



Key learnings

Project Timeline and Beneficiary Selection

- **Establishing the Implementation Period:** The project's implementation period should be a minimum of six months for preparatory work, including personnel hiring, partner agreement signing, establishing procedures, and onboarding participating organizations. The overall project should target one year for preparation and at least four subsequent years for implementation.
- **Risk of Rushed Selection:** Overly tight timelines can lead to suboptimal beneficiary selection, prioritizing easily accessible candidates over those who best align with the project's core objectives.

Target Setting and Measurement

- **Realistic Targets:** Setting overly ambitious targets can demotivate the team and be counterproductive.
- **Long-Term Measurement:** For results that mature beyond the project's lifetime, the design must incorporate a thoughtful long-term Monitoring, Reporting, and Verification (MRV) system. This requires integrating the MRV strategy with partners and other organizations involved in the project's long-term sustainability plan.

Beneficiary Support and Financial Network

- **Tailored Technical Assistance (TA):** Given that each beneficiary has unique needs, a single project's technical assistance is rarely sufficient. If possible, the project should consider incorporating blended TA support to maximize results and optimize effort. The real need for support should drive the scope, not solely investor criteria.
- **Building a Finance Network:** Establishing trust with financial institutions requires significant time and dedicated effort. While initial interest is high, involving them in interventions requires a deep understanding of their internal processes. Expecting them to actively share their deal pipelines is often unrealistic, and signing legal agreements to formalize their participation can be challenging.

Budget and Investment Considerations

- **Robust Screening Budget:** The beneficiary screening process is resource-intensive, often taking six months or more per applicant. A robust line item in the budget must be dedicated to this essential activity to prevent it from depleting resources for other project activities.
- **Unlocking Investments:** While technical assistance reduces risk and increases beneficiary attractiveness, there is no guarantee of investment. Investors are unwilling to commit during the support stage (which can last over six months), and their interest may wane due to misaligned timelines once support concludes.

Project Design and Scope

- **Appropriate Safeguards:** Project safeguards must be proportional to the level of risk and type of activity (e.g., readiness support for small businesses). Overly strict safeguards can overburden implementation with unnecessary processes.



- **Streamlined Scope:** The project scope should be kept simple and oriented toward a single core goal. "Good to have" activities that lack a direct relationship to the core objectives can dilute focus, negatively impacting results, budget, and resources.

Partnerships and Sustainability

- **Government Involvement:** While government officials should be involved and onboarded to understand their role, they often lack the capacity to provide timely input. They should not be placed in roles that could impose delays or create project stand-by periods.
- **Sustainability Strategy:** Projects should explore mechanisms, such as charging beneficiaries for part of the services once they achieve growth and sufficient revenue, to strengthen financial sustainability and support future candidates.

Selection Flexibility and Engagement

- **Flexible Selection Criteria:** While clear criteria (e.g., revenue thresholds) are necessary, the selection process requires flexibility. Cases with high growth potential but lower revenue, or strong impact narratives (e.g., gender, climate) despite not meeting all financial criteria, should be considered. All available investor material, not just the financial model, must be assessed.
- **Mandatory Beneficiary Engagement:** Many beneficiaries have lean operational capacity and struggle to participate in mandatory calls, workshops, and data-tracking activities. Agreements must clearly define the limited scope of support and make ongoing participation a mandatory commitment for continued assistance.
- **Tracking Results Beyond Project End:** To track long-term results, the support agreement must include a clause committing beneficiaries to provide post-support data for at least two years. This must be integrated into a stakeholder engagement plan to maintain a genuine, continuous relationship with beneficiaries.

Resource Allocation

- **Flexible Support Budget:** While a budget allocation per beneficiary is common, experience shows that flexibility is needed. A small, additional amount of support can sometimes be critical in successfully unlocking significant private investment.
- **Leveraging Existing Networks:** Starting with a network of supporting organizations can provide a pipeline of pre-vetted beneficiaries who may only need specific, additional support. This approach can source up to 40% of the pipeline, significantly speeding up screening and increasing project effectiveness.

Key learnings from existing PES schemes

The PES case studies reviewed span multiple African countries, including Liberia, Cameroon, Malawi, Tanzania, Mozambique, the DRC, Kenya, and Uganda. The targeted commodities are diverse, ranging from community forests and agricultural products to carbon credits. The ecosystem services addressed include carbon sequestration, biodiversity conservation, water regulation, and soil fertility. The types of PES covered vary, with most schemes being self-organised/private PES models compared to public-private partnerships. This variety reflects the context-specific nature of PES schemes depending on institutional settings and the stakeholders involved. The interventions implemented in the PES schemes include community land rights recognition, afforestation, water point rehabilitation, controlled grazing, and sustainable agricultural practices. Payment types were predominantly performance-based, where payments depend on achieving measurable environmental outcomes. Incentives and benefit-sharing mechanisms were tailored to each context and range from direct cash



transfers to community development projects and shared profits from carbon credits. However, the completeness of benefit-sharing schemes varies, with some entries lacking detailed documentation



APPENDIX 3. Pipeline

Table 24.24. Overview of potential pipeline for Technical Assistance and Seed Capital investments

Name	Status	Type	Value chain	Background	Potential for TA	Potential for Investment
Terrific Coffee	Attended Launch+ Meeting, Follow-on Interview	Agribusiness	Coffee	Terrific Coffee comes from various coffee-growing regions in Cameroon. Founded in 2018, it originated from a family coffee farm as a vertically integrated business. In 2015, the CEO trained in specialist coffee in Paris, subsequently identified a gap: no speciality coffee supply and no coffee shop culture. Farm & facilities: M site originally used for post-harvest coffee processing; due to low buyer prices and lack of producer organisation for premiums → site converted to poultry business. Roastery in Douala, supplies to hotels and coffee stations, also some export to Europe. Currently sources from own farm + >100 farmers, all geo referenced and paid above market. If investment secured, envisages >4x job creation within 5 yrs.	Sustainable practices TA, expansion of bio-fertiliser use on farm and at producers; potential to expand agroforestry; potential impact over 100 ha	\$100-300k investment, aligned to longer tenor of business transition cashflow; will yield expansion to >400 farmers and triple jobs in retail stores to 300; potential for eco-tourism.
Chocolaterie Nohi	Met and Interviewed	Agribusiness	Cocoa	Founded officially in 2018, Farm-to-factory / bean-to-bar cocoa business with own farm and artisanal-to-industrial hybrid processing model. Produces: cocoa butter, cocoa powder, and finished goods. Operations include both raw ingredient sales to industry and branded finished products.	Potential to implement sustainable ag practices on ~300ha of own farms/sourced, and impact >80 farmers + 30 staff currently, at least doubling if investment materializes.	Working Capital to expand sustainable sourcing, Capex of <\$1m for increased processing capacity and to grow export sales.
Biocarry Life	Met and Interviewed	Agribusiness	Cocoa, Coffee	Established in 2014, transforms ag value chains into cosmetics and food products (avocado oil, coffee, cocoa, citrus oil, shower gels, soaps, safol oil, etc). Owns farms under coffee/cocoa/ginger/cassava production with >120 farmers, and 15 staff. Focus on zero waste and youth employment.	Marketing, technical processing capacity, improved bookkeeping and financial systems, investor readiness, TA on achieving gaps to certifications.	Capex - processing equipment expansion, with linkages to inputs and training for farmer suppliers; warehousing capacity. <\$500k



Moi Foods Cameroon	Attended Launch, Met and Interviewed	Agribusiness	Oil Palm	Part of the Mewah Group, listed in Singapore with global operations in Asia and Europe and about 100 subsidiaries. Globally, Mewah operates in edible oils and runs refineries, with a trading segment in commodities such as agricultural crops, construction, and packaging. In Cameroon, the business trades only cocoa. Achieved 100% growth in coffee sector in last two seasons and expanding further. holding a 3–4% share of the cocoa buying market. RA certified for >50% of supply; achieved 90% of supply traceability for EUDR	Expansion of RA certification; roll out of agroforestry; PES design and implementation (sustainability budget of \$2m for 2026)	Capex - expansion of processing facilities and into secondary processing (large, >\$1m); but has access to commercial banks -> No seed capital additionality
SOCTRACAO	Met and Interviewed	Agribusiness	Cocoa	Established in 2015, Co is engaged in cocoa processing, sourcing cocoa via cooperatives (farmers in the thousands). Produces cocoa butter, powder, finished chocolate (Mboa brand) for domestic and export use, incl large retailers like Carrefour.	TA on marketing; optimisation and digitization of internal operations; tax and accounting; intro TA on PES and GAP for farmers; alignment with EUDR	Capex - \$1.4m , for upgrading processing facility, lab for raw material and finished product testing, scoped new facility construction. Invst would yield 10x increase in sourcing capacity.
GIC COPACAM, Jet Investments	Met and Interviewed	Agribusiness	Coffee Cocoa	Established family business in coffee for 35 years, Sucafina is one of main clients for its processing facility. Jet Group includes: GIC COPACAM (cooperative created to support farmers); Union Trading Intl (coffee trading arm); Logistics (weighing & humidity stations for agricultural sector); Coffee machinery distribution (European partners); Professional training and trade qualification programmes. Sourcing: 2,000 direct farmer suppliers; 2,000 direct farmer suppliers; Total sourcing capacity~3,000 MT	Basic TA on diversification into new sustainable business lines: convert parchment to biogas to power roastery lighting. Sustainable TA: PES via Sucafina and Bayer	Capex raise for \$2.8m for: -Digitalisation and value chain investments. -Roastery capacity expansion. -Nursery establishment (Poly plants). -Improved planting material imports
Puratos, Elesyste	Met and Interviewed	Agribusiness	Cocoa	Puratos is an international cocoa processor and trader with sustainability, traceability, and EU deforestation regulation compliance objectives. Elesyste is the partner organisation to Puratos in providing: banking intermediation services for SMEs and agribusinesses, a digital platform for SMEs to manage finances, track farmer transactions, and build financial records to facilitate bank finance	TA to cooperatives on sustainable ag practices implementation, including biochar and biofertilizers, sustainable intensification; PES design and implementation; structuring finance for farmer uptake of sustainable practices	Capex for expanding post harvesting center that would grow cocoa sourcing from 3,500 t to 20,000t from existing coops; working capital lines for uptake of sustainable practices by farmers



Yoan Coffee	Met and Interviewed	Agribusiness	Coffee	Small family business - have own farm and roaster, targets the local market with robusta production >200kg last year, across 3 ha own land and some 40 farms. practices agroforestry by adding jackfruit; mango, avocado, guava, plum, has ambitious expansion plans but no growth capital access.	TA on sustainable practices and PES; can theoretically expand sourcing to 140,000t of coffee. Need better marketing channels and process optimisation advisory.	Small capex upgrades of <\$300k , for wet mill, washing station, depulper, and introduction of carbon-reducing technologies into processing
Cooko	Attended Launch, Interviewed	Agribusiness	Cocoa (Fermented)	COOKO is an agritech / early stage SME focusing on cocoa sourcing & traceability that deploys the concept of Source Fermented Cacao® -- embedding fermentation, traceability, and quality control at source.	TA on sustainable practices and EUDR monitoring tools	Capital needs of \$500k - 1.5m for smart containers with tracking capabilities; upgrade of farmer tracking app and its field testing, scaling fermentation centers, building integration w EUDR DDS systems. The investment will increase cocoa sourcing from 300t to 2,000t .
ECOM	Met and Interviewed	International Trader	Cocoa	ECOM Agroindustrial Corp. is a global soft-commodity trader headquartered in Switzerland, active in cocoa, coffee, and cotton across more than 40 countries; among the top 2 cocoa exporters in Cameroon, estimated to source from 30-40,000 farmers, through AMS. IDH is currently co-funding a EUR 2,8 million project in Grand Mbam with ECOM, which aims to protect and promote agroforestry in 2 community forests. This project could be leveraged to pilot the first PES schemes	TA/support on PES design and implementation	Potential for co-financing cooperatives



APPENDIX 4. Gender analysis and action plan

Introduction and methods

This analysis was carried out as part of the feasibility study for an investment in Cameroon and a pilot programme for a Payment for Environmental Services (PES) scheme in the Grand Mbam.

The method used follows the Green Climate Fund's (GCF) gender assessment guidelines, as recommended by the CAFI. The GCF method helps to understand the general context of the relationships between men and women, their access to resources, their activities and the constraints they face in relation to each other. The comprehensive gender analysis examined the different roles, rights, needs and opportunities of women, men, boys and girls in Cameroon in general, and in the Grand Mbam region in particular. It helped to identify gender-relevant entry points and policies, as well as opportunities to enhance gender equality in the investment and PES programme in Cameroon.

The method used included:

- a literature review of major policy and legislative documents in Cameroon, including scientific publications;
- focus group discussions;
- farmer surveys in the Grand Mbam involving approximately 210 farmers.

A total of 57 participants from four villages (Essende, Makénéne Centre, Gah, and Ngoto) took part in the focus group discussions, including 29 men, 10 women, and 18 young people. No specific minority groups were identified in these communities.

Findings

Socio-Demographic and Gender-Disaggregated Statistics for Cameroon

The 2024 Factbook on Women and Men, Girls and Boys in Cameroon highlights that gender disparities persist across key socio-demographic indicators. Maternal health remains a key concern, with 32.8 % of births still occurring at home, despite improvements in delivery facilities. Maternal mortality remains linked to inadequate prenatal care and unequal access to skilled birth attendants, especially among poorer women (Fonchamnyo, 2021; Liliane et al., 2025). Infant mortality and under-five mortality rates remain high, though not explicitly disaggregated in the Factbook. The educational status shows persistent gender gaps. While literacy rates have improved, only 26% of women aged 25 and above have completed secondary education, compared to 39% of men. School dropout rates are higher among girls in rural areas due to early marriage and domestic responsibilities.

The adult literacy rate for youth aged 15–24 is higher among females (88.2%) than males (83.4%) in urban areas, but the reverse is true in rural zones. Labour force participation is lower for women: only 69.8% of women are active in the labour force compared to 77.2% of men, and the disparity is wider in rural areas. Unemployment rates are also gendered, with 16.1% of women unemployed compared to 10.3% of men. In terms of poverty, female-headed households report slightly lower incidence rates (32.8%) than male-headed households (38.9%), but this does not reflect intra-household gender inequality, as most women live in male-headed households. Furthermore, life

expectancy at birth is higher for women (60 years) than for men (58 years), reflecting broader global trends. Political participation remains limited: women hold a minority of elected positions. For example, in 2023, only 33% of municipal councillors and 26% of National Assembly members were women. Despite efforts to promote parity, deeply rooted social and institutional barriers limit women's



full participation. Furthermore, gender-based violence (experienced by over 30% of women aged 15–49) and lack of access to legal aid services amplify the risk of exploitation in benefit-sharing processes.

Legal, Political and Institutional Framework

Legal Framework

Cameroon's commitment to gender equality and inclusive development is reflected in its various legal frameworks. Constitution (1996): States that all human beings are equal in rights and duties and reaffirms adherence to the Universal Declaration of Human Rights and the African Charter on Human and Peoples' Rights. Some laws and decrees that protect women's rights in Cameroon include:

- Law No. 92/007 of 14 August 1992 on the Labour Code: Provides for equal pay for equal work, maternity leave, and protection against dismissal during maternity.
- Law No. 90-53 of 19 December 1990 on Freedom of Association: Allows women to freely create and join associations, including cooperatives and advocacy groups.
- Law No. 2016/007 (Penal Code amendments): Strengthens sanctions against rape, domestic violence, and sexual harassment;
- Law No. 2011/024 of 14 December 2011 on the fight against trafficking in persons and slavery-like practices: Protects women from exploitation, trafficking, and forced labour.
- Law No. 2012/001 of 19 April relating to the Electoral Code: encourages greater representation of women in elected and appointed positions.
- Ordinance No. 81/02 of 1981 on the Organisation of Civil Status and Various Provisions Relating to the Status of Natural Persons: Regulates birth, marriage, and death registration.

International Framework

Cameroon is a party to several instruments for the promotion and protection of the rights of women, and in turn, the improvement of their living conditions. It has ratified or adhered to several key international and regional gender frameworks (Table 2).

Table 2525. International convention signed or ratified by the Government of Cameroon

International conventions	Adopted year
United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	2007
Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)	Ratified in 1994,
Convention on the Rights of the Child (CRC)	Ratified in 1993
International Covenant on Economic, Social and Cultural Rights (ICESCR)	Ratified in 1984
Beijing Declaration and Platform for Action	1995



Vienna Declaration and Programme of Action	Adopted at the World
Conference on Human Rights	1993
Sustainable Development Goals (SDGs):	Adopted in 2015
African Charter on Human and Peoples' Rights	Ratified in 1989
African Charter on the Rights and Welfare of the Child	Ratified 1997
Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol)	Ratified in 2009

Political framework

Gender considerations are integrated into national development policies and sectoral strategies that promote women's participation in decision-making, economic empowerment, and protection from discrimination. These include:

Vision 2035: Calls for a democratic and inclusive Cameroon, with gender equality highlighted in national integration and democratic consolidation.

National Development Strategy 2020–2030 (SND30): Recognises gender inequality as a barrier to development and commits to:

- Equal access to education, training, and information.
- Promoting female/youth entrepreneurship and financial inclusion.
- Combating gender-based violence.
- Enhancing women's representation in public and political life.
- Strengthening institutional frameworks for gender rights.

National Gender Policy (2011–2020): It aims at planning, guiding, and guaranteeing consistency in government and other stakeholders' actions in favour of gender equality in all sectors of national development. This policy document falls within the framework of the Head of State's implementation plan for a sustainable development future. One which focuses on women's enhancement in the social domain. It highlights a gender policy that emphasises women's empowerment and the construction of an ideal state, based on the practice of equal citizenship rights of both sexes.

Sectoral Strategies include:

- National Strategy to Combat Gender-Based Violence (2022–2026)
- National Action Plan on Women, Peace and Security (2022–2026)
- Plan to combat Female Genital Mutilation

Gender-sensitive budgeting: Since 2021, gender budgets have been appended to Finance Laws to reflect gender equity in public action.

These policies underscore the state's intent to eliminate systemic gender disparities and promote equitable governance in all sectors

Gender Norms, Beliefs, and Stereotypes

Gender norms and cultural beliefs continue to influence how men and women access, manage, and benefit from natural resources. These gendered perceptions often lead to stereotypes that depict men as the main decision-makers and income earners, while women are primarily viewed as labourers or custodians of subsistence activities (Inari & Minttu, 2015; Taedoumg & Essouma, 2024). However,



equitable actions such as targeted capacity building, gender-responsive benefit-sharing mechanisms, and inclusive decision-making platforms can transform community perceptions and foster positive gender relations (Mbile et al., 2019; Rogelja & Kroese, 2025). Table 21 below summarises common gender norms, beliefs, and stereotypes in rural forest landscapes and restoration areas, along with their implications for forest landscape restoration.

Table 2626. *Gender Norms, beliefs and stereotypes and their implications in FLR*

Gender Norms/beliefs/stereotypes	Implications for Forest Landscape Restoration
Men are primary landowners and decision-makers	Women have limited access to land, which restricts their engagement in long-term restoration activities.
Women's work is subsistence-oriented, and men's work is commercial	Restoration benefits may be directed to men's activities, undervaluing women's contributions to local food security and biodiversity.
Land inheritance favours male descendants	Women face tenure insecurity, making it difficult to commit to long-term restoration or tree planting.
Community leadership is a male domain	Women are underrepresented in governance structures, leading to gender-blind decision-making.
Decision-making over species/tree planting is male-led	Women's preferences for multipurpose species (e.g., for food, medicine, fuelwood) may be overlooked, reducing restoration's local livelihood relevance.
Women's time is less available due to household care burdens	Restoration programs may schedule activities without considering women's time constraints, lowering their participation rates.
Men plant trees for income; women plant for food/shade	Restoration may skew towards commercial species favoured by men, reducing diversity and household utility.
Forestry is men's work; women belong in the kitchen/garden	Limits women's entry into professional forestry, PES management, or large-scale restoration roles.
Women lack physical strength for tree planting	Women may be excluded from restoration wage labour, despite being capable of performing the tasks.
Men are innovators/leaders; women are followers	Women's ideas and leadership potential are undervalued, stifling inclusive project innovation.
Heavy/technical tasks for men, light/support tasks for women	Women may be excluded from forest surveillance roles, reducing skill development opportunities.
Women are less knowledgeable about forest monitoring	Project training and resources are targeted to men, reinforcing capacity gaps for women.



Gender Roles and Division of Labour

Gender roles and the division of labour are deeply rooted in cultural, social, and economic traditions, shaping how men and women engage in community life and household responsibilities. In rural settings, men are mainly involved in public decision-making, cash crop production, and physically demanding tasks; meanwhile, women primarily handle childcare, domestic chores, food provision for the family, and subsistence farming (Larson et al., 2015; Nkengla, 2019; Chance & Abdoul, 2025). This gender-based division of labour assigns specific tasks to each group: “men’s work” often includes hunting, logging, timber sales, farming cash crops, and large-scale fishing, whereas “women’s work” englobes cultivating food crops, collecting fuelwood, managing household tasks, fetching water, small-scale commerce, and collection of NTFPs (Fonjong & Zama, 2023). Bieteru (2019) reveals that women bear major economic responsibilities in their families and make most household decisions, yet social, economic, and cultural constraints hinder their ability to achieve economic or social independence.

At the farm level, men undertake land preparation, tree planting, and the cultivation of commercially valuable species, while women are more engaged in crop planting, weeding, harvesting, and post-harvest processing (Moma et al, 2014; Fonchamnyo, 2021). In forestry-related activities, men continue to dominate decision-making and operations, with women’s participation often restricted to lower-visibility roles. Even when women are present in meetings, social norms and power dynamics frequently discourage them from speaking roles, leading to passive rather than active engagement (Begealawuh, 2025). Rights to tree products are also gendered; women typically control products with low commercial value, while men hold authority over high-value resources. Women may have rights to home gardens but not to timber trees within them. In marketing, women dominate small-scale retail of products like indigenous fruits and nuts, whereas men control wholesale trade, which requires greater capital and mobility (Kiptot, 2015). Furthermore, women’s limited involvement in selecting species undermines their sense of ownership and hinders effective monitoring of restoration sites (Taedoumg & Essouma, 2024). Given that women’s knowledge can significantly enhance restoration success, their exclusion represents a missed opportunity to integrate diverse priorities and local ecological knowledge into forestry interventions (Duguma et al., 2022).

However, shifting economic dynamics, education, urbanisation, and policy reforms are gradually challenging and reshaping traditional gender roles, especially among younger generations (O’Rourke, 2020). This can be achieved through support by NGOs, women’s organisations, and knowledge centres (Mbile et al., 2019). This opens the door for more equitable participation in resource governance and livelihood activities

Gender, Economic Participation, Decision-Making, and Empowerment

Men and women exhibit distinct patterns of participation across the formal and informal economies, with women disproportionately represented in the informal sector. Nationally, the Factbook (2024) reports that while women constitute 50.7% of the working population, their participation is largely informal, with 83.4% of employed women in the informal sector, compared to 72.3% of men. Wage employment is also skewed, with only 31.4% of employed women engaged in wage labour, versus 58.4% of men. In rural and forested areas, the gap is even more pronounced, as women primarily engage in subsistence farming, small-scale trade, and unpaid family labour. Women’s economic activities, though largely informal, are pivotal to household financial stability and rural development. According to Chance & Abdoul (2025), women not only supplement household income but also support education and meet basic needs. They are involved in savings and resource management through budgeting and participating in savings groups, thereby maintaining financial stability and fostering resilience.

Participation in decision-making processes remains highly unequal between men and women, especially among vulnerable groups such as Indigenous Peoples, internally displaced persons (IDPs),



and rural women. According to the Factbook (2024), women are underrepresented in political and administrative structures, occupying only 29.3% of elected offices and less than 20% of senior government positions. In local governance structures and natural resource management committees, women's participation is often symbolic or limited to non-influential roles. Within households and communities, the scope of decision-making by women, particularly those from vulnerable groups, is typically limited to the domestic and caregiving spheres. For instance, women predominantly make decisions related to childcare, household food preparation, and small expenditures, whereas men often control decisions on land use, asset allocation, investments, and major purchases (Factbook, 2024). In rural areas, women may have some influence over cooperative-level decisions related to farming groups, food processing, or local savings schemes (tontines), yet they rarely participate in decisions about land tenure, forest governance, or infrastructure development.

Women's empowerment enhances women's ability to make decisions, access resources, and influence outcomes at the household, community, and institutional levels (Kamga et al., 2016). It encompasses economic empowerment, through access to income, assets, and financial services, alongside social, political, and psychological dimensions such as breaking restrictive gender norms, increasing representation in leadership, and building confidence and awareness of rights (Fikaa & Sokenga, 2016; Lawal & Oduwole, 2024). In natural resource management contexts, empowerment initiatives must be culturally sensitive, inclusive, and participatory, addressing structural barriers like discriminatory laws, entrenched norms, and limited access to education or credit to achieve meaningful and sustainable change.

Gender Needs, Priorities, and Inclusion

Women and men have different interests, needs, and priorities shaped by their access to resources, decision-making power, and gendered roles. For example, women in rural areas typically prioritise secure access to water, fuelwood, food crops, and income-generating opportunities that align with their household responsibilities, while men may focus on commercial crops, large-scale land use, or activities with higher financial returns (Kiptot, 2015; Fonjong & Zama, 2023). Research indicates that women's "busy seasons" should be recognised, as their primary duties lie in household and caregiving roles (Taedoumg & Essouma, 2024). When these obligations are overlooked in project planning, it implicitly reinforces the stereotype of women as secondary participants in restoration activities (Dick et al., 2021). Recognising and addressing these gender-specific needs is essential for designing effective interventions, especially in natural resource management. Inclusion extends beyond simply increasing participation numbers; it requires that women's voices influence decision-making, that projects tackle structural barriers such as land tenure insecurity and limited access to credit, and that interventions consider intersecting vulnerabilities.

Evidence from some REDD projects indicates that gender-responsive approaches, such as gender analysis, targeted capacity building, and benefit-sharing mechanisms, strengthen project sustainability, improve resource governance, and promote equitable livelihoods (Bimbika et al., 2017; Bhandari et al., 2018). Conversely, neglecting gender needs and priorities often perpetuates inequalities, reduces women's benefits, and hampers project outcomes (Kristjanson, 2020). Local governance institutions, although intended to be inclusive, frequently lack the operational capacity and gender-sensitive tools necessary to involve indigenous communities in PES decision-making fully. Without deliberate institutional safeguards and culturally appropriate Free, Prior, and Informed Consent (FPIC) protocols, PES projects risk reinforcing existing power imbalances. Technical and social safeguarding should be designed to address the vulnerable group-specific needs, skills gaps, and constraints in participation within beneficiary communities. Moreover, the cost of safeguarding should be anticipated, and restoration strategies should include user-friendly models of ecosystem services to attract and engage private sector investment. Furthermore, the emphasis on a maintenance



mentality establishes mechanisms to ensure that restored landscapes are preserved and continue delivering benefits over time (Mbile & Elomo, 2024).

Indigenous groups, Capacity, rights and governance for PES in Grand Mbam

Indigenous peoples in Cameroon represent a group of historically marginalised communities with unique cultural identities, a nomadic lifestyle, traditional livelihoods and spiritual bonds with their natural environments (Pemunta, 2013; Barber, 2022). These Indigenous groups include forest-dwelling hunter-gatherers, such as the Baka and Bagyéli/Bakola, primarily found in the South and East regions, as well as the Bedzang, located in the Centre region. Additionally, there are pastoralist Indigenous communities, such as the Mbororo Fulani, who are primarily located in the North, Far North, Adamawa, and parts of the Northwest region. Though they are spread across different ecological zones, these groups share common challenges related to land rights, access to services, and political recognition. Studies highlight that land and resource access remain central concerns for these Indigenous communities (Njieassam, 2019; Fa et al., 2021; Bengyela, 2024). Health and education outcomes among Indigenous groups are notably lower than national averages (Njieassam, 2023; Poni et al., 2023; Gallois et al., 2024). Furthermore, Indigenous languages and oral traditions are rapidly disappearing due to assimilationist policies, forced sedentarisation, and the displacement of younger generations from their cultural contexts.

In the Centre Region, particularly within the Mbam-et-Kim Division, there is a significant presence of Indigenous communities, including the Bedzang people, also referred to as Tikar Pygmies. According to the Ngambé-Tikar Subdivision Development Plan (PCD, 2013), there are seven Bedzang settlements located in the villages of Gah, Mansoh, Nyanka, Nyandie, Ngoume, Kouen, and Mbonde. The Mbororo people are also found in the area. In 2019, a project led by Ecodev sought to secure land and forest rights for three Bedzang settlements in the Ngambé-Tikar Subdivision (Ecodev, 2019). As part of this initiative, monographs were produced for the Bedzang communities in the villages of Mansoh, Ngoume, and Nyanka (Ecodev, 2020). According to the monographs, subsistence farming is their primary source of livelihood, supplemented by non-timber forest products (NTFPs), which contribute 45–60% of their income. Hunting accounts for an additional 15–20%, while fishing contributes approximately 15% of their economic activities.

Despite their heavy reliance on forest resources, they face land insecurity and dispossession, particularly from Tikar neighbours and other non-indigenous groups. Reports highlight frequent land and forest conflicts, including a 70–80 % decline in wildlife, a 15–30% scarcity of medicinal plants, and a 5–10 % reduction in the availability of NTFPs due to logging and land encroachment. The Bedzang community members remain largely excluded from forest governance structures, with only a small fraction (5–10 %) being aware of the Redevance Forestière Annuelle (RFA), and none are familiar with the Comité Paysan Forêt (CPF). This exclusion, combined with growing land insecurity, continues to threaten the sustainability of the Bedzang's traditional economy and lifestyle (Ecodev, 2020).

In terms of health, no detailed health services or centres are reported nearby; most of them rely on traditional medicine, which itself is threatened by the scarcity of medicinal plants. The education situation is equally poor: the reports mention no schools within the hamlets, and no statistics were given about school enrolment, which implies severe educational marginalisation. This lack of education further reinforces cycles of poverty and socio-political invisibility (Ecodev, 2020). Concerning oral traditions, the reports underscore a worrying decline. While Tikar is now the dominant language spoken by the Bedzang, their original language has been forgotten. In Mansoh, only one elder still remembers the original language, but “has no one with whom to speak it,” illustrating the endangerment of their linguistic and cultural heritage.



Despite continued observance of customary rites and spiritual practices, these are fading due external pressures. These communities were originally forest-dwelling and nomadic, but are now fixed in small, marginalised hamlets (less than 0.1 km² of inhabited space). Although there is growing recognition of the ecological knowledge embedded in Indigenous practices, particularly regarding climate adaptation and biodiversity conservation (Fongod et al., 2014; Tume et al., 2019; Ntoko & Schmidt, 2021), there remains urgent action to secure land rights, improve basic services, and promote cultural preservation.

Gender Specific Facts and figures from the Grand Mbam in 2025

The above sections described the general context of gender in Cameroon and the Grand Mbam as gathered from existing literature, in this section we present gender dynamics and inclusion challenge from 210 randomly sampled households in the landscape which are crucial for designing an equitable and effective PES mechanism.

Decision-Making Dynamics within Households

The analysis of decision-making processes highlights a strong male predominance, but joint decisions are also significant.

- vi. Land use: Decisions are mostly made by men (75.2%), followed by joint decisions (13.8%), with women (8.1%) and elders/other members (2.8%) playing smaller roles.
- vii. Crop sales: Men remain the main decision-makers (66.7%), joint decisions are also frequent (24.3%), and women account for only 8.1% of decisions.
- viii. Access to training: Decisions are predominantly male (67.1%), with nearly a quarter (24.8%) made jointly, and only 7.1% made solely by women.

Roles in Forest Protection

Among respondents interested in protection activities, community awareness or training is the most frequently envisaged role (43.1%), followed by fire control (23.7%). “Patrol monitoring” (16.6%) and “forest health monitoring” (16.3%) are also considered, while other roles are marginal (0.339%).

Support needs vary by gender:

- Financial support: 89.2% of men and 94.1% of women expresses a need.
- Technical support: 94.9% of men and 100% of women require it.

Analysis of Payment Preference by Age and Gender

The data reveal clear trends regarding payment preferences:

By age: Cash payments are the most common method for most respondents, especially in the 41–50, 51–60, and 61–70 age groups, peaking at 44.1% among 61–70-year-olds. In contrast, in-kind payments are preferred by the 31–40 and 71–80 age groups (50% in both). The combination option is also notable, chosen by 35.6% of the 51–60 age group and ranking as the second choice among 71–80-year-olds.

By gender: Preferences are highly similar. Cash payments are the most popular for men (37%) and women (35.5%). The combination option is chosen almost equally by men (33.9%) and women (35.5%), while in-kind payments are the least preferred for both genders (29.1% men, 29% women).



Barriers to Women's and Youth Participation in PES Programs

The analysis of barriers for women, youth, and marginalized groups reveals several interrelated factors:

- Resource constraints: Lack of financial means and land.
- Socio-cultural and gender barriers: Household responsibilities, traditions limiting women's autonomy, and the need for marital permission.
- Informational and education deficits: Limited knowledge about programs.
- Psychological and behavioural factors: Laziness, lack of willingness, and idleness among youth.
- Risks and fear: Conflicts, bushfires.
- Time constraints: Particularly affecting women.

Gender Action Plan for the PES scheme

To limit all potential risk related to gender gaps as defined above, we propose a gender action plan that aligns with the gender policy of IDH and that aims to integrate gender transversally into all the activities of the project to ensure inclusivity and equal benefits from all the PES schemes and project interventions. Practically, gender mainstreaming will be based on promoting participation quotas for all genders, the use of disaggregated indicators, and the integration of gender themes into all trainings planned under the PES schemes. In terms of representation and participation, the project aims to include at least 30% of discriminated against or excluded groups among beneficiaries and participants. Where the project has challenges of reaching the 30% participation_target, due to already existing biases e.g. only few women having cocoa farm it will ensure compliance with a minimum quota of 10%.

To effectively meet the gender objective for each PES activity and for each pilot site/municipality the gender and social safeguard officer should

- Revise and further refine the present gender action plan based on project realities
- Create awareness and train all potential aggregators to include gender in all their activities and where possible ensure they understand the concept of inclusivity, gender awareness, gender transformation and how they can operationalize this in the field. This includes developing training modules for aggregators
- Develop a gender monitoring and evaluation system of the gender action plan to measure and assess achievements in gender-related matters progressively, in alignment with the overall PES and investment hub monitoring system. It will be crucial to collect data on actions that promote gender equality to foster continuous learning and highlight achievements.
- Ensure aggregators carry out context specific gender analysis to identify vulnerable groups, including women, youths, old, immigrants and indigenous people and assess and ensure their participation in all activities



APPENDIX 5. Communication strategy

1. General communication objectives

The communication strategy for the Investment and PES Hub in Cameroon aims to enhance visibility, strengthen stakeholder engagement, and support scaling. It will position the Hub as an innovative platform that combines technical assistance, seed capital, and payment for environmental services (PES) to incubate sustainable and scalable business models. At the national level, the strategy will build awareness among beneficiaries and local stakeholders, ensuring clarity on available services provided and facilitating access. At the regional and international levels, communication will highlight impact and results to attract investors, reinforce donor confidence, and lay the foundation for replication across other CAFI countries. A key focus will be the positioning of the PES pilot in the Grand Mbam landscape as a demonstrative model for how companies can invest in their own value chains while working towards net zero commitments through inseting. Across all levels, the strategy aims to position IDH as a trusted facilitator of market-based, systemic solutions to climate and development challenges.

2. Target audience(s)

The strategy will address two broad sets of audiences. Nationally in Cameroon, communication will target government institutions, particularly the Ministry of Economy, Planning and Land Planning (MINEPAT), Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED), Forest and Deforestation Control Commission (FODDECC), as critical partners in ensuring enabling policy conditions. Local communities and farmers, beginning with those in the Grand Mbam landscape where the PES pilot will be launched, represent a core audience for service uptake. Agribusinesses, SMEs, cooperatives, and local financial actors such as banks and MFIs will be engaged both as beneficiaries and partners. Civil society organizations, youth and women's associations, and national media will also be mobilized to enhance public awareness and promote local ownership. At the international level, communication will be directed toward CAFI, private sector companies, particularly international companies in the cocoa value chain, donors, development finance institutions, and impact-oriented investors, as well as regional actors such as ECCAS and the African Development Bank (AfDB). Additionally, international NGOs, research platforms, and specialized global media will be engaged to amplify lessons learned and support the scaling of successful approaches.

National (Cameroon):

- Ministries of Economy, Planning and Land Planning
- Ministry of Environment, Nature Protection and Sustainable Development
- Ministry of Small and Medium-Sized Enterprises
- Ministry of Agriculture and Rural Development
- Forest and Deforestation Control Commission
- Local communities and farmers (initially Grand Mbam for PES, later expanding nationally).
- Agribusinesses, cooperatives, and SMEs
- Local banks and microfinance institutions (MFIs).
- Civil society, youth and women's groups.
- National media (radio, TV, print, online).

Regional & International:

- CAFI donors and partner governments.



- Impact investors, development finance institutions, multilateral development banks (AfDB)
- International financial institutions
- International companies, particularly in the cocoa value chain
- Regional platforms (ECCAS)
- International NGOs, policy networks, and think tanks
- Global media and advocacy platforms in sustainable finance and climate.

ix. Description of main communication actions

Table 2727. Main communication actions

Description	Target audience	Activities and communication tools	Manager	Approximate implementation period
The project in general				
Project Launch in Cameroon	Government, donors, investors, media	Launch event, press release, fact sheets, interviews	PMU	Inception phase
Dissemination of Results & Scaling	Donors, CAFI partners, investors, public	National closure event, impact videos, policy briefs, case studies, social media campaign	PMU	Final year & replication phase
Dissemination of knowledge products	Donors, CAFI, Stakeholders, partners, investors, public	Lessons learnt, success stories documents, case studies	PMU	Year 2, 3, 4, 5
Technical Assistance and Seed Capital Activities				
Awareness of Services (TA, Seed Capital, PES)	Communities, SMEs, cooperatives	Local radio, community events, brochures in local languages, info sessions	Investment Manager	Ongoing (Year 1 onward)
Seed Capital Facility Rollout	Entrepreneurs, SMEs	Calls for applications, brochures, media coverage, workshops		Year 1-3



Business and Investment Network Engagement	Banks, MFIs, impact investors	Roundtables, investor briefings, newsletters, webinars	Investment Manager	From year 2, quarterly/ongoing
PES Activities				
Awareness campaigns highlighting the benefits of PES schemes.	Farmers, cooperatives, local authorities	Radio programs, posters, demonstration events, testimonies	PES Manager	Pilot phase (Years 1–2)
Updating to communities on PES outcomes and payments	PES	both digital channels (e.g., SMS updates, online dashboards) and traditional methods (e.g., community meetings, radio broadcasts)	PES Manager	Ongoing (Year 2 onward)

** example: information on the launch of the project and its content (general project), information on access to services such as family planning, agricultural advice, agricultural inputs, etc. (project output).*

4. Description of resources allocated, implementation arrangements and estimated budget required

Execution of the communication strategy will be a shared responsibility among key partners. The supervisory ministry will provide political oversight and co-host national-level events to ensure government ownership. IDH's communications team, supported by a dedicated operation officer in Cameroon, will lead overall strategy, coordination, develop communication materials, and manage international outreach. Local partners and NGOs will play a critical role in community engagement and information dissemination, particularly in local languages. Managers of the Seed Capital and PES aggregators will oversee direct communication with service users. Budget has been allocated among the Output 3 and 4 to cover the communication activities here referenced.



APPENDIX 6. Procurement plan / Contracting

1. General

- **Project information:** Investment & PES Hub, Cameroon
- **Plan version:** Version 1.0 dated October 10th, 2025
- **Plan approval date:** November 2025 (TBC)
- **Period covered:** January 1st, 2026 - December 31st, 2030

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

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

Acquisition method	Contract value thresholds	Contract type	Solicitation method	Type of competition	Preliminary/post-examination by the agency
Formal	< EUR5,000 or US \$ equivalent (ex. VAT)	Purchase order	Micro-purchasing	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio	N/A
Formal	EUR 5,000 - 50,000 or US \$ equivalent (ex. VAT)	Letter of Assignment	IDH tender procedure (open/restricted tender)	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio	N/A
Formal	EUR >50,000 - 221,000 or US \$ equivalent (ex. VAT)	Letter of Assignment	IDH tender procedure (open/restricted tender)	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio	A selection committee established for the tender
Formal	> EUR 221,000 or US \$ equivalent (ex. VAT)	Letter of Assignment	Official (European) public procurement procedure	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio	A selection committee established for the tender



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

Description	Value (USD)	Source of funding	Acquisition method	Prequalification (Y/N)	Start of the acquisition process	Estimated start and end of contract	Type of competition
Cars rental	US \$138,996 per year (up to a total of \$694,980 for the project's duration)	CAFI	Formal	Y	Q1-Q2 2026	Q2 2026 – Q2 2027 (to be renewed yearly until December 31 st 2030)	Open
Office rental	US \$49,140 per year (up to a total of \$245,700 for the project's duration)	CAFI	Formal	Y	Q1-Q2 2026	Q2 2026 – Q2 2027 (to be renewed yearly until December 31 st 2030)	Open

4. Consultancy procurement plan

Description	Contract type	Value (USD)	Source of funding	Acquisition method	Start of the acquisition process	Estimated start and end of contract	Type of competition
Technical Assistance Manager	Letter of Assignment	Up to USD \$2,587,206	CAFI	Official (European) public procurement procedure	Q1 2026	Q2 2026– December 31 st , 2030	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio
Seed Capital Facility Manager	Letter of Assignment	Up to USD \$7,107,000	CAFI	Official (European) public procurement procedure	Q1 2026	Q2 2026– December 31 st , 2030	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio
PES Aggregator (multiple contracts)	Letter of Assignment	Up to USD \$4,383,772 M (in total)	CAFI	Official (European) public procurement procedure	Q1 2026	Q2 2026– December 31 st , 2030	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio



Development of knowledge sharing products (multiple contracts)	Letter of Assignment	Up to USD \$50,000 per contract (up to a total of \$210,000)	CAFI	IDH tender procedure (open/restricted tender)	From Q1 2027	Contract duration will vary, with max duration up to 6 months	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio
Scoping studies in 3 countries	Letter of Assignment	Up to 50.000 per study (in total 150.000)	CAFI	IDH tender procedure (open/restricted tender)	Q4 2029/ Q1 2030	Q4 2029/ Q1 2030 – Q4 2030	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio
Legal analysis on changes to laws/regulations	Letter of Assignment	Up to USD \$50.000	CAFI	IDH tender procedure (open/restricted tender)	From Q1 2027	Contract duration will vary, with max duration up to 6 months	Most economically advantageous tender on the basis of the evaluation criteria of best price and quality ratio



APPENDIX 7. National PES reference elements: Prerequisites for participation in PES

Prerequisites for participation in PES (Identification, FPIC, recognised and conflict-free land use rights, eligible areas) (Draft version shared by CAFI)

7.1 Identification Cameroon: Identification of applicants

Documents required: In Cameroon, the documents eligible for identification, by stakeholder category, are structured as follows:

1. Non-trading individuals		Comment ^[1]
Citizens	National identity card	Compulsory
Foreigners	Resident's card/permit	Compulsory
All	Unique identification number (NIU)	Mandatory

2. Individual traders and commercial companies (legal entities) and cooperative societies and other OHADA statutes		Comment
All	Trade register	Mandatory
All	Unique identification number (NIU)	Mandatory
Commercial company	Certificate of tax compliance	Mandatory
Companies	Articles of association	Mandatory
All	NIC of directors	Mandatory

3. Non-profit associations (ASBL) and GIC (Groupement d'initiative commune + union et fédération des GIC)		Comment
Association	Declaration of association signed by the Prefect	1. Mandatory
GIC	GIC creation receipt from MINADER (Coop/GIC)	Mandatory
International	Certificate issued by MINAT	Mandatory
All	NIC of directors	Mandatory
All	Articles of association	Mandatory



7.2 For FPIC

Types of beneficiaries	Conditions	Documents required
Individuals	The individual himself/herself	PV stage 2
Legal entity	The representative(s) designated in the articles of association	Minutes stage 1 and 2
Community-based organisation	The representative(s) designated in the articles of association and/or PV	PV stage 1 and 2

7.3 For land

1. Non-trading individuals		Comment [1]
Citizens	Certificate from the customary chief recognising the right to use the land	Either
or	Certificate of transfer of temporary or permanent right of use signed by the customary chief	
Foreigners	Certificate of transfer of temporary or permanent right of use signed by the customary chief	Mandatory
All	Georeferencing of farm plots on the agri4farmer application and confirmation on Agri4confirmation by the local MINADER representative	Mandatory

2. Individual traders and commercial companies		Comment
All	Certificate from the customary chief recognising the right to use the land	Mandatory
Commercial company	Certificate of transfer of temporary or permanent right of use signed by customary chief	Mandatory
	è certificates legalised by the administrative authority	Mandatory
Large agricultural companies	Long lease contract issued by the Administration	Mandatory
All	Registration of the transaction with the notary	Optional
All	Georeferencing of farm plots on the agri4farmer application and confirmation	Mandatory



	on Agri4confirmation by the local MINADER representative	
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3. Non-profit organisations (ASBL)/Community-based organisations		Comment
National	Certificate from customary chief recognising the right to use the land	Mandatory
International	Certificate of transfer of temporary or permanent right of use signed by the customary chief	Mandatory
	<i>è certificates legalised by the administrative authority</i>	Mandatory
All	Georeferencing of farm plots on the agri4farmer application and confirmation on Agri4confirmation by the local MINADER representative	Mandatory

^[1] Specify whether parts are compulsory or optional, and whether some are interchangeable or not.



APPENDIX 8. Terms of reference for the recruitment of key experts for the Project Management Unit (draft version)

Country Manager (already in place)

General

The Country Manager will be appointed by the project's implementing organization. The Country Manager will be responsible for the overall management of the project, including mobilization of all project inputs, supervision of project staff, consultants and subcontractors.

Duties and responsibilities

- Manage overall project management.
- Plan project activities and monitor progress against the approved work plan.
- Execute activities by managing personnel, goods and services, training and donations, including drafting terms of reference and work specifications, and supervising the work of all contractors.
- Track events as determined in the project tracking plan and update the plan as needed.
- Provide support in carrying out assessments required by CAFI, spot checks and audits.
- Manage requests for financial resource releases.
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Monitor progress and deviations from the plan and make any necessary course corrections within the tolerances agreed by the project steering board to achieve results.
- Ensure that changes are controlled and problems are solved.
- Report regularly on progress to the Project Steering Board, as agreed with the Board, including actions to address challenges and opportunities.
- Prepare and submit financial reports.
- Manage and monitor the project risks initially identified - including social and environmental risks - and submit new risks to the project committee for review and decision on possible actions as necessary; update the status of these risks by maintaining the project risk register;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year work plan, as well as annual and quarterly plans as required.
- Prepare the initial report no later than one month after the launch workshop.
- Ensure that the indicators included in the project results framework are monitored annually before the reporting deadline so that progress can be properly reported.
- Prepare reports with team members.
- Evaluate major and minor modifications to the project within the parameters established by CAFI.
- Monitor implementation plan, including gender action plan, stakeholder engagement plan and all environmental and social management plans (as relevant);
- Monitor progress against CAFI core indicators.
- Support the mid-term and final evaluation process.

Skills and expertise required

- A university degree (Masters or Doctorate) in a field related to natural resource management or environmental sciences.
- At least seven years' proven experience in project/program management.
- At least five years' experience working with ministries, national or provincial institutions involved in natural resource and/or environmental management.

Skills

- Strong leadership, management and coordination skills, with a proven ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.



- Ability to effectively manage technical and administrative teams, to work with a wide range of stakeholders in various sectors and at all levels, to develop sustainable partnerships with partner organizations.
- Ability to administer budgets, train and work effectively with collaborators at all levels and with all groups involved in the project.
- Ability to coordinate and supervise multiple project implementation units in the implementation of technical activities in partnership with various sub-national stakeholder groups, including community and government.
- Strong writing, presentation and reporting skills.
- Strong communication skills, particularly in responding quickly and accurately to e-mails.
- Strong computer skills, in particular proficiency in all MS Office applications and Internet searches.
- Language: Excellent command of both French and English is required (written, spoken, and read).

Senior Investment Development Manager

General

Under the overall supervision and guidance of the Country Manager, the Senior Investment Development Manager will be responsible for the design, financial structuring, and investment mobilization for the Hub. This role is pivotal in establishing innovative financing mechanisms and the Payment for Environmental Services (PES) scheme, ensuring that investments scale up forest-positive business models within the Grand Mbam landscape.

Duties and Responsibilities

The Senior Investment Development Manager will perform the following duties, contributing to overall project management:

- Investment Strategy and Mobilization
 - Design Financial Instruments: Develop and structure innovative financial tools (e.g., green bonds, impact funds, seed capital mechanisms, and risk-sharing instruments) to attract commercial and impact investors for sustainable landscape activities.
 - Mobilize Private Capital: Actively network and engage with impact investors, local banks, Microfinance Institutions (MFIs), and large private sector companies to secure co-financing and investment for scalable business models.
 - Ensure Bancability: Lead the financial due diligence and business plan maturation process for selected enterprises and cooperative projects, ensuring they are financially viable and align with the project's 'deforestation-free' objectives.
 - Structure PES Scheme: Design the financial architecture and performance-based indicators for the PES scheme, ensuring rewards for communities and farmers are directly linked to measurable environmental performance and adherence to local land-use plans (PLADDTs/AGDs).
- Technical Execution and Compliance
 - Project Execution Support: Provide financial expertise to execute project activities, including drafting Terms of Reference (TOR) and managing technical consulting contracts for financial and investment advisory services.
 - Financial Management: Monitor financial resources and accounting for the Hub's fund flows, ensuring accuracy and reliability for all financial reports.
 - Risk Management: Manage and monitor project financial and investment risks initially identified, updating the project risk register.
 - Compliance and Safeguards: Ensure that all projects and financial transactions adhere to international social and environmental safeguard standards, including the commitment to zero-deforestation.



- **Reporting and Knowledge Management**
 - **Reporting:** Prepare and submit financial reports, and report regularly on progress on investment mobilization to the Project Steering Board.
 - **Indicator Tracking:** Ensure that indicators related to investment, financial flows, and economic returns are accurately monitored against the project results framework.
 - **Lessons Learned:** Capture and document lessons learned regarding the implementation of innovative financial mechanisms and the PES scheme to facilitate future replication and scaling (CAFI Effect 7).

Required Skills and Expertise

- **Academic Qualification and Professional Experience**
 - **Academic Qualification:** A Master's Degree or equivalent in Finance, Economics, Investment Banking, or Business Administration.
 - **Professional Experience:** At least five years of relevant professional experience, with a minimum of three years in a senior role structuring and mobilizing private capital for complex projects (infrastructure, agriculture, or environment), preferably in Central or West Africa.
 - **Sector Experience:** Proven experience in designing and/or implementing innovative financial mechanisms, including Payment for Environmental Services (PES) or similar performance-based incentive schemes in developing economies.
 - **Governance Experience:** Experience working with financial institutions, ministries, national institutions, and local authorities involved in land-use planning, agriculture, or forest management.
- **Key Skills and Competencies**
 - **Financial Expertise:** Exceptional skills in financial modelling, due diligence, transaction structuring, and project finance.
 - **Management Skills:** Strong leadership, management, and coordination skills, with proven ability to effectively manage diverse technical and administrative teams.
 - **Communication & Negotiation:** Strong writing, presentation, and negotiation skills.
 - **Language:** Excellent command of both French and English is required (written, spoken, and read).
 - **IT Skills:** Proficiency in all MS Office applications (especially advanced Excel modelling) and knowledge of internet research tools.

Investment Development Manager

General

Under the overall supervision and guidance of the Senior Investment Development Manager, and the strategic oversight of the Country Manager, the Investment Development Manager (IDM) will support the design, structuring, and implementation of innovative financial instruments and investment mechanisms for the Hub. The IDM will play a key role in supporting investment pipeline development, facilitating access to finance for enterprises and communities, and ensuring the effective monitoring and reporting of financial and investment activities.

Duties and Responsibilities

The Investment Development Manager will perform the following duties:

- **Investment Strategy and Mobilization**
 - **Pipeline Development:** Identify, assess, and support investment opportunities aligned with the project's sustainable landscape objectives and zero-deforestation commitments.



- Financial Structuring Support: Assist in the design and preparation of innovative financial mechanisms (e.g., concessional loans, blended finance facilities, risk-sharing instruments) to enhance the bankability of forest-positive enterprises.
- Investor Engagement: Support networking and engagement activities with local and international investors, including impact investors, commercial banks, and microfinance institutions (MFIs).
- Enterprise Support: Provide technical and financial assistance to cooperatives, SMEs, and community-based organizations to strengthen business models and ensure financial viability.
- PES Scheme Implementation: Contribute to the design and rollout of the PES financial architecture, including developing tools for performance-based payments and beneficiary monitoring systems.
- Technical Execution and Compliance
 - Project Execution Support: Support the preparation of Terms of Reference (ToR), technical proposals, and contracts for financial and investment advisory services.
 - Financial Management: Assist in monitoring financial resource flows, ensuring accurate accounting and reporting of investments and project funds.
 - Risk Monitoring: Support the identification and mitigation of financial and investment risks in coordination with the Senior Investment Development Manager.
 - Compliance and Safeguards: Ensure that all financial and investment operations comply with international standards on environmental and social safeguards and uphold the project's commitment to zero-deforestation.
- Reporting and Knowledge Management
 - Reporting: Prepare and submit regular progress updates and financial summaries to the Senior Investment Development Manager, including data on investments, partnerships, and mobilized capital.
 - Indicator Tracking: Support the collection and verification of data related to financial flows, enterprise performance, and economic impact in line with the project results framework.
 - Lessons Learned: Document and disseminate best practices, challenges, and lessons learned from investment facilitation and PES scheme implementation to support knowledge sharing and future replication (CAFI Effect 7).

Required Skills and Expertise

- Academic Qualification and Professional Experience
 - Academic Qualification: Master's Degree or equivalent in Finance, Economics, Business Administration, Investment Banking, or a related discipline.
 - Professional Experience: At least five years of relevant professional experience, with a minimum of three years in a senior role focused on the design and implementation of market-based mechanisms, PES, REDD+, or other performance-based incentives in developing countries.
 - Sector Experience: Experience in supporting the design or implementation of blended finance mechanisms or green/impact investments in developing economies.
 - Experience working with or engaging financial institutions, private sector actors, and local communities in sectors such as agriculture, forestry, or sustainable land use.
- Key Skills and Competencies
 - Financial Expertise: Proficiency in financial modelling, business plan assessment, and investment appraisal.



- Analytical Skills: Strong capacity for economic and financial analysis of projects and enterprises.
- Project Coordination: Ability to manage multiple tasks and coordinate effectively with diverse teams and partners.
- Communication and Negotiation: Excellent interpersonal, written, and oral communication skills in both French and English.
- IT Skills: Advanced command of MS Office, particularly Excel for financial modelling, and proficiency in online research and data management tools.

PES Manager

General

Under the overall supervision and guidance of the Country Manager, the PES Manager will be responsible for the technical design, pilot implementation, and scaling of the Payments for Ecosystem Services (PES) mechanism within the Grand Mbam landscape and across Cameroon. This role ensures that the PES scheme effectively rewards communities and farmers for adopting sustainable, forest-positive practices.

Duties and Responsibilities

The PES Manager will perform the following duties, contributing to overall project management:

- **PES Mechanism Design and Implementation**
 - Methodology Development: Design the detailed technical and operational methodology for the PES scheme, specifically defining performance metrics, verification protocols, and payment modalities for farmers and communities.
 - Spatial Integration: Ensure the PES model is fully integrated with local land-use planning tools and aligned with performance metrics defined in the Accords de Gestion Durable (AGDs) negotiated at the cluster level.
 - Pilot Execution: Oversee the technical implementation of the PES pilot in the Grand Mbam landscape, ensuring mechanisms are functional, payments are transparent, and local actors are fully engaged.
 - Incentive Alignment: Work closely with the Investment Development Manager to align private sector payments (PES) with other financial incentives and technical assistance provided by the Hub.
- **Monitoring, Reporting, and Verification (MRV)**
 - Performance Tracking: Design and manage a robust system for monitoring, reporting, and verifying (MRV) environmental and social performance relevant to the PES scheme (e.g., adoption rates of sustainable practices, stable forest cover, carbon stock changes).
 - Data Systems: Ensure data collected is reliable, spatially explicit (GIS/GPS), and compatible with national MRV systems and the CAFI results framework.
 - Impact Verification: Coordinate and support any independent verification processes or audits required for performance-based payments.
 - Reporting: Prepare technical reports detailing the functionality, performance, and scaling potential of the PES mechanism, ensuring compliance with CAFI reporting standards.
- **Stakeholder Engagement and Scaling**
 - Stakeholder Engagement: Coordinate stakeholder engagement (government, private sector, farmers/communities) relevant to the PES mechanism, ensuring transparency and accountability.
 - Knowledge Management: Capture and document lessons learned, methodological guides, and best practices from the PES pilot to inform national policies and facilitate replication in other CAFI countries and landscapes.



- PES Expansion Strategy: Develop a long-term strategy for scaling the PES mechanism beyond the pilot phase, ensuring its financial and institutional sustainability.

Required Skills and Expertise

- Academic Qualification and Professional Experience
 - Academic Qualification: A Master's Degree (or equivalent) in Environmental Economics, Forest/Natural Resource Management, Sustainable Development, or a related quantitative field.
 - Professional Experience: At least five years of relevant professional experience, with a minimum of three years in a senior role focused on the design and implementation of market-based mechanisms, PES, REDD+, or other performance-based incentives in developing countries.
 - Technical Experience: Proven practical experience in MRV systems, satellite imagery analysis, and/or ground-based verification protocols for land-use and forest cover change.

Key Skills and Competencies

- Technical Expertise: Deep knowledge of PES/Carbon Finance theory and practical experience translating technical environmental performance into financial transaction models.
- Management Skills: Strong leadership, management, and coordination skills, with proven ability to effectively coordinate the implementation of large multi-stakeholder projects, including technical aspects.
- Communication & Negotiation: Exceptional negotiation, communication, and conflict-resolution skills for mediating agreements between private companies, government, and local communities.
- Language: Excellent command of both French and English is required (written, spoken, and read).
- IT Skills: Proficiency in specialized software relevant to MRV and spatial data management (e.g., GIS, remote sensing applications) is essential.

PES Field Officer

General

Under the overall supervision of the Country Manager and the direct technical guidance of the PES Manager, the PES Field Officer will be responsible for the direct operationalization, monitoring, and verification (MRV) of the Payment for Ecosystem Services (PES) scheme at the cluster and community level within the Grand Mbam landscape. This senior field role ensures the seamless link between policy design and on-the-ground performance of local actors, directly supporting the project's deforestation reduction goals.

Duties and Responsibilities

The PES Field Officer will perform the following duties, contributing directly to product execution and monitoring:

- PES Field Operationalization and Implementation
 - PES Contract Management: Oversee the implementation and local adherence to the Accords de Gestion Durable (AGDs) signed with farmer groups and communities, ensuring the conditions for performance-based payments are met.
 - Incentive Delivery: Coordinate the delivery of non-financial and financial incentives provided through the financing windows/mechanisms (guichets), conditional upon demonstrated performance in sustainable land-use practices (e.g., agroforestry adoption, stable forest cover).



- Technical Interface: Act as the primary technical interface between the Project Management Unit (UGP), local authorities (CTDs, Communes), and on-site implementing partners (NGOs, research institutions) within the targeted clusters.
- MRV and Data Management
 - Field Data Collection: Conduct and supervise regular field monitoring, surveys, and site inspections to collect georeferenced data on land use, agricultural practices (intensification), forest cover change, and community socio-economic benefits relevant to the PES performance metrics.
 - Local MRV Systems: Pilot and manage the use of simple, community-based monitoring tools (e.g., combining remote sensing and field surveys/drones) to track indicators like encroachment and fire occurrence at the cluster level.
 - Reporting: Compile high-quality, disaggregated technical progress reports from the field, ensuring data accuracy for upstream reporting on CAFI core indicators and the project's results framework.
- Stakeholder Mobilization and Conflict Resolution
 - Community Mobilization: Lead the engagement and mobilization of local stakeholders, including vulnerable groups, for the implementation and monitoring of the PES agreements and PLADDT prescriptions.
 - Conflict Resolution: Support the function of the Complaints and Grievance Mechanism (MGP) at the local level and address or refer local land-use conflicts (e.g., farmer-herder conflicts, encroachment) within the clusters.
 - Capacity Building: Provide technical training and capacity building to local structures and decentralized technical services (MINADER, MINFOF) on implementing sustainable practices and PES monitoring protocols.

Required Skills and Expertise

- Academic Qualification and Professional Experience
 - Academic Qualification: A Master's Degree or equivalent in Forestry, Agronomy, Natural Resource Management, Environmental Science, or a related field requiring strong quantitative skills.
 - Professional Experience: At least five years of relevant professional experience, with a minimum of three years in a senior field management or technical advisory role for major donor-funded projects focused on land-use, sustainable agriculture, or forestry.
 - Field Expertise: Extensive, proven experience in the design and implementation of field-based MRV systems, forest-carbon accounting, or PES/REDD+ projects at the community or jurisdictional level.
- Key Skills and Competencies
 - Technical Knowledge: Deep practical knowledge of agroforestry systems, forest management planning, and low-emissions development strategies applicable to the Congo Basin/forest-savanna ecotone.
 - MRV/GIS Skills: Proven ability to manage data collection using mobile tools and strong proficiency in using GIS and spatial information (GPS/georeferencing) for project monitoring.
 - Management & Coordination: Strong team management and coordination skills, with demonstrated ability to administer project budgets and technical activities with diverse local partners.
 - Language: Excellent command of both French and English is required (written, spoken, and read).



- Soft Skills: Excellent interpersonal, mobilization, and conflict-management skills for engaging with grassroots communities and local government representatives.

Monitoring, Evaluation, and Learning (MEL) Officer

General

Under the overall supervision of the Country Manager Manager, the Monitoring, Evaluation, and Learning (MEL) Advisor will be responsible for supporting the implementation, quality assurance, and knowledge management of the project's MEL system. This role is crucial for ensuring accurate progress reporting on results, tracking indicators against the CAFI framework, and coordinating internal learning and adaptive management. The Advisor will work in close collaboration with the PES Manager and the Investment Development Manager.

Duties and Responsibilities

The MEL Advisor will perform the following core duties, focusing on operational MEL support and quality assurance:

- MEL System Implementation and Quality Assurance
 - Plan Implementation: Oversee and ensure the day-to-day implementation of the project's MEL plan, including validating and tracking inputs, outputs, and outcomes.
 - Tool Development: Develop and refine project-specific monitoring and evaluation tools, such as data collection forms, baselines, and databases, as required.
 - Data Quality and Verification: Conduct data verification and quality assurance exercises, including frequent site visits and spot checks, to validate progress reported from the clusters and implementation partners.
 - Geospatial Monitoring: Support the use of spatial information (GIS/GPS) and mobile data collection tools (e.g., INATrace, KoboToolbox, ODK) to track and georeference project activities and monitor environmental performance, such as forest cover and land use change.
 - Performance Tracking: Support the tracking of performance metrics for the PES scheme, ensuring data is collected to measure the effectiveness of financial incentives linked to sustainable practices (CAFI Effect 1).
- Reporting and Learning
 - Reporting Support: Assist the Project Manager and other UGP staff in the production of all periodic progress reports (annual and semi-annual), ensuring they meet the necessary reporting requirements and standards set by CAFI.
 - Learning Facilitation: Facilitate annual project reviews and produce analytical reports aimed at capturing lessons learned and implementing a system for adaptive management.
 - Evaluation Support: Support the planning and execution of the mid-term and final project evaluations.
 - Gender Mainstreaming: Work with the UGP team to ensure that reporting, monitoring, and evaluation take full account of the project's gender issues and track progress against the Gender Action Plan.

Required Skills and Expertise

- Academic Qualification and Professional Experience
 - Academic Qualification: A Master's Degree or equivalent in Monitoring and Evaluation, Statistics, Environmental Management, or a related field.



- Professional Experience: At least three years of relevant professional experience, preferably in a project management setting involving a multilateral or international funding agency (e.g., CAFI).
- Technical Experience: Significant experience in data compilation, analysis, and reporting for development projects, with good knowledge of results-based management (RBM) and project cycle management (PCM).
- Key Skills and Competencies
 - MRV/GIS Skills: Proven experience in managing data collection using mobile tools and strong practical experience with spatial information systems (GIS/GPS/georeferencing).
 - Language: Excellent command of both French and English is required (written, spoken, and read).
 - Contextual Knowledge: Understanding of agribusinesses, Payment for Ecosystem (PES) schemes, sustainable livelihoods, and the application of gender mainstreaming in project M&E.
 - IT Skills: Mastery of computer applications and information technologies, particularly database and reporting software.

Operations Officer

General

Under the overall supervision and guidance of the Country Manager and direct oversight of the Senior Investment Development Manager, the Operations Officer will serve as the operational lead for the Hub in Cameroon.

Duties and responsibilities

- Operational Coordination: Lead daily operations, ensuring activities are aligned with project objectives and internal procedures.
- Contracting and Reporting: Manage contracts with beneficiaries and partners, ensuring proper documentation, tracking, and timely reporting to CAFI and the Steering Board.
- Financial Oversight: Act as the finance lead, coordinating budgeting, expenditure monitoring, and consolidation of financial reports in line with donor requirements.
- Risk Management: Identify and monitor operational and financial risks, maintaining the project risk register and supporting mitigation measures.
- **Environmental and Social Safeguards:** Support the integration and application of environmental and social safeguard standards across all Hub operations and partnerships, in line with CAFI and IDH policies, including monitoring compliance, documenting potential E&S risks, and supporting the implementation of mitigation measures and grievance mechanisms.
- Communications and Visibility: Serve as communications lead, coordinating visibility materials and supporting public engagement in line with CAFI guidelines.
- HR Support: Provide administrative and HR assistance, including recruitment support, documentation, and staff performance tracking.

Skills and expertise required

- Academic Qualification: Bachelor's degree (Master's preferred) in Business Administration, Management, Finance, or a related field.
- Professional Experience: Minimum of five (5) years of experience in operations, finance, or administration within international or development organizations, including experience supporting the implementation of environmental and social safeguard frameworks (e.g. ESIA/ESMPs, social due diligence, grievance mechanisms, gender and social inclusion).
- Competencies: Strong organizational, financial management, and communication skills. Excellent interpersonal skills.



- Proficiency in software applications, particularly MS Word and MS Excel.
- Language: Excellent command of both French and English is required (written, spoken, and read).

Project Officer / team assistant

General

Under the general supervision and direction of the Country Manager, the Project Assistant will be responsible for the following tasks

Duties and responsibilities

- Assist the Country Manager in the day-to-day management and supervision of project activities;
- Assist the MEL Officer in matters relating to M&E and knowledge resource management;
- Support the preparation of periodic reports ;
- Ensure that all project documentation (periodic reports, consultancy and other technical reports, minutes of meetings, etc.) is properly stored in hard and electronic copies in an efficient and easily accessible filing system;
- Provide administrative and logistical support for the Project Management Unit.

Skills and expertise required

- A bachelor's degree or equivalent;
- At least three years' professional experience, preferably in a natural resource management and/or sustainable livelihoods project. Previous experience with an impact investment-related project will be a definite asset;
- Excellent interpersonal skills;
- Proficiency in software applications, particularly MS Word and MS Excel.
- Language: Excellent command of both French and English is required (written, spoken, and read).

APPENDIX 9. Evolution of forest cover and description of direct and indirect drivers of deforestation and degradation in the project area

Deforestation remains a critical ecological challenge in Cameroon, with two decades of data revealing alarming trends across the Congo Basin. Between 2001 and 2020, Cameroon lost approximately 1.53 million hectares of tree cover, nearly 47% of which occurred in primary forests (Eba'a, 2021; WBG, 2022) and 79.4% of the country's total deforestation front area has already been affected (WWF, 2021). This forest loss is driven by a complex interplay of direct human activities and deeper indirect socio-economic, political, and environmental dynamics.

Drivers of deforestation and forest degradation vary within the country but generally include small-scale subsistence and cash crop farming, infrastructure development, mining and extractive industries, forestry and timber activities, and industrial agriculture. Cocoa, palm oil, rubber, and coffee are the key smallholder perennial cash crops driving deforestation in Cameroon. Depending on the region in the country, subsistence agricultural crops may include cassava, plantains, maize, ground nuts, yams etc. Industrial agriculture also drives deforestation in the palm oil, rubber, and banana sectors.

The table below presents data on deforestation across various regions, highlighting the surface area affected, deforestation rates, and the main crops driving forest loss.



Table 2828. Regions most affected by deforestation and crops driving deforestation

Regions	Surface area affected by deforestation (ha)	Deforestation rate (%)	Crops causing deforestation
North	496,457	12.57	Coton, Millet, Sorgho
Far North	28,092	12.14	Coton, Millet, Sorgho
Centre	251,895	7.91	Cocoa, Oil palm fruit, Cassava, Rubber, Pineapple
Littoral	168,192	2.79	Oil palm fruit, Cassava, Plantains, Maize, Cocoa, Rubber
South-West	92,395	1.83	Oil palm fruit, Cassava, Plantains, Maize, Cocoa
Adamawa	152,339	1.28	Maize, Yam, Cassava
North-West	15,830	0.78	Maize, Plantain, Cassava, Cocoa
West	30,438	0.74	Maize, Plantain, Cassava, Potatoes
South	139,019	0.72	Cocoa, Oil palm fruit, Cassava, Rubber, Pineapple, Sugar cane
East	193,612	0.52	Cocoa, Oil palm fruit, Cassava, Rubber, Pineapple

The Sudano Sahelian zone of Cameroon recorded the highest loss 2.8% followed by the Guinean high savannahs (3%), Monomodal rainfall Forest zone. The Bimodal Forest zone recorded the lowest loss (0.1%). In the Grand South, the centre region (0.79%); the Littoral (0.70%) recorded the largest percentage forest losses over the same period. Mfoundi, (5.025), Mefou et Afamba (0.66%), Mefou et Akono (0.5%) are the divisions with highest percentage losses. Mbam et Kim (0.17%) registered the largest surface area (55,923ha) (ONACC 2021).

In the Ebo forest area, forest conversion is mainly driven by palm oil and maize cultivation. In Campo, urban expansion and infrastructure development, along with palm cultivation, are the dominant factors. Within the Tri-national Dja-Odzala-Minkebe (TRIDOM) landscape, mining, road and rail infrastructure, and logging are the main contributors. In the Grand Mbam area, timber extraction and cocoa farming are key drivers, while in the North, cotton production, subsistence farming, fuelwood harvesting, and transhumance play major roles. Alarming, recent data also point to the growing influence of climate change, through increased droughts, wildfires, storms, and pest outbreaks, as an emerging driver of forest loss (WBG, 2022).

The Grand Mbam Landscape

The Grand Mbam landscape exemplifies these dynamics and is one of the country's most active

The Grand Mbam landscape in Cameroon is a forest-savannah transition zone formed of diverse landforms such as plains, valleys and rolling forested hills interspersed with savannah woodlands. There are also areas of gallery forest along the watercourses. Altitudes vary between 200 and 1,000 meters above sea level.

This landscape covers a total area of 3,303,100 ha with 712,500 ha for Mbam-et-Inoubou and 2,590,600 ha for Mbam-et-Kim. The region covers 14 municipalities in two administrative Divisions (9 municipalities in Mbam-et-Inoubou and 5 municipalities in Mbam-et-Kim). The Grand Mbam population is estimated to about 454,000 inhabitants in 2025 with 267,161 people in the Mbam-et-



Inoubou division (37.5 Inhab/km²) and 186,841 people in the Mbam-et-Kim division (7.5 Inhab/km²). This population is very heterogeneous comprising various ethnic groups and many migrants who came to serve as labour in forestry companies. They finally settled there and created cocoa farm. Permanent cropping farming (cocoa, oil palm) and shifting cultivation farming are the activities of this population.

Table 29. Land surface and population of the Grand Mbam area

	Land area <i>ha</i>	Population in 2025	Population density <i>Inhab/km²</i>	Municipalities	Ethnic groups and migrants
Mbam-et-Inoubou	712,500	267,161	37.5	Bafia, Bokito, Deuk, Kiiki, Kon-Yambetta, Makénéné, Ndikiniméki, Nitoukou, Ombessa	Banen, Bafia Yambassa, Balom
Mbam-et-Kim	2,590,600	186,841	13.9	Mbangassina, Ngambè-Tikar, Ngoro, Ntui, Yoko	Kombe, Tsinga, Tikar, Ngoro, Sanaga, ayeuk, Kousse-Bachenga, Mvele, Baboute
Grand Mbam	3,303,100	454,000	7.5		Additional migrants: Fangs, Bamiléké, Bassa, Anglophones et Peuls



Figure 14. Location map and Land cover of the Grand Mbam showing humid forest (light green) alternating with woody and shrub savanna (light grey)

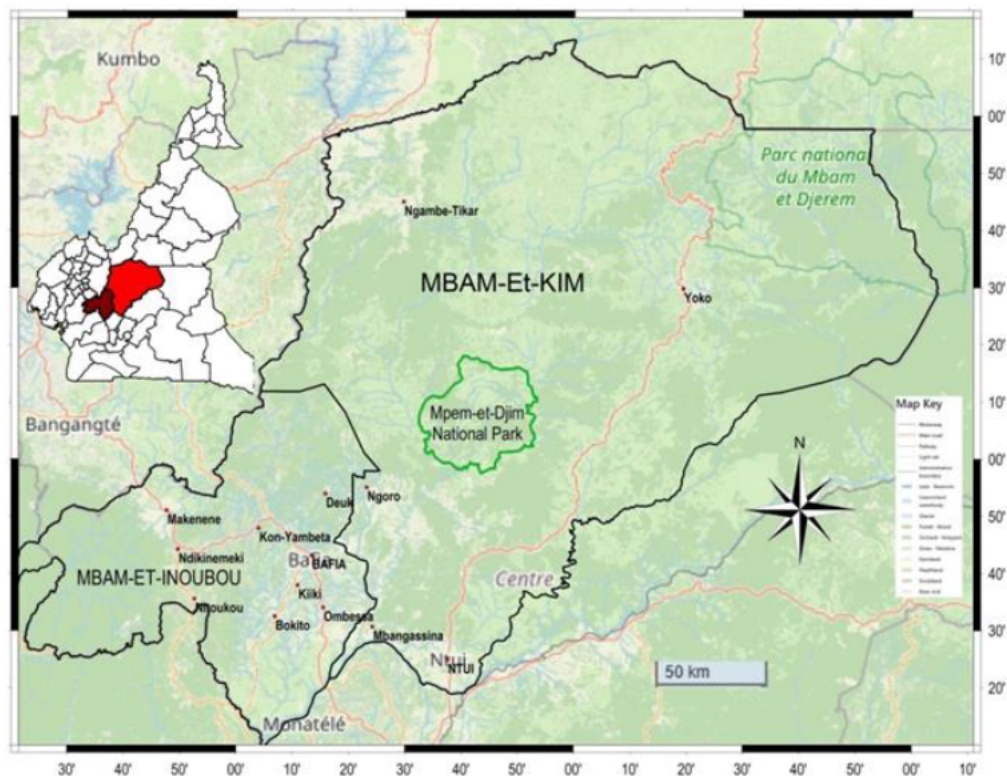
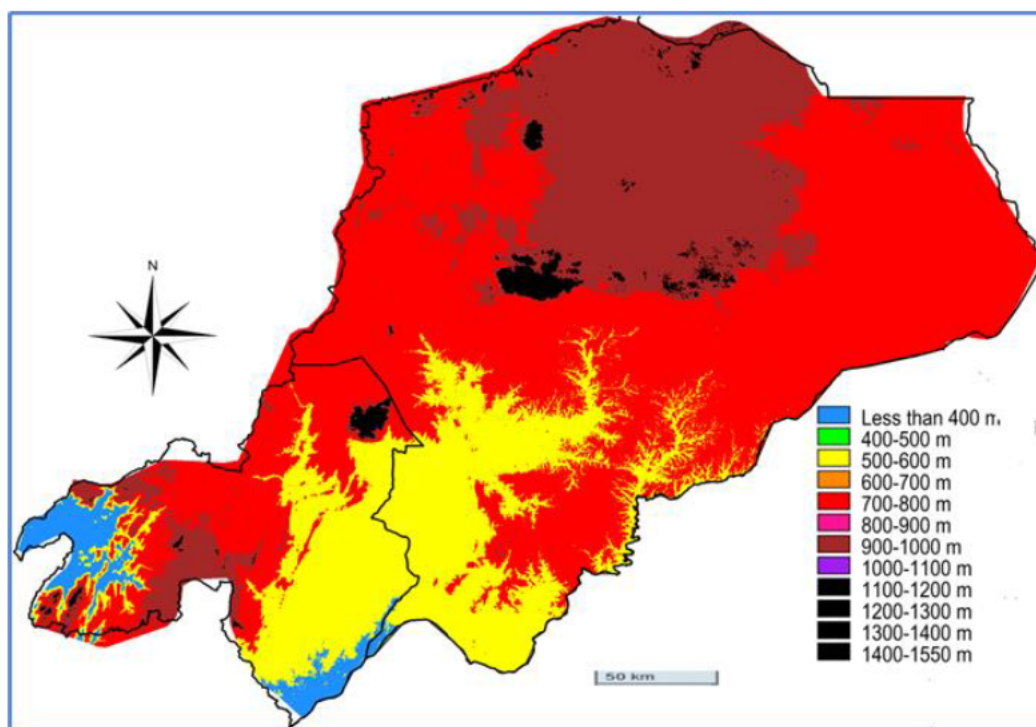


Figure 1515. Elevation map of the Grand Mbam region



The landscape is primarily dominated by natural forests, which constituted a large majority of the land cover in Mbam-and-Kim (83%) and Mbam-and-Inoubou (71%). The remaining land cover is controlled by savannah woodlands. Significant agricultural activity focused on cocoa, banana/plantain, and many other food crop cultivations. Several farmers cultivate farms within forest areas, with a smaller proportion in woodlands savannah. Two protected areas (National Park of Mbam-et-Djerem and national Park Mpem-et-Djim) which are in the Division of Mbam-et-Kim offer a diverse range of habitats, including rainforest, gallery forest, and various types of savanna (herbaceous, shrub, or woody savanna).

This alarming trend is closely linked to the rapid expansion of perennial crops, particularly cocoa and oil palm, which have been aggressively promoted by both smallholders and agro-industrial actors. The cocoa sector alone expanded from 40,000 hectares in 2010 to 140,000 hectares by 2017, driving

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widespread forest conversion. **Oil palm** is the second most significant perennial crop, currently covering an estimated **10,000 hectares**.

Annual crops contributing to high deforestation in the Grand Mbam include banana-plantains, cassava, maize, yams, cocoyams, potatoes, groundnuts, etc. The crops may vary from one subdivision to another depending on the socio-cultural factors and eating habits. For example in Ngambe Tikar, the main crop that drives deforestation is maize. Maize is the major cash crop in the subdivision and attracts seasonal migrants from different parts of Cameroon and Nigeria who explore the area and cultivate maize in larger quantities. Individual farms may from a little as 1 ha to 10 ha.

In parallel, infrastructure projects, such as road construction and the opening of new **agricultural corridors** in Ngambe Tikar and Yoko, have facilitated access to remote forest areas, accelerating land clearance and settlement. These overlapping pressures of agricultural intensification, demographic growth, and infrastructure-led accessibility have made the Grand Mbam one of Cameroon's most active frontiers of forest loss.

Drivers of this forest loss are summarized in the table below (GFW 2025).

Table 30. Drivers for deforestation in the Grand Mbam landscape

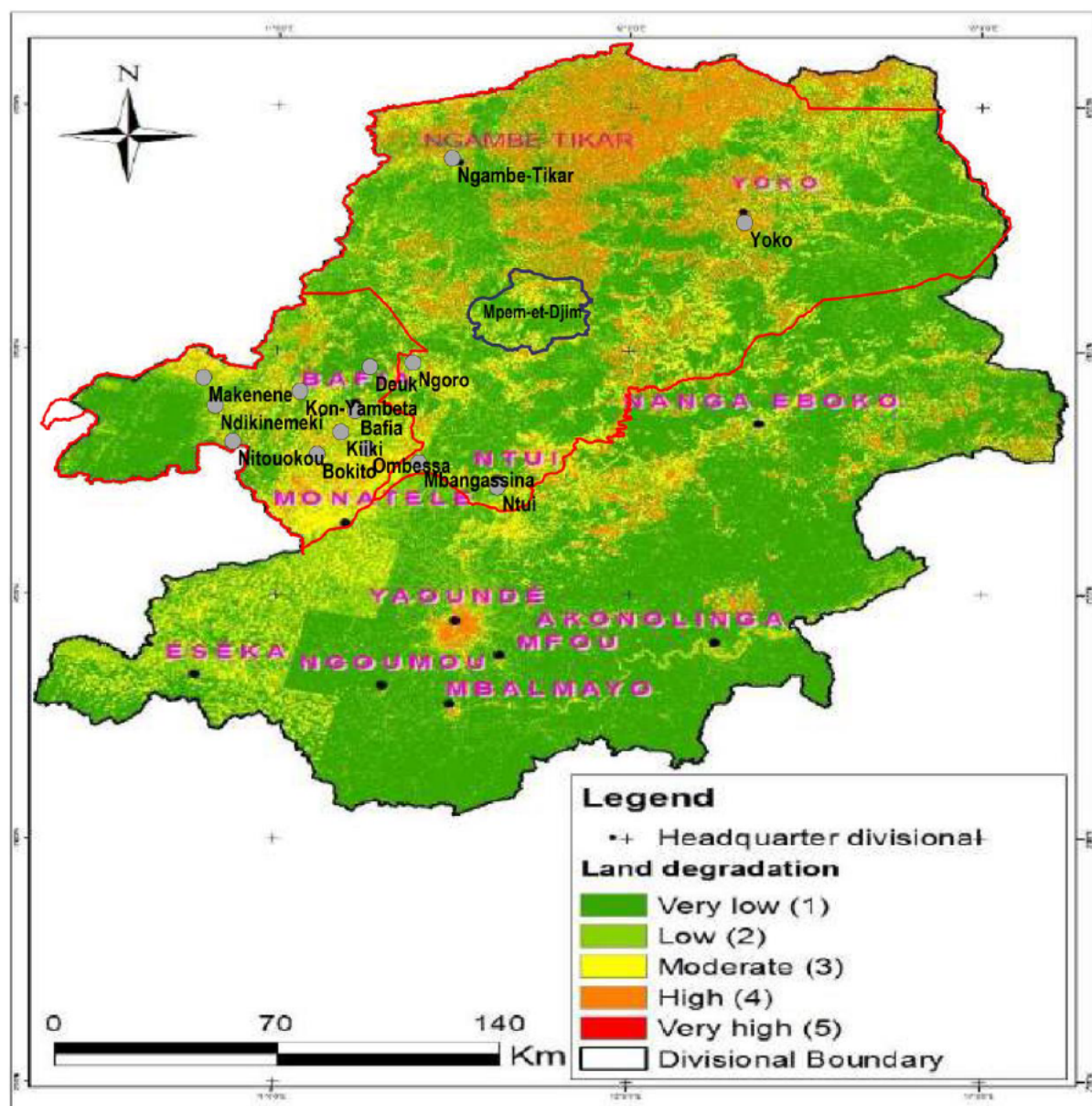
Impact	Drivers	Affected area (ha)		
		Mbam-et-Inoubou	Mbam-et-Kim	Grand Mbam
Deforestation	Hard commodities	10	849	859
	Permanent agriculture	14,600	83,400	108,000
	Settlements & Infrastructure	566	1,020	1,586
Temporary disturbances (degradation)	Logging	477	5,960	6,437
	Other natural disturbances	30	51	81
	Wildfire	3	560	563
	Shifting cultivation	7,680	20,700	28,380

In Mbam-et-Inoubou and in Mbam-et-Kim, land degradation is also occurring, driven primarily by deforestation due to agricultural expansion, settlement growth, or unsustainable farming practices. These activities lead to soil degradation, erosion, and a decline in forest cover. Hotspots of land degradation areas include Ngambe-Tikar, Yoko, Bokito, Ombessa, Kon-Yambeta, Bafia, Makenene, Ndikinimeki, and Mbangassina. This degradation is illustrated in the figure below (Tchindjang et al,



2025)²². The Grand Mbam landscape shows a moderate to high index of land degradation in most parts of the area as compared to divisions of the Centre region.

Figure 17. Land degradation index in the Central region of Cameroon



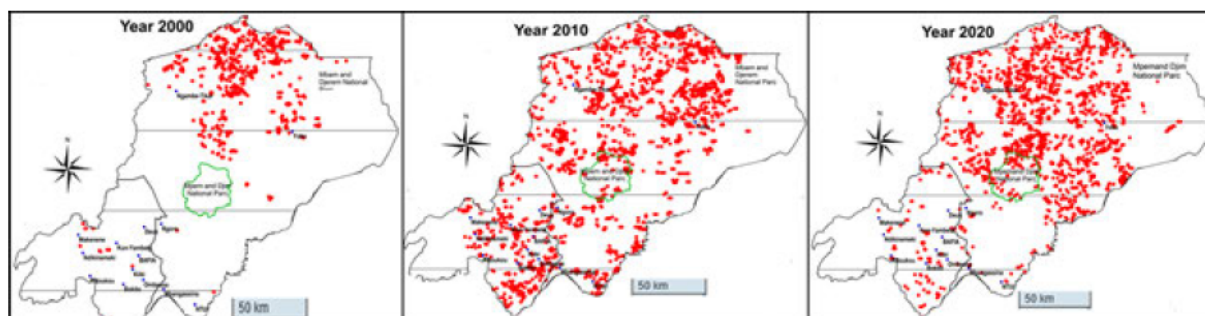
Uncontrolled and regular bushfires (wildfires) in the savanna landscape have led to habitat destruction, soil erosion, and biodiversity loss in this ecosystem. NASA's Fire Information for Resource Management System (FIRMS) provides access to near real-time data related to wildfire activity (LANCEMODIS, 2025). The MODIS satellite instruments acquire data on fires activity continuously, providing global coverage every 1-2 days. Fire detection is performed using a contextual algorithm that exploits the strong emission of mid-infrared radiation from fires (Giglio et al., 2003). These data for the Grand Mbam plotted for the months of December 2000, January 2010 and December 2020 showed the increasing

²² Tchindjang, M., Frédéric, S., Eric, V., Fendoung Philippes, M., Makak Rose, N., Ismaël, I., & Frédéric Sédric, T. (2025). Land Use and Land Cover changes in the Centre Region of Cameroon. *Journal of Advance Research in Social Science and Humanities* (ISSN 2208-2387), 10(9), 36-70. <https://doi.org/10.61841/ta2n8a56>



dynamics of bushfires in the area. In 2000, most fire spots were concentrated in the north of the area, around Ngambe-Tikar and Yoko. In 2010 and 2020, bushfires have gone southward, demonstrating the impact of human activities and deforestation in the area. Even in the national parks, bushfires are present. The only fire-free area is the residual forest found in inaccessible areas such as mountains in the southwest of the area.

Figure 18. Distribution of wildfire activity in December 2000, January 2010 and December 2020. Data from the NASA's Fire Information for Resource Management System (FIRMS) (2025)



Targeted Geographical area for Piloting PES in the Grand Mbam

The Grand Mbam landscape was selected as the priority landscape for PES pilot due to its importance in terms of cocoa production, and the high level of pressure on its remaining forests - with current annual forest loss estimated at 2.4%, nearly five times the national average of 0.5% (Global Forest Watch, 2022). The diversity of its landscape, combining forests and savannahs, also allows for design and implementation of PES schemes that are more diverse.

The PES programme in the Grand Mbam region will operate under two modalities: **individual schemes** (farmers applying climate-smart cocoa agroforestry) and **collective schemes** (community and communal forests, and communities near Mpem et Djim National Park). The approach is grounded in recognized land rights, with community/communal forests requiring valid or renewed management agreements for PES contracts.

The map displays the Mambé area in the Central African Republic, highlighting administrative divisions and forest management zones. Key features include:

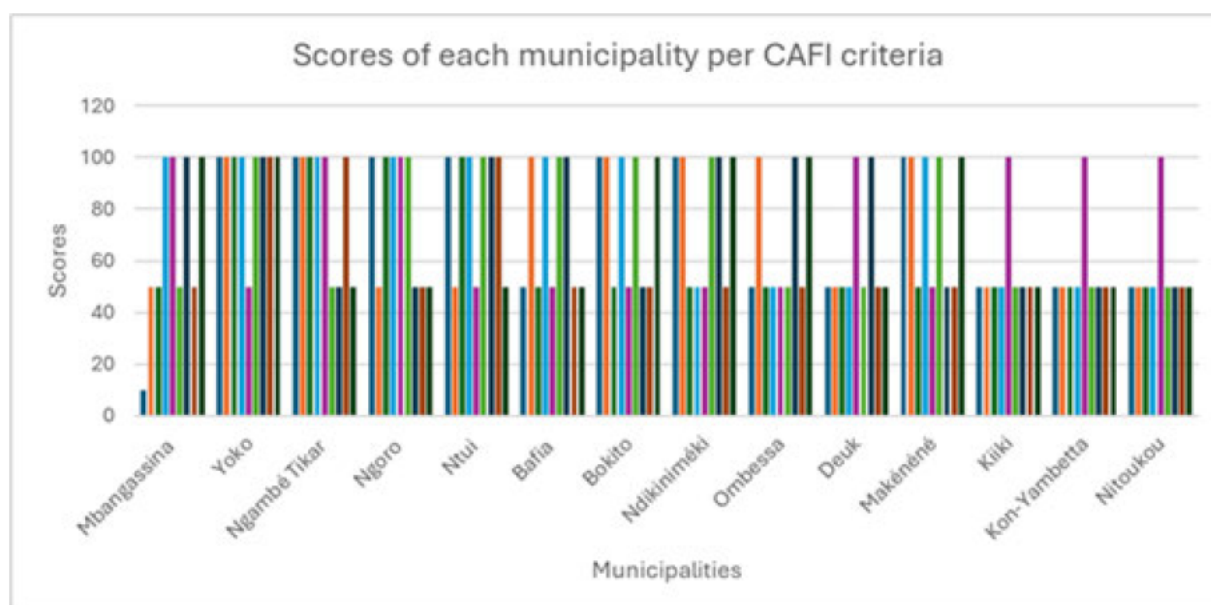
- Administrative Divisions:** Ngambé-Tikar, Yoko, Makoua, and others.
- Forest Management Zones:** Communal forest (green), Forest concessions/units (UFA) (yellow), Hunting Area (hatched green), protected areas (dark green), and Community Forest (light green).
- Project Concentration:** Subdivisions where the project will be concentrated are indicated by pink shading.
- Roads:** National Road (black line) and Regional Road (grey line).
- Water:** Represented by blue areas.
- Divisions:** Mbam and Inoubou Division (red outline), Mbam and Kim Division (orange outline).

An inset map in the top left corner shows the location of the study area within the Central African Republic, with labels for North, South, East, and West. A scale bar at the bottom indicates distances up to 50 km.

Municipalities were assessed against CAFI-defined eligibility criteria: land rights, deforestation/degradation hotspots, ecosystem services potential, opportunities for restoration and carbon stock enhancement, economic development potential, alignment with public funding and planning tools, readiness to implement PES, and value-chain integration. Municipalities were scored (high/medium/low priority) to identify intervention zones. The full study with municipality ranking is available in the PES feasibility study.



Figure 20. Scores of each municipality per CAFI PES Criteria



Legend :

- Presence of key land rights: protected areas, community forest concessions/units, etc.
- Deforestation risks (hotspots)
- Ecosystem services: Carbon stocks, biodiversity and forest integrity, watersheds;
- Opportunities for mitigating pressure on natural forests and/or increasing carbon stocks (particularly in savannah areas and on the outskirts of large towns);
- Potential for economic development and poverty reduction;
- Opportunities for alignment with public funding (domestic and international);
- The existence of land-use and zoning plans (particularly at national and even sub-national level);
- Opportunity to obtain PES results quickly (existence of prerequisites for participation in PES);
- Value chains: The location and concentration of PES activities (in particular planting activities) will be important parameters for cost-effective transport from production sites to processing plants and markets.

Key Findings on Land Rights and Deforestation

Out of 14 municipalities, all except Mbangassina have at least one form of formal land right (community/communal forest, concession, or protected area). Yoko stands out, hosting two national parks and communal/community forests. Cocoa is widely cultivated, except in Yoko and Ngambé-Tikar where maize dominates. Deforestation pressures are acute in Bafia, Bokito, NdikiniMéki, Ombessa, and Makénéné due to cocoa and oil palm expansion. Yoko and Ngambé-Tikar also face significant threats from slash-and-burn and maize expansion.

Ecosystem Services and Restoration Potential

Municipalities such as Yoko, Ngambé-Tikar, Ngoro, and Ntui provide crucial biodiversity, carbon storage, and watershed services through forest-savannah mosaics. Restoration opportunities are highest in Mbangassina, Yoko, Ngambé-Tikar, Ngoro, Ntui, Bafia, and Bokito, where large savannah and forest areas are available for regeneration and reforestation.



Socio-economic and Governance Context

Rural municipalities like Mbangassina, Ngambé-Tikar, Ngoro, Deuk, Kon-Yambetta, Nitoukou, and Kiiki show high poverty reduction potential. More connected municipalities such as Bafia, Bokito, Ndikiniéki, Ombessa, and Makénéné have better infrastructure and market access. Updated municipal development plans (PCDs) in Bokito, Ndikiniéki, Bafia, Makénéné, Ntui, and Ngoro improve access to funding, while Yoko benefits from REDD+ pilots and ongoing land-use planning processes.

Municipalities vary in readiness. High-readiness zones (Yoko, Ngambé-Tikar, Ntui) combine updated PCDs, REDD+ pilots, active community forests, and cooperative structures. Others (e.g., Ngoro, Bafia, Mbangassina) require preparatory work to build institutional capacity and strengthen market connections. Private-sector presence is strong in cocoa municipalities (e.g., ECOM in Ngoro, Telcar in Ntui).

Value Chains and Market Dynamics

Bokito, Ndikiniéki, Bafia, Ombessa, and Makénéné stand out for cocoa density and good infrastructure, making them attractive for PES integration into value chains. Elsewhere, reliance on poorly structured artisanal NTFPs and small-scale enterprises limits large-scale PES opportunities.

Prioritization of Municipalities

The ranking system places **Yoko (94)**, **Ngambé-Tikar (83)**, **Ntui (83)**, and **Ngoro (78)** as top-priority communes due to ecological importance, deforestation risks, and readiness. In Mbam-et-Inoubou, Bokito, Ndikiniéki, and Makénéné (all scoring 78) are also priorities, forming the cocoa belt with private-sector engagement and strong logistics. **Moderate-priority areas** include Bafia (72) and Mbangassina (68), where opportunities exist but governance capacity is weaker. **Lower-priority communes** (Ombessa, Deuk, Kiiki, Kon-Yambetta, Nitoukou) show limited readiness but may benefit from long-term capacity-building.

Based on this prioritization exercise, we identified targeted geographical areas for the four PES schemes that we have selected, summarized in the table below.



APPENDIX 10. Companies' climate targets and Insetting

In this annex, we explain in more details the context of companies' climate targets and the related vocabulary, to provide more clarity on a key underlying assumption of the Investment and PES Hub project: that companies' interest in designing, funding and implementing a PES scheme in Cameroon is conditional to the delivery of carbon benefits that companies can use to meet their climate targets.

Overview of companies net zero targets

Many corporate companies have set what are known as Science Based Targets, developed by the Science Based Targets initiative (SBTi). These targets aim to help companies reduce emissions in alignment with the Paris Agreement, which is to stop global temperatures from rising by more than 1.5°C. The SBTi provides guidance, standards, and tools to develop and validate emissions reduction targets. These targets include near-term targets and long-term next zero targets. The targets can be further broken down into Scope 1, 2 and 3 targets, and then separated into general and sector specific targets. For the purpose of this document the general and forest, land and agricultural (FLAG) sector targets will be considered. See box 4 below for descriptions of key terms.

Box 4. Definitions of key terms related to companies' climate targets

Near-term targets: These are science-based climate goals set for the next 5–10 years. Companies use them to show how they'll quickly cut greenhouse gas emissions in line with global climate goals, like limiting warming to 1.5°C.

Long-term targets: These targets look further ahead—usually to 2050 or earlier—and show how a company plans to deeply reduce emissions over time. They're part of the journey to reaching net zero and must align with science-based pathways.

Net Zero Targets: Net zero means reducing emissions as much as possible and then neutralizing any leftover emissions (e.g., through permanent carbon removal). To meet SBTi's net zero standard, companies must:

- Cut emissions by at least 90–95%
- Use carbon permanent carbon removals only for the small amount that remains as neutralisation.

GHG accounting scopes: These are categories used to track where emissions come from:

- **Scope 1:** Direct emissions from company-owned sources (e.g., fuel burned in company vehicles)
- **Scope 2:** Indirect emissions from purchased energy (e.g., electricity)
- **Scope 3:** All other indirect emissions (e.g., supply chain, business travel, product use). Scope 3 emissions generally account for the majority of a company's emissions.

FLAG SBTi Targets: FLAG stands for Forestry, Land-use, and Agriculture. These targets apply to companies whose emissions come from land-based activities. FLAG targets include things like deforestation, soil carbon, livestock and crop emissions (such as cocoa cultivation), and must be set separately from other SBTi targets.

Many cocoa companies have set SBTi targets, and since their scope 3 emissions are predominantly related to the sourcing of agricultural products, they have set FLAG targets, which cover the emissions related to agriculture (such as cocoa cultivation). To achieve these targets cocoa companies need to reduce emissions by supporting the adoption of sustainable cocoa practices, and can also use removals within their supply chain, such as planting shade trees to sequester carbon in cocoa fields. The carbon



removals must occur within the companies supply chain, which means that if they want to generate carbon removals by planting shade trees in cocoa farms, they must be farms which the company procures from. Companies are also obliged to set deforestation free targets with a target date of 2025. See table 25 for list of identified companies and associated targets.

Table 31. Overview of some cocoa and chocolate companies' climate targets

Company role in cocoa supply chain	Company Name	FLAG targets		Deforestation free commitment
		Near-term	Net zero	
Brand	Mars	✓	✓	✓
Brand	Mondelez	✓	✓	✓
Brand	Nestlé	✓	✓	✓
Trader	Barry Callebaut	✓	✓	✓
Trader	ECOM	✗	✗ (in the process of committing)	✓
Trader	OFI	✓	✓	✓
Trader	Sucden	✗	✗	✓

Most of the companies in the list have set SBTi targets, and all the chocolate manufacturers have. With cocoa being the main driver of scope 3 emissions for these companies, they need to adopt sustainable cocoa practices to reduce emissions and develop carbon removals. Even though some of the cocoa traders/suppliers have not set targets, they are still trading to the manufactures who need to develop emissions reductions and removals. See the PES Feasibility Study in Appendix X for more details on the companies' SBTi commitments.

Leveraging Net Zero targets to channel companies' funding towards a PES scheme in Cameroon

Cocoa companies are hesitant to commit to initiatives that lack ongoing incentives or fail to address permanence. Short-term pilot projects with limited scope are generally viewed as inadequate for their strategic sustainability goals. Many companies have expressed interest in tiered incentive models, where initial investments unlock increasing returns based on the achievement of performance or permanence benchmarks. This is where we believe that the offer of a PES scheme in Cameroon that is monitored by the CAFI Secretariat will be attractive to companies if it can help them reduce risks of double counting and limitations related to the permanence of the carbon benefits generated.

In addition to climate outcomes, companies increasingly recognize PES as a tool to strengthen producer livelihoods and promote rural development. Effective PES schemes are expected not only to reduce deforestation and improve yields but also to generate tangible social and economic co-benefits for farmers and their communities. These include fostering farmer resilience, supporting income diversification, and integrating social innovations such as gender inclusion, access to finance, and climate-smart agriculture practices. These elements are critical, not merely optional, as they help



companies meet internal targets related to human rights due diligence and broader sustainability performance.

How are companies accounting for their GHG emissions?

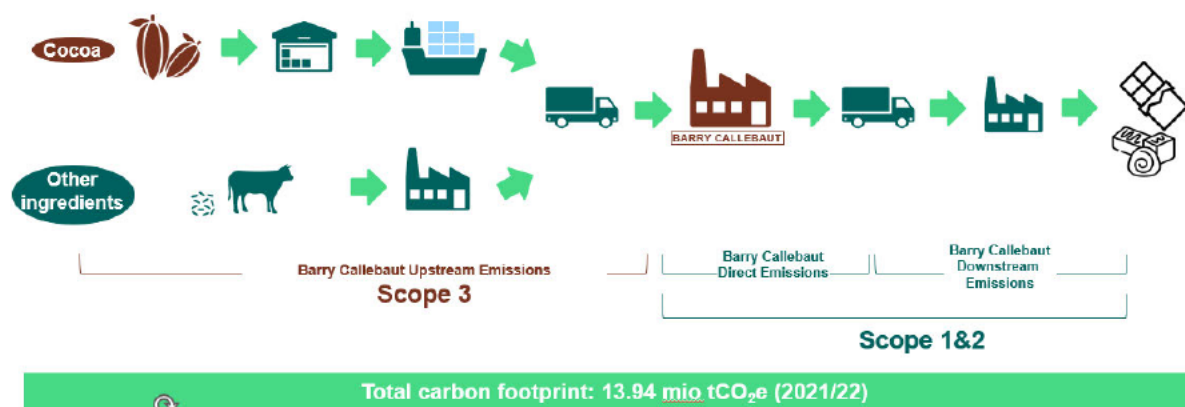
Companies account for their emissions through their GHG inventories, the most common standard used is the GHG Protocol. Using activity data, such as volumes of cocoa, and appropriate emissions factors (EF), emissions are calculated annually. EF may be generic from databases, supplier specific (where the supplier has developed their own EF through primary data collection and carbon footprinting), or their own EF where the company itself has developed its own emission factor similar to how the supplier would. In the most recent standards, SBTi FLAG and GHG Protocol Land sector and Removals Guidance, removals are allowed to be accounted for within company value chains through inseting.

The GHG Protocol defines three “scopes” to track where emissions come from:

- **Scope 1:** Direct emissions from company-owned sources (e.g., fuel burned in company vehicles)
- **Scope 2:** Indirect emissions from purchased energy (e.g., electricity)
- **Scope 3:** All other indirect emissions (e.g., supply chain, business travel, product use). Scope 3 emissions generally account for the majority of a company's emissions.

Below is an example of how these three scopes are defined for a cocoa company (Source: [Barry Callebaut Net Zero Roadmap](#), 2024)

Emissions along the value chain



How are companies reporting on their GHG emissions? Who are they reporting to?

Companies may report their emissions a number of different ways. They may report their emissions and removals through annual, sustainability, or ESG reports. They may report through the CDP, or they may report through regulatory filings such as EU CSRD, SEC climate disclosures. To enhance credibility and confidence in reported inventories, companies may seek third-party assurance to validate emissions and/or removals reported. SBTi Criteria states that companies shall publicly report their company-wide GHG emissions and removals inventory across scopes 1, 2, & 3 and progress against published targets on an annual basis.

How is the companies' climate impact accounted for at national level? How are these efforts contributing to the NDCs?



At the national level, companies' climate impacts are accounted for primarily through national greenhouse gas (GHG) inventories, which include emissions from all major sectors such as energy, industry, transport, and agriculture. These inventories, compiled by governments, incorporate data from private companies—especially large emitters—and form the foundation for tracking progress toward national climate targets. Companies contribute to Nationally Determined Contributions (NDCs) both directly and indirectly: directly through compliance with regulations like carbon pricing or emissions caps, and indirectly through voluntary climate actions such as setting science-based targets or investing in renewable energy. Public-private partnerships also play a key role in implementing climate solutions.

Is not there a risk of double counting between companies' carbon claims and governments' NDCs?

Yes, but the risk depends on how emissions reductions or removals are used and reported. In the cocoa sector, **insetting**—where companies reduce emissions within their own supply chains (e.g., through sustainable farming or agroforestry)—**generally poses a low risk of double counting**, as long as the reductions and removals are used for internal reporting (like Scope 3 or SBTi targets) and not traded as carbon credits.

However, the risk increases when removals off-farm (like those from reforestation) are used to meet a company's net-zero target, while the host country also claims them in its NDC. Since removals are finite and quantifiable and transferable in terms of titles, only one party can claim them toward a formal climate target. Without coordination, this leads to double claiming.

To avoid this, companies and countries should:

- Clarify ownership of removal titles
- Use transparent reporting limited to impact statements implying that company has contributed to the achievement of the host countries NDC
- Follow Article 6 guidance on corresponding adjustments, and
- Support national registries.

To address this risk, the Investment & PES Hub project will work with the CAFI Secretariat and Cameroon government to provide a structured process to clarify companies' carbon ownership vs. the Cameroon government's NDCs.

When done transparently, insetting remains a credible and impactful approach for cocoa companies to reduce emissions and support national climate goals—without relying on carbon markets.

What's the link with REDD+ schemes and is there a risk of double-counting?

There is indeed potential for overlap between corporate climate actions—such as insetting in the cocoa sector—and national REDD+ schemes. This overlap becomes particularly relevant when both companies and countries are engaging in similar land-based farm mitigation activities, like agroforestry, forest conservation, or reforestation. These actions can generate carbon removals that are valuable for both corporate net-zero targets and national climate commitments under REDD+ and NDCs.

The risk arises when both the cocoa company and the host country claim the same carbon removals off-farm toward their respective climate goals. For example, if a company uses removals from agroforestry within its supply chain to meet a net-zero target, and the host country also includes



those same removals in its REDD+ accounting or NDC, this results in double claiming. Since carbon removals are finite and quantifiable, only one party can credibly claim them toward a formal climate target.

Similar to the country's NDC, reductions and removals from on-farm activities such as agroforestry can be claimed towards, both the companies Net-zero target and the REDD+ program, but off-farm removals where titles are applied and credits are developed there is a risk of double counting. In the latter situation, the following should be done:

- Clarify ownership of removal titles,
- Use transparent reporting limited to impact statements implying that company has contributed to the achievement of the host countries NDC,
- Follow Article 6 guidance on corresponding adjustments, and
- Support national registries.

To address this risk, the Investment & PES Hub project will work with the CAFI Secretariat and Cameroon government to provide a structured process to clarify companies' carbon ownership vs. the Cameroon government's NDCs.

Despite these complexities, insetting remains a valuable approach. It allows cocoa companies to reduce emissions and enhance carbon sinks within their own value chains, often in ways that support national REDD+ objectives. When done transparently and in coordination with national frameworks, insetting can complement REDD+ efforts without creating accounting conflicts—helping both companies and countries move toward their climate goals.

What is the difference between insetting and offsetting, and why does IDH's project only focuses on insetting?

Offsetting refers to compensating for a company's emissions by investing in environmental projects outside its own operations or supply chain. These projects might include reforestation, renewable energy, or methane capture, often located in distant regions. For example, a cocoa company might purchase carbon credits from a wind farm in another country to balance its emissions.

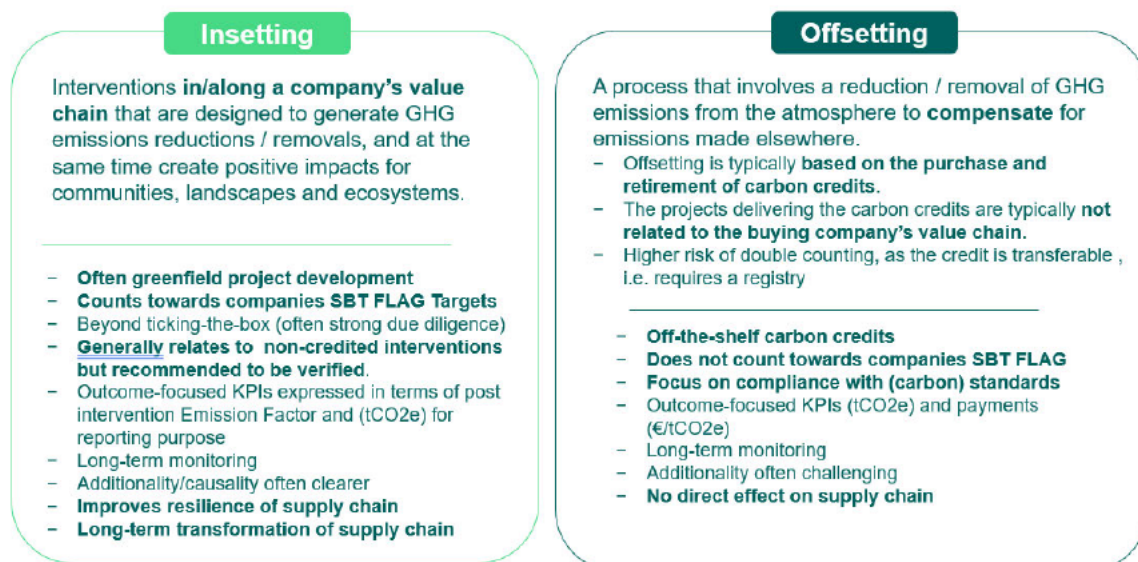
While offsetting can play a role in short-term climate strategies, it has limitations. It does not reduce emissions at the source and can sometimes lack transparency or long-term impact. Increasingly, climate standards and frameworks, such as the Science Based Targets initiative (SBTi), emphasize the need for companies to prioritize actual emissions reductions before relying on offsets.

This is why IDH's Investment & PES Hub rather focuses on climate action within supply chains, i.e. insetting.

Insetting takes a more integrated approach. It involves reducing emissions by investing in climate-positive activities within a company's own value chain. For cocoa companies, this might mean supporting agroforestry systems, improving soil health, reducing fertilizer use, or training farmers in sustainable practices.



These actions not only cut emissions but also strengthen the resilience and sustainability of cocoa farming communities. Insetting creates shared value: it benefits the environment while improving livelihoods, productivity, and long-term supply security.



What is the difference between “insetting within the value chain” and “insetting at a landscape-level”?

The PES schemes proposed as part of this project can be grouped into two categories, allowing companies to make credible claims aligned with their climate commitments: **insetting within the value chain**, and **insetting at a landscape level**. The categorization depends on the direct operational or geographic connection of the intervention to the company's value chain.

Insetting Within the Value Chain

Definition, Eligible PES Schemes, and Potential Claims

"Insetting within the value chain" refers to carbon reductions or removals that occur directly within a company's supply chain. These are typically associated with agroforestry PES schemes for cocoa encompassing improved on-farm practices such as optimized fertilizer use, pruning, composting, integrated pest management, and zero deforestation. As these activities are within a company's sphere of influence or control, the resulting emission reductions and removals can be claimed towards a company's Scope 3 Science Based Targets Forest, Land and Agriculture targets. Similarly, claims related to the reforestation/afforestation PES scheme on lands adjacent to cocoa farms may also qualify for Scope 3 removals claims for companies sourcing from the associated cocoa farms. Otherwise, such interventions are more appropriately classified under insetting at the landscape level.

Risk of Double Counting and Safeguards

The risk of double counting for insetting within the value chain exists primarily among private actors. This can occur when multiple entities within a supply chain (e.g., buyers, traders, processors) might attempt to claim the same carbon outcome. While co-claiming arrangements are acceptable in



principle, issues arise when there is no clear system in place to track claims based on volume, contribution, or contractual rights to report or claim, leading to overlapping or misleading claims.

To avoid double counting among private actors, inseting claims must be clearly delineated, either by the volume of commodities purchased (e.g., cocoa sourced from agroforestry plots) or by the level of investment in a particular reforestation project on adjacent lands. Only one actor should claim a specific unit of carbon benefit. The basis for that claim (e.g., contractual relationship, financing, geographic sourcing link) must be transparently documented. In multi-actor value chains, coordinating or pre-agreeing on co-claiming or claim-sharing models is often necessary, especially when multiple downstream companies support the same pool of suppliers or landscapes. For instance, a brand and a trading company might jointly invest in agroforestry practices with shared suppliers and agree to split the environmental claims based on financial contribution, volume sourced, or a predefined attribution key, ensuring transparency and avoiding double counting.

Inseting at a Landscape Level

Definition, Eligible PES Schemes, and Potential Claims

Inseting at a landscape level involves interventions that fall outside a company's direct operational control but are still strategically linked to its value chain. These links can be geographic (e.g., reforestation within sourcing landscape), economic (e.g., communities supplying raw materials), or ecological (e.g., connected watersheds or forest corridors). While these areas are not under direct supply chain control, companies can still claim their contribution as beyond value chain neutralization or compensation, provided they have demonstrable investment and influence.

For example, a company might finance reforestation in buffer zones around cocoa-growing regions. Although not part of the farm itself, these lands contribute to the resilience and ecological stability of the broader value chain. Such claims can be made as inset credits. While these are not typically sold or traded, it is considered best practice for companies to verify these claims to ensure credibility and transparency. Companies must demonstrate direct funding of the intervention and a real, measurable connection to their operations.

Many of the off-farm Payment for Environmental Services (PES) schemes proposed under the project fall under this category, including PES Scheme #2 Reforestation/Afforestation and PES scheme 3 Restoration – Assisted Natural Regeneration

Risk of Double Counting and Safeguards

The risk exists primarily between companies and governments, particularly where national REDD+ programs or land-sector emissions inventories already include the same intervention areas. This is more common at the landscape level but can occur in inseting initiatives when activities—such as reforestation/afforestation or restoration near farms (in adjacent lands, within value chain)—overlap with areas included in national accounting.

While it is generally acceptable for a company to claim a reduction in its carbon footprint and for that reduction to also be reflected in a national registry (as both claims can be accurate), issues arise when two entities claim the same removals against a specific accounting target, especially when monetization is involved. For example, companies can issue impact statements for in-value chain or landscape decarbonization as a contribution to a country's Nationally Determined Contribution (NDC). However, claiming and monetizing certified carbon credits derived from these activities typically requires specific agreements with national authorities to prevent double counting.



Therefore, even though inset credits are generally not intended for sale or trading, the risk of double counting exists if both a company and a host country include the same removals in their climate reporting (e.g., towards Nationally Determined Contributions, or NDCs). To mitigate this, mutually agreed accounting arrangements should be established between companies and the government. This can involve allowing companies to issue impact statements solely for their contribution to the country's NDC. In cases where companies, with the approval of the Cameroonian government, intend to trade or transfer these inset credits, corresponding adjustments in line with Article 6 of the Paris Agreement might be necessary.

Box 5. Description of safeguards to address double-counting risks

Safeguards for inseting within value chain

When companies invest in climate-friendly practices within their supply chain, like planting trees or improving farming methods, they often want to report the environmental benefits, such as reduced carbon emissions. But in complex supply chains, especially in cocoa, there's a risk that more than one company might try to claim the same carbon benefit. This is called double counting.

For example, if a cocoa farmer uses agroforestry to reduce emissions, both the trader and the chocolate brand buying from that farmer might try to report the same carbon savings. That's a problem. To avoid this, companies need to be clear and transparent about who is claiming what. This can be done by:

- Linking claims to the amount of cocoa purchased from sustainable farms
- Basing claims on the level of investment made in a specific project (like reforestation)
- Using contracts or agreements that clearly state who has the right to report the carbon benefit

In cases where multiple companies support the same farmers or landscape, they can agree to share the claim. For instance, a brand and a trader might split the carbon benefit based on how much each invested or how much cocoa they sourced. These shared claims must be documented and agreed in advance to ensure fairness and avoid overlap.

In short, avoiding double counting means making sure each carbon benefit is only claimed once, and that everyone involved knows exactly how the claims are being divided.

Safeguards for inseting at the landscape level

When companies support climate-friendly projects across a wider region, like protecting forests or restoring land near cocoa farms, they're often working at the landscape level. These efforts can reduce carbon emissions and help countries meet their climate goals. But there's a risk: both the company and the government might try to count the same carbon savings in their official reports. This is called double counting.

This usually happens when the area where the company is working is already included in a country's climate program, like a national REDD+ initiative or land-sector emissions inventory. For example, if a cocoa company helps restore forests near its suppliers, and that same forest area is part of the country's climate plan, both might report the same carbon reduction.

It's generally okay for both the company and the government to recognize the benefit, but problems arise when:

- Both claim the same reduction toward official climate targets
- The carbon savings are turned into carbon credits that could be sold or traded



To avoid this, companies and governments need to agree in advance on how the carbon benefits will be counted. Some good practices include:

- Letting companies issue impact statements that show their contribution to the country's climate goals (called Nationally Determined Contributions, or NDCs)
- If companies want to sell or transfer carbon credits, they must work with the government to make sure the accounting is adjusted properly—following rules like Article 6 of the Paris Agreement

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 commitments, to refrain from selling or trading carbon credits (subject to review by our legal department). Even though most insetting projects aren't meant for trading, it's important to be clear and coordinated. That way, everyone knows who's claiming what, and the climate benefits are counted fairly.



APPENDIX 11. Standard CAFI/(FONAREDD) indicators for PIREDDs

Output Indicators

Themes	#	Indicator	Unit	Comment	Importance and comments
1. Governance	G.1	Local governance of natural resources No. of decision-making governance structures created or strengthened and operational, <i>broken down by type (CLD, CLG (for CFCLs), CARG, CPAT, CCPF, CCPA, etc.)</i>	Nb	Georeferenced <u>Quality:</u> Regularity of meetings, steering committee mandates, Regular monitoring by technical departments (G3, G5) and projects (G5)	High importance
	G.2	Local governance of natural resources No. of people actively participating in these decision-making governance structures, <i>broken down by type (CLD, CARG, CCPF, CCPA, etc.), gender and vulnerable group (PA)</i>	Nb	Distinguish between people on steering committees and people attending general meetings (beneficiaries).	High importance
	G.3	Local governance Number of technical departments that are <u>formal project</u> partners, distinguishing the percentage of these technical departments with which performance contracts have been signed	Nb	Min. Développement Rural for CLDs, Agriculture for CARGs and CCPAs, AT for CPATs, MEDD for CCPFs, etc. Evaluated annually by the project leader, councils (CLD, CFCL, CCPF, CCPA, etc.), technical services and the Steering Committee.	High importance
	G.4	Local governance of natural resources Number of technical services equipped and operational, <i>broken down by type :</i> <i>a) Land Brigades equipped and trained, land registry in place, monitoring of registers, etc.</i> <i>b) Provincial and territorial AT services equipped and trained (GIS, etc.)</i> <i>c) Equipped and trained Provincial, Territorial and Sector Agricultural Services</i> <i>d) Environmental Services</i> <i>e) Rural development services</i>	Nb	Programming in performance contracts Annual assessment	High importance
	G.5	Project governance	Nb		Alternatively, this indicator can be part



		Number of monitoring visits by project staff for which formal reports are submitted, <i>broken down by type (Agency, LEA, technical departments by type)</i>			of a joint external evaluation designed to measure ownership of the project by project staff, particularly in technical departments.
	G.6	Project governance Number of Steering Committee meetings adequately organized and prepared	Nb	<u>Quality criteria:</u> Regularity (at least 2 times a year); Notification of all stakeholders: documents sent at least 2 weeks in advance; Stakeholder representation in line with membership.	<u>High importance</u>
	G.7	Project governance Number of project management committee meetings (FONAREDD, CAFI, implementing organization) organized and prepared adequately	Nb	<u>Quality criteria:</u> Regularity (at least 2 times a year); Notification of all stakeholders: documents sent at least 2 weeks in advance.	If this committee is mandated by a decision of the CAFI Executive Board, or FONAREDD
2. Regional planning (AT)	AT.1	Number of TA and natural resource management plans (a) drawn up and (b) validated or not, <i>broken down by type of administrative level (province, administrative group/sector, territory, terroir).</i>	Nb	Georeferenced (integrating the various land-use and land-use classes) Indicate which of these have been developed and validated by the authorities.	
	AT.2	Areas (ha) under land-use plans: i) drawn up ii) submitted iii) validated, <i>broken down by type of administrative level: province, groupement/secteurs administratifs, territoires, terroirs)</i>	ha	Georeferenced PSAT/PGRN, PLD,	<u>High importance</u> The project document cannot be approved if this indicator does not appear in the results framework.
	AT.3	Areas a) by land use category (ha) under TA plans and b) by land use (ha) under TA plans	ha	Georeferenced <u>Land use:</u> Forests (including flooded forests, etc.); Savannah; High-value forests and peatlands; Rural complex ; <u>Assignments foreseen in the TA plans:</u> Family farming (current and extension); Areas with potential for <i>industrial and farm-based</i> agriculture and livestock farming (<i>industrial and intermediate</i>); Forest management and regeneration; Conservation	<u>High importance</u> The project document cannot be approved if this indicator does not appear in the results framework. It should be noted that if the project provides the Secretariats with usable land use and allocation maps, it is not necessary to fill in this indicator.
	AT.4	Number of breaches of major measures in work safety plans		Georeferenced	No target required



	AT.5	Areas affected by these breaches of major measures in the TA plans	ha	Major infringements of land-use allocations defined by the TA Plan (e.g. agricultural areas in forest conservation zones, artisanal or industrial logging concessions in conservation zones, etc.). Remote sensing. Annually	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	AT.6	Degree of compliance with natural resource management rules established by the NRMPs	Score	In-situ assessment at least quarterly by technical services and project coordinators, consolidated annually Disaggregated by level of territorial entity, and by sector (agriculture, forestry, etc.) Degree from 1 to 5 for each PGRN	Alternatively, this indicator may form part of a joint external evaluation as provided for in the project evaluation plan.
	AT.7	a) No. of infrastructures built, rehabilitated, maintained (on project budget / collective PES) b) Length of rural roads built, rehabilitated and maintained (actual and cumulative)	Nb km		This indicator is a proxy measure of market access. The project document cannot be approved if this indicator does not appear in the results framework.
	AT.8	Number of people living in administrative entities under a TA plan, <i>broken down by gender and vulnerable group (PA)</i>		Estimate. Provide calculation assumptions	This indicator is contextual
	AT.9	No. of arbitration procedures to resolve land-use conflicts (a) initiated, and (b) ending the conflict		Quality: AT council consulted (CPAT and CLAT) and procedure	No target expected. The project document cannot be approved if this indicator does not appear in the results framework.
3. Land	FON.1	Number of provincial land edicts drawn up / promulgated in a participatory manner		If included in the project	The participatory nature is part of a joint external evaluation as provided for in the project evaluation plan.
	FON.2	Number of decentralized land registers piloted / established / operational			
	FON.3	Area of land secured by type of tenure (<i>individual or collective</i>)	ha	Georeferenced Use and concession rights (land titles, registration in decentralized registers, allocated concessions, etc.)	High importance The project document cannot be approved if this indicator does not appear in the results framework.



	FON.4	Number of registered land tenure arrangements, <i>broken down by type (individual/collective, formal/informal)</i>		Georeferenced	
	FON.5	Number of direct and indirect beneficiaries of land tenure security, <i>broken down by type of security (individual or collective), gender and vulnerable group</i>			The project document cannot be approved if this indicator does not appear in the results framework.
4. Agriculture	AG.1	Areas of improved seed multiplication fields established (per growing season and cumulative) Area devoted to seed and plant production ?		Georeferenced Including 1+ year-old agroforestry fields	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	AG.2	Food-growing area under improved varieties in the rural complex (excluding agri-multiplication)	ha	Annual and cumulative Georeferenced. Including second agroforestry cycles. Application to PSE projects	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	AG.3	Total area of sustainable agriculture achieved, <i>broken down by :</i> a) Perennial crops without deforestation (savannah or rural complex and degraded forests) b) Agroforestry plantations	ha	Georeferenced. Annually and cumulatively Degraded forest: in the DRC, as defined primarily by the forthcoming Forest Capital Study. Application to PSE projects	High importance The project document cannot be approved if this indicator does not appear in the results framework. Detail any overlap between AG.2 and AG.3 a and b
	AG.4	Number of direct beneficiaries, broken down by type of agricultural support (perennial, agroforestry, food crops) Of which - Number of households receiving improved seed (broken down by seed type)	ha		High importance. The project document cannot be approved if this indicator does not appear in the results framework. Detail any overlaps between different types of support
5. Energy	E.1	Area of forest regeneration in savannah by fencing (natural and assisted)	ha	Georeferenced Application to PSE projects	High importance The project document cannot be approved if this indicator does not appear in the results framework.



					This indicator is mixed and could also appear under Outcome 6.
	E.2	Surface area of plantations for woodfuels/timber products	ha	Mixed energy and forestry indicator. Georeferenced	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	E.3	Number of direct / indirect beneficiaries, <i>broken down by gender and type (minority)</i> of which : a) Farmers, charcoal-makers and charcoal-burning contractors trained in improved carbonization techniques b) Number of clean cooking solutions purchased/distributed (if included in project)	nb		High importance The project document cannot be approved if this indicator does not appear in the results framework.
6. Forest management & conservation	FOR.1	Areas under sustainable forest management, <i>broken down by status (GDF category of the Plan Simple de Gestion (for CFCL) or PSAT)</i>	ha	Application to PES	High importance The project document cannot be approved if this indicator does not appear in the results framework. As a reminder, this indicator is already included in AT 1.
	FOR.2	Number of people living in formalized community forestry zones (in DRC: under CFCL)	nb	Estimate. Provide calculation assumptions. Zones are terroirs in DRC.	
	FOR.3	Area of firewalls established / maintained OR Areas effectively protected by firewalls	ha	Georeferenced 3 main types of use: (i) agroforestry protection, (ii) limited set-aside for reforestation or agroforestry production (burnt fallow), (iii) large-scale set-aside in savannah or forest for conservation purposes. Application to PSE projects	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	FOR.4	Sustainable logging : · Area under CFCL and PSAT under effective logging operations committed to a sustainable approach · Area under sustainable artisanal	ha & Nb	Georeferenced	High importance The project document cannot be approved if this indicator does not appear in the results framework.



		logging (including CFCL) - No. of CFCLs (CLDs and ETDs?) with a Simple Management Plan (PSG) for forestry operations - Area under sustainable forest management PES contract - Number of people trained in sustainable forest management - No. of artisanal loggers under PES contracts			
FOR.5	Forest area (ha) under conservation, total and a) Within a CFCL b) Within a PSAT (village terroir)	ha	Georeferenced - Including high-value forests, ecological corridors, peatlands, spawning grounds, flooded forests - Application to PSE projects	High importance The project document cannot be approved if this indicator does not appear in the results framework.	
FOR.6	Conservation % of PSATs with associated guides to good natural resource management practices b) Degree of application of these practices		- Binary indicator - Evaluation on a scale of 1 to 5, based on a methodology to be defined	High importance	
FOR.7	Total number of indirect beneficiaries, broken down by gender and type (CFCL, PSAT) (includes FOR 4 e and f)			The project document cannot be approved if this indicator does not appear in the results framework.	
FOR.8	Forest area under certified concessions	ha			



Outcome indicators

The statements in blue below are result statements.

		Indicators	Unit	Verification and commentary	Importance
Progress towards impact indicators - poverty	<u>1</u>	<u>Performance-based payments</u> Amount of PES transferred, broken down by i) type of PES (perennial crops, agroforestry, regeneration, conservation, sustainable forest management, reforestation, etc.), ii) gender and iii) vulnerable group.	\$	<u>Georeferenced</u> <u>Verification</u> : Reports from local project agencies Application to PES	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	<u>2</u>	<u>Improved food security :</u> a) The areas and periods of food shortage identified by the project have been eliminated. b) Promoted commercial activities and speculation options do not create a new food shortage		Food shortage areas are identified and prioritized by the project, and strategies to combat food insecurity are developed and implemented (when the Prodoc is formulated or in A1). <u>Verification</u> : Food safety study in the intervention area (A1-3-5)	This study could be the subject of a joint external evaluation, rather than being entrusted to the project alone.
	<u>3</u>	<u>Improved living conditions</u> Number of villages benefiting from equipment (including infrastructure, but not inputs) funded through collective PES received	Nb	<u>Georeferenced</u> <u>Audit</u> : LRA and project reports Application to PES	High importance The project document cannot be approved if this indicator does not appear in the results framework.
	4	Total number of direct project beneficiaries, disaggregated by geography, gender and minorities (indigenous peoples)	Nb		High importance
Progress towards impact indicators - forest cover	5	Average annual area burnt under PSE or PSAT contracts in the terroirs (agricultural areas, under natural regeneration, conservation)	ha	<u>Georeferenced</u> <u>Verification</u> : Remote sensing project Target: reduction	High importance
	6	Areas of peatlands and flooded forests under PSAT preserved or managed in accordance with NRM good practice rules	ha	<u>Georeferenced</u> <u>Verification</u> : Remote sensing project	The project document cannot be approved if this indicator does not appear in the results framework.
Governance	7	<u>Multi-stakeholder platforms are actively involved in NRM:</u> No. of arbitrations carried out by governance structures to ensure compliance with approved practices, broken down by type of structure: MTP, PSAT/PGRN, PLD, etc.	ha	<u>Georeferenced</u> <u>Audit</u> : Contracts and project reports NB: does not only include registered complaints	No target expected The project document cannot be approved if this indicator does not appear in the results framework.