring, Evaluation, Verification and Learning Plan will be developed. This MEL plan will provide a comprehensive list of quantitative KPIs, qualitative indicators, and qualitative information to be collected, with detailed information such as indicators definition, frequency of measurement, measurement methodology (including the level of

17 The knowledge management cycle includes: to create knowledge, capture knowledge, analyse, and process knowledge/information, document and store knowledge, use, distribute, and share available knowledge.

disaggregation required)[18], and IDH-led verification procedures. It will clarify which indicators require baseline measurement and timeline of baseline study. The MEL Plan will describe how gender-related KPIs will be monitored and will also cover the monitoring of the E&S safeguards and grievances. It will specify roles and responsibilities of IDH, of investees, of aggregators (e.g. companies, technical consultancies, etc), of farmers and communities in the reporting cycle, and the related reporting procedures. In particular, we will ensure that monitoring activities are the opportunity to collect qualitative feedback from ES providers (farmers and communities). We also envision that part of the reporting activities will be carried out through the CAFI PES monitoring system, which will provide more granular statistics on farmers enrolled such as gender, age, production volumes, etc.

Specifically for the activities of the TA Facility, IDH will use a tool already applied in other IDH TA hubs to assess and monitor potential investees. As part of the MEL Plan, we will adapt this tool to the Cameroon context and align it with CAFI reporting requirements. Building on this, we will also develop a dedicated tool to monitor the Seed Capital Facility activities and their investees.

The MEL Plan will include a program-level learning framework which identifies learning questions, and methods to generate evidence. A learning and communications plan, in line with the communications strategy, will be developed on a yearly basis. It will specify knowledge products to be developed and include a planning for learning sessions organized within IDH and implementing partners. During these meetings, IDH and its implementing partners will collaboratively analyse project progress, discuss challenges and opportunities, and determine the need for adaptive management to ensure the project remains on track and responsive to changing conditions. This process will require close collaboration with CAFI, both for feedback and strategic guidance, to ensure the project activities, in particular the PES system, are continuously adapted based on lessons learned and progress from other CAFI projects. As the PES system gradually takes shape, we will work continuously to captures lessons, shares best practices, and updates operational tools and methodologies. This will strengthen regional consistency, improve cost-effectiveness, and support the long-term scalability and institutional anchoring of PES approaches within the Congo Basin.

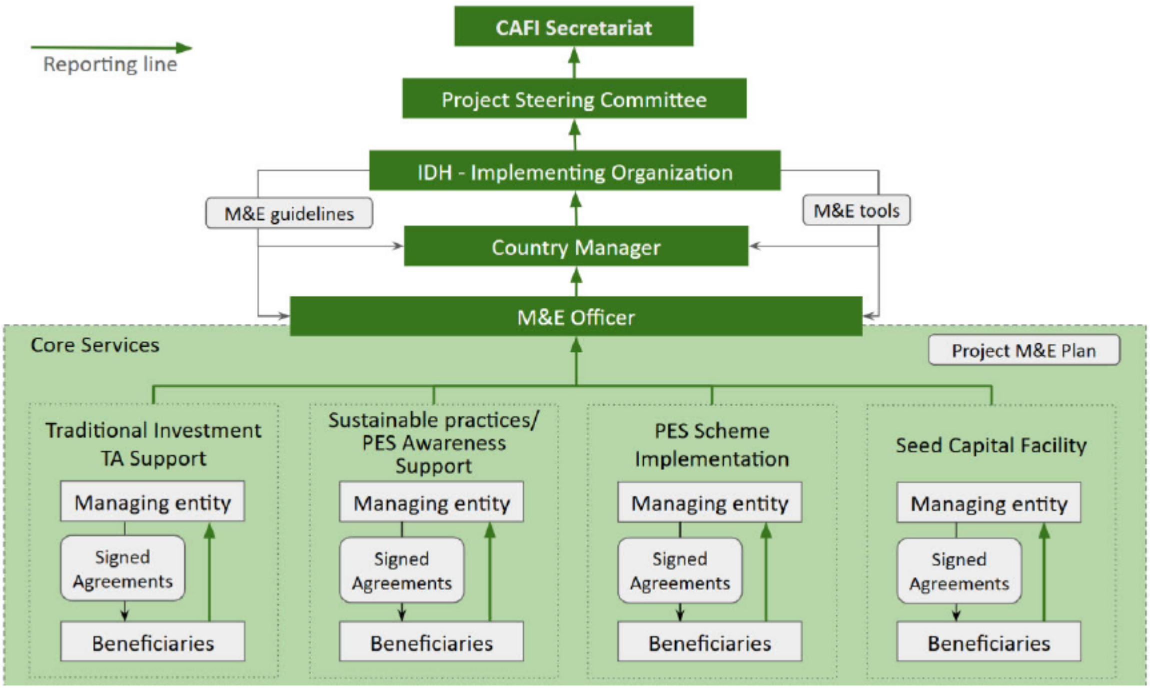
To build a strong foundation for the MEL process, the M&E Officer will share IDH's MEL Policy and CAFI M&E Guidelines with all project staff and implementing partners. This will be done through a series of learning sessions held at various stages of the project to raise awareness and foster commitment. The MEL Officer will also adapt and utilize M&E tools from previous IDH projects to suit the specific needs of this project.

Narrative reports

Given that project data will be generated at different scales (as shown in Figure 13), the MEL Officer will be supported by the managers of each core service. These managers are responsible for establishing agreements with the supported small and medium-sized enterprises (SMEs), cooperatives, and agribusinesses. These agreements will clearly define monitoring and reporting commitments to ensure all stakeholders are aware of and actively participate in M&E activities.

[18] For example, we will disaggregate the indicator "Total amount of finance leveraged from private sector partners" by sources of funding

Figure 1313. MEL structure design, reporting line and responsibilities



Each core service, as detailed in figure 13, will support a variety of beneficiaries, including agribusinesses, cooperatives, and small and medium-sized enterprises (SMEs). To ensure clear expectations and accountability, these beneficiaries will sign an agreement with the core service's managing entity (e.g., implementing partners). This agreement will outline their specific commitments, which include generating baseline data and tracking progress with their own beneficiaries, such as employees or farmers. While reporting will continue after the support period ends, it will conclude with the overall project.

The core service managing entities are responsible for developing their baselines and tracking performance and results indicators. They will consolidate and analyse data provided by all beneficiaries, combine it with their own service-level information, and submit it to the IDH MEL Officer. Additionally, they will participate in performance discussions with both the MEL Officer and the IDH Country Manager to review results and progress toward project goals.

The IDH MEL Officer will consolidate reports from all managing entities, review them, and request any necessary clarifications or adjustments. After this, the MEL Officer will submit the consolidated report to the IDH PES and Investment Development Programme Managers for review and discussion. The Programme Managers will then request additional information or adjustments directly from the managing entities, while keeping the MEL Officer informed for follow-up.

Finally, the IDH Country Manager will submit the consolidated report to IDH HQ for review and approval. Once approved, the report will be sent to the Project Steering Committee for final approval before being submitted to the CAFI Secretariat.

To meet CAFI's reporting deadlines, the reporting process will begin immediately after each reporting period concludes. Submissions are scheduled to be finalized 15 days before the deadlines: March 30 for annual reports and August 30 for semi-annual reports. The MEL Officer will also request information for a final report before the project's implementation period ends. This ensures all necessary information is secured before contracts and agreements with implementing partners, beneficiaries, and other key stakeholders conclude.

Financial reports

For quarterly financial reports, the managing entities of each core service will provide the necessary information. The MEL Officer will consolidate these reports with the support of an IDH financial officer. This consolidated report will be reviewed by the Programme Managers and Country Manager before being submitted to the Project Steering Committee. Final submission will then be made to the CAFI Secretariat.

Knowledge sharing products

As part of the Output 3 activities, MEL and communication strategy, the project will produce and disseminate knowledge products that document the activities, lessons learned, and experiences of the Investment and PES Hub, drawing on insights from enterprises, investors, international buyers, NGOs, and local authorities. These materials—such as case studies of supported enterprises, thematic briefings, and webinars—will not only highlight the Hub's goals and achievements but also serve as tools to raise awareness, attract new support and partnerships, and provide models for replication in similar initiatives. Each year, the PMU will prepare a communications plan to guide the development and dissemination of these products, aligning them with emerging learning topics, the Hub's progress, team capacity, and upcoming events. Building on the results of the pilot Hub in Cameroon, the project will also assess opportunities for replication in other CAFI partner countries, notably the Democratic Republic of Congo, the Republic of Congo, and Gabon. Scoping and feasibility studies, carried out with partner organizations in up to three countries, will inform a recommendations report outlining strategies for scaling the Hub model. Findings will be widely shared through IDH, CAFI, and partner communication channels to engage governments and stakeholders, encourage adoption, and build momentum for regional expansion.

Final considerations for M&E (as per the CAFI Secretariat Guidelines)

The project will provide CAFI, at least annually, with all data, information, technical analyses, methodologies as well as all photos and videos generated by the project. This includes all raw and processed data from surveys and studies (household surveys, studies of deforestation drivers, commodity chain studies, etc.), data from monitoring and evaluation activities, including associated spatial information (i.e. GPS coordinates).

For robust and effective monitoring and evaluation of activities and their results, the project will collect and process spatial (geo-referenced) data on relevant project activities, in line with the CAFI guidelines on cartographic reporting.

When certain information is not of a public nature, this data can be communicated via links to dedicated secure digital folders, providing protected access to CAFI via their secretariats.

In year 1 of the project, a multi-year monitoring, evaluation and learning plan will be produced and shared with CAFI, together with a monitoring and evaluation methodological guide to guide the work teams, experts and consultants as well as partners involved in data collection and project monitoring, in line with expectations in terms of the Operations Manual, the Monitoring and Evaluation Policy and Guidelines and CAFI's guidelines in force at the time the project document was drawn up. The plan will also include a description of the PES verification procedures to be carried out by IDH, highlighting the timeline for corrective actions to be taken to respond for any non-compliance cases identified. Learnings and insights will also be regularly integrated in the PES implementation guidelines.

In the context of PES, a mechanism for independent verification of reported PES results will be implemented. The CAFI Secretariat will define the applicable methodologies, select the 3rd party evaluator, and provide funding for this activity. IDH will support the evaluator by providing the required data and introducing the project stakeholders. The next section provides a more detailed description of the PES schemes specific MRV activities, and section 10.c) provides a more detailed description of the independent verification mechanism.

b) Specific MRV plans the PES schemes

The MRV framework for the PES schemes combines **robust technical monitoring of practices and outcomes** with clear **internal processes, trained personnel, and appropriate tools** to ensure accuracy, transparency, and alignment with CAFI requirements, along with the relevant standards for carbon claims that will be generated. Across all schemes, monitoring serves two complementary functions:

- **Payments monitoring** – tracking the implementation of agreed practices to trigger payments to farmers and communities.
- **Carbon claims monitoring** – for selected schemes (CSCA, Afforestation/Reforestation, and Restoration), additional measurements are undertaken in line with the Greenhouse Gas Protocol Land Sector and Removals Guidance (LSRG) to generate credible Scope 3 claims.

The four PES schemes (CSCA, Afforestation & Reforestation, Restoration - ANR, and Forest Protection) each have a tailored MRV design (see scheme descriptions above). For each PES projects, a baseline study will be commissioned to inform project design and monitoring of key indicators such as carbon reduction and removal, and farming household income. The PES MRV activities are supported by common internal processes, human capacity, and resources as outlined below.

Payment monitoring will be based on the implementation of activities outlined for each PES scheme. However, carbon claims, particularly those used to meet Scope 3 SBTi FLAG (Forest, Land and Agriculture) targets, must be based on the outcome of the carbon calculated to be abated, and aligned with the Land Sector and Removals Guidance (LSRG).

Carbon claims monitoring: For both emissions reductions and carbon removals, each scheme must establish a credible baseline using a representative sample of the total population. Results will be assessed in Year 3 and 5, as follows:

- Emissions reductions will be calculated by measuring the change in emissions factors between the baseline and each monitoring year.
- Carbon removals will be estimated by calculating the change in carbon stock of living biomass (e.g., trees) from the baseline vs Year 3 and 5.

All carbon estimations will rely on primary data, and an uncertainty analysis will be conducted during each monitoring event aligned with the LSRG. Any reversals, such as carbon loss due to fire or the withdrawal of an ES provider, will be deducted from the total removals. In cases where a provider exits the project, particularly cocoa producers who may no longer be part of the company's supply chain, continued monitoring of removals may not be feasible.

i. MRV Processes

To guarantee technical robustness and integrity, the following processes will be applied across all PES schemes:

- **Awareness-raising and training**: Farmers, communities, and local committees will be sensitised to PES requirements, monitoring obligations, and the importance of accurate data. Training sessions will cover the use of GPS devices and basic record-keeping. This is to be provided by IDH and aggregators.
- **Data collection and reporting**: Data will be collected by trained field agents recruited by the aggregator using the CAFI digital monitoring platform. For carbon-related monitoring, CAFI is expected to provide technical support and platform integration. Where digital tools are not feasible, paper-based forms will be used and later transcribed. This is to be conducted by PES aggregators.
- **Monitoring & Evaluation (M&E) oversight**: The IDH MEL officer, will supervise data collection, provide quality control, and ensure consistency across sites.
- **Verification processes**: Two verifications will occur; one by IDH to conduct a sanity check of the data by sampling a subsample of farms to confirm the data collected by the field agents and aggregators. This will ensure the highest level of accuracy is achieved. The second verification event will be conducted by an independent verifier commissioned by the CAFI Secretariat.

ii. Human Resources for PES MRV

Specifically, the PES MRV system will rely on:

- **Field agents** of the private sector aggregators and NGO aggregators embedded in communities to conduct monitoring;
- **M&E Officers at private sector aggregators** for consolidation before sending the report to IDH;
- **IDH MEL Officer** for oversight, additional field verification and consolidation; and
- **Community representatives** engaged in awareness, protection, and compliance monitoring.

This structure ensures both technical rigour and strong community ownership.

iii. Logistical and Technical Resources

The following equipment will be available to enable field-based monitoring and reporting, see box below.

Box 3 - Equipment to be used in data collection include:

- **GPS devices** (with Bluetooth connection) for accurate georeferencing of farms, plots, and community forest areas.
- **Smartphones or tablets** for data collection to be upload to the CAFI system.
- **Measuring tapes** for tree DBH measurements and long measuring tapes for plot establishment.
- **Paper-based forms** as a backup in areas where digital collection is not feasible.
- **Standard field kits** as protective gear, signage materials, and basic forestry tools.

The equipment will be used by aggregators responsible for conducting field measurements to support carbon estimations and verify the implementation of PES activities. Traceability is a core requirement for validating carbon reductions and removals under Scope 3 FLAG targets, and the tools deployed in the field are essential to meeting these standards.

- GPS devices will be used to geolocate cocoa farms, enabling traceability of both the cocoa sourcing and the associated carbon storage. For off-farm carbon removals, such as those occurring in communal or reforested areas, GPS coordinates will document the precise location of carbon sequestration.
- Measuring tapes will be used to record the diameter at breast height (DBH) of trees. These measurements, along with species identification and tree counts, will feed into allometric equations to estimate the carbon stored in living biomass. Where relevant, cocoa farm management practices will also be documented. Larger measuring tapes are to be used when measuring
- All data will be recorded using digital data collection platforms on handheld devices such as smartphones. In cases where digital entry is not feasible, paper-based forms will be used and later uploaded to the platform to ensure data integrity and completeness.

The collected data will be cleaned to ensure readiness to be uploaded to the CAFI system, after uploading the data checks will be conducted by IDH to ensure the robustness and accuracy of it.

iv. Capacity-Building and Support

Capacity-building is embedded into the MRV framework to ensure sustainability and effectiveness. This training will be provided by IDH with support from external consultants regarding data collection for the carbon estimates:

- **Training of field agents and M&E officers** on GPS use, mobile data collection tools, and field-level verification procedures. This training will include both the data collection for the payments, and how to collect field data for carbon estimates.
- **Awareness-raising for farmers and communities** on PES scheme requirements, environmental safeguards, and monitoring roles.
- **Ongoing technical backstopping** from project coordinators and technical specialists to maintain alignment with CAFI requirements and carbon accounting standards.

v. Outcome

Through this MRV system, the project will deliver:

- Transparent, performance-based payments to farmers and communities.
- Robust data on carbon removals and avoided emissions, aligned with GHG Protocol LSRG for Scope 3 claims.
- Reporting processes with strong internal quality control and internal verification based on field sampling, complemented by one CAFI-led independent verification.
- Local ownership and strengthened capacity for long-term monitoring and protection of forests.

vi. Detailed approach for PES schemes

There will be two outputs of the monitoring for the PES scheme where carbon claims will be made (CSCA, A/R and Restoration-ANR). The monitoring for the payments will be conducted exhaustively across all farms collecting data on the payment triggers outlined in the *Payment modalities and tiggers* section 7 b), the outcome will be the payment to the farmers. The monitoring for the carbon claims will be made on a representative sample of farms, but more detailed data will be measured. These will include DBH, number of trees, tree species, along with an assessment of the implantation of GAP, yield and farmers agri-inputs usage. The sampling for both the payment and the carbon claims can be made at the same period with a selected number of farms which will be sampled for carbon estimates.

The following sections describe an overview of the monitoring to be conducted in each PES scheme.

Scheme 1: Climate-Smart Cocoa Agroforestry (CSCA)

The MRV system for CSCA establishes baselines for emissions and removals under current cocoa systems, while tracking good agricultural practice adoption and agroforestry interventions.

- **Payments:** Farmers are rewarded for planting and maintaining shade trees, adopting GAP, and avoiding land use change, verified through CAFI's monitoring system
- **Carbon claims:** Additional farm-level data collection, including tree species, DBH, and yield surveys, supports removals accounting. Sampling follows the GHG Protocol LSRG to ensure representative and credible estimates.
- **Methods:** On-farm census, remote sensing, and representative sampling of carbon claims metrics are combined with CAFI's deforestation monitoring system. GPS, smartphones or paper-based data collection sheets, and measuring tapes are used for data collection.

Outcome: Payments are pragmatic and farmer-focused, while carbon claims remain robust and transparent for private sector reporting. Data will be collected by the aggregators for the payments and the carbon claims, once both have been verified trough IDH and CAFI, the payments are made and carbon claims used by the ES buyer.

Scheme 2: Afforestation and Reforestation (A/R)

The MRV framework ensures both credible payments for tree establishment and long-term carbon removals accounting.

- **Payments:** Linked to verified planting of trees at minimum densities, survival checks, fire prevention, and compliance with no-cutting rules.
- **Carbon claims:** Representative plots are measured for tree density, DBH, and biomass growth, using stratified sampling. Remote sensing confirms canopy establishment and detects fire or encroachment.
- **Methods:** Annual ground checks for density, fire breaks, and compliance; carbon claims metrics in representative sample plots; and continuous satellite monitoring. GPS, smartphones or paper-based data collection sheets, and measuring tapes are used for data collection.

Outcome: Farmers and communities are incentivised to plant and maintain trees, while private sector partners benefit from transparent removals data aligned with international guidance. Data will be collected by the aggregators for the payments and the carbon claims, once both have been verified trough IDH and CAFI, the payments are made and carbon claims used by the ES buyer.

Scheme 3: Restoration (Assisted Natural Regeneration)

The MRV framework for restoration tracks compliance with protective measures and measurable improvements in forest structure.

- **Payments:** Based on verified increases in basal area (≥0.1–0.5 m^2/ha/year depending on intervention type) and compliance with firebreaks and prohibited activities.
- **Carbon claims:** Representative plots are measured for DBH, basal area, mortality, and regeneration, providing robust data for removals reporting.
- **Methods:** Annual ground checks for density, fire breaks, and compliance; biennial carbon claims metrics; DBH measurements in representative sample plots; and continuous satellite monitoring. GPS, smartphones or paper-based data collection sheets, and measuring tapes are used for data collection.

Outcome: Communities are rewarded for protecting and enhancing natural regeneration, while transparent removals data strengthens the credibility of long-term climate reporting. Data will be collected by the aggregators for the payments and the carbon claims, once both have been verified trough IDH and CAFI, the payments are made and carbon claims used by the ES buyer.

Scheme 4: Forest Protection

The MRV framework for forest protection ensures intact forests remain undisturbed, threats are mitigated, and ecological values are safeguarded.

- **Payments:** Based on verified forest protection performance and compliance, measured against historical baselines of deforestation risk.
- **Compliance monitoring:** Includes patrols, boundary demarcation, firebreaks, and monitoring of prohibited activities (logging, agriculture, hunting).
- **Methods:** Remote sensing provides near-real-time alerts on deforestation and fire, supported by ground verification. Ecological values such as biodiversity, connectivity, and water regulation are assessed periodically. Tools include GPS, signposting materials, and smartphones for community patrol reporting.

Outcome: High-value forests remain intact, ecological resilience is maintained, and community ownership of protection is strengthened through participatory monitoring. Data will be collected by the aggregators for the payments and the carbon claims, once both have been verified trough IDH and CAFI, the payments are made by the ES buyer. The ES buyers can claim the investment in the project and demonstrate compliance with deforestation free commitment and aiding resilience in the landscape.

c) Independent verification mechanism

In the 4th quarter of the 3rd year of implementation, the CAFI Secretariat will commission an independent verification body to carry out the independent verification of the results of the Investment & PES Hub. The independent verification will follow the following process, in accordance with the CAFI Secretariat guidelines.

The independent verification mechanism comprises five main stages, as detailed below.

Stage 1. Kick-off meeting and submission of documents

The independent verification begins with a kick-off meeting between CAFI, IDH, the aggregators, Technical Assistance and Seed Capital Managers and the independent verifier. This meeting is an opportunity to introduce oneself and ensure that all parties involved are fully briefed on the basic parameters of the verification engagement (e.g. scope, criteria, materiality threshold, level of assurance) and to clarify expectations regarding its timing.

It is good practice to submit all findings and documentation to the independent auditor prior to the kick-off meeting, so that the next stage can begin.

Stage 2. Document review and field visit planning

During this stage, the independent verifier will carry out a desk review of the reported results for the indicators subject to independent verification, as agreed, along with any other available supporting documents and evidence related to the reported achievement of these results.

This documentary review serves as an initial verification of the achievement of the relevant indicator results. It is then complemented by an analysis of the data and information contained in the PES management tool and the Investment Hub monitoring tool.

Where additional information is required to determine, on a preliminary basis, whether the announced results have been achieved, IDH will provide these documents as soon as possible, before moving on to the next stage of the independent verification.

After the initial review of the results and documentation, the independent verifier will prepare an inception report, *which serves as* a verification plan to guide the rest of the verification process. This inception report clarifies the standard and project-specific methodological elements that will be considered during the verification. The Inception Report is developed in accordance with section 4.4.2 of ISO 14064-3:2019 and submitted to CAFI and the implementing organisation for review. It will include the following:

- Verification objectives
- Scope of the verification (including sampling plan)
- Verification indicators and criteria
- Materiality level
- Level of assurance
- Verification activities and schedules
- Logistics of the interviews (e.g. with TA and seed capital recipients) and field visits, including a proposed schedule/agenda
- The schedule provides the following details, with as much clarity as the verifier deems possible:
    - The sites or areas to be visited;
    - A list of individuals or groups to be interviewed, if known in advance;
    - A list of documents to be prepared for the field verification;
    - Any topics or issues of particular interest for discussion at the office meetings;
    - Any special requests for office meetings or field visits.
    -

IDH will also assist the verifier in planning the logistics to achieve the objectives of the inception report in the most efficient way possible.

Step 3: Field visit and interviews: primary data collection

Following the desk review and the development of the verification plan, the verifier will conduct interviews with investees and other relevant stakeholders, as well as field visits to gather the additional evidence necessary to reach a conclusion on the issues identified in the desk review. The purpose of the interviews and field visits and is to assess the project's performance against the results framework indicators.

The verifier will first carry out structured interviews with key actors and beneficiaries of the Investment & PES Hub (e.g. aggregators, supply chain actors and other beneficiaries), which will help confirm some results and refine the planning and questionnaires that will support field visits.

The field visit will the following activities:

- On-site assessment to carry out site reconnaissance;
- Review of project activities against the indicators subject to verification;
- Interviews with a sample of stakeholders (farmers, communities);
- Interviews with relevant staff in the implementing organisations at field level;
- Assessment of documentary evidence, including databases, quality assurance procedures, documents and reports;
- Ground-truthing data where remotely sensed imagery or GPS was used to estimate areas;
- Interviews with third parties involved in the project (e.g. local authorities, NGOs, banks, etc.);
- Closing meeting.

The purpose of this closing meeting, held at the end of the field visit, is to allow the independent verifier to present his general observations, as well as the next steps in the process.

Stage 4: Analysis of the site visit

The independent verifier carries out the final verification of the achievement of the expected results for the indicators subject to independent verification. One of the steps in this process is to draw up an exhaustive list of all the outstanding questions or findings identified as part of the verification process. The independent verifier applies the findings process (described in the independent verification methodology) and submits their findings to CAFI and IDH following completion of the site visit analysis.

The independent verifier works with CAFI and IDH to answer any remaining questions and seek clarification through emails or conference calls.

Stage 5: Drafting the verification report

The verification report is the main output of the verification process. In the verification report, the independent verifier documents how the completeness and accuracy of the reported results for each objectively verifiable indicator have been assessed. The verification report shall be produced in English and French and shall include the following conclusions:

- Quantification of (i) the results achieved and (ii) the extent to which the criteria were not met;
- Quantification of the level (in percentage terms) of achievement of the results verified for each indicator and for the project as a whole;
- An assurance opinion on compliance with the verification criteria;
- Recommendations to CAFI of necessary actions to be taken by CAFI and/or IDH to improve project performance. Subsequent payments will be made on the basis of this proportion of results achieved and in accordance with the payment conditions defined in the PRODOC;
- Recommendations concerning potential areas for improvement for IDH in terms of implementation of activities, monitoring and reporting of results;
- Mission report for each field visit.

Once the independent auditor has finalised the verification report, a draft report is submitted to CAFI and IDH for review. Following this review, the verification report is published.

CAFI will consider the verifier's recommendation and, within 15 days of receipt of the recommendation, will inform IDH and the Project Steering Committee of its decision regarding payment. If IDH accepts CAFI's decision, CAFI will make the payment within 21 days.

v. Cancún Safeguards

Table 1718. Cancún Safeguards

Cancún safeguards	Consideration in project implementation	Description of specific monitoring and evaluation measures
Complementarity and compatibility with the objectives of national forestry projects and international agreements	The project aligns with Cameroon's Vision 2030 (SND30) and national strategies on sustainable natural resource management and climate adaptation/mitigation. It also supports the Roadmap to Deforestation-Free Cocoa, endorsed by the Government, by promoting forest protection, restoration, and traceable cocoa production. It complements CAFI-funded and partner initiatives in the Grand Mbam focused on sustainable forest management	The monitoring, evaluation and learning plan will show evidence of how expected results meet national policies and agreement and how they contribute to reducing deforestation and degradation but also how they contribute to improving farmers livelihoods. The Project Steering Committee will have to ensure the project meets the standards as described in the SND30.
Transparent and efficient governance structures	A multi-level governance framework (Steering Committee, Advisory Board, PMU) ensures transparency, accountability, and inclusive decision-making. Clear mandates define roles and reporting lines, including mechanisms for grievance redress and public disclosure of non-confidential information.	IDH will embed the Cancun Safeguards in its E&S Safeguards and Risk Management Plan. This summary will be included in various public platforms including Central African forest observatory known by its French acronym as OFFAC.
Respect for the knowledge and rights of indigenous peoples	As part of its E&S Management System, IDH will assess risks related to indigenous people and local communities in the targeted area. All PES projects will apply a Free, Prior and Informed Consent (FPIC) process embedded in project design to ensure community rights are respected.	All sub-projects will be screened under IDH's Vulnerable & Disproportionately Affected Groups Policy. FPIC reports will document how community rights and traditional knowledge were considered, validated, and reflected in implementation.

Full and effective participation of stakeholders, in particular indigenous peoples and local communities	Stakeholder participation is institutionalized under Output 4, which sets eligibility and engagement criteria for PES beneficiaries. The FPIC process will ensure that Indigenous Peoples, women, and other local stakeholders are effectively represented and can influence project design and implementation.	The FPIC process will document effective participation, and we will evaluate in the E&S process the full and effective participation of different category of stakeholders not only their presentation
Compatibility of activities with the preservation of natural forests, biodiversity and ecosystem services / establishment of activities providing socio-economic benefits	The PES activities in output 4 and the conditions for selecting beneficiaries and target are based on CAFI social and environmental safeguard which aim to protect forest and promote biodiversity this clearly align with this particular Cancun safeguard principle.	The MEL plan developed for the project and the MRV process including the PES management tool all align with social and environmental safeguards and will be used to monitor natural forests, biodiversity and ecosystem services during project implementation.
Measures to take account of reversal risks	The project applies CAFI eligibility conditions, including exclusion of areas deforested or degraded after December 2020. Additionally, the project has designed long-term strategies that accounts for the underlying social and economic drivers of deforestation in the PES activities that will be encouraged.	The CAFI PES Monitoring Tool and the 2020 forest baseline map developed in the context of EUDR[19] will be used to check exclusion of areas deforested or degraded after December 2020, and monitor deforestation risks This monitoring, combined with result based ES payments, will ensure the continuous efforts to maintain forest conservation and avoid reversing the gains made.

[19] The recently developed Cartography of cocoa and forest impacts in Cameroon, available here.

Measures to reduce emission displacements	This project will minimize potential shifting agricultural activities and focus supporting beneficiaries that promote sustainable practices like soil management, integrated crop-livestock systems, and energy-efficient production. Additionally, it will provide specialized expertise, financial incentives, and tailored advice to beneficiaries in to prevent unintended consequences.	The project is committed to establishing a robust and comprehensive Monitoring, Evaluation Learning Plan. This plan will be meticulously developed to incorporate advanced Measurement, Reporting, and Verification (MRV) tools and mechanisms. The primary objective of these tools and mechanisms is to enable a precise and continuous tracking of potential changes in greenhouse gas emissions attributable to the project's beneficiaries.

v. Complaints management

IDH has in place a SpeakUp policy. The SpeakUp policy is to set out how to raise concerns and is available from IDH's website: https://idh.org/about/speakup.

The Speak Up Policy sets out when to speak up, how to speak up, what happens after speaking up, protection of the whistleblower's position, protection of the accused and data protection and privacy. The Policy sets out who can speak up for example: employees, organisations with a service agreement with IDH, staff on internships contracts and any other third party (implementing partners, consultants, advisors, individuals and communities affected by work).

There are multiple channels to report an incident: 1) Speaking to People Managers / IDH's Executive Board 2) Speaking to a Confidential Advisor (IDH have five dedicated advisors) 3) Using the Speak Up system (online or by phone). The System is run by an independent third party, is available in 21 languages and local phone numbers are provided for different countries. 4) Contacting the Supervisory Board 5) With an external organisation, a link to the House for Whistleblowers" (in Dutch: *Huis voor Klokkenluiders*) is provided. The process and policy incorporate key principles of confidentiality, anonymity, accessibility, an open and transparent culture and protection from reprisal.

vi. Fraud, embezzlement

IDH is a publicly funded organisation, conducting business to leverage the power of markets to create better jobs, better incomes, a better environment and gender equality for all. In order to achieve this IDH values courage, integrity and inclusivity to create impact. These are its compass to guide its behaviour and its relationships with partners, suppliers, donors and everyone else IDH may encounter at its work.

In order to keep with its mission and aims of being a collaborative change agent, IDH strives to be credible and trustworthy towards its colleagues and other stakeholders, with strict zero-tolerance policy towards for any form of bribery, fraud or corruption. Consequently, IDH will not engage in any partnership where there is evidence of this. The organisation has in place various policies and procedures to reinforce its commitment to an anti-bribery and anti-corruption culture. These include this Anti-Bribery and Anti-Corruption Policy, Code of Conduct, Competition Compliance Policy, Conflict of Interest.

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The Anti-Bribery and Anti-Corruption Policy outlines the limitations of IDH employees when giving or receiving anything of value and its approach towards gifts and hospitality and third parties involved with the organisation. It obliges all IDH's books and accounts to be accurate and reasonably detailed and not to include false, artificial or misleading content. This policy is part of IDH's Code of Conduct which provides the ethical framework in which IDH operates. This policy contains the major aspects of IDH's anti-bribery and anti-corruption standards, providing guidance on what is and what is not acceptable, whilst setting out the appropriate procedures to avoid, prevent and report bribery and corruption for all our people, any other associated persons or partners and third parties providing services to or acting on behalf of IDH.

11. Communication and visibility

The communication and visibility strategy for the Investment and PES Hub in Cameroon will have two core objectives: (i) Enhancing visibility of project activities and promote participation in the project by relevant stakeholders, and (ii) knowledge sharing of lessons with the view of how the replication and scaling of the activities. All efforts will align with CAFI's communication and visibility guidelines and be jointly implemented by IDH and its partners to ensure donor recognition, foster stakeholder awareness, and promote national and regional ownership.

The project will highlight how the Hub in Cameroon addresses critical issues such as deforestation, climate change, and rural poverty. It will highlight innovative solutions including PES, seed capital investments, and technical assistance activities that support farmers, SMEs, and cooperatives in adopting sustainable practices and developing bankable business models. A key priority is positioning the PES pilot in the Grand Mbam landscape as a replicable model for companies to invest in their value chains while working towards their net zero commitments through insetting.

Methodology and Implementation Strategy

The communication approach will combine strategic visibility efforts with targeted outreach:

- Project Lifecycle Visibility: Key milestones such as the project launch and the closure event will be marked by high-profile communication activities, including press releases, media engagement, and dedicated events with CAFI branding.
- Promotion of Outputs: Communication will support the dissemination of key milestones, including the launch of the Hub, PES scheme, roll-out of the seed capital facility, and investment opportunities. Tools will include brochures, case studies, short videos, and digital storytelling, tailored to each target audience.
- National Outreach: At the local level, information will be shared with farmers, cooperatives, and SMEs via leaflets in local languages, and interactive and inclusive awareness sessions, targeting youth, women, and vulnerable groups.
- International Visibility: At the regional and international level, results will be promoted through the Business and Investment network, case studies, newsletters, and participation in key global fora such as Climate Weeks and COPs. Success stories and lessons learned will encourage replication and scaling.

CAFI Visibility and Logos

All communication and visibility activities will prominently feature CAFI's logo and the phrase "funded by CAFI" to acknowledge CAFI's role as funder. This will include publications, websites, videos, and social media posts. They will also appear on any infrastructure, equipment, vehicles, supplies, and other funded results, ensuring visibility to beneficiaries and the public. CAFI's contribution will be mentioned in all media relations and public engagements.

Capacity and Resources

A dedicated operations officer in Cameroon, supported by IDH's core communications team, will lead strategy design and implementation. Local partners will support grassroots outreach, while project staff will manage service-specific communication. Partnerships with national radio and press agencies will be leveraged for broader reach. Resources will also be allocated for design, translation, and production of communication materials, and monitoring communication impact.

Budget Allocation

Overall, the communication budget will cover media visibility (press, radio, online), event organization (launch, workshops, Steering Committee meetings, closure), grassroots outreach, and production of knowledge products (policy briefs, impact stories, videos). Monitoring and evaluation tools will ensure compliance with CAFI visibility requirements and achievement of communication objectives.

12. Fiduciary transparency

IDH has documented procedures in place should it contract with project partners and implementing partners, including the requirement for a thorough partner assessment. Key considerations include any previous experience with the partner, financial management and internal controls, adherence to IDH policies and reputation. This assessment is recorded within ROSA IDH's contract management system. The outcome of this assessment is reported within the investment note to the Impact Guidance Committee.

Where IDH works with project partners and implementing, there are "Guidelines for Planning and Reporting" documents in place, which sets out the requirements of project partners and implementing partners during planning, implementation and closing. This includes a reporting schedule for deliverables, for example: Annual Progress Report, Quarterly Progress Reports, mid-term evaluation, final reports and end evaluation. For projects in which IDH's contribution is higher than EUR 75,000, IDH requires the financial reports to be audited by an independent external auditor.

In addition, IDH has in place a comprehensive Tender Policy and Procurement Policy. The policy provides the framework for the procurement of goods and services at IDH, which applies when selecting and contracting external suppliers and service providers. The Procurement Policy also outlines the goals, standards and guidelines that govern IDH's procurement strategy, specifically on how IDH acquires goods and services to support its programs and operations, in line with its values. IDH adheres to the following standards for all its procurements: (i) compliance with the relevant rules and regulations; (ii) securing efficient, transparent, and standardised processes; (iii) guaranteeing quality-purchases and optimal value for money and (iv) contributing to IDH's impact areas. IDH's procurement policy is available from IDH's website: https://idh.org/about/policies.

Regarding CAFI-funded program and projects, for acquisitions of goods, works and services to be contracted for a value more than 100,000 USD, a procurement/contracting plan including a description of the process that will be used to identify the supplier is proposed as an appendix.

13. Budget, work plan and schedule

a) Work plan and budget by output/activity

Output	Activity	IO	IP	Period										CAFI Budget Phase 1	CAFI Budget Phase 2	CAFI Budget Phase 3	TOTAL Budget	% (CAFI)
				A1		A 2		A3		A4		A5						
				S1	S2	S1	S2	S1	S2	S1	S2	S1	S2					
A. PROJECT OUTPUT COSTS																		
Output 1: SMEs, large cooperatives and agribusinesses receive integrated TA to increase investment readiness, adopt sustainable practices and build capacity to implement PES schemes as aggregators and/or beneficiaries														**$802,152.01**	**$1,669,014.20**	**$1,058,037.61**	**$3,529,203.82**	14.4%
	1.1: Establish a Comprehensive Screening and Tracking System.	IDH	IDH											$25,061.08	$25,768.46	$10,307.39	**$61,136.93**	0.2%
	1.2: Deliver Investment Readiness Support to SMEs, Cooperatives and Agribusinesses.	IDH	TA Facility Manager											$554,706.98	$867,258.80	$501,714.25	**$1,923,680.03**	7.8%
	1.3: Deliver training in sustainable agricultural practices to, SMEs, cooperatives and Agribusinesses.	IDH	IDH											$222,383.96	$775,986.94	$546,015.98	**$1,544,386.87**	6.3%
Output 2: SMEs, large cooperatives and agribusinesses access catalytic capital to fund upfront investments needed to scale sustainable land use practices and strengthen their role in the supply chain														**$365,576.15**	**$4,444,643.35**	**$2,414,435.27**	**$7,224,654.78**	29.4%
	2.1: Screening and Tracking for Seed Capital	IDH	IDH											$9,514.51	$15,857.52	$6,343.01	**$31,715.03**	0.1%
	2.2 : Deploy Repayable Capital to High-Potential Enterprises.	IDH	Seed Capital Facility Manager											$356,061.64	$4,428,785.84	$2,408,092.27	**$7,192,939.75**	29.3%
Output 3: Finance is mobilised from two streams: investors provide capital to scale local enterprises while international private sector companies act as PES off-takers, providing results-based payments to farmers through SMEs														**$394,845.55**	**$799,883.60**	**$622,764.25**	**$1,817,493.40**	7.4%
	3.1: Engage private sector companies as PES buyers	IDH	IDH											$198,486.66	$321,031.44	$148,640.18	$668,158.29	2.7%
	3.2: Match Finance-Ready Enterprises with private sector	IDH	IDH											$118,720.04	$215,615.50	$130,430.87	$464,766.41	1.9%

		investment by showcasing opportunities, enabling tailored financial product development, and crowding in private capital to support enterprises with climate and deforestation goals							
		3.3: Production and dissemination of knowledge products	IDH	IDH	$77,638.85	$263,236.65	$343,693.20	$684,568.71	2.8%
Output 4: A private sector PES programme provides direct incentives for farmers to adopt sustainable practices, while SMEs/agribusinesses channel PES to strengthen the resilience and sustainability of their supply chains					**$1,584,943.57**	**$2,671,570.08**	**$1,995,274.20**	**$6,251,787.86**	25.4%
Sub-Output 4.1: Eligibility criteria for participation in the PES programme are met.					**$665,227.85**	**$1,043,079.49**	**$759,876.92**	**$2,468,184.26**	10.0%
		4.1: Eligibility criteria for participation in the PES programme are met.	IDH	IDH/ Aggregator	$665,227.85	$1,043,079.49	$759,876.92	**$2,470,228.94**	10.1%
Sub-Output 4.2: PES activities are implemented and PES are paid based on performance.					**$120,459.34**	**$273,614.68**	**$208,222.69**	**$602,296.71**	2.5%
		4.2.1: Climate Smart Cocoa Agroforestry PES Scheme	IDH	IDH/ Aggregator	$77,892.12	$167,196.62	$144,371.85	**$389,460.59**	1.6%
		4.2.2: Afforestation and Reforestation (A/R) scheme	IDH	IDH/ Aggregator	$37,278.85	$93,197.13	$55,918.28	**$186,394.25**	0.8%
		4.2.3: Restoration - Assisted Natural Regeneration (ANR) scheme	IDH	IDH/ Aggregator	$3,332.57	$8,331.42	$4,998.85	**$16,662.83**	0.1%
		4.2.4: Forest Protection (FP) scheme	IDH	IDH/ Aggregator	$1,955.81	$4,889.52	$2,933.71	**$9,779.04**	0.0%
Sub-Output 4.3: The PES schemes are implemented in a transparent, effective and inclusive manner.					**$799,256.38**	**$1,354,875.92**	**$1,027,174.59**	**$3,181,306.89**	12.9%
		4.3: PES programme is implemented in a transparent, effective and inclusive manner	IDH	IDH/ Aggregator	$799,256.38	$1,354,875.92	$1,027,174.59	**$3,181,306.89**	12.9%
				TOTAL PROJECT OUTPUT COSTS	**$3,147,517.28**	**$9,585,111.23**	**$6,090,511.34**	**$18,823,139.86**	76.6%
B. MONITORING AND EVALUATION COSTS, SAFEGUARDS AND GENDER, COMMUNICATION COSTS									
B	B1	B. The project is implemented in a transparent, efficient and inclusive manner (Monitoring, Verification,	IDH	IDH	$235,847.93	$263,463.53	$308,391.25	**$807,702.70**	3.3%

		Safeguards, Gender and Communication).																	
TOTAL M&E, GENDER, AND COMMUNICATIONS															**$235,847.93**	**$263,463.53**	**$308,391.25**	**$807,702.70**	3.5%
C. PROJECT MANAGEMENT COSTS (PMC)[20]																			
C	C1	HR of the Implementing Body	IDH	IDH											$563,581.93	$1,122,843.75	$559,261.82	**$2,245,687.50**	9.1%
	C2	Equipment and running of the Implementing Body	IDH	IDH											$192,708.05	$324,691.75	$132,293.70	**$649,693.50**	2.6%
	C3	Quality assurance commissioned by the Implementing Organisation	IDH	IDH											$48,000.00	$96,000.00	$296,000.00	**$440,000.00**	1.8%
TOTAL PROJECT MANAGEMENT COSTS															**$804,289.98**	**$1,543,535.50**	**$987,555.52**	**$3,335,381.00**	14.5%
	Total Project Management costs for the Implementing Org														$804,289.98	$1,543,535.50	$987,555.52	**$3,335,381.00**	13.6%
TOTAL DIRECT PROJECT COSTS															**$4,187,655.19**	**$11,392,110.26**	**$7,386,458.11**	**$22,966,223.56**	93.5%
IDH	**Total direct costs IDH**														$2,048,253.92	$3,990,326.09	$2,849,665.38	**$8,888,245.40**	36.2%
TA Facility Manager	**Total direct costs TA Facility Manager**														$582,880.86	$1,212,880.86	$791,444.43	**$2,587,206.16**	10.5%
Seed Capital Manager	**Total direct costs Seed Capital Facility Manager**														$345,180.00	$4,380,070.00	$2,381,750.00	**$7,107,000.00**	28.9%
Aggregator	**Total direct costs Aggregator**														$1,211,340.40	$1,808,833.30	$1,363,598.30	**$4,383,772.00**	17,8%
CAFI	**Total direct costs CAFI**														NA	NA	NA	**425,000**	1.7%
Indirect costs (max 7% of direct costs)															**$293,135.86**	**$797,447.72**	**$517,052.07**	**$1,607,635.65**	7.0%
TOTAL BUDGET															**$4,480,791.05**	**$12,189,557.98**	**$7,903,510.18**	**24,998,859.20**	100.0%

[20] PMC expenditure will be monitored rigorously through IDH process and as part of the financial reporting to CAFI. Savings will be assessed and reallocated on a need basis to other components in line with CAFI Fund requirements and in concertation with the Steering Committee.

Table 1819. Budget by category UNDG

	UNDG BUDGET CATEGORIES	TOTAL USD	IDH	CAFI
1	Employees	**5,713,889**	**5,713,889**	**0**
2	Supplies, outputs, materials	**65,000**	**65,000**	**0**
3	Equipment, vehicles and furniture (including depreciation)	**0**	**0**	**0**
4	Contractual services	**7,620,974**	**7,195,974**	**425,000**
5	Travel	**1,131,087**	**1,131,087**	**0**
6	Transfers and subsidies to counterparties	**7,860,004**	**7,860,004**	**0**
7	General operating and other direct costs	**1,000,270**	**1,000,270**	**0**
	Total direct costs (USD)	**23,391,223.56**	**22,966,224**	**425,000**
8	Indirect support costs (max. 7%)	**1,607,636**	**1,607,636**	**N/A**
	Total costs (USD)	**24,998,859.20**	**24,573,859**	**425,000**

	UNDG BUDGET CATEGORIES	TOTAL USD	IDH	Instalment 1	Instalment 2	Remaining
1	Employees	**5,713,889**	**5,713,889**	1,366,278	2,856,944	1,490,666
2	Supplies, outputs, materials	**65,000**	**65,000**	13,000	26,000	26,000
3	Equipment, vehicles and furniture (including depreciation)	**0**	**0**	0	0	0
4	Contractual services	**7,620,974**	**7,195,974**	2,083,001	2,728,984	2,383,989
5	Travel	**1,131,087**	**1,131,087**	258,095	493,247	379,745
6	Transfers and subsidies to counterparties	**7,860,004**	**7,860,004**	220,000	4,850,000	2,790,004
7	General operating and other direct costs	**1,000,270**	**1,000,270**	247,281	436,935	316,054
	Total direct costs (USD)	**23,391,223.56**	**22,966,224**	4,187,655	11,392,110	7,386,458
8	Indirect support costs (max. 7%)	**1,607,636**	**1,607,636**	293,136	797,448	517,052
	Total costs (USD)	**24,998,859.20**	**24,573,859**	4,480,791	12,189,558	7,903,510

b) Project implementation plan

Activities are sequenced month by month to provide a clear roadmap for achieving operational readiness and laying the foundation for sustained delivery in subsequent years.

Table 1920. Project implementation plan

Activities	Dependencies / Notes	Year 1											
		1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*
Formalize project agreement (legal docs, MPTF approval) *IDH will work with the national government, the CAFI Secretariat, and the MPTF Office to formalize the project agreement. This includes securing all necessary documentation (legal registration, attestation letters, and Designated Authority signatures), finalizing the project design, and obtaining approval from the MPTF Office.*	Starts after CAFI approval												
Public tender: Recruit TA & Seed Capital Managers *IDH will launch a public tender for the recruitment of the Technical Assistance Manager and Seed Capital Manager, with Terms of Reference and full proposal review during this period.*	Overlaps with formalization												
Initial private sector engagement (PES co-funding) *Discussions with private sector companies will also start immediately and build on exploratory 1x1 calls carried out during the Feasibility study, with the aim of securing interest in co-funding PES schemes. In line with agreements made with the private sector on PES implementation, IDH will secure agreements with potential aggregators*	Continuous throughout year 1												
Recruitment of key staff in Cameroon *Recruitment of key staff as soon as project approval is granted and will overlap with the formalization process. New personnel will be hired in Cameroon, with profiles selected based on technical requirements and availability in the local and regional labour market and trained on IDH and CAFI-related policies and procedures.*	Begins after project approval												

Activities	Dependencies / Notes	Year 1											
		1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*
Constitute Steering Committee + 1st Meeting *The Steering Committee will be formally constituted with focal points designated by all partner entities. IDH will convene the inaugural meeting, which will cover introductions, approval of terms of reference, confirmation of roles and responsibilities, selection of the chairperson, and agreement on communication protocols. Critically, this meeting will validate the detailed Work Plan and Budget for the first year of implementation, ensuring that project resources are allocated appropriately and in line with CAFI guidelines.*	One-time setup												
Develop Operations Manual, internal procedures, templates, onboarding and ensure initial coordination with partners *IDH will develop and validate its internal procedures and documents, ToRs, reporting templates and onboarding materials to ensure a coordinated approach across all project components (see Table 20 below for details on the deliverables to be developed). The Operational Manual will set-out the coordination between the different project components. The PMU will lead the initial coordination with all the partners. Additionally, IDH will develop contingency scenarios to address potential market changes, including reduced private sector co-financing and cocoa price volatility. These scenarios will be translated into adaptive adjustments to the project's activities, targets, and sequencing.*	Starts with governance setup												
Finalize MEL plan and conduct baseline study. *IDH will prepare and validate a detailed Monitoring, Evaluation, Verification, and Learnings (MEL) plan. All M&E tools will be developed in line with the CAFI Monitoring & Evaluation Manual to ensure compliance with CAFI standards. A baseline study will be done*	Aligned with above												
Customize PES Monitoring System (carbon module) *IDH will also work closely with the CAFI Secretariat on the customization of the PES Monitoring System to the Cameroon PES scheme, including the modalities for carbon monitoring.*	With CAFI Secretariat												

Activities	**Dependencies / Notes**	***Year 1***											
		1	***2***	***3***	***4***	***5***	***6***	***7***	***8***	***9***	***10***	***11***	***12***
Onboard TA and SCF managers and Build investment pipeline *Technical Assistance and Seed Capital Managers, together with IDH's Investment Development Manager will begin building the investment pipeline, identifying and preparing enterprises for support under the project.*	Staff and implementation partners must be in place												
Expand Business & Investment network *The Investment Development Manager will proactively grow the B&I network to include investors that can meet the early indications of investment requirements identified in the pipeline process, and private sector companies for PES implementation.*	In support of pipeline												
First PES private sector partnership secured	Target milestone												
First TA & Seed Capital projects approved	Target milestone												

Table 20: List of key documents to be drafted in year 1.

- PMU Operations Manual (including contingency scenarios)
- Terms of Reference for the Steering Committee, Advisory Committee, TA Committee, and SCF Committee
- Terms of Reference for the TA Manager and SCF Manager
- PES Implementation Guidelines
- Environmental & Social Safeguards and Risk Management Plan
- Monitoring, Evaluation, and Learnings (MEL) Plan
- Gender Action Plan
- Communications Plan

c) Tranche Disbursement Plan

Tranche 1 – Initial Disbursement (Programme Start)

In the first year of implementation, we expect to require 18.2% ($4,480,791 USD) of the overall program funding to support all early implementation activities required to operationalise the Hub.

Tranche 2 – Q1 of Year 2 – 49,6% ($12,189,558 USD)

Released in the first quarter of the second year of implementation of the project once the following conditions have been met:

I. Achieve the validation of a verification methodology including a performance-based payment formula by an independent verification body selected by CAFI.
II. Operationalize the Technical Assistance and Seed Capital Facility including:
    - Completion of the open bidding process and signing of contracts with selected managers.
    - Adoption of an operations manual establishing monitoring, reporting and risk-management procedures that guarantee that appropriate prerequisites, covenants and safeguards are met by project investments to ensure these do not have unintended impacts on GHG emissions in the long-term.
    - Demonstration of human capabilities and systems to manage the above-mentioned procedures.
III. Complete the customizing of the CAFI PES Monitoring System integrating a carbon monitoring module in close collaboration with the CAFI Secretariat and companies financially supporting the CAFI PES programme.
IV. Sign a contract with at least one cocoa company committing to financially support the CAFI PES programme via insetting.
V. Sign a letter of intent to engage in the CAFI PES programme with at least one additional cocoa company via insetting.
VI. At least four investors have become members of the Business and Investment Network.
VII. At least ten potential investees have been screened for the Seed Capital Facility
VIII. VIII. Develop a contingency plan to manage the risk of reduced private-sector cofinancing and cocoa price volatility including adaptive adjustments to activities, targets, and sequencing.
IX. Develop a detailed gender action plan setting out the gender approach for each project component, linking specific activities to responsible actors, timelines, and performance indicators. These indicators should be included in the results framework and in the independent verification methodology referred to above in point (I.).

Tranche 3 – Q2 of Year 4 – 32,2% ($7,903,510 USD)

Released in the second quarter of the 4th year of implementation of the project based on the results achieved during the first 3 years of implementation with the following conditions:

I. Overall amount of funding committed through letters of intent of signed contracts with private companies must equal or exceed $6,701,240, the amount request from CAFI for PES.

II. If the Independent verification of the project results concludes that the project as achieved “weak” performance, no disbursement from CAFI to IDH will be made;

III. If the Independent verification of the project results concludes that the project as achieved “average”, “strong” or “excellent” performance, then a third disbursement will be made based on (i) the number of verified outcome units meeting CAFI quality standards (e.g. hectares of deforestation-free agriculture, agroforestry, reforestation, regeneration and forest conservation) and (ii) the payment amount per outcome unit (e.g. USD/ha) defined in the independent verification methodology developed by the independent verification body during the first year of implementation (see section 10c. for additional information on the process of the independent verification).

14. APPENDICES

APPENDIX 1. Stakeholder commitments in the project development process

Table 2121. Consultations of stakeholders and recommendations

Type of consultation (national launch workshop, mid-term review, validation workshop for joint submission, etc.)	Date(s)	List of participating organizations and number of participants	Summary of recommendations	Minutes and attendance list submitted in a separate file (✓)
National Launch Workshop (Project Inception)	May 2025	Government ministries, agencies, private sector, NGOs/CSOs, MFIs/banks. 70+ participants	Broad endorsement of Hub & PES direction; called for clear governance, alignment with CAFI LoI milestones, and follow-on bilateral meetings to refine PES and investment hub design	
Bilateral (Inception)	May 2025	MINEPAT / CAFI Secretariat (~3–6)	Coordinate joint stakeholder meetings; clarify PES taxation; ensure convergence across PES work; act as high-level convenor.	
Bilateral (Inception)	May 2025	Ministry of Trade / MINCOMMERCE (~3–5)	Integrate cooperatives; prefer price premiums but open to PES/premium hybrids; caution on carbon PES readiness; help identify value-chain actors.	
Bilateral (Inception)	May 2025	ONACC (~2–4)	Provide climate/forest data for baselines and accounting; expand PES beyond carbon; consider fire/bushfire risks.	
Bilateral (Inception)	May 2025	MANENCAM (Microfinance Assoc.) (~2–4)	Training & policy engagement for MFIs; address short-term deposit / long-term lending mismatch; share MFI lists by value chain to shape Finance Network.	
Bilateral (Inception)	May 2025	Camcull (~2–3)	Use national credit-union network to channel PES-aligned products and build MFI capacity in rural areas.	
Bilateral (Inception)	May 2025	Chamber of Agriculture (~2–3)	Share enterprise database; support outreach once financing types/eligibility clarified; key dissemination partner.	
Bilateral (Inception)	May 2025	CICC (Cocoa Inter-professional Council) (~2–3)	Use geo-located cocoa farmer database to verify CAFI criteria for PES/Hub participants.	

Bilateral (Inception)	May 2025	FODEC (~2–3)	Map FODEC agro-ecology windows and “guichets” against PES design to avoid duplication; explore co-financing for farmer transition.	
Bilateral (Inception)	May 2025	WWF (~2–3)	Share relevant PES cases; consider clean water services, biochar, and waste-wood value chains under Hub/PES.	
Bilateral (Inception)	May 2025	IITA (~2–3)	Lessons from Enable Youth; highlight finance structuring gaps and palm-oil inefficiencies relevant to TA.	
Bilateral (pipeline validation)	May 2025	Yoan Coffee (~2–3)	Potential Hub pipeline; TA in marketing/certification/governance; bank debt unviable—equity preferred.	
Bilateral (financial institution engagement)	24 Jul 2025	SAIL Investments (~5)	Keep MRV grant-funded (outside Seed Facility); Hub to provide MRV for banks/FIs; exclude PES cashflows from financial models; use repayable grants compatible with returnable capital.	
Bilateral (pipeline validation)	30 Jul 2025	Terrific Coffee (~3)	Scale specialty coffee; form coop; farmer training; PES incentives for agroforestry; loans at ~16% and 8-month tenors misaligned—seek TA + patient capital.	
Bilateral (pipeline validation)	31 Jul 2025	Choco Nohi (~4)	Working-capital squeeze; supermarket payment delays; export readiness & certification TA; sustainability interest; PES awareness low.	✓
Bilateral (pipeline validation)	31 Jul 2025	Biocarry Life (~3)	TA for branding/packaging, certifications, bookkeeping; equipment expansion; youth employment angle.	✓
Bilateral (pipeline validation)	1 Aug 2025	Moi Foods (Mewah Group) (2–3)	90%+ traceability, RA certified; consider PES budget for agroforestry; co-design PES with field agents & LBAs; bank/trade finance preferred.	✓
Bilateral (pipeline validation)	1 Aug 2025	SOCTRACAO (~2)	Processing scale-up; TA on standards & finance; chocolate stability problem; PES awareness/links to waste valorisation.	✓
Bilateral (pipeline validation)	1 Aug 2025	FINFEN / SDAAF (~3)	Sustainable community-forest operations; processing mill build-out; PES potential tied to communal forests & certification.	
Bilateral (pipeline validation)	2 Aug 2025	COPACAM / Jet Investments (~4)	Coffee value-chain digitisation, nursery & improved varieties; potential PES pilots aligned to buyer targets.	✓

Bilateral (pipeline validation)	4 Aug 2025	Westend Farms (~3)	TA on coop yields & working capital; PES pilots on ~85 ha forested land; biological pest mgmt trials; protect riparian/forest areas.	
Bilateral (pipeline validation)	4 Aug 2025	Puratos / Elesyste (~3)	Build post-harvest centres; pre-finance as bridge to banks; farmer registration & traceability; co-design PES to shift from expansion to intensification.	✓
Bilateral (financial institution engagement)	4 Aug 2025	La Régionale (3 managers)	Use Hub due diligence as validation; TA for SME tax/credit management; interest in Hub financing modalities; governance involvement welcomed.	✓
Bilateral (financial institution engagement)	5 Aug 2025	MUFID (~5)	Co-create agri products; train loan officers; leverage digibank for PES payments; coop-centric delivery model.	
Bilateral (financial institution engagement)	31 Jul 2025	Ecobank (~4)	Finance inputs/logistics; women-led Elevate initiative; provide training facilities; ESG in credit; seek sector intelligence; PES awareness.	
Bilateral (pipeline validation)	5 Aug 2025	CTFC / Green Lions Initiative (~3)	PES via communal forest reclassification & conservation compensation; align with council/community governance.	✓
Bilateral (financial institution engagement)	30 Jul 2025	Fako Capital (team 4–5)	Support grant/repayable-grant split; grace periods & performance-scaled repayments; like idea of impact milestone-based relief; propose separate TA Committee; can originate pipeline & manage local TA; PES interest; note licensing limits on interest-bearing lending; open to seed equity/quasi-equity with negotiated exits.	✓
Cocoa company consultations	17 June2025 10 September 2025	Barry Callebaut (8)	Shade tree management should be prioritised over seedling distribution; payments should be linked to practical outcomes such as tree survival and canopy cover, rather than carbon KPIs; incentive structures should consider both individual- and community-based approaches to maximise participation and impact; scaling PES requires investment in carbon accounting capacity, agroforestry expertise, and co-funding arrangements; stronger farmer cooperatives and SME support are needed to ensure effective implementation and sustainability; engagement with technical partners for carbon quantification is essential,	✓

			given current gaps in expertise; partnerships with NGOs and landscape-level initiatives should be leveraged to support implementation.	
Cocoa company consultations	1 July 2025 2 September 2025	ECOM (8)	PES should be linked to living income goals and agroforestry initiatives, ensuring alignment with broader sustainability strategies; Incentives should focus on tree survival, complemented by distribution of diverse seedlings and in-kind support such as pruning equipment; PES values must be market-linked and supported throughout the value chain; without downstream buyer commitment to premiums, schemes are not sustainable; Key cost barriers include transport, training, staffing, and verification, all of which require co-funding or donor support to overcome; A strong business case and multi-stakeholder funding are prerequisites for scaling PES in Cameroon	✓
Cocoa company consultations	3 July 2025	Mars (6)	PES should be designed around direct farmer incentives, with a proven link between payments and long-term tree survival; Yield improvement practices such as pruning, agroforestry, biochar, and orchard renovation are critical for supply chain emissions reductions; Cash transfer programs tied to social co-benefits (e.g., child schooling, vaccination), particularly targeting women, strengthen impact and community buy-in; Evidence of measurable impact is essential to build credibility and trust; PES must demonstrate clear results that can be linked to public climate commitments; Co-funding opportunities exist around enabling infrastructure such as biochar facilities and low-carbon fertilizer distribution; Regulatory uncertainty, especially around ownership of emissions reductions, poses a risk that must be addressed through transparent agreements	✓
Cocoa company consultations	27 May 2025	Mondelez (7)	Agroforestry is the main entry point for PES in Cameroon, supported through training, free seedlings, and community engagement; Current incentives are tied to tree planting rather than survival, but would like to move to performance-based payments (e.g. survival rates); Focuses on insetting, not carbon	✓

			offsets; Key challenges include logistics of farmer payments, monitoring systems, and regulatory preparedness;	
Cocoa company consultations	10 June 2025 5 September 2025	Nestlé (5)	Agroforestry, nurseries, and tree planting are active entry points in Cameroon; PES should be layered on top of existing farmer support rather than duplicating; PES schemes should be structured to include restoration and conservation elements that complement existing corporate initiatives; Any engagement requires clear carbon benefit calculations, transparent governance, and clarity on attribution of emission reductions;	✓
Cocoa company consultations	3 June 2025	Sucden (5)	Tree survival-based PES (≥70%) with combined in-kind and cash incentives is a viable model, with part of payments directed at the community; Agroforestry should be prioritized over full-scale reforestation due to challenges with land tenure and ownership in Cameroon; Land tenure and certification issues must be addressed early to ensure farmer engagement and project credibility; Need for efficiency and possibly shared MRV systems; Include gender components; Strong MRV frameworks and community engagement are key to success	
Cocoa company consultations (face to face Yaoundé)	12 September 2025	Puratos	Puratos is in the process of setting its Net Zero target and would be interested in piloting a PES scheme at small scale, that could help it better understand how such a scheme could contribute to its climate ambitions as well as tis income targets.	

APPENDIX 2. Past and ongoing projects, programmes, or initiatives analysed and key learnings

Table 22 22. Analysis of past and ongoing projects, programmes and initiatives

Information	Project Description
Name: The Producer Structuring and Agricultural Extension Project (PROSAPVA) **Source of funding (Government/ development partner):** BIP-MINADER **Duration:** 2016 - 2021 **Budget in US$:**	The Producer Structuring and Agricultural Extension Project (PROSAPVA) financed by BIP-MINADER tested between 2016 and 2021, replacing the National Agricultural Extension and Research Program (financed by the World Bank between 1988 and 2005). The project was implemented throughout the country but the Central Region particularly benefited from the field schools in the large production areas. It has impacted the production chains in the Region and collaborated with enhancing microfinance to agriculture. The project had an emphasis on the structuring of producer organizations and the establishment of demonstration units.
Name: The Agriculture Investment and Market Development Project **Source of funding (Government/ development partner):** World Bank **Duration:** 2015 - 2021 **Budget in US$:** 166 M	The Agriculture Investment and Market Development Project for Cameroon aimed to transform low-productivity cassava, maize, and sorghum sub-sectors into competitive value chains in four agro-ecological areas. It has three components: • **Support to agricultural production, processing, and marketing:** This component establishes productive partnerships (PPs) between producer organizations (POs) and agribusinesses (ABs) to boost productivity, production, and quality. It involves establishing PPs, financing sub-projects for POs, funding basic public infrastructure, and improving rural financing access. • **Support to seed production and distribution system, relevant public services, and technology transfer:** This component strengthens the seed system and public service capacity, creates a cooperation framework among government, POs, ABs, and financial institutions, and enhances agricultural technology transfers. It includes enhancing seed systems, building public-private consultation frameworks, and promoting healthy food and nutrition practices. • **Project coordination and management:** This component ensures effective planning, monitoring, and implementation, evaluates project results and impact on smallholders and POs, and communicates project activities and lessons learned to public entities. It covers strategic planning, coordination, management, implementation support, monitoring and evaluation, and knowledge sharing.
Name: The Agricultural Value Chain Development Project (PDCVA) **Source of funding (Government/**	The Agricultural Value Chain Development Project (PDCVA) financed by the ADB mainly supports three agricultural value chains, namely oil palm, plantain and pineapple. The Enable Youth 83 project financed by the AfDB is an incubation project for young entrepreneurs implemented jointly by the International Institute of Tropical Agriculture (IITA) and MINADER.

development partner): AfDB/IITA and MINADER **Duration:** 2014 - 2020 **Budget in US$**: 135	
Name: Promotion of Agricultural Finance (GP AgFin) in Cameroon **Source of funding (Government/ development partner):** BMZ/GIZ **Duration:** 2018 - 2024 **Budget in US$:** 7M	The objective of this project was to ensure improved access to the use of financial products adapted to the business models of farms and rural agri-based micro, small and medium enterprises (MSMEs). Under the umbrella of the global project Promotion of Agricultural Finance for Agri-Based Enterprises in Rural Areas (ProFinA), it collaborated with MINADER, MINEPIA, MFIs, the private sector, and producers in three key areas: ● **Improving financial product supply:** it created knowledge products like training and methodological approaches for credit evaluation and scoring. ● **Supporting agricultural entities:** partnering with MFIs, it assisted small farms, agri-SMEs, producer organizations, cooperatives, and processing/marketing companies. It also strengthened their entrepreneurial and financial skills with partners and other GIZ projects. ● **Expanding MFI agricultural offers:** It helped MFIs develop/adapt financial products and build staff capacity for the agricultural sector, starting with AVC selection, stakeholder analysis, surveys, and pilot projects.
Name: Program to improve the competitiveness of family-run farms (ACEFA) **Source of funding (Government/ development partner):** AFD **Duration:** Ongoing **Budget in US$**:	The overall objective of the ACEFA Program was to increase family farmers' incomes by improving the competitiveness of their farms, thus, under three components: 1) Implementation of a support / advisory mechanism co-managed by representatives of the State and of the profession; 2) Financing of productive projects from producers and their associations; 3) Capacity strengthening of professional organisations.
Name: Agri-SME Support Program under the Agri-Food SME Catalytic Financing Mechanism (ACFM) Technical Assistance Window **Source of funding (Government/ development partner):** African Development Bank/OpenCapital **Duration:** 2024 – 2026 (Ongoing)	This project seeks to support the agricultural small- and medium-sized enterprises (Agri-SME) Catalytic Financing Mechanism (ACFM) pipeline to address the increased technical complexity, eligibility requirements and reporting obligations related to Agri-SME operations. Project activities include: ● Building the internal capacity and required systems of ACFM investees through training, business development services and integration of new technologies for efficiently identifying, investing and tracking eligible Agri-SMEs. ● Improving at scale the financial viability, creditworthiness and governance standards required by lenders of gender-focused and climate-resilient Agri-SMEs.

Budget in US$:	• Supporting effective project preparation and design of high-quality projects for ACFM funding. • Supporting adaptive learning, knowledge generation and dissemination activities to promote financial inclusion of underserved Agri-SMEs.

Table 2323. Overview of the key PES projects reviewed, and the sources of the information presented

No	Country-PES Name and Reference	Commodity	Ecosystem service	GHG Program	Type of PES covered	Intervention implemented	Incentive/Benefit-Sharing Mechanisms
1	Liberia-Community payment concept, IDH Liberia community payment concept_August 2024_.pdf	Community forest	Carbon sequestration Biodiversity conservation Livelihood support	/	Self-organised or private PES	-Simplified payments -Community Land Rights Registration -Participatory Land Use Planning -Strengthening Community Governance -Developing Action Plans	An area-based direct cash payment of US$1.50 per hectare per year to communities
2	Cameroon-Climate-resilient agriculture Banque Mondiale, 2020. Plan d'Investissement pour une Agriculture Climato-Resiliente au Cameroun.	Agricultural products	Carbon sequestration Watershed protection Soil conservation Biodiversity conservation	/	Public-private partnership	-Over-deepening of water points (for livestock) -Restoration of forest ecosystems -Sustainable management of fishery resources -Support for community agroforestry actions -Management of agro-pastoral activities	Direct cash payments to farmers
3	Cameroon-Community PES led by CED Awono, A., Barreau, E., & Owona, H. (2014). Community Payments for Ecosystem Services in the south and east regions of Cameroon. In REDD+ on the ground: A case book	Community forest	Carbon sequestration, Biodiversity conservation	/	Self-organised or private PES	-Restrictions on forest access and/or conversion -Environmental education -Tenure clarification -Reduced impact of logging, -Setting up nurseries and the forest monitoring committee -Livelihood enhancement via civic projects (electricity, water, etc.)	Annual payment to community bank accounts for civic and community activities (development projects; culturally tailored benefits)

	of subnational initiatives across the globe (pp. 147–166). CIFOR.					-Optimizing NTFPs -Training in beekeeping -Improvements in farming techniques.	
4	Cameroon-REDD Ngoyla-Mintom, led by WWF Fobissie, K. (2014) Experiences and Lessons Learned on REDD+ Social and Governance Safeguards in Cameroon" WWF implementing-The project "Reducing deforestation and forest degradation in Ngoyla-Mintom forest block through the implementation of sustainable integrated management in the Tri-National landscape Dja - Odzala - Minkebe (Ngoyla Mintom REDD+)" 2011	Commu nity forest	Carbon storage, Biodiversity, Water regulation	Plan Vivo	Self-organised or private PES	-Sustainable agriculture -Conservation of forest cover -Promotion of natural regeneration -Promotion of income-generating activities (beekeeping, aquaculture, keeping of livestock and collection of non-timber forest products).	Equitable community development projects, individual rewards and attention to marginalised groups
5	Cameroon-REDD+ Around Mount Cameroon Awono et al, 2014 "REDD+ Around Mount Cameroon, Southwest Region of Cameroon"	Mount Camero on Nation al Park	-Carbon sequestration -Biodiversity conservation -Livelihood enhancement		Self-organised or private PES	-National Park boundary demarcation -Conservation credit/bonus for community reporting of illegal forest activities detected through participatory forest patrols -Destruction of poaching camps within the national park, -Establishment of multipurpose nurseries for trees, food crops and others, -Sustainable *Prunus africana* harvesting, -Beekeeping, -Ecotourism development, and -Tenure dialogues.	Conditional support based on conservation performance

6	Cameroon-PDD PES Adamawa region (2023). Project Design Document (PDD) for the Implementation of a Payment for Ecosystem Services (PES) Scheme in the Adamawa Region of Cameroon.	Timber and Non-Timber Forest Products (NTFPs)	-Carbon sequestration -Biodiversity conservation -Watershed protection -Soil stabilisation -Fertility maintenance	Plan Vivo	Public PES	-Agroforestry and reforestation -Assisted natural regeneration of degraded lands -Sustainable forest and land-use practices -Community forest management -Capacity building and training for local actors -Monitoring systems for ecosystem service provision	Community-level benefit-sharing models based on effort and performance Priority given to vulnerable groups (e.g., women, youth) Collective funds managed by community associations
7	Mozambique-Performance of an agroforestry-based PES project Hegde, R., & Bull, G. Q. (2011). Performance of an agro-forestry based Payments-for-Environmental-Services project in Mozambique: A household level analysis. Ecological Economics, 71 (2011) 122–130. doi:10.1016/j.ecolecon.2011.08.014	Carbon credit	-Carbon sequestration -Biodiversity conservation -Livelihood support		Public PES	-Agroforestry tree planting along farm boundaries or in mixed crop rows, -Use of indigenous and commercial species (e.g., mango, cashew), -Creation of firebreaks, -Community training, and -Livelihood activities such as carpentry, beekeeping, and nursery development	Individual payments and community development benefits. Revenues from carbon sales were partly deposited into a trust fund used for collective village projects like school construction and potable water wells.
8	Uganda-Trees for Global Benefit (TGB) Plan Vivo Project Portfolio :Trees for Global Benefit (TGB)	Carbon credit	-Carbon sequestration	Plan Vivo	Self-organised or private PES	Afforestation and reforestation via: -Tree species selection, -Seed gathering, -Seedling nursery building, -Tree planting, and -Overseeing tree protection	Direct payments to farmers and technical support
9	Tanzania- Emiti Nibwo Bulora	Carbon credit	Carbon sequestration	Plan Vivo	Self-organised or private PES	-Nursery development, -Training in agroforestry and -Tree planting,	Payments are disbursed to individuals, but the project also supports

	Plan Vivo Project Portfolio : Emiti Nibwo Bulora					-Assisted Natural Regeneration (ANR)	community development initiatives like water infrastructure and education.
10	Tanzania-Hadza Hunter-Gatherer Project Plan Vivo Project Portfolio: Hadza Hunter-Gatherer Project	Carbon credit	-Carbon sequestration	Plan Vivo	Self-organised or private PES	-Avoided deforestation -Land use plans within greater landscape, -Creating protected zones, pastoralist and agricultural zones -Community customary rights of occupancy (CCRO) ensure the communities own the land through titled deeds.	PES payments are directly transferred into Hadza community accounts.
11	Malawi-Tree of Hope Project Plan Vivo Foundation. (n.d.). Tree of Hope Project - Project Idea Note and Overview	Carbon credit	-Carbon sequestration	Plan Vivo	Self-organised or private PES	-Assisted natural regeneration -Agroforestry practices -Reforestation using native species	Direct payments to land users based on performance and verification of ecosystem service delivery
12	Kenya- Mikoko Pamoja Plan Vivo Foundation. Mikoko Pamoja Project Overview - Plan Vivo Portfolio: Mikoko Pamoja community-led mangrove conservation and restoration project	Carbon credit	-Carbon sequestration		Self-organised or private PES	-Avoided Deforestation and -Reforestation activities	This benefit-sharing mechanism is transparent and decided upon by community committees.
13	DRC-Ibi Batéké degraded savannah afforestation project Ibi Batéké degraded savannah afforestation project for fuelwood production	Carbon credit Fuelwood and Cassava	Carbon sequestration - Biodiversity conservation - Soil and water conservation - Sustainable biomass production	Clean Development Mechanism (CDM)	Public PES	Afforestation Reforestation Promotion of sustainable fuelwood consumption practices	Provide households with improved cookstoves