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Report No: PAD4786

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT
ON

A PROPOSED CREDIT IN THE AMOUNT OF EUR 90.2 MILLION
(US\$100.0 MILLION EQUIVALENT)

OF WHICH

EUR 45.1 MILLION
(US\$ 50.0 MILLION EQUIVALENT)
IS FROM THE CRISIS RESPONSE WINDOW

TO THE
REPUBLIC OF CAMEROON

FOR AN
EMERGENCY PROJECT TO COMBAT THE FOOD CRISIS IN CAMEROON

April 19, 2022

Agriculture and Food Global Practice
Western and Central Africa Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective March 31, 2022)

Central African CFA
Currency Unit = Franc (XAF)
XAF 592.3 = USD\$1

EUR 0.901 = US\$1

FISCAL YEAR

January 1 - December 31

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ABBREVIATIONS AND ACRONYMS

B/C	Benefit/Cost ratio
CAA	Autonomous Sinking Funds (<i>Caisse Autonome d’Amortissement</i>)
CAPEF	Chamber of Agriculture, Fisheries, Livestock and Forests (<i>Chambre d’Agriculture, des Pêches, de l’Élevage et des Forêts du Cameroun</i>)
CBPP	Community-Based Participatory Planning
CCTs	Conditional Cash Transfers
CEMAC	Central African Economic and Monetary Community (<i>Communauté économique et monétaire de l’Afrique centrale</i>)
CH	Harmonized Framework (<i>Cadre Harmonisé</i>)
COVID-19	Coronavirus Disease
CPF	Country Partnership Framework
CRI	Corporate Results Indicator
CRW	World Bank Crisis Response Window
CSA	Climate Smart Agriculture
CSAIP	Climate Smart Agriculture Investment Plan
CSP	Country Strategic Plan
DA	Designated Account
DEPCS	Division of Studies, Planning, Cooperation and Statistics (<i>Division des Etudes, de la Planification, de la Coopération</i>)
DESA	Division of Agricultural Surveys and Statistics (<i>Direction des Enquêtes et des Statistiques Agricoles</i>)
DFIL	Disbursement and Financial Information Letter
E&S	Environmental and Social
ENSAN	National Food Security and Nutrition Assessment (<i>Enquête Nationale sur la Sécurité Alimentaire et Nutritionnelle</i>)
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESRS	Environmental and Social Review Summary
ESS	Environmental and Social Standards
FAO	Food and Agriculture Organization
FCV	Fragility, Conflict and Violence
FM	Financial Management
FIRR	Financial Internal Rate of Return
FNPV	Financial Net Present Value
FSCPP	Food Security Crisis Preparedness Plan
FSMS	Food Security Monitoring Survey
GBV	Gender Based Violence
GCMF	Global Commodity Management Facility (WFP)
GDP	Gross Domestic Product
GEMS	Geo-Enabling initiative for Monitoring and Supervision
GHG	Green House Gas
GoC	Government of Cameroon
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HGSF	Home Grown School Feeding Program
IDPs	Internally Displaced Persons
IFR	Interim unaudited Financial Report
IPP	Indigenous Peoples Plan

IPPF	Indigenous Peoples Participation Framework
IRR	Internal Rate of Return
ISR	Interim Status Report
LIPW	Labor Intensive Public Works
LMP	Labor Management Plan
M&E	Monitoring and Evaluation
MINADER	Ministry of Agriculture and Rural Development (<i>Ministère de l'Agriculture et du Développement Rural</i>)
MINAS	Ministry of Social Affairs (<i>Ministère des Affaires Sociales</i>)
MINAT	Ministry of Territorial Administration (<i>Ministère de l'Administration Territoriale</i>)
MINDUB	Ministry of Basic Education (<i>Ministère de l'Education de Base du Cameroun</i>)
MINEE	Ministry of Water Resources and Energy (<i>Ministère De L'eau Et De L'Energie</i>)
MINEPAT	Ministry of Economy, Planning and Regional Development (<i>Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire</i>)
MINEPIA	Ministry of Livestock, Fishing and Animal Industries (<i>Ministère de l'Élevage des Pêches et Industries Animales</i>).
MINFI	Ministry of Finance (<i>Ministère Des Finances</i>)
MINSANTE	Ministry of Public Health (<i>Ministère de la Santé Publique</i>)
NDC	Nationally Determined Contribution
NPF	New Procurement Regulations
NPV	Net Present Value
ONACC	National Observatory on Climate Change (<i>Observatoire National Sur les Changements Climatiques</i>)
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PLWG	Pregnant and Lactating Women and Girls
PNCP	National Pastoral Contingency Plan
PNIA	National Agricultural Investment Plan (<i>Plan National d'Investissement Agricole</i>)
PNVRS	National Food Security Monitoring and Strengthening Project (<i>Projet National de Veille et de Renforcement de la Sécurité Alimentaire</i>)
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
PTC	Project Technical Committee
PWP	Public Works Program
RAP	Resettlement Action Plan
RESCAM	Cameroon Animal Disease Epidemiological Surveillance Network (<i>Réseau camerounais de surveillance épidémiologique des maladies animals</i>)
RPF	Resettlement Policy Framework
SCD	Systematic Country Diagnostic
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SIMC	Information System on Markets and Climate (<i>Système d'Information des Marchés et climatiques</i>)
SND30	National Development Strategy (<i>Stratégie Nationale de Développement du Cameroun</i>)
SPN	Specific Procurement Notices
STEP	Systematic Tracking of Exchanges in Procurement
ToC	Theory of Change
WFP	World Food Program



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DATASHEET

BASIC INFORMATION

Country(ies)	Project Name		
Cameroon	Emergency Project to Combat the Food Crisis in Cameroon		
Project ID	Financing Instrument	Environmental and Social Risk Classification	Process
P177782	Investment Project Financing	High	Urgent Need or Capacity Constraints (FCC)

Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input checked="" type="checkbox"/> Contingent Emergency Response Component (CERC)
<input type="checkbox"/> Series of Projects (SOP)	<input checked="" type="checkbox"/> Fragile State(s)
<input type="checkbox"/> Performance-Based Conditions (PBCs)	<input type="checkbox"/> Small State(s)
<input type="checkbox"/> Financial Intermediaries (FI)	<input type="checkbox"/> Fragile within a non-fragile Country
<input type="checkbox"/> Project-Based Guarantee	<input checked="" type="checkbox"/> Conflict
<input type="checkbox"/> Deferred Drawdown	<input checked="" type="checkbox"/> Responding to Natural or Man-made Disaster
<input type="checkbox"/> Alternate Procurement Arrangements (APA)	<input type="checkbox"/> Hands-on Enhanced Implementation Support (HEIS)

Expected Approval Date	Expected Closing Date
02-May-2022	31-Dec-2025

Bank/IFC Collaboration

No

Proposed Development Objective(s)

The Project Development Objective (PDO) is to strengthen food and nutrition security and increase resilience to climate shocks of targeted households and producers.



Components

Component Name	Cost (US\$, millions)
Support for early response food and nutrition stabilization towards early recovery and resilience building	35.00
Strengthening productive capacities of smallholders through crop and livestock support for climate and nutritional resilience	42.00
Support for strengthening governmental food security crisis monitoring capacity, information systems, and agrometeorological services	13.00
Project Management, Monitoring and Evaluation	10.00
Contingent Emergency Response Component	0.00

Organizations

Borrower: The Republic of Cameroon
 Implementing Agency: Ministry of Agriculture and Rural Development

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	100.00
Total Financing	100.00
of which IBRD/IDA	100.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

International Development Association (IDA)	100.00
IDA Credit	100.00

IDA Resources (in US\$, Millions)

	Credit Amount	Grant Amount	Guarantee Amount	Total Amount



Cameroon	100.00	0.00	0.00	100.00
National PBA	50.00	0.00	0.00	50.00
Crisis Response Window (CRW)	50.00	0.00	0.00	50.00
Total	100.00	0.00	0.00	100.00

Expected Disbursements (in US\$, Millions)

WB Fiscal Year	2022	2023	2024	2025
Annual	15.00	35.00	35.00	15.00
Cumulative	15.00	50.00	85.00	100.00

INSTITUTIONAL DATA

Practice Area (Lead)

Agriculture and Food

Contributing Practice Areas

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● High
2. Macroeconomic	● Substantial
3. Sector Strategies and Policies	● Moderate
4. Technical Design of Project or Program	● Substantial
5. Institutional Capacity for Implementation and Sustainability	● Moderate
6. Fiduciary	● Substantial
7. Environment and Social	● High
8. Stakeholders	● Substantial



9. Other

● Moderate

10. Overall

● Substantial

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

Yes No

Does the project require any waivers of Bank policies?

Yes No

Have these been approved by Bank management?

Yes No

Is approval for any policy waiver sought from the Board?

Yes No



Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

E & S Standards	Relevance
Assessment and Management of Environmental and Social Risks and Impacts	Relevant
Stakeholder Engagement and Information Disclosure	Relevant
Labor and Working Conditions	Relevant
Resource Efficiency and Pollution Prevention and Management	Relevant
Community Health and Safety	Relevant
Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Relevant
Biodiversity Conservation and Sustainable Management of Living Natural Resources	Relevant
Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Relevant
Cultural Heritage	Relevant
Financial Intermediaries	Not Currently Relevant

NOTE: For further information regarding the World Bank’s due diligence assessment of the Project’s potential environmental and social risks and impacts, please refer to the Project’s Appraisal Environmental and Social Review Summary (ESRS).

Legal Covenants

Sections and Description

The Recipient, through the PIU, shall have recruited and appointed an external auditor not later than three (3) months after the Effective Date.

Sections and Description

The Recipient shall ensure that not later than six (6) months after the Effective Date, a Food Security Crisis Preparedness Plan is prepared and adopted in form and substance acceptable to the Association.

Sections and Description

The Recipient shall establish by no later than one (1) month after the Effective Date (or such later date as agreed with the Association), and thereafter maintain at all times during the implementation of the Project, the Project Steering Committee with a mandate, composition and resources satisfactory to the Association.



Sections and Description

The Recipient shall establish by no later than one (1) month after the Effective Date (or such later date as agreed with the Association), and thereafter maintain within MINADER, at all times during Project, the Project Implementation Unit, with composition, terms of reference and resources satisfactory to the Association.

Sections and Description

Without limiting the foregoing, all PIU staff to be recruited and appointed by no later than two (2) months after the Effective Date, and all with qualifications, experience, integrity and terms of reference acceptable to the Association.

Sections and Description

The Recipient shall, and shall cause the FAO, WFP, and Selected Public Institution’s to carry out the Project in accordance the provisions of the Project Implementation Manual (PIM), approved by the Association, containing detailed guidelines and procedures for the implementation of the Project.

Sections and Description

No later than sixty (60) days after the Effective Date, or any other date as agreed by the Association, the Recipient shall enter into a Implementation Agreement with Selected Public Institutions under terms and conditions approved by the Association.

Sections and Description

ESCP: The ESMF with GRM shall be finalized, disclosed, consulted upon and adopted two (2) months after Effective Date. An RPF and IPPF will finalized two (2) months after the effective date. The LMP will prepared and disclosed no later than one (1) month after the Effective Date. The project SRA/SMP shall be prepared no later than three (3) months after the project Effective Date.

Conditions

Type	Financing source	Description
Disbursement	IBRD/IDA	No withdrawal shall be made for Conditional Cash Transfers under Part 1.1 (a) of the Project unless and until the (i) Recipient has adopted and updated the PIM in accordance with Section I.B of Schedule 2 to this Agreement and in form and substance acceptable to the Association, to include the CCT Transfers specific procedures, and (ii) Recipient has furnished evidence satisfactory that the WFP Output Agreement and the FAO Output Agreement has been executed and delivered
Disbursement	IBRD/IDA	No withdrawal shall be made for Labor Intensive Public Works (LIPW) under Part 1.2 of the Project unless and until the Recipient has adopted and updated the PIM in accordance with Section I.B of



		Schedule 2 to this Agreement, in form and substance acceptable to the Association, to include the LIPW specific procedures, and (ii) Recipient has furnished evidence satisfactory that the WFP Output Agreement and the FAO Output Agreement has been executed and delivered
Type Disbursement	Financing source IBRD/IDA	Description No withdrawal shall be made under Emergency Expenditures under Part 5 of the Project for Emergency Expenditures unless and until all of the following conditions have been met in respect of said expenditures: (i) (A) the Recipient has determined that an Eligible Crisis or Emergency has occurred, and has furnished to the Association a request to withdraw Financing amounts under Category (4); and (B) the Association has agreed with such determination, accepted said request and notified the Recipient thereof; and (ii) the Recipient has adopted the CERC Manual and Emergency Action Plan, in form and substance acceptable to the Association.
Type Disbursement	Financing source IBRD/IDA	Description Elaborate the manual of administrative, financial, accounting procedures to consider the NPF and clarify the role of each actor involved in the procurement process of the project and the maximum delay for each procurement stage, specifically with regard to the review, approval system, and signature of contracts.



I. STRATEGIC CONTEXT

A. Country Context

1. **Cameroon is a lower-middle income country with significant economic growth potential which it has not fully capitalized on.** The country represents 45 percent of the Gross Domestic Product (GDP) of the Central African Economic and Monetary Community (CEMAC, *Communauté économique et monétaire de l'Afrique centrale*), but is heavily commodity and oil dependent. The fiscal revenues and export earnings generated by the oil industry are acutely vulnerable to global commodity price risk. Serious development challenges that limit the country's growth potential include high risk of debt distress, incomplete implementation of fiscal reforms, climate change, and ongoing conflict in parts of the country.

2. **The COVID-19 pandemic, Ukraine war, soaring global food, fuel, and fertilizer prices, and domestic conflict are severely impacting Cameroon's growth and poverty rates.** During the period 2014-2019, the annual growth rate in real GDP terms averaged 4.5 percent, supporting an expansion in services, private consumption, and investment.¹ With the onset of COVID-19, government-imposed containment measures were a contributing factor in job loss and increased vulnerability. In 2020, the real GDP growth rate was just 0.7 percent, and 3.5 percent in 2021. It is tentatively projected to increase to 4.0 percent in 2022. At the same time, the pandemic increased poverty for the first time in a decade, worsening both unemployment and inequality.² Roughly 322,000 more people were pushed into extreme poverty between 2019 and 2020. Improved economic performance has bolstered the extreme poverty rate to 23.6 percent in 2021 and a projected 23.1 percent in 2022. Nonetheless, the Ukraine war is likely to impinge on poverty once again due to higher energy prices and wheat prices amidst crisis level global food, fuel, and fertilizer price inflation.

3. **Ongoing conflict has hindered development in Cameroon's Far North, Northwest, and Southwest and have contributed to rising poverty and food insecurity.** The Boko Haram linked Lake Chad Basin crisis started in Nigeria and spilled into the Far North of Cameroon 12 years ago. Elsewhere, the Anglophone Northwest and Southwest regions have been racked by insurgencies since 2016. These crises have undermined poverty reduction, created new pressures on natural resources and reduced both availability and affordability of food. The poverty map set up by the Government of Cameroon (GoC) in 2019 showed an increase in poverty in the Far North, Northwest, and Southwest regions since 2014. The poverty rate for these regions was 77 percent, 57 percent, and 21 percent respectively in 2019. In other regions poverty has decreased or remained stagnant. Nonetheless, the Central African Republic refugee crisis is also affecting poverty and food security in Adamawa and East regions with the influx of refugees increasing demand for food in host communities.

4. **Climate change is a critical force weakening Cameroon's economic outlook and is the primary driver of food insecurity.** The country is facing a surge in extreme weather like erratic rainfall causing floods and droughts, high temperatures and violent winds. In the last half century average temperatures in Cameroon have increased by 1°C and are projected to increase between 2.5°C and 5.5°C in the next fifty years and precipitation is expected to increase by 15 percent.³ Increasing temperatures are negatively affecting agricultural productivity, particularly in regions with marginal rainfall like the Far North. The impacts of climate change are also worsening water availability in the Lake Chad and Niger basins in the North. Land, soil, and

¹ World Bank *Macro Poverty Outlook datasheet*, October 2021.

² World Bank *Quarterly Economic Update*, April 2021.

³ UNDRR and CIMA *Cameroon Disaster Risk Profile (2019)*



ecosystem degradation are contributing to food insecurity. Increased competition over scarce resources is the preeminent cause of conflict and forced displacement in the country.

B. Situations in Urgent Need of Assistance

5. **Cameroon is currently facing severe (IPC3+) and elevated food insecurity.**⁴ The most recent Harmonized Framework (CH, *Cadre Harmonisé*) estimates from October to December 2021 show that 2.43 million Cameroonians faced IPC3+ conditions, with almost a quarter million facing phase 4 conditions (humanitarian emergency). This situation is not expected to ease up and projections from March to May 2022 and June to August 2022 show a projected 2.85 million and 2.41 million people facing IPC3+ conditions (see Annex 3, Map A3.1.).⁵

6. **On the supply side, the current food security crisis is driven by the effects of extreme weather and conflict.** Repeated yearly depletion of staple stocks like rice, sorghum, and maize, as well as of milk and meat products from the livestock sector, are lengthening the annual lean season, which is starting two to three months earlier than usual. The last harvest was below average owing to climatic conditions that are becoming increasingly frequent. These include extreme flooding in the Far North that caused extensive crop and livestock losses. The destruction of food stocks and of travel routes between Cameroon and Nigeria resulted in diminished supply – a situation that is especially acute in less accessible, conflict affected areas. In some instances, this necessitates the provision of humanitarian food supply. More recently, in Cameroon the impact of the conflict in Ukraine will be felt mainly through increases in energy, commodity, and fertilizer prices, and disruptions to supply chains.⁶

7. **On the demand side, higher food prices and low incomes are increasing food insecurity through their effects on affordability.** At present commodity prices are rising despite government grain export restrictions. Wholesale sorghum prices for example are 20 to 25 percent above the five-year average. Coupled with high prices, limited livelihood opportunities made worse by the impacts of COVID-19 are a major cause of food insecurity. In the Far North, in the departments of Logone and Chari, Mayo Sava, Mayo Tsanaga, and Diamare, households lost on average 51 percent of their monthly income due to the pandemic.⁷ Currently 48 percent of Cameroonians cannot afford a diet that meets their nutritional requirements, and 24 percent cannot afford a diet that meets their energy needs. The price of a nutritious diet is the least affordable in project targeted regions of the Far North (70 percent), East (70 percent), and Adamawa (61 percent).

⁴ IPC3 is classified as at least of households have significant food consumption gaps or are marginally able to meet minimum food needs only with irreversible coping strategies such liquidating livelihood assets.

⁵ <https://www.food-security.net/en/datas/cameroon/>. Reductions in food insecurity in the June – August period correspond to ending of the lean season. However, the overall numbers of insecure remain elevated throughout.

⁶ Cameroon currently imports over a third of its wheat (approximately 396,000 tons per year worth US\$ 162 million) and 43 percent of its fertilizer from Russia. Since January 2021, the cereals price index is up 11 percent, with wheat prices nearly 36 percent higher than in early February 2022, before the invasion, and 60 percent higher since January 2021. Further, Cameroonians spend a high proportion of their incomes (42 percent) on food. Fertilizer prices may also limit domestic food production due to limited supply and sky rocketing prices. Higher oil prices are also likely to have economic impacts on Cameroonians through higher transport costs. With rising food, fertilizer, and fuel prices the likelihood of the Ukrainian crisis compounding the impacts of already high food insecurity are high.

⁷ International Rescue Committee, Rapport de l'évaluation des impacts du Covid 19 sur la sécurité alimentaire et les moyens d'existence des ménages, cas des Départements du Mayo Sava, Mayo Tsanaga, Diamaré et Logone et Chari, Région de l'Extrême-Nord, Cameroun.



C. Sectoral and Institutional Context

8. **Agriculture plays a key role in Cameroon’s employment, GDP, and poverty reduction.** Crops, fisheries, livestock, and forestry account for 15 percent of GDP and employ nearly 43 percent of the workforce.⁸ Agricultural growth averaged 4.7 percent annually in the decade between 2010 and 2019. Owing to COVID-19, it dipped to 0.1 percent in 2020. More than 50 percent of cultivated land is dedicated to the production of traditional subsistence food crops like maize, sorghum, cassava, plantains, dry beans, oil palm fruit, rice, and ground nuts. These crops also dominate agricultural production in terms of quantity.⁹

9. **All five agroecological zones of Cameroon support subsistence-based agriculture overlapping strongly with food security.** Adamawa through the North and Far North regions – extending into the Sahel as far as Lake Chad – is suited for extensive livestock rearing as well as drought tolerant crops like sorghum, millet, maize, cassava, and cowpea. These drought tolerant crops are critical for food security. The Northwest plateau and Southwest’s rich mono-modal environment also supports an agropastoral system in which both subsistence and cash crops are produced. The East region is part of the bimodal forest cropping system with dense tropical forests that provide habitat for rich but diminishing biodiversity. Here, food crops like rice, cassava, maize, and fruits and vegetables are grown largely for household consumption.

10. **Agricultural and livestock productivity is low and declining.** Most farms in Cameroon are from one half to two hectares and are subsistence based. Productivity in key staples have followed a flat or downward trend for decades. Between 2000 and 2019 yields in rice, sorghum, and maize fell from 1.23 to 0.78, and 1.65 to 1.31, and 2.2 to 1.8, tons/ha respectively.¹⁰ Farming is characterized by limited mechanization, very low rates of fertilizer and drought resistant seed use, and limited access to markets – with very little adoption of soil conservation or climate smart methods.¹¹ Limited irrigation leaves most agriculture in Cameroon rainfed, and highly variable rainfall patterns make water resources management a serious challenge. Livestock is an essential source of revenue and food security for about 30 percent of the rural population. Cattle and small ruminants graze on natural grasslands, in extensive production systems that are largely unsustainable. Productivity is low. While the cattle herd increased from 5,882,000 heads in 2019 to 6,036,467 in 2020, the yield of meat declined from 19kg/head to 13 kg/head and milk from 543 kg/animal to 539 kg/animal. The productivity of other small ruminants exhibits similar trends and climate impacts. Low productivity also characterizes Cameroon’s underdeveloped dairy processing industry.

11. **Increased rainfall and precipitation variability will remain a major risk in the short-term and long-term, threatening crop, livestock, and fishing livelihoods.**¹² Under current climate conditions, about 2 million people, 9 percent of Cameroon’s population, are living in drought-affected areas and about 8 percent of GDP contribution from agricultural production is compromised annually.¹³ By 2050, the population living in drought prone areas is expected to increase to 26 percent. On average, around 1.2 million of livestock is potentially affected by more than three months of drought conditions. In Cameroon, droughts affect livestock through mortality (depletion of stocks), morbidity, and productivity (weight, milk production). By 2050, more than 2.6 million units of livestock, 71 percent of the current total, will be under drought induced stress conditions

⁸ World Bank Indicators, 2021.

⁹ FAOSTATS data, 2021.

¹⁰ FAOSTAT data, 2022.

¹¹ Climate Smart Investment Plan, 2020, https://www.aainitiative.org/sites/default/files/pdfs/Investment_Report_Cameroon.pdf

¹² IFAD Cameroon Country Strategic Opportunities Program 2019-2024

¹³ UNDRR and CIMA Cameroon Disaster Risk Profile (2019)



annually. The compounded long-term impact is increased crisis and emergency level food insecurity, and rising malnutrition. Based on recent seasons, severe weather events are expected to intensify in the short- and long-term. Yields of many key staples will significantly decrease under the high-warming climate projection scenario.¹⁴

12. To address these challenges, the GoC has adopted a coherent set of political and strategic documents giving due consideration to the agriculture sector. Its long-term vision ‘Cameroon Vision 2035,’ made operational through the 2020-2030 National Development Strategy (SND30, *Stratégie Nationale de Développement du Cameroun*) prescribes an agricultural growth rate averaging 8.5 percent during the decade. This growth rate will rely on modernization, intensification, and an improved supply of agricultural inputs. The SND30 also dovetails with the recently prepared National Agricultural Investment Plan (PNIA II, *Plan National d’Investissement Agricole II*) which integrated priorities identified in Cameroon’s Climate Smart Agriculture Investment Plan (CSAIP, 2020)¹⁵ into national agricultural planning moving towards sustainable agriculture production. The proposed project reflects the priorities identified in the SND30, the CSAIP and to those of the National Pastoral Contingency Plan (PNCP, *Plan National de Contingence Pastorale*). The PNCP focuses on increasing climate-smart production in livestock and fishing, and prioritizing the participation of women and youth, especially in the Northwest, Southwest and Far North regions. The PNCP was also formulated in direct response to several GoC agriculture and livestock programs and mandates.¹⁶

13. Cameroon’s CSAIP identifies priority investments in climate smart agriculture that can generate climate co-benefits and impact both agricultural growth and food security. Recommended investments at the national level are: (i) providing integrated support for the development and sustainable use of agricultural soil, water, and biodiversity resources; (ii) promoting sustainable climate smart agriculture (CSA) production practices in small-scale horticulture and livestock to increase access to nutritious food and income generation especially for vulnerable populations (especially women); and (iii) extending agroclimatic information services (agrometeorological, CSA advice, technical support) to support the capacity of stakeholders to adapt to climatic hazards.

14. Gender inequality and lack of women’s empowerment are significant drivers of vulnerability and food insecurity. The 2020 Gender Inequality Index ranks Cameroon at 141st of 189 countries. Around 69 percent of women work in agriculture, compared to 59 percent of men employed in the sector.¹⁷ Farming plots operated by women are typically smaller and have less fertile soils in addition to other disadvantages they face such as access to agricultural inputs.¹⁸ Women generally have less access to irrigation, credit, and extension services – and to fertilizers in particular. They also tend to cultivate more food crops for household consumption than men, whose crops are more likely to be produced for sale at markets – underscoring women’s role as the

¹⁴ The rainfed crops that will be most affected include, maize and rice for which yields could fall by 7 to 9 percent by 2040. Even irrigated rice and maize could experience significant yield declines of up to 6 or 7 percent.

¹⁵ Cameroon’s CSA Investment Plan, World Bank, 2020: https://www.aainitiative.org/sites/default/files/pdfs/Investment_Report_Cameroon.pdf

¹⁶ These include the Ministry of Agriculture and Rural Development’s (MINADER) National Program for monitoring and strengthening food security (PNVRSa, *Projet National de Veille et de Renforcement de la Sécurité Alimentaire*), the Information and Early Warning Unit (CIAR) within the Directorate of Surveys and Agricultural Statistics (DESA), and the Division of Studies, Planning, Cooperation and Statistics (DEPCS) of the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA). The objective of the PNVRSa is to fight against hunger and combat food insecurity at the national level by 2030, through a sustainable increase in productivity, while conserving basic natural resources. The PNVRSa coordinates a Food Security Working Group (GTSA) that includes WFP and FAO advisers. The GTSA is responsible for the collection and analysis of food security related data. DESA’s CIAR, for its part, is responsible for carrying out the activities of the national rapid alert system in the context of food security, among others. The DEPCS carries out similar functions as DESA’s CIAR for MINEPIA.

¹⁷ WFP Country Strategic Plan 2021.

¹⁸ Araar, A., 2021. *The Gender Gap in Smallholder Agricultural Productivity: The Case of Cameroon*.



principal agents of household food security. While men are primarily responsible for fishing and livestock, women oversee fish processing and marketing, raising poultry and small livestock. Despite the higher proportion of women working on farms, women managed plots typically have lower productivity and sustainability even when the same crops are grown. Women also lack the skills, knowledge and equipment required for post-harvest management and processing and have limited access to markets to sell their products.

15. Three critical gender gaps face women agriculturalists in Cameroon: lower access to inputs, value-addition equipment, and markets. These gaps can be attributed largely to gender-based social norms and cultural biases in allocation within households. In addition to gender norms that favor men, household, and childcare responsibilities significantly constrain women's time and mobility. Inequality in education outcomes (wherein 65 percent of women are literate compared with 78 percent of men) play a role in driving gender gaps in Cameroon. From a policy perspective, if women had access to the same productive resources as men, they could increase yields by 20 to 30 percent, substantially raising overall agricultural production.¹⁹ Women farmers have higher exposure to climate risk and therefore require more support for producing in a climate-resilient manner, and greater access to drought resistant seeds, water management resources, and small-scale irrigation.²⁰ Women's cooperatives have been an effective means with which to improve their access to markets in Cameroon and elsewhere.²¹

D. Relevance to Higher Level Objectives

16. The proposed project is fully aligned with the current WBG Country Partnership Framework (CPF) for Cameroon (FY17-FY21, report no. 107896-CM). The project contributes to the first focus area, "*Addressing Multiple Poverty Traps in Rural Areas (with focus on northern regions)*" by investing to increase productivity and access to markets in the agriculture, livestock, and fisheries sector. The project also aims to increase resilience, accelerate adaptation to climate change, and to expand opportunities for diversification in food insecure areas. In addition, the project ensures adoption of the CPF's gender mainstreaming approach, addressing women economic empowerment by systematically enhancing women's economic participation in the productive activities (agriculture, livestock and non-farming income generating activities) and tailoring project activities to women's needs and specificities. The World Bank is preparing a new CPF for Cameroon that will be delivered in FY23, and the proposed project will remain purposefully consistent with the current CPF for Cameroon. A Systematic Country Diagnostic (SCD) update is under preparation and will be delivered in FY22. The project also aligns with Cameroon's eligibility note for prevention and resilience allocation in the IDA19 cycle.

17. The project responds to the WBG Climate Change Action Plan 2021-2025²², the World Bank's Next Generation Africa Climate Business Plan²³ and Cameroon's Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change. The proposed project activities will support CSA, promote climate change mitigation and adaptation strategies, and enhance understanding of climate-related hazards in Cameroon. The project will improve local community capacity to cope with droughts, floods,

¹⁹ Tchinda, G.M., Kamdem, C.B. and Andrianarison, F., 2021. *Gender, Agricultural Productivity and Sustainability in Cameroon. Sustainable Development in Africa: Fostering Sustainability in One of the World's Most Promising Continents*, p.319.

²⁰ Molua, E.L., 2011. *Farm income, gender differentials and climate risk in Cameroon: typology of male and female adaptation options across agroecologies. Sustainability Science*, 6(1), pp.21-35.

²¹ Agricultural Value Chains and Gender in Northern Cameroon, 2016 – 2017, WFP study <https://docs.wfp.org/api/documents/WFP-0000022430/download/>

²² World Bank Group *Climate Change Action Plan 2021–2025: Supporting Green, Resilient, and Inclusive Development*.

²³ World Bank. 2020. *The Next Generation Africa Climate Business Plan: Ramping Up Development-Centered Climate Action*.



and extreme temperatures. The project is also aligned with the WBG's twin goals of reducing extreme poverty and enhancing shared prosperity. There is a strong link between the project and the World Bank Group Strategy for Fragility, Conflict and Violence (FCV 2020 – 2025). That Strategy advocates for support to countries in addressing the drivers and impacts of FCV and strengthening resilience, especially for the most vulnerable.

18. **Several ongoing interventions being undertaken by the WBG supports the food crisis response.** These initiatives include the *Social Safety Net Project* (P128534); and the *Adaptive Safety Nets and Economic Inclusion Project* (P175363) that offer income support to households to protect and increase resilience to conflict and climate related shocks. In conjunction with the safety net teams, the project will ensure no overlap of immediate assistance to beneficiaries in the provision of conditional cash transfers for asset building.²⁴ Complementary agriculture projects include the *Livestock Development Project* (P154908); the *Valorization of Investment in the Valley of the Benue Project* (P166072); and the *Valorization of Investment in the Valley of the Logone Project* (P168772). The livestock development project implemented by the Ministry of Livestock, Fishing and Animal Industries (MINEPIA) will be a vehicle for scaling up project investments. An ongoing technical assessment is also mapping all other ongoing projects and initiatives in the selected regions, to ensure no duplication of existing investments.

II. PROJECT DESCRIPTION

A. Project Development Objective

19. **The Project Development Objective (PDO)** is to strengthen food and nutrition security and increase resilience to climate shocks of targeted households and producers.²⁵

20. **PDO Level Indicators.** The following key indicators will be used to track progress towards the PDO: (i) share of households with Food Consumption Score (FCS) >35 or considered acceptable²⁶, (percentage); (ii) farmers reached with agricultural assets or services²⁷, disaggregated by gender (Corporate Results Indicator (CRI), number); and (iii) beneficiaries accessing market information and climate advisories via digital tools, disaggregated by gender (number). PDO level indicators (i) and (ii) are directly linked to the first objective of strengthening food and nutrition security while (iii) is linked to increasing resilience to climate shocks of the target population.

B. Project Components

21. **The aim of the project is to contribute to mitigating short-term impacts of food and nutrition insecurity in targeted areas, while simultaneously building long-term economic, climate, and community resilience.** The project will target crisis affected (IPC3+) communities in the Far North, North²⁸, Northwest, Southwest,

²⁴ The adaptive safety net project typically offers unconditional cash transfers.

²⁵ Food and nutrition security is strengthened via increased access to food, availability, utilization, and nutritional quality of diets. Producers encompass farmers, pastoralists, and fishermen.

²⁶ This WFP indicator intends to measure food and nutrition security for households of beneficiaries of component 1 -urgent food and nutrition assistance (CCTs, malnutrition treatment and prevention, school feeding programs, and public works programs). The indicator captures both access/quantity and the quality of the foods and is highly correlated with the dietary diversity score (another indicator that captures food and nutrition security).

²⁷ Farmers refers to crop farmers, pastoralists, and fishermen in this case. Assets and services are defined as production inputs (fertilizer, seeds, animal or fish feed, farming equipment etc.).

²⁸ The North region, specifically Mayo-Rey, was included during negotiations and as such is not shown on the map.



Adamawa, and East regions (see Annex 3, Map A3.2). To maximize the impact, activities will be anchored in a complementary way where beneficiaries will progressively graduate to resilience-building activities.²⁹ To the extent possible, this implies convergence (co-location) of project activities in IPC3+ food insecure communities to promote the sustainability of development outcomes. Conditional cash transfers will be entry activities complemented by nutrition support and linked to livelihood- and resilience-enhancing activities such as support to agricultural production, value chain development, and market access. Selection of targeted communities and prioritization activities will be done in consultation with the GoC, at both the central and local level, and with local communities using community-based participatory planning (CBPP). The project will be organized around three technical components:

Component 1: Support for early response food and nutrition stabilization towards early recovery and resilience building (US\$35 million equivalent)

22. Component 1 will address immediate food and nutrition insecurity needs in project targeted areas in response to climate stresses and shocks such as droughts, floods, or uncertainty in rainfall patterns that are a primary driver of food insecurity. It will finance a program of activities, including: (i) conditional cash transfers (CCTs) for early recovery activities; (ii) in-kind assistance of fortified and specialized nutritious food for treatment and prevention of malnutrition; (iii) home grown school feeding (HGSF) meals; and (iv) public works programs (PWP).

23. The expected outcomes of this component are (i) improved access to food (quantity and quality); (ii) increased household and community economic resilience; and (iii) reduced vulnerability to climate shocks through public works programs (PWP) with a strong conservation, climate adaptation and mitigation focus. The component contributes to sustainable development outcomes by promoting recovery to resilience pathways, supporting nutrition that promotes long term human capital development (especially of children), and focusing on community works that protect against climate variability. Component 1 consists of two interventions:

Sub-component 1.1: Provision of emergency food and nutrition assistance (US\$23.6 million)

24. Sub-component 1.1 will finance a set of activities to support poor and vulnerable households in project targeted areas. First, *CCTs to extremely vulnerable households for early recovery activities*. This activity will focus on rapid deployment of food assistance through CCTs. A total of 33,490 duly registered beneficiaries will be covered with CCTs (60 percent women). Vulnerable refugees, returnees, Internally Displaced Persons (IDPs), and host communities will be targeted. Cash transfers will be linked to participation in economic empowerment activities.³⁰ These include micro, small, and medium enterprises (MSME) and petty food trade. Also, establishment of backyard/home garden and small household livestock and fishing units adapting climate smart practices (composting, production of organic, low-carbon food, school woodlots/windbreaks, recycling of waste, solar power as a source of energy, promoting energy efficient equipment and cooking

²⁹ To begin, at present through the project preparation resources, identification of critical IPC3+ departments and communities with a geographic coverage gap or significant project scale up needs are being carried out in a technical assessment. This is based on food security, nutrition, and essential needs assessments. The ongoing technical assessment will also identify projects – outside the World Bank – and stakeholders engaged in these communities including partner NGOs with whom the GoC and WFP work.

³⁰ Priority will be placed on ensuring rapid access to cash transfers for food. Conditions will be placed simultaneously to build resilience but will not be strict to limit access to cash benefit. The types of resilience activities will be carefully selected by vulnerable beneficiary group. Refugees, IDPS and other vulnerable groups will not be excluded due to conditionality.



stoves known as *foyer amélioré au Cameroun*).³¹ Other activities being considered are payment of transfer fees; and delivery of accompanying measures including inter alia: (i) providing the support to participate in economic empowerment, (ii) providing trainings sessions on nutrition sensitive messaging. Activities will prioritize women who produce food crops that are highly impacted by climate stressors.

25. Second, the sub-component will finance *emergency and home-grown school feeding (HGSEF)*. Through this activity the scale up of HGSEF will be supported to benefit 50 schools and 35,000 children in IPC3+ communities. Schools will be matched with smallholder farmers – mostly women cultivating communal gardens and small breeding (table eggs) – to provide safe, diverse, and nutritious local food. These farmers will be introduced to CSA practices/technologies to increase their resilience to climate change.

26. Third, *support for prevention of acute malnutrition* will target 30,000 children and pregnant and lactating women and girls (PLWG) and focus on: (a) emergency nutrition response to address acute malnutrition in conflict-affected areas; (b) resilience nutrition response delivering integrated malnutrition preventive package while promoting locally owned solutions for addressing undernutrition particularly stunting; and (c) carrying out social behavior communication for promotion of essential nutrition and other family practices.

27. Activities under Sub-component 1.1 will be implemented by the World Food Program (WFP) under the oversight of the Project Implementation Unit (PIU), in partnership with the Ministry of Agriculture and Rural Development (MINADER), MINEPIA, Ministry of Basic Education (MINDUB, *Ministère de l'Éducation de Base du Cameroun*), and Ministry of Public Health (MINSANTE, *Ministère de la Santé Publique*).

Sub-component 1.2: Labor-intensive public works (LIPW) for resilience (US\$11.4 million)

28. Sub-component 1.2 will support 33,400 able-bodied laborers who support some 167,000 household members, 60 percent of whom are women.³² These laborers will be mobilized to participate in high labor intensity community public works programs. This will build resilience in response to droughts and floods that degrade soils, creates run off, severely reduces availability of water, and generate loss of tree cover and forest degradation. The combination of impacts contributes to loss of agricultural livelihoods and food sources. Beneficiaries will receive income transfers for work done based on defined outputs. Activities under this sub-component will include: (i) providing temporary employment for LIPW; (ii) payment of transfer fees and (iii) providing LIPW beneficiaries with tools, equipment and raw materials to implement selected subprojects.

29. Planned community activities will aim to reduce vulnerability to climate shocks including variability in precipitation patterns through support for water harvesting, soil enhancement, moisture retention, reforestation, watershed protection, and flood preparedness. Foreseen investments would include construction of small infrastructure like warehouses or storage facilities, rehabilitation of feeder roads, and shelter mills. Investments in soil conservation and climate adaptation could include community level tree planting (wooded areas of moringa plants, fodder plants, reforestation), the development of fodder fields, the

³¹ Cook stoves are designed and produced locally. The use of energy efficient cook stoves also generates avoided deforestation benefits from the reduced use of fire wood. On average a Cameroonian household uses more than 3 tons of wood fuel per year. Cameroon is the 29th largest consumer of household wood fuel and ranks 15th in terms of its non-sustainable consumption. Providing alternative cook energy efficient cookstoves can reduce over 4 tons of CO2 per year and is seen as a country in which cookstove interventions should be prioritized. Parker, C., Keenlyside, P., Galt, H., Haupt, F. and Varns, T., 2015. Linkages between cookstoves and REDD: <https://www.climatefocus.com/sites/default/files/Linkages%20between%20cookstoves%20and%20REDD%2B.pdf>

³² Assumes one laborer per household supports 5 family members with the assistance received through the cash-for-work.



restoration of fodder routes, digging compost pits, and building protective dikes. Improved water management and resilience will focus on rehabilitation/construction of irrigation canals, micro dams, and water ponds and pastoral hydraulics, tiered water retainers, and open pit wells, and fishponds.³³ All these investments will be demand driven based on a system of CBPP at the local level to ensure sustainability. Beyond simply building infrastructure, targeted communities will rehabilitate local environments. This will be achieved through afforestation and reforestation to rehabilitate agricultural lands and increase carbon sequestration. Further, cultivated land will be treated with physical soil and water conservation measures, biological stabilization, and agroforestry techniques. In turn, these activities will halt or reverse land degradation and biodiversity loss and contributing directly to food security outcomes.

30. Activities under Sub-component 1.2 will be implemented by WFP under the oversight of the PIU, and in partnership with MINADER, MINEPIA, Ministry of Water Resources and Energy (MINEE, *Ministère De L'eau Et De L'Energie*), and Ministry of Territorial Administration (MINAT, *Ministère de l'Administration Territoriale*).

Component 2: Strengthening productive capacities of smallholders through crop and livestock support for climate and nutritional resilience (US\$42 million)

31. The Component 2 will focus on improving sustainable, CSA production including postharvest management, processing, and market access for producers to improve food security. This will be achieved through the provision of climate smart inputs and equipment for primary production (for the farmers, herders, and fishermen) and off-farm sustainable small-scale processing equipment and storage facilities. A soft component on knowledge building entirely dedicated to promoting climate smart agricultural practices will be associated with all physical investments.

32. Component 2 is structured around the following two interventions:

Sub-component 2.1: Support for food production for farmers and agri-food processors (US\$24.5 million)

33. Sub-component 2.1 will contribute to increasing the sustainable productive capacity of 100,000 eligible farming and agri-food processing beneficiaries, 60 percent of whom are women. It will finance the following activities: (i) the provision of inputs such as improved drought resistant seed varieties,³⁴ fertilizer, and basic tools for primary production; including small scale-irrigation; (ii) supply of post-harvest and value-addition equipment with a focus on solar powered equipment; and (iii) development of community post-harvest infrastructure like storage facilities. Reducing post-harvest losses contribute to climate adaptation and mitigation while promoting food security.³⁵ This sub-component will include technical assistance to promote CSA techniques to strengthen producers' resilience to climate change. These include optimal use of improved seeds and other inputs, sustainable irrigation and water harvesting, bio-intensive vegetable and fruit farming, and post-harvest management to reduce production/food losses. Much of the investment in this sub-

³³ Rehabilitation/construction of irrigation canals, micro dams, and water ponds and pastoral hydraulics, tiered water retainers, and open pit wells, and fishponds, as well as activities under component 2 will not be intervening in any areas that draw on rivers, their tributaries and/or connected aquifers in international waterways, and will not trigger OP 7.50.

³⁴ Seed multiplication sites will concentrate on drought resistant crops including sorghum, millet, cow peas, cassava, and sweet potatoes.

³⁵ *Post-harvest losses in Cameroon are estimated at 25 percent of production, the bulk of which occurs during drying and storage. Such losses are likely to be much higher in IPC3+ communities. Reducing post-harvest losses contributes to mitigating environmental impacts linked to water utilization, soil degradation, deforestation, and energy losses. The project will promote grinding machines, weighing scales, pallets, empty sacks (hermetic), tarpaulin, solar powered small-scale storage for perishable produce. Farmer cooperatives will be supported with construction of warehouse facilities to support aggregation and storage.*



component will support women engaged in communal gardening systems, helping them to meet the needs of their households and the demand for products in local markets – including HGSF in component 1.

34. The project will facilitate market access by fostering the capacity of farmers' organizations and cooperatives to aggregate, store, process, add value, and develop businesses that supply local markets and schools (through HGSF). When market supply is insufficient to meet demand, WFP's Global Commodity Management Facility (GCMF) located in Cameroon will purchase cereal and pulses and be careful not to distort local markets. Significant priority will be assigned to identifying and supporting women's groups and networks, targeting their ability to invest in value chains from production to markets. The project will focus on activities that meet women's specific needs, including organizing finances, administration, harvest management during lean seasons, and determining how to earn a profit in local markets – including some larger markets. Women in Cameroon are less likely to sell their produce in wholesale, large retail, school, and supermarkets, and are less familiar with selling at fair prices to earn profits. The project will support women to have greater access to bigger markets while increasing profitability. At the same time, the project will support community resilience by promoting the integration of refugee and IDP women in women's cooperatives, to work alongside host community women.

35. Activities under Sub-component 2.1 will be implemented by MINADER under the oversight of the PIU, and in partnership with the WFP, the Food and Agriculture Organization (FAO), and semi-public institutions.³⁶

Sub-component 2.2 Support to pastoralists and fishermen, and related processing (US\$17.5 million)

36. Sub-component 2.2 will support the development of livestock and aquaculture sub-sectors through climate resilient and sustainable practices. Support will be provided to 50,000 small-scale pastoral and fishing beneficiaries for primary production activities, as well as to 9,000 beneficiaries for post-harvest management and related processing, 60 percent of whom are women. The sub-component will finance (i) the acquisition and distribution of climate-smart inputs, equipment, and infrastructure specific to the two sub-sectors; (ii) support for the development of pastoral and fisheries postharvest management and processing; (iii) technical assistance in sustainable management practices for improving rangeland and grassland quality, reducing deforestation, and promoting sustainable aquaculture.

37. Resources in pastoral activities will increase climate smart production and access to fodder to improve sustainable livestock feeding practices. They will also support the provision of cows and small animals (like piglets and day-old chicks). Support will also be provided for the establishment of a milk collection cold chain network with energy efficient storage and distribution. Inputs, support services, and off-farm activities will increase climate resilience and reduce Green House Gas (GHG) emissions in addition to increasing meat and dairy production for improved food and nutrition security. In artisanal maritime and inland fishing, support will be provided for fishing materials, inputs and equipment, and rehabilitation of small fishponds. Women fishmongers and processors will be supported with small fish processing and marketing equipment. Capacity building in sustainable fishing practices and environmentally-friendly fish processing techniques will accompany the investment in each of these activities.

³⁶ Semi-public refers to parastatal and other similar entities like the Northwest Development Authority (MIDENO), the Southwest Development Authority (SOWEDA), the National Veterinary Laboratory (LANAVET), National Observatory of Climate Change (ONACC) and others.



38. Activities under Sub-component 2.2 will be implemented by MINEPIA under the oversight of the PIU, and in partnership with WFP, FAO, and semi-public institutions.

Component 3: Support for strengthening government food security crisis monitoring capacity, information systems, and agrometeorological services (US\$13 million equivalent)

39. This component will strengthen food security early warning and information systems and preparedness such that Cameroon can minimize both humanitarian and climate vulnerability linked costs of future food security crises. The expected outcomes are increased resilience to climate shocks through provision of climate services and alerts, increased food crisis preparedness planning, and intergovernmental coordination.

Sub-component 3.1: Strengthening of government capacity and information on food security, agrometeorological conditions, market prices (US\$7 million)

40. Sub-component 3.1 will strengthen capacity for inter-institutional coordination in the area of monitoring of food security and climate risk to facilitate early warning and early action. The target includes at least 510 government officials trained at national and regional levels on food security planning, monitoring, and surveying capacity. This sub-component will finance, first, intergovernmental coordination and capacity building within MINADER (PNVRS and DESA), MINEPIA (DEPCS and Cameroon Animal Disease Epidemiological Surveillance Network (RESCAM)), and other government institutions. Second, the preparation of the national and regional Food Security Crisis Response Plan (FSCPP). Third, collection, processing, and publication of agro-meteorological information will be supported. Lastly, the sub-component will finance survey data collection and analysis, with a focus on the *Cadre Harmonisé* (CH), the Food Security Monitoring Survey (FSMS), National Food Security and Nutrition Assessment (ENSAN), and market price information. The FSCPP supported by the World Bank Crisis Response Window (CRW) coordination team will be prepared within six months of project effectiveness. Survey data collection will include a strong emphasis on government capacity building and ownership.

41. Activities under sub-component 3.1 will be implemented by MINADER and MINEPIA under the oversight of the PIU in partnership with the National Observatory on Climate Change (ONACC), the Information System on Markets and Climate (SIMC), WFP and FAO.

Sub-component 3.2: Development of digital tools to support food security response and climate resilience (US\$6.0 million)

42. Subcomponent 3.2 will support digital technologies to optimize access to relevant information on risks related to climate change, food security and markets that would increase climate adaptation. At least 60,200 producers are expected to benefit from access to information through digital applications, SMS, and radio coverage. Around 50 schools and at least 400 producers will benefit from the digital platform linked to the HGSF program. The subcomponent will finance, first, the development of an information system that centralizes all data from food security surveys, agricultural market prices, agrometeorological data. This includes provisions for system maintenance. Second, development and financing of digital tools that enable dissemination of information to producers and households including climate services and alerts and market price information. Third, development of a digital platform with mobile and tablet applications to link food



demand and supply (as part of HGSF). The central data repository will be the hub used to disseminate timely and meaningful information and alerts. This will enable at-risk individuals, communities, and institutions to prepare and respond appropriately to shocks. Providing information to producers to make better informed planting, harvesting, and animal rearing decisions can reduce vulnerability to climate stressors as noted in the CSAIP. This in turn would ensure improved food security.

43. Sub-component 3.2 will also invest in a program to procure and provide cellular phones at no cost to the beneficiary enabling farmers and herders to access to information generated by the system developed under this project. The program is intended to reach 10,000 beneficiaries of the 60,200 intended recipients expected to access this information. The budget is US\$1,000,000. The project will ensure coordination with the Acceleration of the Digital Transformation of Cameroon Project - (P173240). The third component of the digital project, *Facilitating the Implementation of Data-Driven Solutions in the Agricultural Sector*, foresees the establishment of a Digital information system for agropastoral statistics in Cameroon.

44. Activities under sub-component 3.2 will be implemented by MINADER under the oversight of the PIU, and partnership with MINEPIA, ONACC, SIMC, WFP and FAO.

Component 4: Project Management, Monitoring and Evaluation (US\$10 million equivalent)

45. The aim of this component is to support the PIU in facilitating efficient implementation of project activities and tracking of results. The component will finance activities related to project coordination and management, including developing annual work plans and budgets, financial management and procurement, safeguards compliance, project monitoring and evaluation (M&E), citizen engagement as well as a Grievance Redress Mechanism (GRM). This component will finance a project impact evaluation incorporating a quasi-experimental design, with baseline, mid-line and end-line surveys fielded during implementation at the community, household, and producer levels.

Component 5: Contingent Emergency Response Component (US\$0 million)

46. A Contingent Emergency Response Component (CERC) is included to allow for quick disbursement of uncommitted balances to respond to unanticipated future crisis. This component may be financed during the implementation of the project to allow for an agile and rapid reallocation of project funds in the event of a natural or man-made crisis or emergency during project implementation.³⁷

47. **Gender.** The project will ensure pathways to reducing gender gaps in Cameroon's agriculture for food security by building on existing success stories. Women in Cameroon face the following gaps or barriers in agriculture and food security including (i) lower access to inputs like seeds and fertilizer than men; (ii) less access to resources and information for agro-processing and agricultural SME development; (iii) lower technical assistance for adapting CSA technologies in production especially in food crops; (iv) lower levels of farmer organization and access to markets. Building on GoC and partner experience, best practice activities to reduce gender gaps have been identified and incorporated into the project design. The following are some *selected* examples that will be implemented. First, CCTs will encourage asset building for women to produce

³⁷ Procedures for implementing the contingency emergency response will be detailed in the Immediate Response Mechanism Operations Manual (IRM-OM) to be prepared and adopted by GoC.



food for sale in local markets.³⁸ Second, HGSF will provide a unique platform for connecting women producers to schools to supply food crop and livestock products.³⁹ Third, working to promote and support women's cooperative for sustainable production, processing, and market access.⁴⁰

48. **Citizen Engagement.** The project will integrate citizen engagement and has included the following indicator to capture beneficiary feedback: share of target beneficiaries with rating "satisfied" or above with services provided by the project interventions. The indicator will be disaggregated by specific program activities as will be detailed in the project implementation manual. Beneficiary feedback will be captured through ongoing surveys to ensure that the project reaches the intended target beneficiaries. The PIU will also hire an independent verification agency to track the satisfaction of beneficiaries with access and quality of the services provided by the project, as well action plans to address the survey findings. To respond to complaints or concerns related to project activities, each UN agency and Implementing Partner will adopt a GRM or adapt their existing GRM for the use under the project. This GRM system will include multiple uptake mechanisms (telephone, complaints box, website, email, and text messaging). Complaints received by the GRM system will be registered, tracked, investigated, and promptly resolved.

C. Project Beneficiaries

49. **Direct project beneficiaries are expected to be 265,490 food insecure and vulnerable people through Component 1 and 159,000 farmers, pastoralists and fishermen supported through Component 2 over a three-year period.** Through Component 1 this will include (i) 33,490 food insecure people receiving CCTs for food assistance and early recovery activities; (ii) 35,000 students in 50 schools receiving nutritious meals through the HGSF program; (iii) 30,000 children aged 5-59 months and PLWG receiving malnutrition prevention and treatment; and lastly (iv) 167,000 household members supported through high labor-intensive PWP in communities employing 33,400 able bodied laborers. Component 2 will support (i) 100,000 farmers and related agri-food processors, as well as (ii) 59,000 pastoralists and fishermen. Among the beneficiaries, at least 60 percent will be women across components (in some activities this proportion is expected to be much higher as shown results framework). Mitigating the significant gender gaps is a priority for ensuring improved household food and nutrition security. At least 30 percent of beneficiaries are expected to be refugees or internally displaced persons. Additional direct beneficiaries are government staff and practitioners benefitting from institutional strengthening and capacity building for coordinating early warning response mechanisms. Indirect beneficiaries include community members benefitting from community infrastructure, an increased agricultural, livestock, and fisheries productivity.

³⁸ <https://cameroon.un.org/en/170545-cash-based-transfers-build-small-businesses-internally-displaced-women>
<https://wfpwestafrica.medium.com/cameroon-wfp-cash-assistance-powers-womens-business-dreams-7240fcaf58c0>

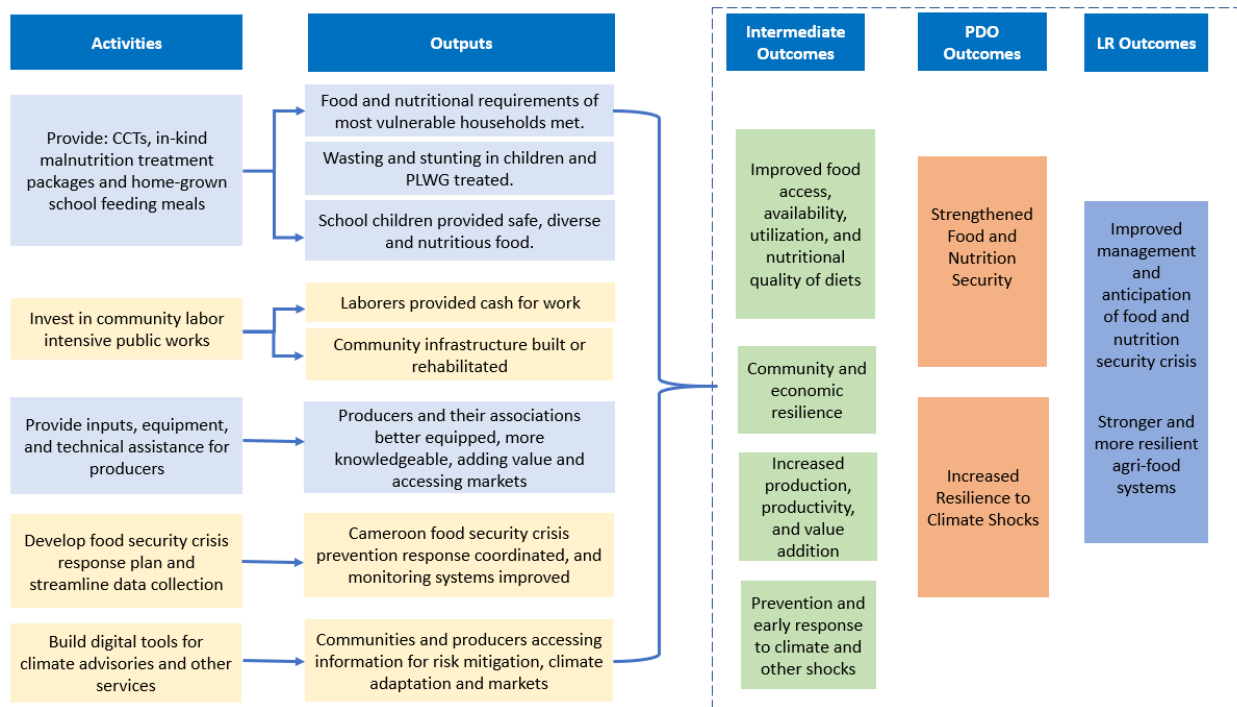
³⁹ <https://www.weltoehunger.org/full-article/school-feeding.html>
<https://socialprotection.org/discover/blog/school-feeding-programme-women%E2%80%99s-empowerment-nigeria>

⁴⁰ <https://www.wfp.org/stories/cameroon-women-hunger-family-cooperatives-resilience-development-un-world-food-programme>. Several gender related indicators are included in the results framework to capture the ways in which the project will close existing gender gaps detailed above. Further disaggregated gender indicators will be added to the operations manual and collected through surveys.



D. Results Chain

Figure 1. Project Theory of Change (ToC)



50. **Figure 1 summarizes the project’s theory of change (ToC). The ToC depends on several critical assumptions.** First, the ToC assumes strong scale up potential of existing MINADER, MINEPIA, WFP programs. Implementing entities are considered to have sufficient implementation capacity in less-easily accessible project areas. Second the ToC assumes that food for beneficiaries of PWP are available and reasonably priced in local markets especially during the lean seasons. Where not available, initial provisions will be made by WFP through the GCMF with attention to not distort local markets. Third, it assumes that climate smart inputs, tools, and equipment can be sourced and distributed to producers in a timely way. Finally, the impact of ongoing global food and input prices are expected to have limited impact on the capacity of the project implementation actors to procure and deliver for achieving the key PDO linked results of the project.

E. Rationale for Bank Involvement and Role of Partners

51. **Role of Partners.** Given the emergency nature of the project, the GoC and partners have identified ongoing interventions that may be successfully scaled-up to rapidly respond to the needs of vulnerable population groups. The main implementing partners will be WFP and FAO on behalf of the GoC and the project’s implementing agency (MINADER). Other government implementing partners include MINEPIA, MINDUB, MINSANTE, MINEE, MINAT, ONACC, SIMC and selected semi-public institutions.

52. **WFP Cameroon.** The WFP will anchor its programming in responding to the essential needs of targeted beneficiaries while progressively tailoring resilience building activities to 2030 under its Country Strategic Plan



(CSP) 2022-2026.⁴¹ The WFP has a strong operational presence in the field with a network of offices in six of the ten regions of Cameroon, and all of its activities carried out in this project will fall within its CSP. It operates through its main office in Yaoundé (109 staff), while its six field offices ensure proximity to project locations, the communities served, and local administration.⁴² Each of the six is supervised by an international head of office. WFP supply operations consist of logistics and procurement activities, with operations centered in Douala. The Douala corridor is one of the four handover points in West and Central Africa and stores food commodities for the GCMF.

53. **FAO Cameroon.** FAO's 2022-2026 Country Partnership Framework (CPF) aligns with the project in the following areas to provide: (i) increased opportunities in a green, diversified, resilient, and inclusive economy; (ii) sustainably managed environmental resources with more resilience to shocks related to disasters and climate change for Cameroon's vulnerable populations. FAO has a staff of 35 based in Yaoundé. Together with WFP, FAO participates in the PNVRSA food security working group and supports capacity building within DESA.

F. Lessons Learned and Reflected in the Project Design

54. **Experience with operations in Cameroon highlights the challenges to reach maturation and effectiveness, especially in the context of an emergency project.** On average, projects in Cameroon are effective 18 months after board approval and implementation records extensive delays per the Agriculture Investment and Markets Development Projects (AIMDP – P143437) and other projects. Special provisions are needed in preparing *how to implement* workshops to speed signing and entry into force. The project accounts for these needs.

55. **Experience from past projects points to the need to balance rapid deployment of emergency assistance on the one hand, with government ownership of interventions on the other.** The project design makes it explicitly government led, implemented by MINDAER. WFP plays the critical role of rapid deployment of investments through its strong networks on the ground and FAO provides technical assistance. This is a clear demonstration of partnership with the GoC while building strong government capacity to manage future food crises, climate shocks, and engagement in the agriculture sector.

56. **Another lesson learned is the need to strengthen Cameroon's resilience to future food security crisis, especially as it relates to climate shocks beyond meeting immediate needs of affected communities.** The project design supports short-term responses to avoid the deterioration of the food security situation of vulnerable communities. However, it also stimulates a medium-term response seeking to deal with the underlying causes linked especially to climate shocks, resilience building that drive food insecurity. That is, even the short-term response cash transfers, HGSF, and cash for work promotes climate resilience, while interventions in farming, livestock, and fisheries provide inputs and assistance for climate smart agriculture. Lastly, climate and market information for policy makers and producers can prevent future food crisis.

⁴¹ https://executiveboard.wfp.org/document_download/WFP-0000135917?_ga=2.250596292.358033191.1648431771-874740299.1636484118

⁴² Field offices are located in Maroua - Kousseri, Mokolo (Far North, 40 staff), Ngaoundéré - Meiganga, Touboro (Adamawa, 27 staff), Bertoua - Bartouri, Garoua Boulai (East, 31 staff), Buea (Southwest, 18 staff), Bamenda (Northwest, 15 staff) and Douala (Littoral, 24 staff) and 6 antenna offices: Kousseri (Far North), Touboro (North), Meiganga (Adamawa), Garoua Bourai and Batouri (East) and Mutengene (Southwest).



III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

57. **The institutional and implementation arrangements of the project are summarized below and detailed in Annex 1.** The project will be implemented by a PIU established and housed within MINADER. The PIU will have overall administrative, fiduciary, and safeguards responsibility for project implementation. Output Agreements will be signed by the PIU with entities WFP, FAO, and Implementation Agreements with semi-public entities (including parastatals) to support implementation. WFP and FAO will be contracted as specialized service providers on a single-source selection basis. The PIU will monitor and supervise the performance of the specialized service providers and report to the Bank. A Project Steering Committee (PSC) chaired by the minister in charge of agriculture and rural development or his/her delegate, and vice chaired by the minister in charge of MINEPIA or his/her delegate, will be established to provide general oversight of the project. The PSC shall be comprised of, inter alia, representatives of: MINADER, MINEPIA, MINEPAT, Ministry of Finance (MINFI, *Ministère Des Finances*), Ministry of Social Affairs (MINAS, *Ministère des Affaires Sociales*), MINSANTE, Chamber of Agriculture, Fisheries, Livestock and Forests (CAPEF, *Chambre d'Agriculture, des Pêches, de l'Élevage et des Forêts du Cameroun*), Autonomous Amortization Fund. The PIU will be responsible for preparing the meetings of the Steering Committee.

B. Results Monitoring and Evaluation Arrangements

58. **The PIU will have the responsibility for results monitoring and evaluation.** It will establish a simplified M&E system designed to measure and monitor expected results and outcomes, including with respect to gender and safeguards compliance. In addition, it will use the GEMS with support from the World Bank GEMS team. GEMS will allow for geo-tagging of project communities and beneficiaries including providing additional information on infrastructure and small works. A baseline survey (quasi-impact-evaluation) will be organized by the PIU's M&E team⁴³ with support from GEMS and a third-party survey data collection team, followed by seasonal surveys, a midline survey, and end-line survey. Periodic outside party random verification of results will be expected by an Independent Verification Authority (IVA). The World Bank team will provide oversight and quality assurance to M&E operations through supervision and technical missions.

C. Sustainability

59. **The GoC prioritizes food and nutrition security under the mandate of the MINADER jointly with MINEPIA.** The GoC's Vision 2035 includes a key pillar related to addressing food and nutrition insecurity by increasing growth in the agriculture sector. This entails raising agricultural productivity to meet the needs of the domestic population and practices for ensuring sustainability through climate resilience, as will be undertaken through the project. These interventions are expected to have a long-term impact on the farmers and their communities. Through PWP, communities are likely to be invested in the sustainability and maintenance of selected infrastructure and in climate preservation. The agrometeorological services and alerts will be provided within a public-private-partnership framework, building longer term institutional ownership and coordination, as well as community resilience. This will reduce the longer-term economic and social impacts of extreme weather events.

⁴³ The baseline will be carried out during the preparation, pre-effectiveness project phase once beneficiaries are selected given selection criteria have already been determined in terms of references drawn up for each activity.



IV. PROJECT APPRAISAL SUMMARY

A. Technical, Economic and Financial Analysis

60. **Technical.** Project financing addresses the urgent need to increase and protect the food and nutrition security of vulnerable populations in Cameroon. The primary drivers of the deteriorating food insecurity are the impacts of extreme climate shocks, especially floods, droughts, and high temperatures. Addressing this requires first, attending to immediate food needs through cash, nutritious food, and medicine while simultaneously increasing resilience to climate shocks. Second, providing climate resilient inputs, assistance for climate smart practices, and mechanisms for reducing post-harvest losses. Third, providing the climate information that producers require for real-time decision making. The conceptual approach is therefore mainly underpinned by a supply response intended to provide short-term safety nets while simultaneously reducing the impact of climate shocks. The design is based on a proposal prepared by MINADER and MINEPIA experts and is thus considered appropriate for the Government's needs.

61. **Economic and Financial.** The results of the economic analysis show positive returns on the overall investment, components, and subcomponents for a 10-year evaluation period at a social discount rate of 6 percent. The incremental net present value (NPV), Internal Rate of Return (IRR), Benefit/Cost ratio (B/C), and the payback period were estimated at US\$52.9 million, 12.7 percent, 1.36 and 6.7 years, respectively. Moreover, the estimated financial indicators show mixed results depending on the value of the cost of capital for the agricultural sector in Cameroon. Assuming a cost of capital of 6 percent, the Financial Net Present Value (FNPV), Financial Internal Rate of Return (FIRR), B/C and payback period were estimated at US\$28.9 million, 9.2 percent, 1.15 and 7.7 years.

62. The sensitivity analysis shows that the economic returns of the overall project and its components would remain positive even if environmental benefits were not included in the cash flow (GHG emissions reduction). The returns would remain positive in case the incremental revenue to be reduced hypothetically at 10 percent and 20 percent. Changes in economic return values in response to variations of key variables such as revenue, cost and carbon prices reflect the robustness of the analysis. Annex 2 provides the detailed results of the economic and financial analysis.

B. Greenhouse Gas Analysis

63. Given the computation of data (detailed in *Computation of data in EX-ACT*), the total carbon balance over 20 years of this project is equal to -395,045 tCO₂-e. This result is the net difference between the carbon balance from the baseline scenario 3,376,928 tCO₂-e and the carbon balance of the *with-project* scenario 2,981,884 tCO₂-e. Knowing the total area under focus, this would amount to a carbon balance of -0.4 tCO₂-e per hectare and per year. The detailed GHG analysis is presented in Annex 2.

C. Fiduciary

64. **Financial Management (FM).** An FM assessment of MINADER was conducted in line with the World Bank Directive FM Manual for IPF operations. The assessment concluded that MINADER's FM capacity will need to be strengthened by relying on a PIU to be established for the project. The PIU will maintain adequate FM



arrangements that will (i) correctly and completely record all transactions and balances related to the project; (ii) prepare the project's financial reports in an accurate, reliable, and timely manner; (iii) secure the project's assets; and (iv) ensure that the project will be subject to auditing arrangements acceptable to the World Bank. For the PIU to fulfill these requirements, an experienced FM officer and an accountant will be recruited during the Project Preparation Advance (PPA) implementation period to ensure they are on board by effectiveness.

65. The overall FM residual risk is **Substantial**. This is due in part to country risk, the financial performance of the project previously implemented by MINADER which was rated as moderately unsatisfactory at closing, the emergency nature of the operation, and MINADER's lack of experience in dealing with emergency operations.

66. With respect to the use of country systems, the project will rely on the existing FM arrangements put in place to manage donor-funded projects. These arrangements are housed in two main institutions: (1) the *Caisse Autonome d'Amortissement* (CAA) (Autonomous Amortization Funds), which is equipped with dedicated tools. In addition, and considering the above, the following additional risk mitigation measures will be adopted to strengthen the FM arrangements: (i) the Project Implementation Manual (PIM) will be prepared and adopted prior to any project disbursements; and (ii) the new PIU key staff, including the FM Officer and the accountant, will be hired and fully operational no later than one month after effectiveness.

67. The following additional measures will be undertaken after the project becomes effective: (iii) the standardized Financial Management Manual of Procedures developed by CAA with World Bank IDF support will be customized to reflect the project specificities within one month after effectiveness; (iv) accounting software will be purchased and installed at the PIU to handle accounting and reporting needs under the project within two months after effectiveness; (v) an internal auditor will be recruited to conduct ex-post reviews of the project transactions and procedures, and to ensure that identified weaknesses are addressed in a satisfactory manner within one month after effectiveness; and (vi) an external auditor will also be recruited to conduct an annual financial audit of the financial statements of the project along with a review of the internal control system within three months after effectiveness.

68. The government will contract with UN agencies (WFP and FAO) to carry out agreed upon project activities. By effectiveness, they will agree on the reporting format, content, and submission periodicity with the UN agencies. Specific arrangements with UN agencies will be detailed in the standard form of agreement and will reflect fund flows, accounting and financial reporting and audit, per the details in Annex 1, Financial Management section.

69. The project will disburse in accordance with Disbursement Guidelines for World Bank IPF Operations (February 2017), together with the current arrangement that involves the CAA as a public accountant. At the time of preparing the FM assessment, for the reason set forth in subsection 5.2 of the Disbursement Guidelines, the advancing of financing proceeds into a Designated Account (DA) is not a Disbursement Method currently available. While the foregoing measure is deemed temporary, due to the emergency nature of the project, on an exceptional basis, opening of DAs will be permitted upon signing of the project financing agreement. This scenario would require amending the Disbursement and Financial Information Letter (if already signed) to reflect the use of DAs.

70. The proposed FM arrangements for this project are considered adequate and meet the Bank's minimum FM requirements under IPF Policy/Directive.



71. **Procurement.** Procurement for goods, works, non-consulting, and consulting services will be carried out in accordance with the procedures specified in the latest World Bank Procurement Regulations for IPF Borrowers dated November 2020 (Procurement Regulations), the Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants (revised as of July 1, 2016; Anti-Corruption Guidelines), and provisions stipulated in the Financing Agreement.

72. The procurement activities for the project will be executed by a PIU established by MINADER, unless carried out directly by partners within Output Agreements. A procurement specialist will be recruited to carry out all procurement activities in accordance with the New Procurement Regulations (NPF). The PIU will participate, with WFP and FAO where appropriate, in all procurement activities. WFP and FAO will be contracted through Direct Selection as specialized service providers to provide implementation support for different subcomponents, supplying services and goods in line with their respective mandates.

73. A procurement risk assessment was performed, and a risks mitigation strategy defined as per Annex 1. As part of the Procurement Risk Assessment Management System (PRAMS) exercise carried out by the World Bank, the overall procurement risk of the project is assessed. The main risks identified are the lack of realistic planning and weak contract management capacity including insufficient involvement of civil servants in procurement process, from the identification of project needs to plan contract award and contract management. These may cause possible delays in the evaluation of bids and proposals, leading to contract execution delays, poor quality of contract deliverables, and other consequences listed in Annex 1. The residual procurement risk is rated as Substantial through a set of mitigation measures detailed in Annex 1.

74. A draft Project Procurement Strategy for Development (PPSD) and a draft Procurement Plan (PP) detailing the first 18 months of implementation were prepared by the Recipient prior to negotiations and will be finalized prior to project effectiveness. The PSD will provide the basis and justification for procurement decisions, including the approach to market and selection methods.

75. The Procurement Plan as well as all procurement transactions will be recorded into the World Bank Systematic Tracking of Exchanges in Procurement (STEP) system to establish benchmarks, monitor delays, and measure procurement performance during implementation. The Procurement Plan will be updated as required, at least annually, to reflect actual program implementation needs and improvements in institutional capacity.

D. Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Areas OP 7.60	No

E. Environmental and Social

76. **The project will be implemented under the World Bank’s Environmental and Social Framework (ESF) and is rated High for Social Risks and Substantial for Environmental Risks.** Therefore, the overall Environmental and Social (E&S) Risk of the project is classified as High. The relevant Environmental and Social



Standards (ESS) are: ESS1 (Assessment and Management of Environmental and Social Risks and Impacts); ESS2 (Labor and Working Conditions); ESS3 (Resource Efficiency and Pollution Prevention and Management); ESS4 (Community Health and Safety); ESS5 (Land Acquisition, Restrictions on Land Use and Involuntary Resettlement); ESS6 (Biodiversity Conservation and Sustainable Management of Living Natural Resources); ESS7: Indigenous Peoples (IPs)/ Sub-Saharan African Historically Underserved Traditional Local Communities; ESS8 (Cultural Heritage); and ESS10 (Stakeholder Engagement and Information Disclosure). The only ESS that is not relevant for this project is ESS9: Financial Intermediaries.

77. Overall, the project is expected to have positive impacts given that planned activities aim to enhance food security and improve livelihoods for vulnerable populations including refugees and IDPs in targeted areas in the Far North, Northwest, Southwest, Adamawa, and East regions. However, the project is anticipated to have E&S risks and impacts:

78. **Environmental Risks.** The project will include a set of activities to increase the resilience of vulnerable households to future food security crises, as well as the country's resilience and preparedness for such crises. Some project activities present potential risks and impacts on the environment that are not expected to be irreversible. Activities under subcomponents 2.1. and 2.2 related to the financing of investments to promote CSA undoubtedly contribute to reduce the effects of climate change by removing CO₂ from the atmosphere. However, in component 1.2, the construction of community assets for water harvesting, soil improvement, moisture retention, reforestation could lead to (i) occupational health and safety risks for workers, including beneficiaries from cash-for-work programs, as well as safety risks related to the works for surrounding communities; (ii) encroachment on crops in the vicinity of work sites; and (iii) noise pollution, construction site waste, etc. These risks, although manageable, will be exacerbated by the security context already existing in the project implementation areas.

79. **Social Risks.** Key drivers of the High social risk classification relate to (i) security risks for project workers, and beneficiaries in the Far North region as well as Northwest and Southwest regions given the high presence of non-state armed groups, particularly in the Northwest and Southwest regions; and (ii) limited ESF capacity and experience of PIU and service providers (WFP, FAO, Cameroon's Public Works Implementation Agency) to manage project-related E&S risks and impacts in a manner consistent with the ESSs. Moreover, other social risks arising from project activities include high risks of SEA and SH given the weak capacity and vacant regulatory framework at country level, exacerbated by the very high prevalence of GBV in Cameroon, and considering project objectives related to supporting increased food crop production, rehabilitation of critical infrastructures and improving household nutrition for the most vulnerable women, including girls, disabled, and adolescent boys and girls in the rural communities; limited capacity and experience of the client for effective stakeholder engagement including engagement of stakeholders in zones with identified security risk (Far North, Northwest, Southwest, and Far North regions); risks of exclusion of marginalized and vulnerable social groups, and other agricultural practicing minority groups such as the indigenous people of the East region; and new waves of COVID-19 and risk of human immunodeficiency virus HIV/AIDS transmission.

80. The World Bank due diligence assessment of the project's potential E&S risks and impacts is detailed in the Environmental and Social Review Summary (ESRS) which has been disclosed on 28 March 2022. To mitigate the E&S risks, the project prepared drafts of Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Indigenous Peoples Participation Framework (IPPF) prior to negotiations (to be finalized and disclosed two months after the effectiveness date). The project



implementation Stakeholder Engagement Plan (SEP) was disclosed on 28 March 2022, while site-specific plans (Resettlement Action Plan (RAP), Indigenous Peoples Plan (IPP), Environmental and Social Management Plan (ESMP)) shall be prepared before any request for proposals is issued for any sub-projects that include in part or in full civil works. The Labor Management Plan (LMP), and SEA/SH assessment and SEA/SH plan shall be prepared and disclosed no later than one month after project effectiveness. The SRA/SMP shall be prepared no later than three months after the project effectiveness.

81. **Institutional capacity.** The GoC has experience in managing the E&S risks and impacts of WB-financed projects implemented under the Safeguards Policies. The country can also rely on an established legal framework and on established institutions for E&S management. The Project will work with three main service providers (WFP, FAO, and Cameroon's Public Works Implementation Agency) who have acquired some experience in the implementation and monitoring of safeguard instruments. However, their respective experience in implementing projects under the ESF is limited and lessons learned from their experience in other Bank-financed projects highlight that the capacity to manage E&S risks and impacts still needs to be significantly improved in the areas of supervision, monitoring and reporting. The project memorandums of understanding (MOUs) with each of these entities will clearly state the ESF requirements, including requirements on security, labor and work conditions, and SEA/SH risks in terms of implementation of the safeguards instruments and other safeguard measures, including the recruitment of E&S specialists as agreed in the ESCP. The PIU capacity-building program will address the ESF training needs of WFP and FAO. The acting PIU's current E&S team includes one social specialist. Given that a new project implementation unit will be set up by May 2022 for the implementation of the project, it will hire an environmental and occupational health and safety specialist, a social specialist and a GBV specialist no later than one month after the project effective date. In addition, the PIU's E&S team will receive regular capacity building from the Bank ESF team throughout the implementation of the project, in the form of clinics on specific issues.

V. GRIEVANCE REDRESS SERVICES

82. Communities and individuals who believe that they are adversely affected by a World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the World Bank's independent Inspection Panel which determines whether harm has occurred, or could occur, as a result of World Bank non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

VI. KEY RISKS

83. **The overall risk is deemed substantial.** The risk analysis using the Systemic Operations Risk-Rating Tool (SORT) shows high residual risks for political and governance and environmental and social, as well as substantial residual risks for macroeconomic, technical, fiduciary, as well as stakeholder.



84. **Political and Governance risk for achieving the PDO is rated high.** In the project targeted regions any escalation in tensions could trigger new conflict and constrain achievement of the PDO. While political and governance risk cannot be mitigated, per say, the project has strong support from stakeholders at the national level and within the selected regions. The entrenched interests of community level actors could prevent an equitable distribution of resources. Objective and transparent eligibility criteria for all project financed investments will be included in the PIM.

85. **Macroeconomic risks are rated as substantial.** Cameroon's economy is highly commodity and oil price dependent which poses a substantial risk given the expectations for a slowdown in global economic growth. Reduced demand from Cameroon's main trading partners (China and EU) risks affecting the country's macroeconomic outlook. Continued tight global financial conditions may imply higher financing costs with potential impact on debt prospects, in a context where the country is deemed at high risk of debt distress thereby potentially creating high risk to achievement of the PDO.⁴⁴ Fiscal risks are partially mitigated by the Government's ongoing fiscal consolidation; this includes the 2021 finance law aimed at reinforcing non-oil revenue, widening the tax base, and improving tax policy to help the country reach its revenue potential.

86. **Technical design risk of the project is rated as substantial.** The project will be implemented in several regions with weak capacity and relatively wide geographic dispersion, which could be complicated due to poor accessibility to many areas and limited monitoring capacity. The design assumes timely availability of agricultural inputs, equipment, and tools. This could be delayed by global price hikes and supply chain bottlenecks, as well as delays procurement and weak distribution capacity among implementing entities in already challenged areas.

87. **Fiduciary risk is rated as substantial.** The FM overall residual risk is deemed substantial as described in section C above. Related risks are partially mitigated as a large part of the project activities will be delivered through UN Agencies under Output Agreements, and a new PIU will be put in place no later than two months after project effectiveness.

88. **Environment and Social risks are rated high.** Assessment of environment and social risk as well as proposed risk mitigation measures are provided in Section E above.

89. **Stakeholder risk is rated substantial** because the project will inevitably bypass sections of otherwise equally deserving beneficiaries as dictated by the tension between the high demand for support and limited project resources. As the project will be targeting refugees, IDPs and host populations, as well as farmers, fishermen and pastoralists, existing tensions that have been demonstrated in the recent past including through conflict could be exacerbated. By alleviating some resources constraints within communities and establishing transparent eligibility criteria, the project aims to mitigate some of the stakeholder risk.

⁴⁴ Debt Sustainability Analysis. IMF-World-Bank, April 2021.



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY: Cameroon

Emergency Project to Combat the Food Crisis in Cameroon

Project Development Objectives(s)

The Project Development Objective (PDO) is to strengthen food and nutrition security and increase resilience to climate shocks of targeted households and producers.

Project Development Objective Indicators

Indicator Name	PBC	Baseline	Intermediate Targets		End Target
			1	2	
Strengthen food and nutrition security					
Share of households with food consumption score (FCS) >35 or considered acceptable (Percentage)		20.00	30.00	50.00	60.00
Farmers reached with agricultural assets or services (CRI, Number)		0.00	63,000.00	127,000.00	159,000.00
Farmers reached with agricultural assets or services - Female (CRI, Number)		0.00	45,000.00	60,000.00	95,400.00
Increase resilience to climate shocks					
Beneficiaries accessing market information and climate advisories via digital tools (Number)		0.00	5,000.00	40,000.00	60,200.00
Females (Number)		0.00	3,000.00	24,000.00	36,120.00



Intermediate Results Indicators by Components

Indicator Name	PBC	Baseline	Intermediate Targets		End Target
			1	2	
C1: Support for early response food and nutrition stabilization					
Beneficiaries of emergency food and nutritional assistance (Number)		0.00	60,000.00	77,060.00	98,490.00
Females (Number)		0.00	32,500.00	41,471.00	53,115.00
Food insecure household members benefitting from labor-intensive public works (Number)		0.00	71,500.00	115,000.00	167,000.00
Females (Number)		0.00	42,900.00	69,000.00	100,200.00
Refugees (Number)		0.00	21,450.00	34,500.00	50,000.00
IDPs (Number)		0.00	21,450.00	34,500.00	50,000.00
Share of beneficiaries receiving the adequate number of distributions of food and nutrition assistance (program adherence) (Percentage)		0.00	50.00	60.00	70.00
Children aged 6 – 59 months (Percentage)		0.00	50.00	60.00	70.00
PLWG (Percentage)		0.00	50.00	60.00	70.00
school children (Percentage)		0.00	70.00	80.00	90.00
Climate resilient newly or rehabilitated community level projects completed for adaptation and mitigation purposes through labor intensive public works program (Number)		0.00			50.00
C2: Strengthening productive capacities of smallholders through crop and livestock support					



Indicator Name	PBC	Baseline	Intermediate Targets		End Target
			1	2	
Volume of primary production inputs distributed to producers (Metric ton)		0.00			20,000.00
Female beneficiaries: share of volume of primary production inputs distributed to women (Percentage)		0.00			60.00
Equipment acquired and distributed to producers (Number)		0.00			20,000.00
Female beneficiaries (Number)		0.00			12,000.00
Additional volume of post-harvest storage and processing capacity created (Cubic Meter(m3))		0.00			20,000.00
Women benefiting from communal gardening inputs (Number)		0.00	8,000.00	8,000.00	8,000.00
C3: Support for strengthening gvt food security crisis monitoring capacity, information systems					
A national online repository (open source) for food security data and information (Yes/No)		No	Yes	Yes	Yes
Government officials (national and regional) trained in food security planning and monitoring (data and methods) (Number)		0.00	150.00	270.00	510.00
National (Number)		0.00	60.00	120.00	210.00
Regional (Number)		0.00	90.00	150.00	300.00
Females (Number)		0.00	30.00	50.00	80.00
C4: Project Management, Monitoring and Evaluation					
Share of grievances received addressed within the stipulated response time (Percentage)		0.00	75.00	100.00	100.00
Share of target beneficiaries with rating		0.00	25.00	50.00	75.00



Indicator Name	PBC	Baseline	Intermediate Targets		End Target
			1	2	
"satisfied" or above with services provided by the project interventions (Percentage)					

Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Share of households with food consumption score (FCS) >35 or considered acceptable	The Household Food Consumption Score (FCS) is designed to reflect the quantity and quality of diets (https://index.nutrition.tufts.edu/data4diets/indicator/food-consumption-score-fcs).	Trimestral	Project beneficiaries of component 1.	First-hand data collection: surveys, interviews.	WFP, MINADER and project PIU.
Farmers reached with agricultural assets or services	This indicator measures the number of farmers who were provided with agricultural assets or services as a result of World Bank project support. "Agriculture" or "Agricultural" includes: crops, livestock, capture fisheries, aquaculture,	Seasonal	Farmers, pastoralists, fishermen, extension agents	Firsthand data collection: surveys and distribution lists	MINADER, MINEPIA, WFP, FAO



	<p>agroforestry, timber, and non-timber forest products. Assets include property, biological assets, and farm and processing equipment. Biological assets may include animal agriculture breeds (e.g., livestock, fisheries) and genetic material of livestock, crops, trees, and shrubs (including fiber and fuel crops). Services include research, extension, training, education, ICTs, inputs (e.g., fertilizers, pesticides, labor), production-related services (e.g., soil testing, animal health/veterinary services), phyto-sanitary and food safety services, agricultural marketing support services (e.g., price monitoring, export promotion), access to farm and post-harvest machinery and storage facilities, employment, irrigation and drainage, and finance. Farmers are people engaged in agricultural activities or members of an agriculture-related business</p>				
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	(disaggregated by men and women) targeted by the project.				
Farmers reached with agricultural assets or services - Female					
Beneficiaries accessing market information and climate advisories via digital tools	This indicator measure the number of producer and extension agent beneficiaries utilizing digital tools to receive climate advisories and other information.	Trimestral	Beneficiary farmers and extension agents.	First-hand data collection: surveys, SMS, digital application monitoring, extension agents.	WFP, MINADER, project PIU
Females					

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Beneficiaries of emergency food and nutritional assistance	Including beneficiaries of CCT, school feeding, prevention of malnutrition. CCT for early recovery activities for 33,430 beneficiaries; local school feeding for 35,000 students in 50 schools; treatment of malnutrition for 10,000 people for 12 months with 30 days of treatment per month.	Trimestral	Beneficiary households, individuals, and schools	Firsthand data collection: surveys, SMS, interviews	WFP, MINADER



Females					
Food insecure household members benefitting from labor-intensive public works	Labor-intensive public works for resilience for 33,400 workers with 167,000 family members.	Trimestral	Communities , laborers	Firsthand data collection: surveys, interviews	WFP, MINADER
Females	Sixty percent of laborers expected to be women				
Refugees					
IDPs					
Share of beneficiaries receiving the adequate number of distributions of food and nutrition assistance (program adherence)	<p>For the activity on support for the prevention of acute malnutrition this is the share of the target population participating in at-least two thirds of the scheduled distributions (12 months of treatment with 30 days per month)</p> <p>For CCTs the beneficiary participation adherence is measured as all households (and their individual members) receiving assistance at least two thirds of 9 months of supply with 30 days of food supply per month.</p>	Trimestral	Beneficiaries, food assistance and CCT distributing agents, schools	First-hand data collection: surveys, distribution lists/records	WFP, MINADER



	For HGSF target schools this is two thirds of students receiving at least 15 days of school feeding per month for full 8.5 months.				
Children aged 6 – 59 months					
PLWG					
school children					
Climate resilient newly or rehabilitated community level projects completed for adaptation and mitigation purposes through labor intensive public works program	The target for this indicator will be updated based on the technical work to be carried out during project preparation and community based participatory planning	Trimestral	Community, geo-spatial data, WFP agents	Community level surveys	WFP, MINADER, FAO, MINEPIA
Volume of primary production inputs distributed to producers	Measured as total the volume of drought tolerant seeds, fertilizer, animal feed and fish feed.	Trimestral	Distribution agents, community heads, producer associations or cooperatives, farmers, pastoralists and fishermen	First-hand data collection: distribution lists, surveys, interviews, SMS.	MINADER, MINEPIA, project PIU
Female beneficiaries: share of volume of primary production inputs distributed to women					



Equipment acquired and distributed to producers	This indicator measures a count of all farm, pastoral and fishing equipment invariable of size or cost distributed to beneficiary producers.	Trimestral	Distribution agents, community heads, producer associations or cooperatives, farmers, pastoralists and fishermen	First-hand data collection: distribution lists, surveys, interviews, SMS	MINADER, MINEPIA, project PIU
Female beneficiaries					
Additional volume of post-harvest storage and processing capacity created	This indicator measures the additional storage and capacity for processing generated for communities.	Trimestral	Producer cooperatives or associations	First-hand data collection: surveys, interviews, receipts	WFP, MINADER, MINEPIA, FAO
Women benefiting from communal gardening inputs	Women supplying to the HGSF program and to markets will be provided with inputs specifically for home or backyard gardens.	Trimestral	Beneficiaries, communities.	First-hand data collections: surveys, interviews, SMS	MINADER, WFP
A national online repository (open source) for food security data and information	The repository should be available at the end of year 1 and maintained / upgraded during year 2 and year 3	Trimestral	MINADER	Verification of database	MINADER, WFP, project PIU
Government officials (national and regional) trained in food security planning	This indicator will be further defined and included both	Trimestral	national and regional	First-hand data collection: survey of	MINADER, WFP



and monitoring (data and methods)	national and regional agents receiving a certain minimum number of hours of training and participating in a minimum number of planning sessions.		agents, participation lists	government officials, records/list of participation	
National					
Regional					
Females					
Share of grievances received addressed within the stipulated response time		Trimestral	citizen records	GRM	Project PIU, MINADER
Share of target beneficiaries with rating "satisfied" or above with services provided by the project interventions		Trimestral	Project beneficiaries, community members	First-hand data collection: surveys from PIU M&E team; Independent Verification Agency	Project PIU, MINADER, MINEPIA, WFP, FAO



ANNEX 1: Implementation Arrangements and Support Plan

COUNTRY: Cameroon

Cameroon Emergency Food Crisis Response Project

A. Institutional and Implementation Arrangements

1. **The project will be implemented by a PIU that will be newly established within MINADER.** The PIU will have overall administrative, fiduciary, and safeguards responsibility for project implementation. Some core responsibilities of the PIU will include (i) consolidation of annual work plans and budget; (ii) facilitating the implementation of project activities; (iii) compliance of the project implementation with the PIM, administrative, financial and procurement procedures, M&E manual, and disbursement procedures agreed between the PIU and the World Bank; (iv) monitoring and evaluation of project activities; (v) maintaining oversight over implementation partners and activities; and (vi) preparation and transmission of activity reports to Steering Committee, the World Bank and other key stakeholders. The PIU will be staffed with a Project Coordinator, an Administrative and Financial Manager, a Procurement Specialist, a Monitoring and Evaluation Specialist, an Environmental Specialist, a Social Specialist, a Gender/GBV Specialist, a Food Security Specialist, an Agriculture Specialist, a Livestock Specialist, a Specialist in Information Systems and Digital Tools, a Communications Specialist, an Internal Auditor, and an Accountant. The key functions of the PIU will be recruited prior to project effectiveness, and the remaining posts will be filled within one month of project effectiveness.

2. **The PIU will sign Output Agreements with WFP, FAO, and Implementation Agreements with semi-public entities (including parastatals) for technical support in implementing specific activities.** This will help to increase the speed and agility of project implementation and to close capacity gaps. Working with WFP and FAO will increase access to communities whose food and nutrition security needs are currently unmet. WFP and FAO will be contracted as specialized service providers on a single-source selection basis to provide implementation support for different subcomponents, supplying services and goods in line with their respective mandates and division of labor. The PIU will monitor and supervise the performance of the specialized service providers and report to the World Bank.

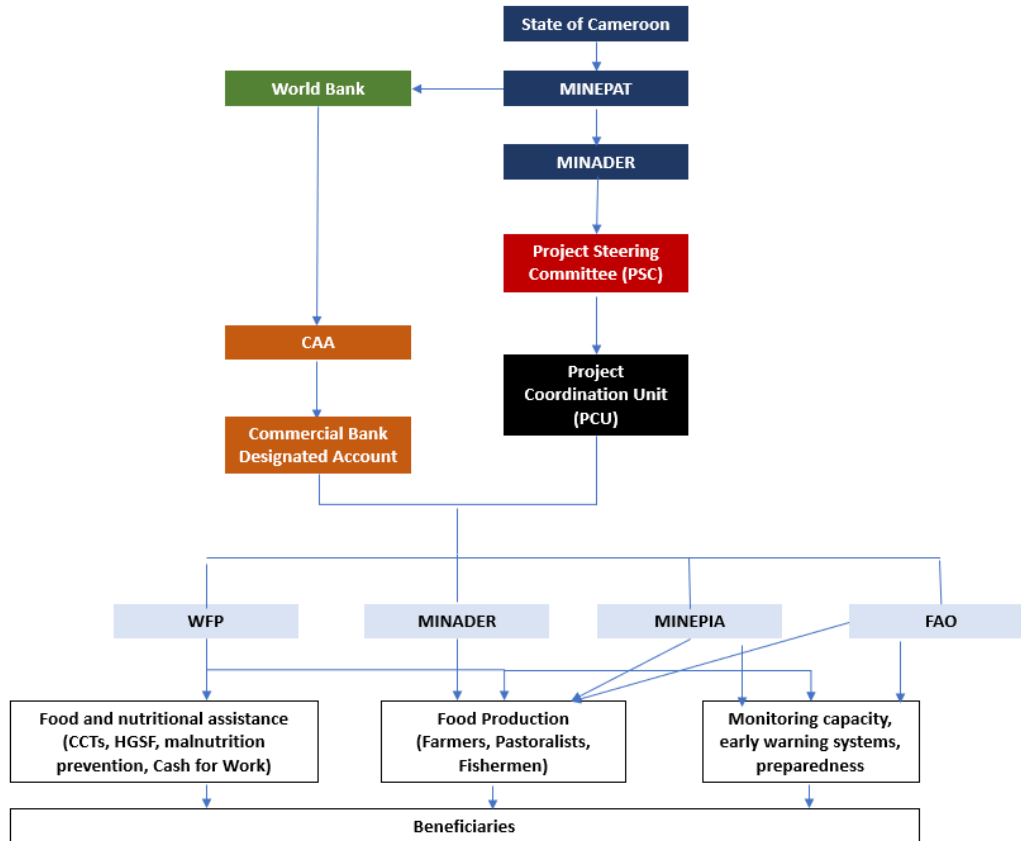
3. **Project Steering Committee.** A Project Steering Committee (PSC) chaired by the minister in charge of agriculture and rural development or his/her delegate, and vice chaired by the minister in charge of MINEPIA or his/her delegate, will be established to provide general oversight of the project. The PSC will be responsible for defining, guiding the general policy and evaluating the project, within the limits set by the development objective, in accordance with the legislation in effect.

4. More specifically, the role of the PSC will be to: (i) supervise and guide the overall implementation and performance of the project; (ii) review and approve the Work Plans and Annual Budget (WPAB) prepared by the PIU; (iii) evaluate the performance of each project component; (iv) determine and authorize corrective measures aimed at improving the project based on state of progress and results of the implementation; (v) approve the PIM, including signing off on any changes to the manual; and (vi) validate the periodic technical and financial monitoring reports of the project.



5. The PSC shall be comprised of, inter alia, representatives of: MINADER, MINEPIA, MINEPAT, MINFI, MINAS, MINSANTE, CAPEF, Autonomous Amortization Fund. The PIU will be responsible for preparing the meetings of the Steering Committee. Representatives of development partners involved in the implementation of the Project may participate in the work of the Committee as observers in an advisory capacity. The PSC will meet two times a year but can also meet in extraordinary session when convened by its president or by one third of its members.

Figure A1.1. Project Implementation Chart



B. Financial Management

6. As part of the project preparation, an FM assessment was conducted at MINADER. The assessment was performed in accordance with the Directives and Policy for Investment Project Financing (IPF), the World Bank Guidance on FM in World Bank IPF Operations issued on February 28, 2017, and the guiding principles in risk assessment issued in April 2020. In so doing, the team went beyond the Borrowers’ knowledge of the World Bank’s fiduciary rules to focus more on lessons learned considering their track record in implementing previous World Bank-financed similar operations. The proposed mitigation measures aim to reduce the likelihood and impact of the identified risks.

7. **Financial Management Arrangements.** In line with the use of the country national system, the project’s FM arrangements will rely on the existing country FM arrangements put in place to manage donor-funded Projects. These arrangements are centered on two main institutions: (1) the Autonomous Sinking Funds (CAA)



equipped with dedicated tools. These tools include (i) a standardized FM Manual; and (ii) an integrated financial management system for donor-funded projects, which includes modules relating to (a) the project cycle; (b) budgeting and accounting; (c) automated payments, and electronic filing; and (2) the Ministère des Marchés Publics (MINMAP) (Ministry of Public Procurement), which is responsible for ex-ante control of all suppliers' invoices associated with a contract which must be exercised prior to payment by CAA. Second, the Ministry of Public Procurement in charge of *ex ante* control of all supplier invoices associated with a contract before any payment by CAA.

8. **Staffing.** The PIU will be responsible for the day-to-day implementation of Financial Management (FM) activities and will be staffed with a qualified FM team comprised of an Administrative and Financial Manager and an accountant. The team will be supported by an internal auditor. The team will ensure the transmission of financial data, archiving of financial data, and additional controls to be implemented in order to ensure accuracy and completeness of the project financial data. This also includes ensuring that every transaction is duly authorized and properly recorded and that assets are safeguarded.

9. **Budgeting.** Overall responsibility for preparing an annual work plan and related budget will lie with the PIU. The different stages of budget elaboration and management (preparation, revision, adoption, and execution) will be detailed in the FM procedures' manual. The annual work plan and budget will be prepared annually for approval by the Project Steering Committee and submitted to the Bank for approval (No Objection) early enough to have them approved and included in the national finance law. A budget execution report will be included in the reporting scheme to enable the monitoring of the Project implementation.

10. **Accounting Policies and Procedures.** The PIU's FM team will assume the overall responsibility for maintaining accounts associated with Project's activities and ensuring that annual financial statements are produced in a timely manner, and in accordance with accounting standards that are in effect in Cameroon. This will be ensured through the purchase, installation, and parameterization of the accounting software. The software might be capable of keeping records of the project financial activities and generate financial statements that are in line with the project reporting requirements. The software might be able to also record procurement transactions and keep track of the project assets. The budget and accounting modules of the integrated FM system for donor-funded Projects is being used by the CAA and for the sake of consolidation and ease of data sharing, the project will procure, install, and use same system namely TOMPRO developed by TOMATE.

11. **UN Agencies:** The UN agencies will establish a separate identifiable Account to record all receipts and disbursements for the purposes of the Agreement under the project. Related General Ledger Account is exclusively subject to the internal and external audit procedures of the United Nations Partners in accordance with the financial regulations and financial rules of the Agency.

Internal Control and Internal Auditing.

12. **FM procedures' manual.** Administrative, financial, and accounting procedures will be specified in the Procedures Manual (Administration, Finance and Account). The manual will include a clear description of initiation and approval processes, and the designation of duties and responsibilities. The standardized Financial Management Manual of Procedures developed by CAA with World Bank IDF support will be customized to reflect the specificities of the Project. The PIU will make use of the computerized accounting system to capture all project-related transactions. FM officers will be responsible for maintaining all controls



to ensure: (i) that the project funds are used only for the purposes they were intended in an efficient and economical way; (ii) the preparation of regular, accurate, reliable, and timely financial reports; and (iii) that the Project's assets are adequately safeguarded. Those internal control arrangements are reinforced by the Government's internal control arrangements, such as the prior visa payment by the Ministry of Public Contracts that will apply to project's invoices and CAA controls regarding withdrawal applications and payment requests.

13. **Internal audit.** Considering the urgent nature of the project, and to ensure the integrity of the internal control environment and associated systems throughout the life of the project, an internal auditor will be recruited. The internal auditor will conduct ex post reviews of project transactions executed in support of the matching grants and the implementation of the related activities. In addition, the Internal Auditor will be required to conduct a periodic review of the continuing adequacy of the internal control environment in general and report on its state to project management and the steering committee. The scope of intervention of the internal auditor will specifically include UN Agencies activities and reports. Internal audit reports will be produced quarterly, or within a shorter period, depending on the risk matrix and its associated audit plan, both of which must be elaborated during the first month of the internal auditor's assignment.

14. **Training from the Bank.** To sustain the capacity building initiatives for the project team, the World Bank Finance and Loan Department and FM units will provide training to the project FM team on disbursement and FM procedures. All these measures will aim to further enhance the project's internal control system.

15. **Financial Reporting and Monitoring.** Interim financial reports (IFRs) will be generated using the computerized financial management system. They will be prepared and submitted to the World Bank within 45 days of the end of each calendar quarter. The content of the IFR will typically include: (i) the sources and uses of funds by the classification of project expenditures (by components/activities); (ii) a comparison of budgeted and actual project expenditure (commitment/disbursement) by date and for the quarter; (iii) a statement on the use of funds by component or activity; (iv) the designated accounts activity; and (v) a physical progress report on project implementation. The format of the IFR will be agreed at negotiations. At the end of each fiscal year, the project will prepare annual financial statements that will be subject to external audit.

16. **UN Agencies:** The financial utilization report (Annex [1] of the UN standard form agreement) generated from the UN agencies' accounting systems will be submitted on a quarterly basis. Those reports should provide enough detail to explain the use of funds and contain information such as purchased equipment and goods, with detail of quantity and value, cumulative data, funds balance, disbursement plan, etc.). Based on the level of risk assessed during implementation, the project team may consider requesting more detailed financial reports submitted more regularly by the UN agencies.

17. **External Auditing.** The annual financial statements prepared by the PIU as well as the internal control system will be subject to an annual audit by a reputable and independent auditing firm based on ToR satisfactory to IDA. The scope of the audit will be tailored to the Project's specific risks in accordance with World Bank requirements and will be agreed upon with the Government. In particular, the independent auditor will audit the use of all funds flowing from designated accounts to beneficiaries. The project will comply with the World Bank's access to information and disclosure policies by making all disclosable audit reports (opinion report only) promptly available to the public after receiving them. The project's external auditor will be hired within three months of project effectiveness. A single audit opinion, in compliance with



International Standards on Auditing, will be issued and will cover all project receipts, payments, and accounts. The audited financial statements, along with the auditor's report and management letter (incorporating management's comments), covering any identified internal control and accounting system weaknesses, will be submitted to the World Bank within six months of the end of each financial year. In addition to the project financial statements audits, the Entity (SEMRY) financial statements should be audited every financial year, and the approved audit reports will be submitted to the World Bank along with the Project Financial Statements.

18. UN Agencies: The auditing arrangements for the contracted UN agencies would follow the single audit principle which represents de facto waiver of the World Bank's standard audit requirement under IPF operations. Thus, the UN agencies will not be required to submit project-specific audit reports to the World Bank. However, for high fiduciary risk for the UN-implemented component, the team could consider additional assurance mechanisms that will be discussed and agreed with the UN agencies such as, more frequent reporting and supervision, Independent Verification Agent or Third-Party Monitoring.

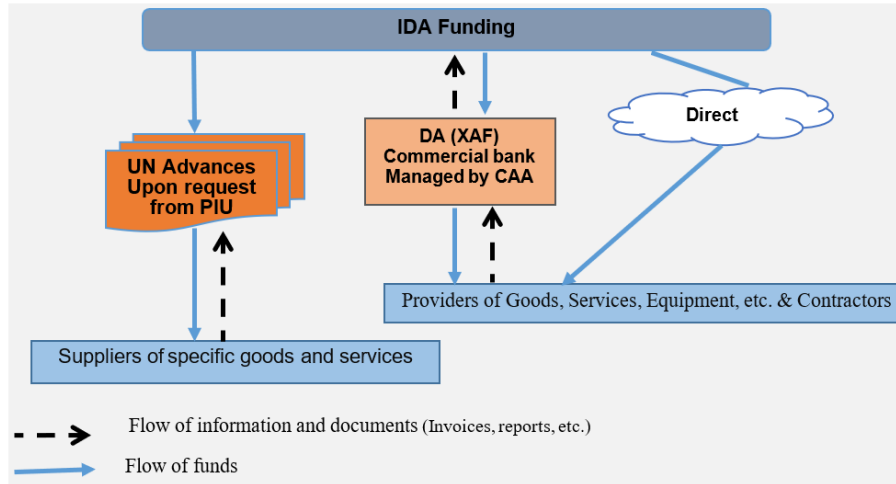
19. **Funds Flow and Disbursement Arrangements**. The flow of funds will rely on the Government's banking arrangements through CAA. In this regard, CAA's managing directors will continue to act as public accountants. This includes signing authorization for all means of payment using the automated payments module of the CAA information system for donor financing. To facilitate the implementation of the project activities, project funds will be advanced to the contracted UN agencies and CAA will establish and maintain one segregated bank account to receive advances from the World Bank in FCFA at a commercial bank under terms and conditions acceptable to the World Bank. Most expenditures will be paid via Direct Payments. Funds in the account will be used to finance the remaining project's eligible expenditure in accordance with Financing Agreement and the Disbursement and Financial Information Letter (DFIL). Figure A1.2. depicts the funds flow mechanism for the project activities to be financed by IDA funds.

20. UN Agencies: Funds will flow from the World Bank to the UN agencies accounts at the request of the Government using the UN Advance disbursement mechanism (with or without UN commitments) which entails submitting withdrawal applications electronically. They will receive and manage the funds transferred to them under the standard Agreement in accordance with their own regulations, rules, instructions, and procedures.

21. Other Disbursement arrangements: Given that the processing of this operation is under situations of urgent need of assistance or capacity constraints, disbursements under contracts for goods, works, non-consulting services and consulting services procured or selected through international open, or limited competition, or Direct Selection, as set out in the procurement plan, must be made only through Direct Payment and/or Special Commitment disbursement methods. As opening of DAs upon signing the project financing agreement was granted on an exceptional basis due to the emergency nature of the project, the minimum value of application for such payments will be stated in the disbursement letter. For other expenditures, an initial advance up to the ceiling of the DA will be disbursed to the DA. Subsequent replenishments will be made monthly and will be documented with Statements of Expenditures (SOEs). Up to two DAs in XAF will be opened in a Financial Institution acceptable to the Association and managed by the CAA. The ceiling of the DA will be specified in the DFIL and will reflect the project's cash flow needs for 3-4 months. Payments to suppliers and contractors will be made through the DA. As appropriate and following implementation needs, a sub account to the DA could be opened and managed according to procedures approved by the CAA.



Figure A1.2. Funds Flow Mechanism



22. **Implementation Support Plan for Financial Management.** FM implementation support will be made available depending on intensity and frequency in line with a risk-based approach and will involve a collaborative approach with the entire Task Team. An initial implementation support mission will be undertaken three months following Project effectiveness. Thereafter, implementation support missions will be scheduled using the risk-based approach model, and will include the following activities: (i) monitoring of financial management arrangements during the supervision process at intervals determined by the risk rating assigned to the overall FM Assessment at entry, and subsequently during implementation (included in the implementation status and results report - ISR); (ii) integrated fiduciary review of key contracts; (iii) review of the IFRs; (iv) review of the audit reports and management letters from the external auditors and follow-up on material accountability issues by engaging with the task team leader, Client, and/or Auditors; the quality of the audit (internal and external) will also be monitored closely to ensure that it covers all relevant aspects and to ensure confidence with regard to the appropriate use of funds by recipients; (v) on the ground supervision; and (vi) assistance to build or maintain appropriate financial management capacity and efficient systems of internal control.

Table A1.1. Financial Management Action Plan

Action to be undertaken	Timeframe	Responsible body
1. Prepare and adopt the Project Implementation Manual	Before project disbursements	PPA Unit (PULCI)
2. Recruit an Administrative and Finance Manager	Two months after effectiveness	PPA Unit (PULCI)
3. Recruit an accountant	Two months after effectiveness	PPA Unit (PULCI)
4. Customize the standardized Project FM procedures to reflect the Project specificities as part of the Project Implementation Manual	Within one month after effectiveness	PPA Unit (PULCI) / PIU
5. Purchase, configure and install the accounting software, to handle accounting and reporting needs under the Project	Within two months after effectiveness	PPA Unit (PULCI) / PIU
6. Recruit an internal auditor to conduct ex-post reviews of the Project transactions and procedures	Within one month of effectiveness	PIU



Action to be undertaken	Timeframe	Responsible body
7. Recruit an external auditor to conduct annual financial audit of the financial statements of the Project along with the review of the internal control system	Within three months of effectiveness	PIU
8. Contract UN agencies to carry out main project activities pertaining to delivery of agreed technical activities under the Project	Within one month after effectiveness	PPA Unit (PULCI) / PIU
9. Agree on the reporting format, content, and submission periodicity with the UN agencies	Within one month after effectiveness.	PPA Unit (PULCI) / PIU
10. Conduct regular implementation support missions (at least three times per year through desk reviews, field visit, virtual meetings, etc.)	During implementation	WB FM team

23. **Conclusions of the FM Assessment.** The overall FM residual risk at preparation is considered **Substantial**. The proposed FM arrangements for this project are considered adequate and meet the World Bank’s minimum fiduciary requirements.

C. Procurement

24. **Regulations.** Procurement for goods, works, non-consulting, and consulting services will be carried out in accordance with the procedures specified in the World Bank Procurement Regulations dated November 2020 (Procurement Regulations), and provisions stipulated in the Financing Agreement.

25. **Fraud, coercion, and corruption.** The project’s procurement activities will be carried out in accordance with the Anti-Corruption Guidelines (revised as of July 1, 2016).

26. **Institutional Arrangements for Procurement.** The procurement activities for the project will be executed by a PIU under the responsibility of MINADER. A Procurement Specialist will be recruited to carry out the following activities in accordance with the New Procurement Regulations (NPF): (a) managing the overall procurement activities and ensuring compliance with the procurement process described in the relevant manuals; (b) ensuring the compliance of bidding documents, draft requests for proposals, evaluation reports, and contracts with WB procedures; (c) preparing and updating the Procurement Plan; (d) monitoring the implementation of procurement activities; (e) developing procurement reports; and (f) seeking and obtaining the approval of internal designated entities and then of World Bank on procurement documents, as required. The PIU will participate in all procurement activities and will notably support the following: (a) the preparation of ToR and bidding documents in collaboration with WFP and FAO where appropriate, (b) the preparation of evaluation reports and contracts related to WB procedures, and (c) participation in procurement commission activities and all related meetings. WFP and FAO will be contracted through Direct Selection as specialized service providers to provide implementation support for different subcomponents, supplying services and goods in line with their respective mandates.

27. **PPSD and Procurement Plan.** A draft Project Procurement Strategy for Development (PPSD) and a draft Procurement Plan (PP) detailing the first 18 months of implementation were prepared by the Recipient prior to negotiations and will be finalized prior to project effectiveness. The PSD will provide the basis and



justification for procurement decisions, including the approach to market and selection methods.

28. A procurement plan will set out the procurement selection method as well as prior and post review thresholds to be followed for the first 18 months and include the key contracts. The Procurement Plan as well as all procurement transactions will be recorded into the World Bank Systematic Tracking of Exchanges in Procurement (STEP) system. During implementation, the Procurement Plan will be updated as required, at least annually, to reflect actual program implementation needs and improvements in institutional capacity.

29. **Advertisements.** The Borrower shall prepare and submit to the World Bank the General Procurement Notice and the World Bank will arrange for publication of this notice in United Nations Development Business (UNDB) online and on the World Bank’s external website. The Borrower may also publish it in at least one national newspaper.

30. The Borrower shall publish the Specific Procurement Notices (SPN) for all goods, works, non-consulting services, and the Requests for Expressions of Interest on their free-access websites, if available, and in at least one newspaper of national circulation in the country, and the official gazette. For open international procurement selection of consultants using an international shortlist, the Recipient shall also publish the SPN in UNDB online and, if possible, in an international newspaper of wide circulation; and the World Bank arranges for the simultaneous publication of the SPN on its external website.

31. **Filing and record-keeping:** The PIM will set out the detailed procedures for maintaining and providing readily available access to project procurement records, in compliance with the Financing Agreement. The Procurement Specialist is responsible for maintaining the records. All contracts and related procurement documents including post-review contracts will be uploaded into STEP.

32. **The overall procurement risk** for the project is rated Substantial after adopting the agreed mitigation action plan summarized in Table A1.2 below.

Table A1.2. Action Plan Mitigation Measures

Risk	Action	Responsibility	Date
1. Staff involved in the project who may not have sufficient knowledge on the NPF and/or risk of confusion with the former guidelines	<ul style="list-style-type: none"> Hire a Procurement Specialist based on ToR acceptable to the Bank Organize workshop sessions to train all staff involved in the procurement of the project on the NPF Continuous hands-on trainings of identified key staff on the NPF 	PULCI World Bank/ Procurement Specialist	Within one month after project effectiveness. During the life of the project
2. Inadequate communication/interaction between key actors in the project, which may lead to delays in the implementation of procurement activities/ poor estimation of the costs	Elaborate the manual of administrative, financial, accounting procedures to consider the NPF and clarify the role of each actor involved in the procurement process of the project and the maximum delay for each procurement stage, specifically with regard to the review, approval system, and signature of contracts	PIU	Prior to project disbursements.
3. Administrative routines may increase delays in the	Exercise quality control on all aspects of the procurement process, including developing	PIU	During the life of the project



Risk	Action	Responsibility	Date
procurement processes and affect project implementation	ToRs, technical specifications, bidding documents, proposals, request for quotations, evaluation, and award		
	Monitor, on a regular basis, the Procurement Plan implementation and set up a close follow-up in relations with beneficiaries and key actors involved (Ministry of Public Contracts [<i>Ministère des Marchés Publics</i>], CAA, WFP, FAO) to ensure that appropriate actions are taken on time	PIU	During the life of the project
4. Limited capacity of the private sectors including consultants	<ul style="list-style-type: none"> A draft PPSD was prepared by the PIU and will be finalized prior to effectiveness. The PPSD will describe how fit-for-purpose procurement activities will support project operations for the achievement of PDO and deliver Value for Money. 	PIU	During the life of the project
5. Noncompliance, Fraud and Corruption risks	<ul style="list-style-type: none"> Ex-ante due diligence of firms being selected will be attempted using databases available in the country and externally. Procurement Post Reviews will be conducted for post review activities 	PIU	During the life of the project
6. Delays in the update of information in STEP	A close follow up will be done by the Procurement Specialist of the World Bank for a regular update of procurement transactions in STEP, including post-review activities	WB/Procurement Specialist	During the life of the project

33. Frequency of procurement reviews and supervision: As the project is related to the Situation of Urgent Need of Assistance, mainly for the Immediate Response and Recovery phase, the World Bank’s prior review will not be carried out. The World Bank will conduct six-monthly supervision missions and annual post-procurement reviews. The standard post-procurement reviews by World Bank staff should cover at least 10 percent of contracts subject to post-review. Entering timely and accurate data and information on procurement is essential for post-review work under STEP. Post reviews consist of reviewing technical, financial, and procurement reports on project procurement actions by World Bank staff or consultants selected and hired by the World Bank. Project supervision missions shall include a World Bank procurement specialist or a specialized consultant. The World Bank may also conduct an independent procurement review at any time until two years after the closing date of the project.

D. Project Implementation Support Plan

34. Despite the very short preparation time due to the emergency nature of the project, risk mitigation measures have been built into the project design. The implementation support plan will rely on a strong monitoring of partner and GoC activities, to ensure timely, agile support and compliance with World Bank safeguards and fiduciary requirements.

35. There will be two comprehensive implementation support missions per year and these will focus on: (i) assessing implementation progress for each of the project components including the links between project activities, outputs and envisaged outcomes; (ii) providing solutions to any implementation bottlenecks; (iii) reviewing together with MINADER, MINEPIA, WFP and FAO as well as any other entities the six month work plans and budgets; (iv) reviewing fiduciary aspects including disbursement and procurement; (v) ascertaining



and confirming that project activities are carried out in compliance with the agreed environmental and social safeguard procedures; (vi) ensuring strong monitoring of results; and (vii) specific and tailored technical support.

36. There will also be a Mid-term Review (MTR) approximately halfway through implementation to take stock of implementation progress, and to assess performance against the agreed set of indicators and milestones. At the end of the project, an independent assessment will be undertaken, and lessons drawn to inform future or similar operations. An Impact Evaluation will also be used to assess project socioeconomic impacts and outcomes. Briefly, the plan with respect to technical, fiduciary and safeguards support is as outlined below.

37. The World Bank will mobilize and assemble an appropriate technical, procurement, financial management, and E&S skill mix needed to support implementation of the project. This team will include experts from WFP and FAP.

Table A1.3. Focus of support to project implementation

Time	Focus	Skills Needed	Resource Estimate US\$
First 12 months	<ul style="list-style-type: none"> Effectiveness/start of project activities Finalization of ToRs and procurement of PIU staff. Finalization of preparation of relevant safeguards documents. Finalization of baseline survey. 	<ul style="list-style-type: none"> Agriculture Economist (TTL) Senior Agriculture Economist Agriculture Specialist Procurement Specialist FM Specialist Social Safeguards Specialist Environment Safeguards Specialist Agriculture Specialist (consultant) 	200,000
12-36 months	<ul style="list-style-type: none"> Implementation of planned activities and preparation of annual work plans and budgets Results monitoring against set targets Fiduciary and safeguards compliance MTR Project implementation and completion and results report (ICR) preparation 	<ul style="list-style-type: none"> Agriculture Economist (TTL) Senior Agriculture Economist Agriculture Specialist Procurement Specialist FM Specialist Social Safeguards Specialist Environment Safeguards Specialist Agriculture Specialist (consultant) 	200,000 per annum
Skills Mix Required per year			
Skills Needed		No. of Staff Weeks	Number of Trips
<ul style="list-style-type: none"> Agriculture (TTL) Agriculture (other members) x3 Procurement FM Env Safeguards Social Safeguards 		12	2
		12	6
		6	2
		6	2
		6	2
		6	2



ANNEX 2: Economic and Financial Analysis and Greenhouse Gas (GHG) Analysis

Economic and Financial Analysis

I. Analytical approach

1. The ex-ante cost-benefit analysis was conducted to determine the project feasibility in economic and financial terms. Incremental benefits and costs were estimated considering the investment typology and activities, which will be financed by the project. The benefit streams taken into consideration by this analysis were the estimated incremental income realized by potential beneficiaries because of the improved agricultural small farming systems, technology adoption and new skills acquired by the beneficiaries from participating in training activities.⁴⁵

2. The cost and benefit flows were adjusted to reflect the duration of the activity implementation period. Moreover, achievement or technology adoption rates were applied to reflect expectations of success for each intervention. Several additional benefit streams were not considered such as future productivity gains and other positive social externalities. In this sense, the ex-ante cost-benefit analysis can be considered conservative.

3. The ex-ante cost-benefit analysis is based on primary and secondary information from different sources: (i) statistical data collected from various information systems (e.g FAOSTAT); (ii) information provided directly by the institutions involved in the project preparation (World Food Programme and World Bank); and (iii) specific assumptions according to the characteristics of each investment and activity implemented by the project.

4. All cash flows were estimated using nominal prices. In the baseline scenario, the cost of capital was set at 6 percent and the social discount rate at 6 percent, and the evaluation period was 10 years. The economic analysis was conducted considering social prices of outputs and inputs. Other specific assumptions and parameters were used to estimate the economic and financial indicators by component and subcomponent (The details of the assumptions can be consulted in the excel calculation model).

II. Results

5. The estimated values of the aggregate economic and financial indicators are presented in the Table A2.1.

Table A2.1. Ex ante cost-benefit analysis – Summary results

Financial indicators			
Financial Net Present Value (FNPV) (US\$ million)	Financial Internal Rate of Return (FIRR) (percent)	Benefit/ Cost Ratio	Payback period (years)
28.9	9.2%	1.15	7.5

⁴⁵ A detailed table of the main expected incremental benefits and costs for each component and subcomponent are available upon request.



Economic indicators			
Economic Net Present Value (NPV) (US\$ million)	Economic Internal Rate of Return (IRR) (percent)	Benefit/ Cost Ratio	Payback period (years)
52.9	12.7%	1.36	6.8

6. In financial and economic terms, the project would have positive returns on investment. The NPV and IRR are estimated at US\$ 52.9 million and 12.7 percent, respectively considering the environmental benefit reflected in the reduction of GHG (low carbon price). Assuming a scenario of high carbon prices in the future (according to the World Bank forecast), the NPV would increase significantly until US\$ 59.6. Table A2.2. shows the NPV and FNPV changes in responses to variation of social discount rate, cost of capital and carbon prices.

Table A2.2. Ex ante cost-benefit analysis – Hypothetical scenarios

Variable	FNPV (USD)
Cost of capital	
5%	39,964,090
Base scenario (6%)	28,942,678
7%	18,890,203
Social discount rate	NPV (USD)
5%	63,865,016
Base scenario (6%)	52,949,817
7%	42,968,126
Carbon price	NPV (USD)
Low prices (base scenario)	52,949,817
High prices	59,586,218

7. Sensitivity analysis was carried out to determine the robustness of the analysis under a range of possible changes in key variables. Table A2.3. shows the IRRs change in responses to variation of values of key variables.

Table A2.3. Sensitivity analysis

Parameter	IRR values (percent)						
	-20%	-10%	-5%	0%	5%	10%	20%
Producer revenues	8.07%	10.58%	11.69%	12.73%	13.70%	14.60%	16.24%
Production costs	14.93%	13.83%	13.28%	12.73%	12.18%	11.64%	10.55%
Carbon price	12.56%	12.65%	12.69%	12.73%	12.77%	12.82%	12.90%

8. The sensitivity analysis revealed that the IRRs are more sensitive to changes in producer revenues. A 20 percent decrease in beneficiaries' income would reduce the project yield to 8.07 percent. Table A3.4. shows the economic and financial indicators by each component.



Table A2.4. Economic and financial indicators by components

Components	Economic Indicators			
	NPV (USD)	IRR (%)	B/C	Payback (year)
Component 1	8,086,805.09	12.5%	1.31	7.12
Component 2	31,864,902.18	12.9%	1.46	6.84
Component 3	12,998,109.67	12.5%	1.24	7.45
Components	Financial Indicators			
	FNPV (USD)	FIRR (%)	B/C	Payback (year)
Component 1	198,039.06	6.1%	1.00	8.33
Component 2	23,946,039.54	10.6%	1.29	7.24
Component 3	4,798,599.11	8.1%	1.07	7.46

III. Conclusion

- The overall project investment would generate positive returns, in both financial and economic terms. The estimated FIRR and IRR exceeds the cost of capital, and the social discount rate used for this analysis.
- The project investment for each component would generate positive returns, in financial and economic terms.
- The sensitivity and scenario analysis show the EFA’s robustness.

D. Greenhouse Gas (GHG) Analysis

9. Methodology for GHG Accounting. The Ex-Ante Carbon Balance Tool (EX-ACT) has been developed by the Food and Agriculture Organization of the United Nations (FAO) to evaluate impacts of the interventions in the Agriculture, Forestry and Other Land Use (AFOLU) sector on greenhouse gas (GHG) emissions. EX-ACT provides estimates of the mitigation potential of public or private investment projects, policies and national level programs. It helps the decision makers to understand whether the planned agricultural interventions contribute to meeting climate change mitigation objectives. EX-ACT calculations are based on land use data. To see more details on the tool, please review the guidelines⁴⁶. The evaluation assesses the impacts of an intervention compared to the business as usual (BAU) scenario. The calculator requires data for three specific points in time: initial situation, with project scenario, and without project or BAU. In preparing this data a lot of work is required up front to determine the adequate modeling of activities/interventions in the tool.

10. Project Boundaries and Data Sources. The estimation of emissions for this project considers the sequestration, reduction and or avoidance that result from the implementation of the activities summarized in Table A2.5. EX-ACT differentiates between two time periods: project implementation phase and capitalization phase. The implementation phase is the period during which the project activities are carried out. Yet, the period covered by the analysis does not necessarily end with the termination of the active project intervention. Further changes may occur as the result of the interventions (project activities) such as changes soil carbon content or biomass. This period defines the capitalization phase. In

⁴⁶ EX -ACT website: <https://www.fao.org/in-action/epic/ex-act-tool/suite-of-tools/ex-act/en/>



this analysis, following recommendations of the IPCC⁴⁷, we consider an overall 20-year period for implementation and capitalization phase. As in the current analysis the physical implementation of the project consists of 3 years, the benefits generated by the project will continue to capitalize for 17 more years to reach the 20-year period. The analysis further assumes the dynamics of change (from without (BAU) to “with project”) to be linear over the duration of the project.

11. **Results of the EX-ACT Analysis.** The detailed results obtained with EX-ACT can be disaggregated by components each reflecting a different activity. Table A2.5 pairs the project activity with the module use in EX-ACT for easy track. For example, the activity under sub-component 1.1 *Conditional Cash Transfers to extremely vulnerable households for early recovery activities. Participation of household backyard / home gardening* appears in Land Use Change (LUC) module. Given the computation of data (detailed in *Computation of data in EX-ACT*), the total carbon balance over 20 years of this project is equal to -395,045 tCO₂-e. This result is the net difference between the carbon balance from the baseline scenario 3,376,928 tCO₂-e) and the carbon balance of the “with project” scenario 2,981,884 tCO₂-e). Knowing the total area under focus, this would amount to a carbon balance of -0.4 tCO₂-e per hectare and per year.

Table A2.5. EX-ACT Results

DETAILED RESULTS												
Project name	PULCCA											
Continent	Central Africa											
Country	Cameroon											
Climate	Tropical											
Moisture	Moist											
	Project duration (in years)			Total area (ha)		Global warming potential						
	Implementation 3			Mineral soil 48,808		CO ₂		1				
	Capitalization 17			Organic soil 0		CH ₄		34				
	Period analysis 20			Waterbodies 50		N ₂ O		298				
GROSS FLUXES												
In tCO ₂ -e over the whole period analysis												
PROJECT COMPONENTS	WITHOUT	WITH	BALANCE	SHARE PER GHG OF THE BALANCE					AVERAGE ANNUAL EMISSIONS			
				In tCO ₂ -e over the whole period analysis					In tCO ₂ -e/yr			
				CO₂ BIOMASS	CO₂ SOIL	N₂O	CH₄	ALL NON-AFOLU EMISSIONS*	WITHOUT	WITH	BALANCE	
Land use changes	Deforestation 0	0	0	0	0	0	0	0	0	0	0	
	Afforestation 0	-3,963	-3,963	-2,953	-1,010	0	0	0	0	-198	-198	
	Other land-use 0	1,594	1,594	0	1,588	6	0	0	0	80	80	
	Annual 1,742,047	1,393,560	-348,487	0	-220,969	-35,330	-92,188	0	87,102	69,678	-17,424	
Cropland	Perennial 0	0	0	0	0	0	0	0	0	0	0	
	Flooded rice 0	0	0	0	0	0	0	0	0	0	0	
Grasslands & Livestock	Grasslands 0	-110,554	-110,554	0	-110,554	0	0	0	0	-5,528	-5,528	
	Livestock 1,573,283	1,663,799	90,515	0	0	-34,837	125,353	0	78,664	83,190	4,526	
	Forest mngt. 0	0	0	0	0	0	0	0	0	0	0	
	Inland wetlands 61,598	21,886	-39,712	0	0	0	-39,712	0	3,080	1,094	-1,986	
	Coastal wetlands 0	0	0	0	0	0	0	0	0	0	0	
	Inputs & Invest. 0	15,561	15,561	0	0	3,577	0	11,984	0	778	778	
Total emissions, tCO₂-e	3,376,928	2,981,884	-395,045	-2,953	-330,944	-66,584	-6,548	11,984	168,846	149,094	-19,752	
Total emissions, tCO₂-e/ha	69.1	61.0	-8.1	-0.1	-6.8	-1.4	-0.1	0.2				
Total emissions, tCO₂-e/ha/yr	3.5	3.1	-0.4	0.0	-0.3	-0.1	0.0	0.0				
* = Source / - = Sink									Uncertainty level			
Results presented here include GHG fluxes on mineral and organic soils									Without	168,846	33%	
See further down for detailed results on organic soils									With	149,094	33%	
* Includes fisheries, aquaculture and inputs & investments that are not included in the AFOLU definition.									Balance	-19,752	33%	

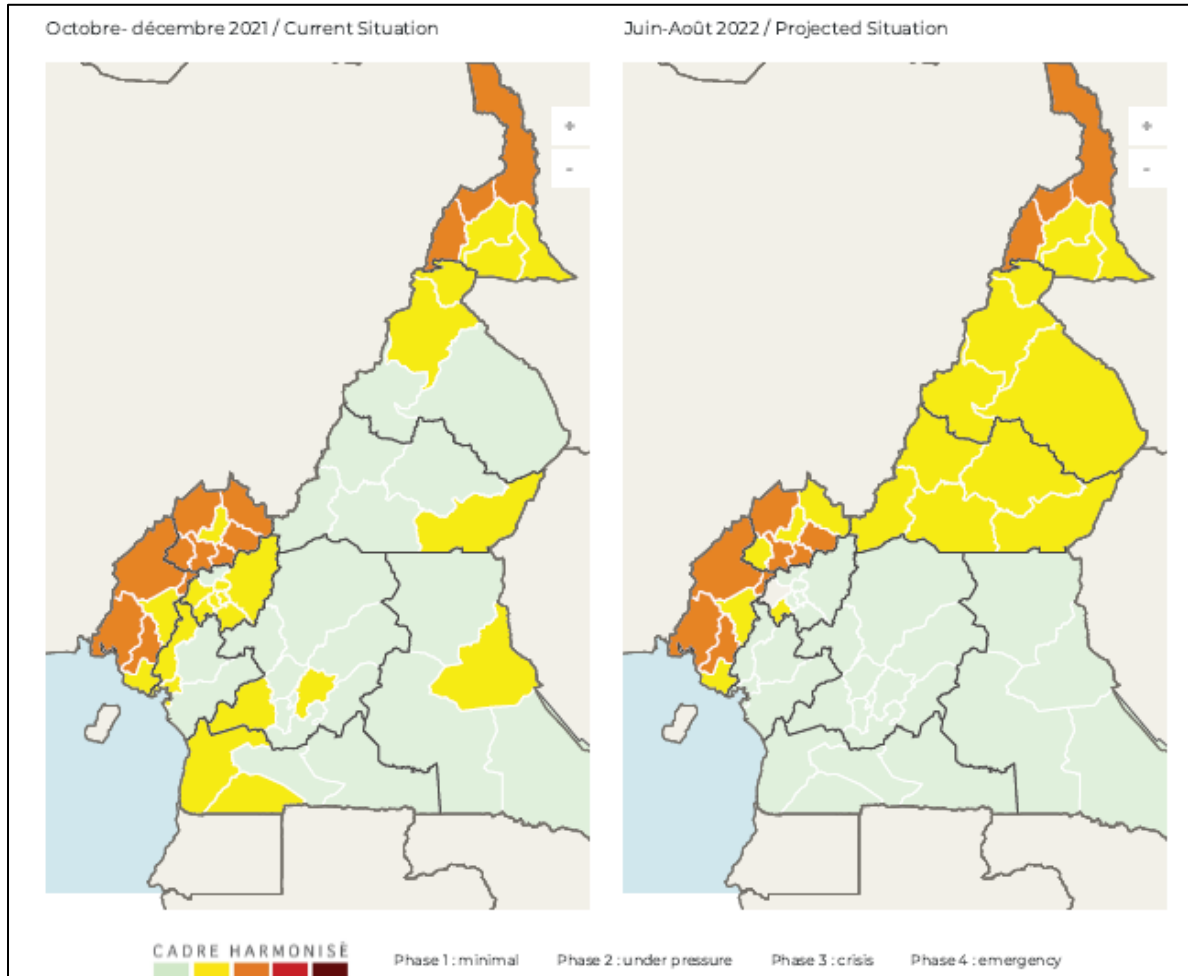
12. The current project shows a mitigation potential, by the improvement of practices in hand of technical assistance and implementation of climate-smart activities. The project has source of emission activities, such as livestock, and infrastructure construction. However, the benefits in other activities such as afforestation or crop management outweigh the source of emissions. As result a negative carbon balance is achieved. More details of the computation of data in EX-ACT and detailed table summarizing those activities, the EX-ACT module, and the data used are available upon request with references from where the data is retrieved.

⁴⁷ IPCC recommends considering the timeframe between transitions states of natural systems and the period necessary to reach a new equilibrium for carbon stocks and suggest applying a 20-year long time frame (IPCC, 2006).



ANNEX 3: Maps

Map A3.1. Projected food security outlook
(Orange or darker shows IPC3+ conditions)
October – December 2021 June – August 2021



Source: Cadre Harmonisé (2022)



Map A3.2. Map of Project locations
Regions Far North, North-West, South-West Adamawa and East



Source: World Bank Maps team