



Producers' Desk Operational Manual

Volume I – Quantity

General provisions

**& specific provisions for production
components G1/a-ebons and G1/b-PA**

Updated/January 2025

FODECC	PRODUCERS' WINDOW OPERATING MANUAL Volume 1 - QUANTITY	
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Preface

Dear stakeholders in the cocoa and coffee sectors,

A public institution created by Law No. 2004/025 of 30 December 2004 and established by Decree No. 2006/085 of 9 March 2006 of the President of the Republic, the Cocoa and Coffee Sector Development Fund (FODECC), alongside other bodies in the sector, provides financing and payment for services related to supporting and reviving the cocoa and coffee sectors, supporting applied research on these products and improving their quality, supporting training and information programmes for operators in the cocoa and coffee sectors, and promoting the local processing and consumption of cocoa and coffee. Placed under the financial supervision of the Minister of Finance (MINFI), the FODECC operates under the technical supervision of the Minister of Trade (MINCOMMERCE) and the Minister of Agriculture and Rural Development (MINADER), who are authorising officers in the same capacity as the Minister of Scientific Research and Innovation (MINRESI).

Following the identification of weaknesses in previous subsidy and sector support models, and after authorisation from the Presidency of the Republic on 21 December 2020, relayed by the Prime Minister's Office, FODECC opened the "producers' desk" with the aim of providing direct support to cocoa and coffee producers. The "Producers' Desk" is a mechanism based on Decree No. 068/PM of 28 August 2019 approving and enforcing the manual of procedures for granting subsidies for agricultural inputs and equipment in Cameroon. The Producers' Desk draws its resources from export and factory gate levies on cocoa and coffee, various products and contributions, including contributions from international partners in the fight against deforestation and support for agricultural intensification. The relevant ministerial departments exercise their authority as authorising officers for subsidy expenditure for the benefit of cocoa and coffee producers.

By simplifying procedures, the producers' desk makes government subsidies directly available to producers in different regions, at their initiative, under the responsibility of the authorising officers and the supervision of their departments; the fund is intended to streamline and secure operations. While it aims to eventually offer the five categories of subsidies provided for under the national agricultural subsidy policy, the Producers' Desk gives priority access to subsidies known as categories 1, 2 and 3, which are dealt with in this Volume I-Production (G1/a-ebon and G1/b-PA). Volume II-Local Authorities presents a specific subsidy scheme for category 3 collective marketing infrastructures (G2/a-CTD and G2/b-Coop) and a subsidy scheme for local planning and municipal investment in reforestation and forest landscape restoration (G2/c-PLADDT and G2/d-Investissement TA), based on a model accessible to rural municipalities and their local partners, with a view to equipping and developing production areas. Volume III-Sustainability presents a scheme focused on agroecological transition at the producer level to encourage producers to shift their production model towards sustainability (G3/a-TA)

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also offering technical support to producers (G3/b Agricultural Advice-TA) in category 5.

The G1/a-ebons window, which subsidises agricultural inputs (category 1), is open to all cocoa and coffee producers without discrimination, but within the limits of available resources, whose cultivated area is less than or equal to two (02) hectares. It requires the identification of the producer, the geolocation of the plots and the producer's registration with a financial institution of their choice.

Categories 2 and 3 (subsidies for small equipment, agricultural machinery, and infrastructure via subsidies for materials and hardware) are subject to the submission of business plans, which are reviewed by regional committees coordinated by the relevant technical authorising officers. The agricultural council grant, category 5, provides support to producers in the preparation and implementation of their agroecological transition plan (G3/sustainability), and to municipalities in the preparation of their PLADDT and green investments (G2/local authorities).

The Producers' Desk is the result of methodical work between FODECC and various partners (agro-dealers, bankers and EMFs, mobile phone companies, strategic partner EDENRED, and international donors such as the EU, CAFI, IFAD and IDH).

The Cacao/Coffee Producers' Desk Operational Manual is a tool for simplifying, facilitating, supporting and supervising the direct financing of producers in the cacao and coffee sectors in Cameroon. It represents an innovation that introduces digitalisation into cocoa and coffee farming and promotes producer satisfaction and healthy integration into economic life, working to boost activity and yields on plots of land. Alongside the FODECC's first window and its projects to support the cocoa and coffee sectors, it complements the public financing system for the cocoa and coffee sectors with a tool that allows producers to be subsidised directly.

We hope, dear stakeholders in the cocoa and coffee sectors, that you will enjoy this manual as much as we enjoyed preparing it, so that you can satisfy producers, manage your orchards, improve yields and contribute to the full development of the cocoa and coffee economy.

Samuel Donatien NENGUE Administrator/CEO of FODECC

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Preamble

The FODECC Producers' Desk Operational Manual Volume I/production (cocoa and coffee sectors) sets out the procedures for subsidising or co-financing inputs, services, equipment and productive infrastructure (materials and hardware) for:

Part 1:

- **Category 1**/fertilisers, seeds/plants, plant protection products, small equipment;
- **Category 5** / advisory support services

Part 2:

- Category 2/equipment and machinery.
- Category 3/productive infrastructure

The FODECC Manual Volume I/Production is part of the paradigm shift in agricultural subsidies sought by the Government. It is the operational translation for the cocoa and coffee sectors of the MINADER agricultural subsidy manual, adopted and made enforceable by Prime Ministerial Decree No. 068 of 28/08/2019, which requires all relevant agricultural, economic and financial services, public institutions and enterprises, and associated programmes at national level to use it as a reference tool to guide their agricultural subsidy actions (see copy of Prime Ministerial Decree No. 068 in Annex 3).

The FODECC, under the joint supervision of MINADER, of the Ministry of Commerce (), of the Ministry of Research and Innovation (), (technical authorising officers) and MINFI, is part of the government's policy to revive and develop cocoa and coffee production. To this end, it is imperative to reach as many producers as possible to encourage them to improve yields and increase their acreage, but above all, to improve the efficiency of subsidies granted in a general context of scarce public funds.

These two sectors, cocoa and coffee, which are long-established and historically highly regulated, were liberalised in the 1990s. This liberalisation led to a revival of investment in cocoa plantations, particularly in the south-west region but also in the central region. Cocoa production has

thus rebounded from its lowest point in the early 1990s (approximately 70,000 tonnes of beans per year) to a production level that is now close to 300,000 tonnes per year, despite socio-political unrest in certain regions.

Under the supervision of FODECC management and the EGIS technical assistance mission, the work of designing and drafting the manual was entrusted to three consultants (Dr Jean-Marie Noiraud, Mr Martial Nkoulou and Mr Stean Mpolo). The January 2025 update was proposed by Dr Jean-Marie Noiraud, with technical and financial support from CAFI and IFAD.

The launch of the process to prepare the cocoa and coffee subsidy manual (G1/a-ebons and G1/b-PA) was formally announced during a workshop bringing together all representatives of professional groups in the cocoa and coffee sectors on 24 and 25 February 2020, in Yaoundé, in the Jean XXIII conference room in Mvolyé. The aim of this workshop was to raise awareness and take the time to read and explain in plenary the MINADER agricultural subsidy manual, validated by the PM, now enforceable, which serves as the basis for the preparation of the FODECC production manual.

The main messages addressed to all stakeholders in the cocoa and coffee sectors are as follows:

- The days of "everything for free" are over;
- Public subsidies are a lever to encourage professional beneficiaries to change their practices and behaviours for the better;
- Subsidies are a "reward for effort", in other words, subsidies can only benefit producers and companies that are genuinely committed to a professional approach;
- FODECC relies primarily on productive partnerships established with the private sector (suppliers of agricultural inputs and equipment, hardware stores, banks/MFIs, professional organisations professional and inter-professional organisations, exporters, manufacturers, etc.).

The FODECC Producers' Window Operational Manual was adopted in version V01 by the FODECC Management Committee on 12 August 2020.

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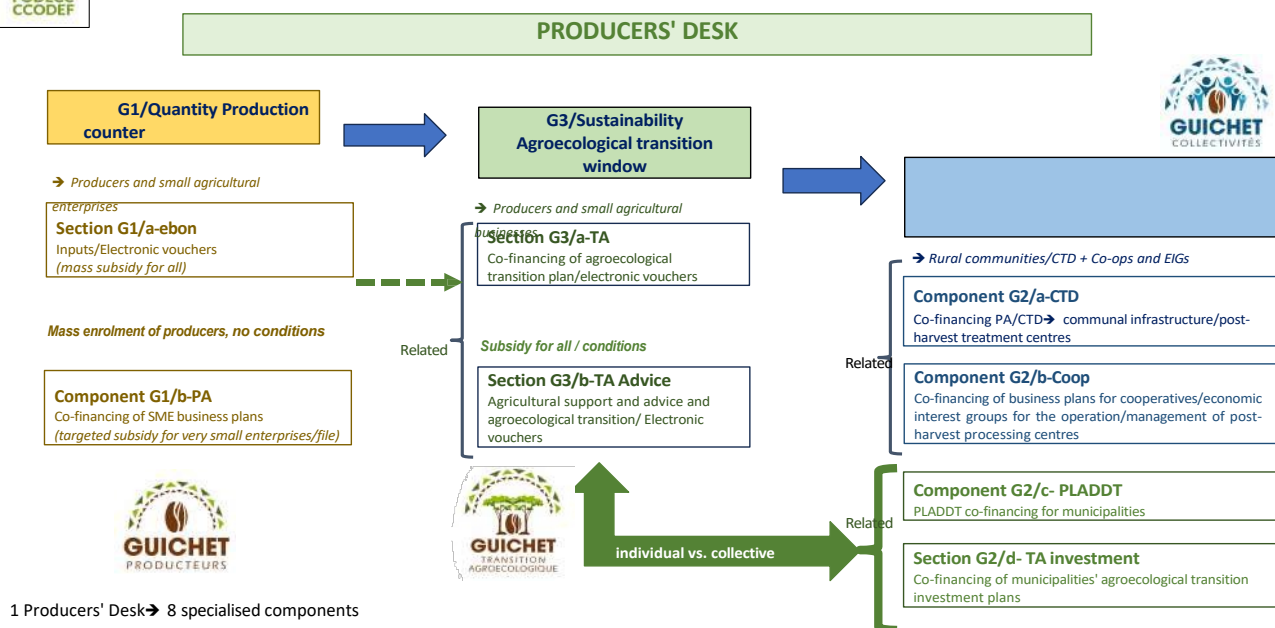
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The FODECC Producers Window



1 Producers' Desk → 8 specialised components

Figure 1: The Producers' Desk and its various desks for production, sustainability and communities

The Producers' Desk = 3 main desks (Quantity – Local Authorities – Sustainability) and 8 specific sections (G1/a-ebons, G1/b-PA, G2/a-CTD, G2/b-Coop, G3/c-PLADDT, G3/d-Green Investment TA, G3/a-TA, G3/b-TA Advice).

Subsidies for the cocoa and coffee sectors and the agroecological transition

In addition to subsidies targeting a broad audience (Volume I Quantity/Production Window) with input vouchers (G1/a-ebons) and subsidies through co-financing of business plans for producers and producer cooperatives (G1/b-PA) to support production, it is also necessary to support the development of collective marketing infrastructure in cocoa and coffee areas (G2/Collectives/a-CTD & b-Coop), to support green investments by municipalities (G2/c-PLADDT and G2/d-Investment TA), and support the agroecological transition of producers' farming models (G3/a-TA and G3/b-TA Advice).

Volume II of the Producers' Window Operational Manual proposes a **specific mechanism for subsidising collective infrastructure** to facilitate the consolidation of cocoa and coffee production in appropriate locations where producers can legally and securely sell their produce to approved buyers within organised markets. It also proposes co-financing for municipalities to facilitate the preparation of their PLADDTs and to make green investments in reforestation and forest landscape restoration.

Volume II of the Producers Window Operational Manual proposes an incentive mechanism for small producers to transition to agroecology, subsidising the preparation and implementation of their agroecological transition plans and providing agricultural advice to these producers.

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Editorial Committee

for the FODECC manual on subsidies for agricultural inputs and equipment

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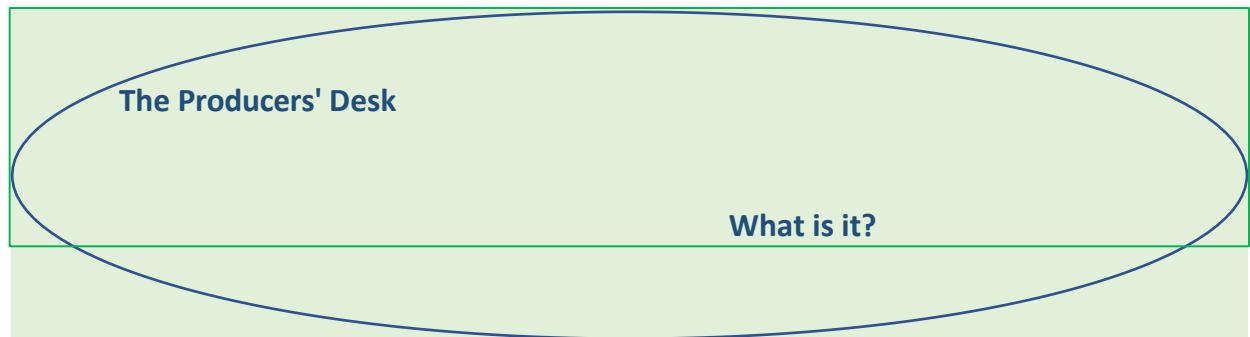
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Process for developing the FODECC agricultural subsidy manual:

Version 01	Adopted	Date	12 August 2020
Version 02	Update	Date	2 June 2021
Version 03	Update	Date	30 January 2025

Acronyms and abbreviations

ADM:	Administrator	MINADER:	Ministry of Agriculture and Rural Development
AFOP:	Agricultural Vocational Training/ Consolidation and Development Programme Sustainability	MINCOMMERCE:	Ministry of Trade
ANEMCAM:	National Association of Microfinance Institutions Cameroon	MINEPAT:	Ministry of Economy, Energy and Mines Planning and Development of Territory
Bdd:		MINEPIA:	Ministry of Livestock, Fisheries and Animal Industries
BEAC:	Bank of Central African States	MINFI:	Ministry of Finance
BIP:	Public Investment Budget	MINMAP:	Ministry of Public Procurement
CAMCULL:	Microfinance Network	MINRESI:	Ministry of Research Science and Innovation
CAPEF:	Chamber of Agriculture, Fisheries, Livestock and Forestry	MoMo:	Mobile Money from MTN
CCA:	African Community Credit	MuFID:	Network of Financial Institutions Microfinance ex-MC2
CDMT:	Medium-Term Expenditure Framework	MUPECI:	Microfinance institution
CEEAC:	Economic Community of Central African States of Central Africa	NIES:	Environmental Impact Statement and Social
CEMAC:	Economic and Monetary Community of Central Africa	NPK:	Nitrogen-Phosphorus-Potassium
CENEEMA:	National Centre for Studies and of Experimentation in Business Law Agricultural	OHADA:	Organisation for the Harmonisation of Business Law in Africa
CICC:	Interprofessional Cocoa Council and Coffee	OM:	Orange Money
CNI:	National Identity Card	ONCC:	National Cocoa and Coffee Board
COBAC:	African Banking Commission Central	NGO:	Non-Governmental Organisation
CP CICC:	CICC professional membership card	PO:	Professional Organisation / Organisation of Producers
DDA:	Agricultural Development Directorate	OPA:	Professional Agricultural Organisation
DEPC:	Directorate for Studies, Programming and Cooperation	PA:	Business Plan
DOPA:	Directorate of Organisations and Support for Agricultural Operations	PCP-ACEFA:	Consolidation and Development Programme Sustainability of Agropastoral Advisory Services
DRADER:	Regional Delegation for Agriculture and Rural Development	PGES:	Environmental Management Plan and and
DRCQ:	Regulatory and Quality Control	SMEs:	Small and Medium-sized Enterprises
DSCE:	Strategy Document for the Growth and Employment	PTAB:	Budgeted Annual Work Plan
EIES:	Environmental Impact Assessment and Development Strategy	PV:	Minutes
EMF:	Microfinance Institution	Ltd:	Public Limited Company
EPA:	Public Administrative Institution	Limited Liability Company:	Limited Liability Company
EU money:	Express Union Money Transfer	SCOOP-CA:	Cooperative Company with Board of Directors Administration
FEICOM:	Special Equipment Fund and Intercommunal Intervention	SCOOPS:	Simplified Cooperative Company
SWOT:	Strengths-Weaknesses-Opportunities-Threats	SDSR:	Sustainable Development Strategy Rural Sector
FODECC:	Sector Development Fund Cocoa and Coffee	SE:	Monitoring and Evaluation
EIG:	Economic Interest Grouping	SND 30:	National Strategy for Development 2020 to 2030
GPS:	Global Positioning System	SODECAO:	Cocoa Development Company
KYC:	Know Your Customer	SR:	Break-even point
HDI:	Sustainable Trade Initiative	IRR:	Internal Rate of Return
		VAT:	Value Added Tax
		EU:	European Union
		NPV:	Net Present Value
		YUP:	Money transfer system of the Société Générale du Cameroun



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1 Why an operational manual Volume I: Quantity/production of the Cocoa & Coffee Producers Desk?

Agricultural subsidies are a **tool used by FODECC, representing the State and under the joint technical supervision of MINCOMMERCE and MINADER, and financial supervision of MINFI, to seek leverage effects on the cocoa & coffee sectors, which are among the main pillars of agriculture in the entire southern forest region (and highlands) across eight regions.**

The government has decided to change its model:

- The era of **"everything free"** is over. We are stopping the free distribution of agricultural inputs and equipment, which are always expensive and yield very poor results.
- Subsidies are a **lever to encourage** professional **beneficiaries**, cocoa and coffee producers, to change their practices and behaviours, in particular to use new technologies, open bank accounts, register as producers and register their plots, comply with technical itineraries, renew orchards, pass on plantations to new generations, etc.
- The subsidy is a **"bonus for effort"**, in other words, the subsidy can only benefit producers and production companies that are genuinely committed to a **professional approach**. The producer is the **sole "trigger"** for the subsidy by opening their Bq/EMF account, installing the FODECC application on their smartphone, entering the data that will enable them to make their application, etc.
- **Volume II of the Manual** deals with subsidies for collective cocoa and coffee marketing infrastructure with municipalities and cooperatives, and with co-financing for municipalities to prepare their PLADDTs and carry out their green investments.
- **Volume III of the Manual** covers subsidies for agroecological transition at the producer and farm level, including subsidies for advisory support.
- **The FODECC relies on productive partnerships** established with the private sector (suppliers of agricultural inputs and equipment, banks/MFIs, professional organisations, exporters, millers, etc.) and,

in particular, on input supplier networks and microfinance networks.

This search for leverage effects can be summarised with the following objectives:

- ☐ Increase national cocoa and coffee production;
- ☐ Improve the productivity of cocoa and coffee plantations;
- ☐ Improve the quality of marketable products;
- ☐ Guide and support the economic development of the cocoa and coffee sector;
- ☐ Improve Cameroon's trade balance and balance of payments;
- ☐ Support and guide the transition of family farms towards professional, profitable, job-creating and more sustainable jobs and is more sustainable;
- ☐ Strengthen the structure of the productive agricultural sector;
- ☐ Accelerate the transfer of responsibilities to decentralised authorities and younger generations, both men and women;
- ☐ Encourage the formalisation of agricultural enterprises and compliance with the law;
- ☐ Reduce certain market distortions by promoting local products: production of seeds/plants, fertilisers, other inputs and agricultural equipment;
- ☐ Scale up new sustainable production technologies and agroecological transitions that respect the forest environment, both within and outside permanent forest areas;
- ☐ Develop and improve the reliability of private sales networks for agricultural inputs;
- ☐ Encourage the systematic banking of agricultural professionals, particularly cocoa and coffee producers;
- ☐ Promote the establishment of young people and women as producers and contribute to the elimination of child labour.

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2 The FODECC's "Producers' Desk", general provisions

2.1 Political and legal framework

The Cocoa and Coffee Sector Development Fund, abbreviated to **FODECC**, is a public economic and financial institution with legal personality and financial autonomy.

The legal and regulatory acts governing its operation include:

- Law No. 2004/025 of 30 December 2004 amending and supplementing certain provisions of Law 95/11 of 27 July 1995 on the Organisation of the Cocoa and Coffee Trade in its Article 19;
- Law No. 2017/010 of 12 July 2017 on the general status of public institutions;
- Decree No. 2006/085 of 9 March 2006 on the organisation and operation of the Cocoa and Coffee Sector Development Fund;
- Order No. 071 of 27 November 2014 of the MINCOMMERCE on the fee that allows this body to collect its resources;
- Decree No. 079/MINADER of 23 March 2021 on the creation, organisation and operation of the Steering and Guidance Committee responsible for implementing the policy on the granting of agricultural subsidies in Cameroon.
- Prime Ministerial Decree No. 2022/8001CAB/PM of 16 September 2022 establishing the general framework for the electronic financial transactions of the State and other public entities.
- Presidential Decree No. 2025/013 of 14 January 2025 on the reorganisation and operation of the Cocoa and Coffee Sector Development Fund.
- Order No. 0036/MINCOMMERCE/CAB of 13 January 2025 establishing and distributing the cocoa export levy.
- Decision No. 135/2024/FODECC/ADM/AD of 30 April 2024 on the creation, organisation and operation of the anti-corruption unit at FODECC.

The FODECC is placed under the joint technical supervision of the Minister responsible for the marketing of cocoa and coffee and the Minister responsible for agriculture, and under the financial supervision of the Minister responsible for finance (**MINADER, MINCOMMERCE, MINFI**).

In accordance with its Organic Decree, FODECC provides funding and payment for services relating to:

- Supporting and revitalising the cocoa and coffee industries;
- Supporting applied research on these products and improving their quality;
- Supporting training and information programmes for operators in the cocoa and coffee sectors;
- Promoting the local processing and consumption of cocoa and coffee.

The Fund may carry out any other commercial, movable and immovable financial transactions directly or indirectly related to the above activities, or likely to promote the development of the cocoa and coffee sectors.

MINADER sets and coordinates the implementation of the national agricultural subsidy policy, based on the provisions of the Manual of Procedures for Granting Subsidies for Agricultural Inputs and Equipment in Cameroon (*Decree 068/PM of 28 August 2019*).

The **National Steering and Guidance Committee (COPIL) responsible for implementing the agricultural subsidy policy** in Cameroon (**MINADER, MINEPAT, MINFI, MINRESI, MINCOMMERCE**), COPIL, sets the political, strategic and financial guidelines applicable to agricultural subsidy schemes (*Decree 00079/MINADER of 23 March 2021*).

On an exceptional basis and within the limits of budgetary possibilities, COPIL may decide to derogate from the basic rules defined in the subsidy manual in order to respond to specific situations that require it.

The FODECC incorporates government guidelines on agricultural policy, paradigm shifts in sector support mechanisms and the desire to improve the efficiency of available public resources. It has embarked on its own reform process, notably with the creation of a **Producers' Desk** to co-finance producers and production companies in the cocoa and coffee sectors.

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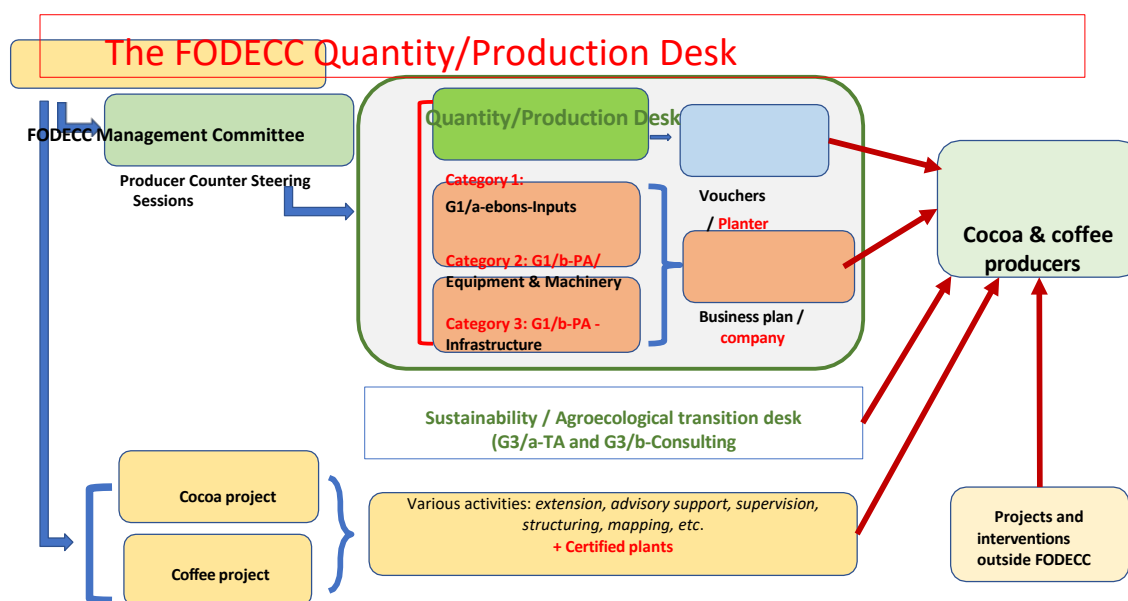


Figure 2: The Producers' Desk and FODECC-approved projects

2.2 Producers' Desk resources

Most of FODECC's resources come from an annual share of the royalties levied on cocoa and coffee exports and factory deliveries.

The funds collected are held in the "FODECC Account" of the Bank of Central African States (BEAC).

FODECC bank accounts are funded by the BEAC's "FODECC Account", held at commercial banks.

In addition, the FODECC is authorised to receive and implement co-financing from other national and international sources.

Flowchart of the Committees responsible for agricultural subsidies

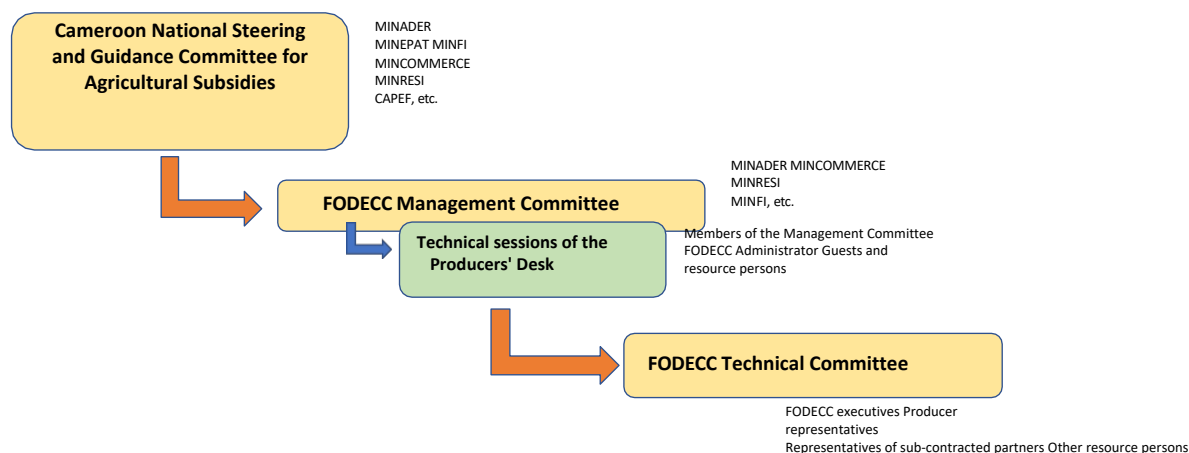


Figure 3: Flowchart of committees responsible for agricultural subsidies

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The Technical Authorising Officers, together with the FODECC Management Committee, set the percentage of financial resources allocated to the **Producers Window**:

- Allocation of a proportion of the available balance of the FODECC account to the BEAC;
- Allocation of a percentage of royalties collected on cocoa and coffee exports to FODECC;
- Possible subsidies from the BIP or others (MINADER, MINEPAT, etc.) for the cocoa and coffee sectors;
- Possible subsidies from partners;
- Application fees, bequests and donations.

The **management costs of the Producers' Desk** must be contained and may not exceed 10% of the annual amount of the subsidy allocated for the financial year.

Composition of the FODECC Management Committee in a session dedicated to steering the Producers' Desk:

Members of the Management Committee
The administrator/CEO of the FODECC
Guests and resource persons

Functions and responsibilities of the special steering sessions of the Producers' Window by the FODECC's Restricted Management Committee:

- Takes note of the annual allocations for cocoa/coffee subsidies decided at the ordinary session by the Management Committee on the basis of the guidelines of the **National Steering and Guidance Committee for Agricultural Subsidy Policy** (MINADER, MINEPAT, MINFI, etc.);
- Examines and technically validates the proposals made by the FODECC technical committee, in particular in relation to:
 - *Percentage allocated to each of the different windows (3) and flaps (8);*
 - *Distribution key for cocoa vs coffee/counter;*
 - *Indicative number of beneficiaries targeted per region/department per window*
 - *Type and specification of inputs, equipment, materials and services eligible for the subsidy;*
 - *Quantities per product and eligible areas;*
 - *Percentage subsidised/inputs/machinery;*
 - *Level of degressivity over time;*
 - *Productive partnerships with the financial and industrial sectors, import/distribution networks, nurseries, etc.;*
- Reviews and validates proposals from the FODECC strategic committee;
- Validates the options selected as the Management Committee and launches the campaign each year information for beneficiaries;
- Reviews and technically validates the technical and financial reports of the Producers' Desk on an annual basis.

2.3 The Guichet

It is a **co-financing scheme** based on two main tools: **electronic vouchers** for producers and **co-financing of business plans** for production companies.

The "**Producers' Desk**" is supervised directly by the FODECC Management Committee, and special sessions of the Management Committee are dedicated each semester to steering the Producers' Desk.

The **aim of the Producers' Desk** is to have an **impact on production**, volumes, marketable and environmental quality, but also on **improving producers' incomes** and well-being. At the same time, this socio-economic impact must be achieved in **compliance with environmental requirements**, in particular by **minimising the degradation of forest cover**.

Composition of the FODECC Technical Committee

- FODECC executives appointed
- Producer representatives (2 English-speaking and 2 French-speaking)
- Representatives of partners under agreement
- All other resource persons

It meets as often as necessary to propose to the Administrator/CEO and the Management Committee the recommendations it deems most appropriate for achieving short-, medium- and long-term objectives.

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(no subsidies for plantations within Cameroon's permanent forest area; priority given to the renewal of old orchards and the development of fallow land).

The **Producers' Desk** is not the only mechanism for supporting cocoa and coffee producers; **specialised cocoa and coffee projects** are also being set up with funding and coordination from FODECC. In addition to FODECC, MINADER and other ministries and organisations also offer other support measures. Producers can benefit from this support. The development of the cocoa and coffee sectors will be measured globally at the national level, as it is the combined efforts of all stakeholders that are expected to produce the desired impacts, particularly in terms of volumes brought to market and net results for producers.

The Producer Window is governed by its operational manual (= procedures manual) Volume 1 Quantity/production: part 1/ e-vouchers & part 2/ co-financing of business plans.

Volume II Communities is dedicated to the financing of collective post-harvest processing infrastructure (municipalities and local professional organisations) on the one hand, and the financing of PLADDTs and green investments by municipalities on the other.

Volume III Sustainability/Agroecological Transition is dedicated to the financing of producers' agroecological transition plans at the level of their farms and the financing of advisory support for committed producers.

The FODECC is responsible for **setting up and operating** the Producers' Desk.

The introduction of the "Producers' Desk" has already revitalised the FODECC, with a reorientation of its actions to benefit the largest number of cocoa and coffee producers, who are **the legitimate beneficiaries of the Producers' Desk as it is financed by a levy on exports** and factory inputs. The **FODECC thus returns to producers**, in the form of co-financing, **part of** the money that has been levied on the export price.

The strategy of Guichet Producteurs is to **rely on the private sector**, which is at **the heart of the development of the cocoa and coffee value chain**: professional and inter-professional organisations, commercial banks and microfinance institutions, importers and distributors, manufacturers, agro-industries, buyers and exporters, telephone operators and others (transporters, packaging manufacturers, laboratories, design offices, NGOs, etc.). **The State regulates** the overall functioning of the cocoa and coffee sectors, and **FODECC is the body responsible for coordinating and financing actions to support regulatory policy.**

2.4 Productive partnerships

FODECC (Producers' Desk) establishes **agreements (productive partnerships)** defining the **business relationships** between actors in the value chain so that co-financing tools (**electronic vouchers and business plans**, with specific features for different windows and components) can function properly, particularly with leading network companies such as:

- i. The main SME networks that are members of ANEMCAM;
- ii. **The main commercial banks** involved in the cocoa-coffee sector that are members of APECCAM;
- iii. The main networks of importers/manufacturers of agricultural inputs (*APEC, CROPLIFE*);
- iv. The main importers and manufacturers of agricultural equipment and machinery that are members of the Cameroon Agricultural and Food Equipment Manufacturers' Collective (*CEAAC*);
- v. The main importers, manufacturers and distributors of construction materials and hardware;
- vi. The main organisations of producers of quality plants (in principle certified);
- vii. Major operators of telephone, internet access and/or money transfer services (notably ORANGE, MTN, and CAMTEL);
- viii. The main professional and inter-professional organisations.

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For each type of professional group, the FODECC draws up a draft productive partnership agreement which is shared and discussed with the representatives of each group. Once a consensus has been reached, a standard agreement for each professional group, accompanied by a set of specifications, was signed in 2021 between the FODECC and the key operators who agreed to make a formal commitment to work alongside it.

As far as possible, the agreements established with operators ensure that subsidised services are as equitable as possible, with particular attention paid to smoothing and standardising exit prices in order to reduce the penalising effect of distance.

The FODECC team brings together each of the professional groups annually to discuss and update the productive partnership agreements and their specifications based on lessons learned from the previous year.

The FODECC ensures the operational coordination of activities carried out with the various partners under agreement as part of the implementation of the Producers' Desk.

There is no limit to the number of agreements that FODECC can negotiate and sign. However, FODECC must ensure that priority is given to operators with the densest and most reliable branch or distribution networks in the regions and departments. Banks/MFIs or suppliers without a network are not eligible. The principle is to seek to ensure that market-leading companies develop strong networks and ensure that they become more professional in order to deliver quality products and services on a long-term basis.

The APECAM association for banks and ANEMCAM for microfinance institutions ensure that their members conduct themselves appropriately in implementing the agreements. Only banks and microfinance institutions that are members of these national organisations and approved by COBAC may work with FODECC. The list of FODECC partner banks and microfinance institutions is updated annually and available on the FODECC website.

General Tax Code: agricultural taxation (excerpt)

Exemption from corporation tax for producer groups/cooperatives that sell their products on site (at their own production site) and to their members

- ➔ However, please note that corporation tax is applicable for off-site sales or sales to non-members
- ➔ In all cases, the final tax must be paid on agricultural income
- ➔ Various taxes due according to the type of agricultural activity remain payable.

Mass agricultural subsidy (benefits already acquired in favour of agricultural producers):

- Exemption from VAT (*Value Added Tax*) at 19.25% on inputs (fertilisers, pesticides, seeds);
- Exemption from 19.25% VAT on agricultural machinery and equipment (and spare parts)
- Exemption from personal income tax (IRPP) for agricultural workers (whose salary is less than 62,000 CFA francs/month);
- Exemption from import duties on agricultural equipment;
- Exemption from property tax on land used exclusively for agricultural purposes;
- Exemption from fees for practising (*one's own*) an agricultural activity.

Suppliers of agricultural inputs must be approved by MINADER, as must the products they sell. FODECC does not subsidise agricultural inputs that are not formally authorised by MINADER. The list of products eligible for subsidies is updated annually and available on the FODECC website.

Thus, leading companies and business organisations in national and regional networks are accountable to FODECC for the proper implementation of agreements in the field by their representatives (local agencies, regional and local distributors, etc.). Leading companies and business organisations are encouraged to formalise their relationships with agencies and other local distributors through contracts and to organise their own quality controls for processes and products. Leading companies and business organisations in distribution and microfinance networks

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must strictly regulate product prices on the one hand, and producers' bank account management fees on the other.

NB: *The partnership agreement between FODECC and ANEMCAM stipulates that microfinance accounts for producers shall be opened free of charge.*

2.5 FODECC database

The establishment of the Producers' Desk requires the creation of a database capable of listing Cameroon's cocoa and coffee producers and, more broadly, all stakeholders involved in the two value chains.

The database is being built up gradually over several campaigns. Ultimately, all professionals in the two sectors "digitised": **producers, producer groups and professional organisations, commercial operators, processing operators, etc.** It is imperative that products are now traceable from the orchard to the point of sale in the target markets, and that they comply with the provisions of the June 2023 law on the EU's deforestation regulation. It should be noted that the EU accounts for 75% of global cocoa consumption, which means that Cameroon must comply with its environmental and social quality requirements, in addition to the usual commercial quality requirements, in order to continue marketing its cocoa and coffee there.

In practical terms, the database will list all **local input distributors** affiliated with national and regional networks and approved by MINADER, as well as **microfinance agencies** affiliated with ANEMCAM and **commercial banks** affiliated with APECCAM that are partners of FODECC.

The database has been developed and operational since 2022. The process of improving its functionalities is ongoing. It is designed to be fed directly by the producers themselves, **on a declarative basis**, using an application installed on their internet-connected phones, AGRI4FARMER. The same declarative principle is used for all

stakeholders in the sector interested in joining the Guichet Producteurs scheme. The AGRI4CONFIRMATION application thus enables cooperative technicians or MINADER technicians to confirm the information declared by producers on their application. The AGRI4TRADE application allows input distributors to interact with producers for the delivery of inputs once they have received the purchase voucher issued by the microfinance institution. The AGRI4FINANCE application allows interaction with producers for the management of their bank accounts and the issuance of purchase vouchers.

The FODECC smartphone application provides for:

- **Recording the producer's identity:** digital ID photo, ID card photo, telephone number, digital transfer account (OM/MoMo, EU Mobile or other), local microfinance agency and EMF account number (+ CNPS number & CICC professional card number if available) and NIU.
- **Record the area of plots planted with cocoa or coffee:** direct measurement of the perimeter of the plots using GPS on the producer's smartphone, recording of each plot individually with a specific name and the approximate date of planting for each plot, and recording of each tree individually. The application automatically provides the area, the planting density of cocoa or coffee, the age of each plot (declarative) and the total area registered in the producer's name.
- **Record the production data for marketable cocoa or coffee from each plot (in kg):** years N-3, N-2, N-1 and N with the average selling price per kg. The application then records the production of each plot each year and automatically calculates the total production per year, yields per hectare and per plot, average yield, etc.
- **Record the inputs applied to each plot each year:** fertiliser, insecticide, fungicide, nematicide, etc., with the doses, number and dates of applications per season, and costs, including labour, transport, packaging, etc. The application automatically calculates the cost per hectare and the simplified gross margin.

The FODECC smartphone application generates a unique file with a specific number for

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each producer, protected by a secret code known only to the producer themselves.

If the producer already has a number and a professional card issued by the CICC via their cooperative organisation, this number is registered by FODECC with their NIU. The FODECC and CICC databases are interconnected, allowing the CICC producer file to be registered in the FODECC database. In this case, the producer keeps their CICC professional card as a reference card for the FODECC subsidy mechanism. However, if the producer does not belong to a CICC member organisation, the FODECC will issue them with a card with a QR code, which will be sent to them via their local microfinance institution or bank branch.

The FODECC confirms the producer's unique identifier.

As not all producers have a connected smartphone, the FODECC's AGR4FARMER application allows several producers to be registered on the same device. Each producer's records remain strictly individual. All data is centralised on the FODECC server and backed up in the cloud by EDENRED. Producers can also be registered by their farm manager or cooperative technician using the AGR4CONFIRMATION application. This application allows the information declared by producers who have registered themselves to be confirmed, but also allows producers who are unable to register themselves to be registered directly.

The FODECC application allows registrations to be made in the field without an internet connection, with

with data transmission taking place once the network is available again.

If a plot, according to its GPS survey, is located within the permanent forest domain of the State of Cameroon (protected area, forest management unit, communal forest, ZIC, forest reserve), **it is not eligible for the FODECC subsidy**. See Appendix 9.11 for the map of Cameroon's forestry sector.

The FODECC has set up a cartographic data control system that checks whether georeferenced plots are well outside the permanent forest domain (DFP). If not, georeferenced plots in the DFP are automatically marked in red and the subsidy process for them is permanently blocked for all windows and sections of the Producers' Window.



The boundaries of the Permanent Forest Area (DFP), which is privately owned by the State (national parks, forest reserves, wildlife reserves and sanctuaries, forest concessions (UFAs), hunting areas (ZICs), botanical gardens, etc.) and municipalities (municipal forests), are inviolable. No agricultural activity is permitted within the DFP.

Specific entries in the FODECC applications are provided for **entering data on the various operators in the value chain, cooperative groups, cooperatives, buyers, processors, microfinance institutions, etc.**

The FODECC provides EMFs, distributors, cooperatives and other partner actors in the sector with login details for the FODECC digital platform so that they can complete their profiles and create agents.

The application allows local distributors to use their smartphones as terminals for receiving purchase orders, deliveries, delivery certifications, managing stock entries and exits for products under contract, and monitoring accounts with their national network. However, as public procedures require a paper trail from all the



The FODECC applications, developed by EDENRED, can be downloaded free of charge from the PLAYSTORE on ANDROID systems:

- AGR4FARMER
- AGR4CONFIRMATION
- AGR4FINANCE
- AGR4TRADE

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For transactions carried out, FODECC offers approved suppliers a connected terminal (POS) equipped with a ticket printer to prove, by means of a handwritten signature, that the beneficiary has received the products.

The application can also be used on a computer, which is more

Appropriate for the local microfinance agency or bank that issues vouchers and fills in the producers' forms, as well as for the local distributor that delivers the products.

All the information entered by producers, MFIs, banks and distributors, the issuance of vouchers and payments by MFIs/banks, the execution of vouchers and deliveries of goods and services by distributors, are automatically recorded on the central server, which manages, secures and controls the system in real time. However, until the rules governing public finance management change, FODECC remains required to document all transactions on paper in order to meet the control requirements of the finance administration to which it reports.

FODECC works with EDENRED to ensure the security of IT systems, digital platforms, applications, databases, servers, etc.

FODECC and EDENRED maintain the IT systems, update them periodically and resolve any issues that may arise at any level (identification, georeferencing, mapping, traceability, money transfers, digital payments, databases, etc.).

2.6 Financial management of the scheme

FODECC opens a bank account with a partner commercial bank dedicated to managing the financial resources allocated to **co-financing** electronic **vouchers**



Procedures for the authorities, compilation of the documentation package as follows:

- Electronic purchase voucher issued in the beneficiary's name
 - Co-signed collection voucher (input supplier and beneficiary)
 - Co-signed delivery note (input supplier and beneficiary)
 - Compliant and equivalent invoice bearing the beneficiary's QR code
 - Proof of payment of the beneficiary producer's share (payment receipt or transfer order)
 - Debit notice (if applicable)
 - Credit note (if applicable) to justify the settlement or payment of input suppliers (if applicable, products eligible for the FODECC subsidy)
- Cover sheet for supporting documents to keep a record

and a **second bank account** in another commercial bank dedicated to the management of financial resources allocated to **the co-financing of business plans**. In practical terms, a dedicated account is then opened in each of the commercial banks backed by FODECC's national microfinance partner networks (under agreement with APECAM and ANEMCAM) in order to facilitate monthly transactions and streamline the entire system for paying subsidies granted by microfinance institutions when issuing and paying e-vouchers, by setting up a dedicated cash reserve.

The management of FODECC's dedicated bank accounts at Branch Producers, in addition to the usual "paper procedures", should also be possible **remotely** by electronic **signature** on **the order** of the FODECC Administrator. In practice, the electronic route is to be preferred in order to guarantee the speed of execution of orders and the traceability of all transactions.

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In the absence of a public procurement mechanism (no calls for tenders, no public purchases), the sums corresponding to the subsidies to be paid are provisioned in the FODECC budget and disbursed as and when the appropriate supporting documents are presented.

The commercial accounts dedicated to the Producers' Desk are funded quarterly by transfer from the BEAC FODECC account in accordance with the annual and quarterly commitment plan approved by the Management Committee.

The bank accounts dedicated to the Producers' Window are used exclusively for bank transfers to pay the operating costs of partner institutions (statistical costs of MFIs and banks, supplier management costs, quality control costs) and to pay the subsidised portion of eligible inputs, plants, equipment, machinery, services, materials and other items.

The FODECC guarantees the prior availability of financial resources in the bank accounts.

FODECC develops the financing mechanism procedures, updates them and disseminates them to partners as necessary.

2.7 Quality control

The quality of eligible inputs, equipment, machinery, services, materials and other items is subject to random sampling checks.

FODECC establishes framework partnership agreements with technical authorising officers and other specialised bodies competent in the sectors, enabling the mobilisation of their main internal and subordinate specialised bodies. They will thus be able to contribute to quality control, in particular by periodically checking a representative sample of each type of subsidised product. For example, MINADER's DRCQ can intervene in the periodic quality control of inputs placed on the market, particularly subsidised inputs (pesticides, fertilisers, certified plants).

Similarly, CENEEMA can intervene in the quality control of equipment and machinery placed on the market, particularly locally manufactured equipment and their manufacturing workshops (*steel used, spare parts, components, etc.*) in order to guarantee their reliability and durability.

The framework partnership agreement with MINADER is supplemented by specific specifications established for each type of service and specialised organisation under its supervision. The direct operational costs associated with the quality control operations provided for in the agreement are borne by FODECC.

Each year, the list of products, equipment, machinery, services, materials and hardware eligible for the subsidy is updated by FODECC (*see Annex 1*).



Role of MINADER field agents, including agents transferred to municipalities:

- # Participate in the verification and validation of data and information with a view to consolidating the FODECC database
- # Supervise and ensure the collection of products by beneficiaries
- # Ensure the accuracy of producer information through the control and verification mechanism using the updated agri4confirmation application.

2.8 Agricultural observatories

The National Steering Committee for Agricultural Subsidies and FODECC require independent and reliable information to help them monitor developments in the cocoa and coffee sectors over time.

The framework agreement with MINADER therefore provides for the use of the services of **the Cooperative Observatory**. The aim is to be able to share the FODECC database with that of the Cooperative Observatory and thus cross-reference information. The first effect of setting up the Producers' Desk will be to collect and from process a large amount of very

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important data on producers and producer organisations. FODECC will share certain information from its database with the Cooperative Observatory, which will facilitate the process of verifying information on organisations. The Observatory will periodically deliver a report on the evolution of producer organisations within the cocoa and coffee sectors.

The same applies to **the agricultural inputs observatory**, housed at MINADER. In addition to fertilisers, the observatory will have to include monitoring of agricultural pesticides so that FODECC is regularly informed of developments in products and practices throughout the cocoa and coffee zone.

At the same time, FODECC is developing an internal monitoring and evaluation service responsible for monitoring the results, effects and impacts of the Producers' Desk and the projects under its supervision on producers and their sectors.



The producer or someone they trust must have a suitable mobile phone (such as an Android smartphone) equipped with internal GPS and an internet connection.

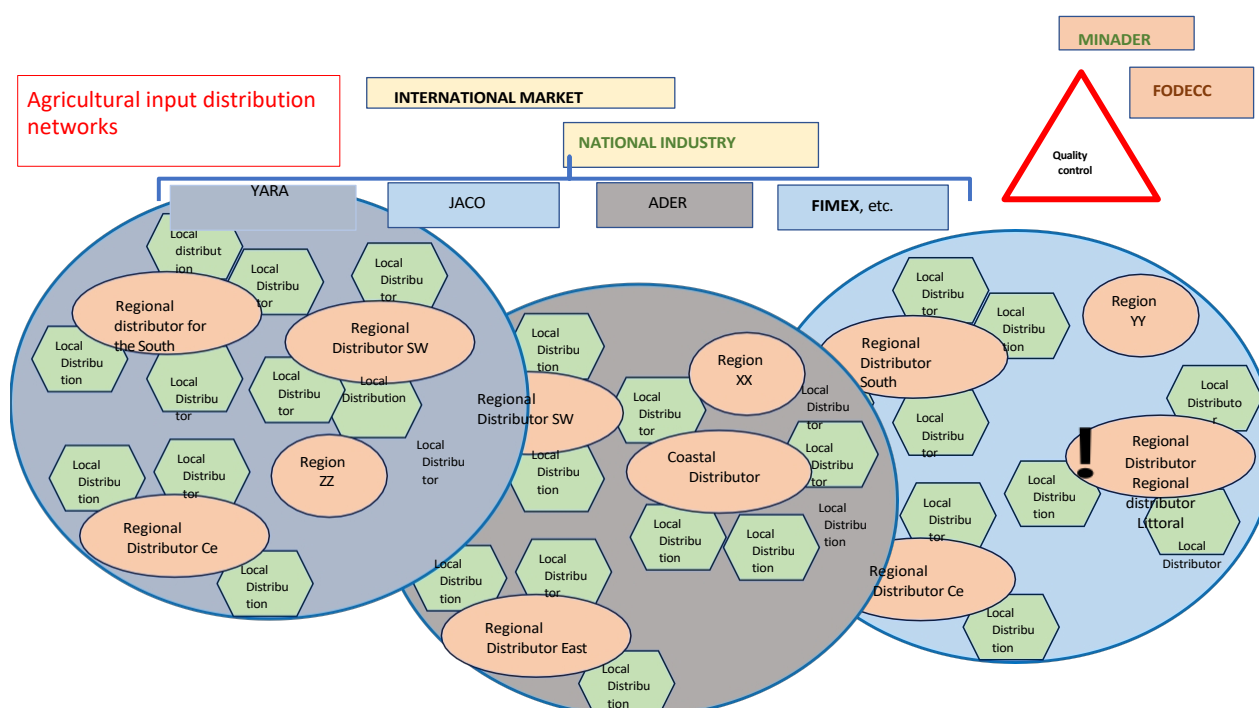


Figure 4: Some examples of national networks of agricultural input and equipment suppliers

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2.9 Supplier networks

Several networks of suppliers of agricultural inputs, machinery and equipment exist in Cameroon. FODECC establishes a framework partnership agreement with representative professional organisations, accompanied by specific specifications for each network. This will help to increase the business volumes of the various supplier networks

(inputs, machinery, equipment, certified plants, materials, hardware, etc.).

Each leading company at the national (or regional) level must be able to demonstrate that it has a network of regional agencies and local distributors. Regardless of the organisational structure chosen by the company, the signatory to the agreement, the network leader, is responsible for the network. They must be able to guarantee that the provisions set out in the specifications



Obligations of suppliers (inputs, small equipment, small agricultural machinery and other products and services eligible for FODECC subsidies):

- # Provide a copy of their approval as an agrodealer/supplier of agricultural inputs and other equipment and materials intended for agriculture
- # Ensure the availability of subsidised inputs and small agricultural equipment and materials during the period of execution of the specifications;
- # Ensure that the quality of the product as obtained from the importer/manufacture is maintained and make it available to the producer, in compliance with technical and environmental standards, in accordance with the regulations in force;
- # Maintain the stamping of barcodes or QR codes on products to ensure their traceability, as well as information on the product and conditions for proper use;
- # Provide information to users to ensure good agricultural practices;
- # Communicate information about the distribution network and various updates to FODECC; # Provide advisory support to local distributors:
 - train distributors on new approaches to distribution and payment for inputs financed by FODECC;
 - strengthen the capacities of distributors in its network on good practices for the use and management of product packaging with a view to transferring knowledge to beneficiary producers;
 - Collect empty packaging from public authorities in accordance with the autonomous systems model and in compliance with the regulations in force;
- # Validate the order placed by the producer through the Agri4subsidy-Agrodealer application of the Producers' Desk, within a maximum of 24 hours;
- # From the electronic terminal, print the collection note, co-sign it with the producer and film it; # Issue an invoice and delivery note co-signed with the producer;
- # Prepare the payment package to be kept at the EMFs, including the following documents:
 - a delivery note;
 - a collection note;
 - the equivalent compliant invoice bearing the producer's QR code;
 - the electronic purchase voucher;
- # Participate in periodic consultation meetings on the national scheme (annual review, national and regional activity planning, operational adjustments, etc.);
- # Register, publish and update the list of agricultural inputs (plant protection products, fertilisers and bio-pesticides) and small agricultural equipment and materials available and their prices on the FODECC electronic platform;
- # Apply the prices approved by the MINCOMMERCE services;
- # Commit to honouring the prices communicated in the campaign; # Allow access to regular checks by FODECC teams;
- # Avoid any fraudulent manoeuvres intended to deceive producers and obtain subsidy resources by improper means;
- # Deliver agricultural inputs corresponding to 100% of the order under the supervision of MINADER decentralised services staff.

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will be effectively and correctly applied by all local distributors.

Each wholesaler and distributor must be approved by MINADER as a trader in agricultural inputs, and the products delivered must themselves be authorised for sale by MINADER.

Each local distributor is legally registered as a trader in agricultural inputs (and/or equipment and machinery, and/or hardware and materials, etc.). **They register on the smartphone application as a distributor**, specifying the network to which they belong, their identity (photo of the manager), their identity card, their telephone number, their mobile money transfer account, their bank account and/or EMF account, the products they supply (insecticides, fungicides, nematicides, fertilisers, equipment, machinery, plants, seeds, etc.) and their origin (approved leading supplier network for each type of product). In large centres, distributors have, or may have, exclusive contracts with a particular national leader. In isolated areas, however, the same local distributor usually works without a contract and without exclusivity. In practice, a local distributor may officially represent several national networks. What matters to FODECC is that the products

delivered actually come from one or other of these networks that are signatories to the partnership agreement, that they are authorised, high-quality and unadulterated products, and that the relationship between the national or regional network (supplier) and the local distributor is contractualised

Each national or regional network (at the "packaging" stage of the value chain) **affixes a barcode (or QR code) to the products covered by the subsidy** so that traceability can be ensured from start to finish, from initial packaging (commercial packaging) to delivery to the producer. **Barcode marking is mandatory for subsidised inputs and for all small production equipment.** The choice of products, packaging, volume, quality, etc. is specified in the appendix to the specifications of each agreement and updated annually if necessary.

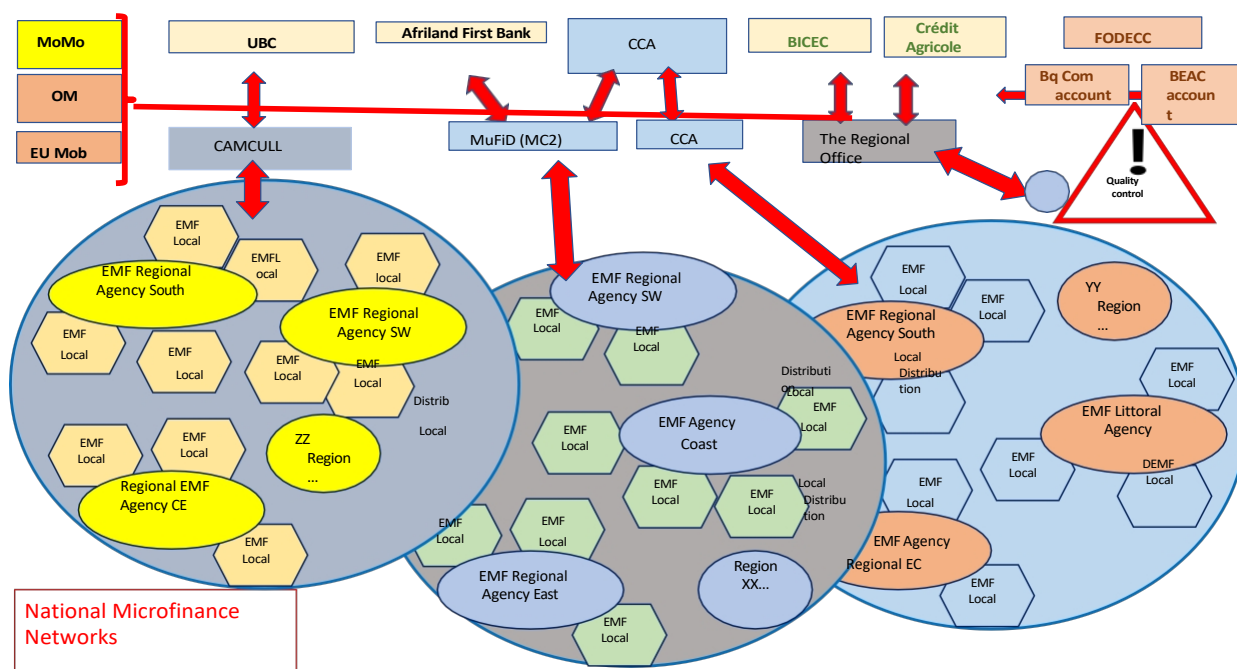


Figure 5: Examples of microfinance networks backed by commercial banks in cocoa and coffee-growing areas

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2.10 Microfinance Networks

A few microfinance networks dominate the market in rural cocoa and coffee-growing areas: **CAMCULL, MuFiD, CCA and La Régionale, etc.**

These networks are backed by leading commercial banks (see Figure 3) and **supervised by COBAC**. It is essential for FODECC that microfinance networks have technical and financial facilities due to their operational partnerships with national banks. Similarly, FODECC can only work with banking and microfinance networks that comply with COBAC regulations.

FODECC and the Government want all cocoa and coffee producers, and all their professional organisations, to have access to banking services as soon as possible, regardless of their size and turnover. If they have not already done so, cocoa and coffee producers are asked to open a bank account with a member institution of FODECC's national partner network.

The geographical distribution of local branches within each microfinance network varies greatly from one network to another. It is essential for FODECC to **ensure that every producer has access to banking services**, regardless of their location or the network they belong to. **FODECC therefore signs partnership agreements with each microfinance network that has a significant number of branches in the cocoa and coffee-growing region**. In areas with the best coverage, producers are free to choose between the different networks available near their homes.

The network that signs the agreement with FODECC is responsible for its branches and the quality of the services provided under the agreement.

By encouraging all producers to open accounts with MFIs, FODECC is significantly increasing business volume and enabling MFI networks to strengthen themselves by **encouraging them to develop new branches in areas** that have been underserved until now.

FODECC keeps its banking and microfinance network partners up to date with developments in the technical characteristics of digital applications, terminals and the digital platform that centralises data in order to minimise day-to-day operational difficulties.

FODECC facilitates the training of focal points and agents from the various microfinance networks to enable them to use the dedicated applications and terminals, operate and interact with the digital platform and with actors in the field.

FODECC reports to APECAM (for banks) and ANEMCAM (for microfinance institutions), by any means that leaves a trace, any difficulties inherent in the implementation of the provisions of the specifications.



In its agreement with ANECAM, FODECC secured a provision whereby cocoa and coffee producers can open a microfinance account at a member branch free of charge.

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Obligations of partner microfinance agencies and networks under the specifications established by FODECC:

Produce a certificate of membership of ANEMCAM, signed by its President or Secretary General

Provide FODECC with information on the umbrella organisation and its affiliates, in the following format:

- Photocopy of the licence
- Company name
- Operational telephone and email contact details
- Geolocated photo(s) of EMF's operational agency(ies)
- Geolocation of headquarters and full address
- Bank details

Open accounts for cocoa and coffee producers eligible for the subsidy, in accordance with the Agreement with ANEMCAM, referring to COBAC Regulation R-2020/04 on minimum banking services of 3 July 2020, which stipulates that certain banking products and services must be provided free of charge from¹January 2021. To this end, the EMF must specify the conditions of membership for its members.

Receive producers' deposits in a current account

Receive transfers issued by FODECC via its bank account into a current account # Periodically supply the accounts of its affiliates

Receive the bundle of accounting documents relating to orders co-signed by the supplier of inputs/small equipment and other eligible products and the beneficiary producer

Collect and transmit monthly, using the FODECC template, by any traceable means, the set of supporting documents including:

- +The electronic purchase order
- + The corresponding invoice with the producer's QR code
- + Collection voucher
- + the delivery note
- + proof of payment of the producer's share
- + the debit notice.

- **NB:** Any missing supporting document constitutes a factor blocking for the supply procedure for supplying the account of the relevant EMF.

Keep copies of supporting documents for possible subsequent checks

Record and report any incidents that occur during operations to the FODECC within 48 hours

Provide FODECC with a monthly summary of payments made to suppliers # Provide a monthly summary of money transfers to its affiliates

Secure and ensure the integrity of deposits made by producers for the purpose of obtaining their subsidies, as well as funds made available by FODECC

Purchase, at its own expense, a terminal with the technical characteristics and properties specified by FODECC and maintain it in good working order

Ensure that each affiliated agency is equipped with a suitable terminal for printing electronic vouchers

Participate in quarterly consultation meetings with FODECC

Issue electronic vouchers to the producer (beneficiary) and obtain their signature confirming their willingness to pay

Report any difficulties in implementing the provisions of the specifications to ANEMCAM and FODECC by any means that leaves a trace

Avoid any fraudulent manoeuvres intended to deceive the producer and obtain the resources intended for the subsidy by abusive means

Allow access to regular checks by FODECC teams

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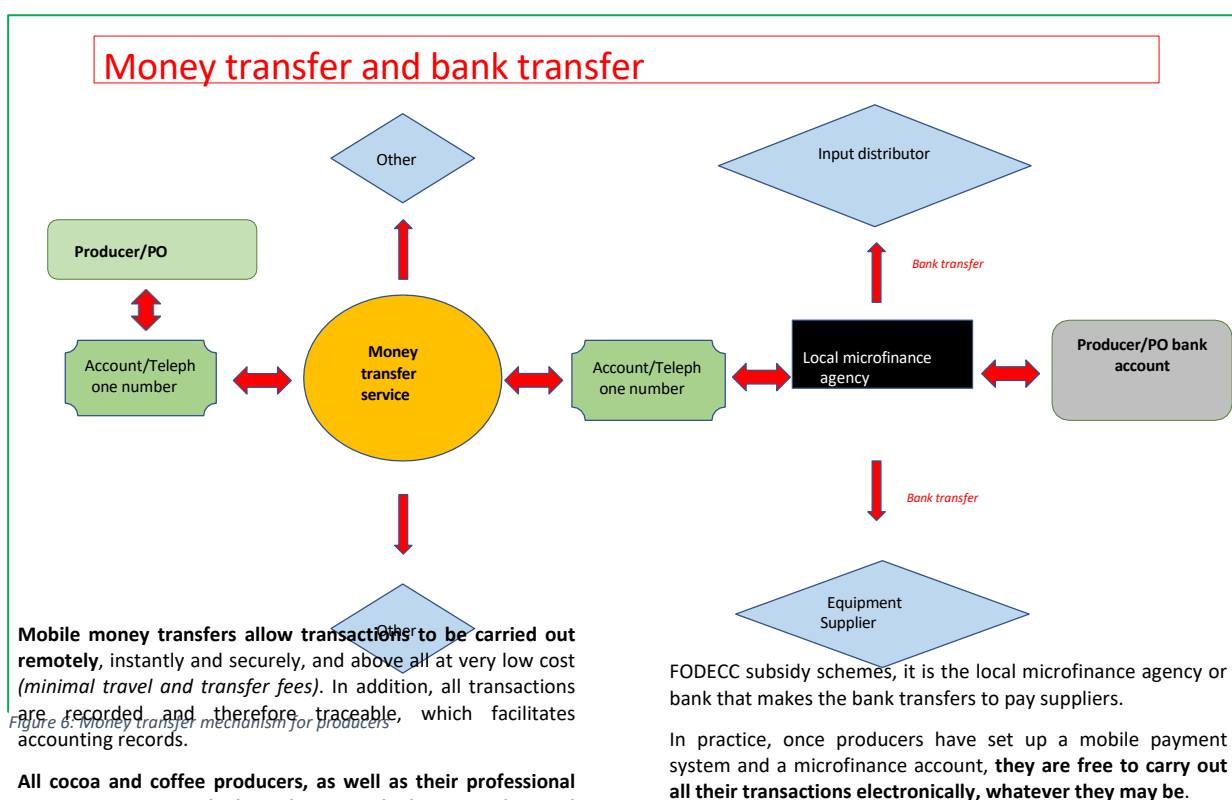
2.11 Money transfer

FODECC wants to facilitate operations for coffee and cocoa producers. Electronic money transfers by telephone are available in most municipalities in the coffee and cocoa zone. All microfinance networks now work on a daily basis with the various telephone money transfer networks: **MoMo/MTN; OM/ORANGE; EU Mobile/Express Union**, etc.

quickly move away from cash transactions (→ no cash in circulation→ no problems with the circulation and storage of cash !).

As shown in the diagram below, the producer uses the money transfer service to fund their account at their microfinance agency (but they can also do so in cash).

Under the FODECC subsidy scheme



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3 Roles and responsibilities of stakeholders

The governance structure of the Producers' Desk assigns roles and responsibilities to internal FODECC stakeholders and external partners.

3.1 FODECC

FODECC is the project manager for the Producers' Desk. It is responsible for:

- Implementing the Producer Desk;
- Proposing various subsidy scenarios for the financial year to the Management Committee;
- Getting the Management Committee to approve the proposed subsidy simulations for the financial year to be submitted to the COPIL;
- Implementing COPIL resolutions relating to the annual distribution of available financial resources between sectors and between subsidy mechanisms;
- Ensuring that the Desk is supplied with sustainable financial resources in line with the requirements of its policy;
- Develop the procedures for the system;
- Ensure that technical and financial statistics on the implementation of activities and their effects are kept;
- Develop and implement productive framework partnership agreements with the scheme's partners, together with their specifications;
- Map suppliers of inputs, machinery, equipment, nurseries, materials and hardware;
- Map service providers, in particular agricultural advisers and agroecological transition advisers;
- Map microfinance agencies and banks from the various networks active in the cocoa and coffee zone;
- Map stakeholders in the cocoa and coffee value chains in order to provide information on traceability requirements;
- Populate the FODECC central database with a directory of all georeferenced cocoa and coffee producers and their professional organisations;
- Monitor and evaluate the system;
- Coordinate and manage the staff assigned to the system;
- Coordinate the activities of partners under agreement;

- Ensure the security, processing of transactions and maintenance of the system;
- Ensure the security of IT systems and data;
- Carry out outreach, awareness-raising and communication activities on the Producers' Desk;
- Set up an operational unit responsible for alerts, monitoring and complaint management, including the establishment of a helpline number.

FODECC opens specific bank accounts dedicated to different types of subsidies, then:

- Codes the GUICHET's operations;
- Informs GUICHET partners so that they can include its unique identification numbers on all their documents;
- Defines the numbering framework by type of document to be sent to it, associating the unique identification number with other specific elements identifying the document.

In practice:

Comité national de pilotage, with the

MINADER, MINCOMMERCE, MINRESI, MINFI, and MINEPAT, defines strategic priorities and financial resource allocations each year, and ensures periodic evaluation and overall supervision of the system.

The Management Committee reviews and approves proposals submitted by the FODECC Technical Committee.

The FODECC Administrator supervises the Producers' Desk, coordinates services and authorises expenditure.

The FODECC Technical Committee continuously monitors the operation of the Producers' Desk and proposes any necessary adjustments.

The FODECC accountant is responsible for accounting and financial control and executes expenditure orders with a double signature.

The FODECC accounting officer and the FODECC specialised financial controller clear payment transactions on the Producers' Desk.

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The FODECC Technical Studies Department is the driving force behind the Producers' Desk. As such, it manages all technical and operational issues and prepares financing simulations, assisted by the Management Controller. It prepares and coordinates the implementation of partnership agreements, monitors and checks the consistency of data transmitted by the partners under agreement, and coordinates the quality control of products and services. It supervises the execution of activities carried out in partnership with MINADER and other services.

The Administrative and Financial Department and Management Control monitor the accounting and financial aspects of all operations, check the consistency between material flows and financial flows, and validate requests for reimbursement of subsidised amounts, statistical costs payable to EMFs, eligible management costs payable to third parties and other FODECC partners under agreement.

The FODECC's Information Systems Department is being strengthened to enable it to manage new applications, internet functions, databases, transactions and geographic information systems. It prepares and implements the entire computerised management mechanism for the Producers' Desk (smartphone application, national database, geographic information system, website, computer data security, etc.).

FODECC ensures that the location of orchard plots is monitored, avoiding overlaps and duplications, and that no subsidies are granted for plots within the boundaries of Cameroon's permanent forest area.

Supporting documents relating to the activities of the Guichet must be grouped together and classified appropriately by the FODECC services. The documents will be classified by type of subsidy, category and chronological order, and will include all the documents necessary to justify the choices made.

Supporting documents must be accessible for the entire duration of the Window to periodic missions from supervision, to external auditors

and for internal auditing of accounts for review.

In general, disbursements made by the Window comply with the framework of authorised expenditure as described in the FODECC assessment document and any financing agreements.

To take into account the cash management requirements of banks and microfinance institutions on the one hand, and central suppliers and their distributors in the regions on the other, the system for the reimbursement of grant advances by FODECC to its partners under agreement allows for a **maximum period of 30 calendar days**.

Every three months, the FODECC Administrator produces a summary statement of the use of the Facility's funds, to which all supporting documents for expenditure are attached. Any unjustified or ineligible expenditure must be reimbursed to the appropriate Facility account.

The management of the Facility's cash flow involves monitoring and controlling the mechanism's resources, including securing resources and monitoring bank accounts.

These controls consist of ensuring, before paying expenses and before requesting the replenishment of bank accounts, that:

- The expenses in question are indeed eligible for the Facility;
- Each expenditure is allocated to the appropriate component and category;
- They relate to contracts and agreements entered into in accordance with the rules and procedures in force;
- They correspond to the works, goods and services actually carried out or provided;
- The quantities and unit prices are correct and the calculations are accurate;
- The supporting documents are complete, compliant and up to date;
- They bear the authorised signatures.

Account monitoring and control must provide reliable, complete and timely financial and accounting information. This information is intended to inform third parties about the accounting and financial situation. To this end

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effect, the Administrator must ensure on a monthly basis that:

- All disbursements are recorded as debits to the account covered for this purpose;
- Its balance corresponds to the balance of the account recorded in its books;
- No expenditure has been incurred under an exhausted category and/or whether there is a need to request a revision of the categories in relation to the initial allocation;
- No disbursements have been requested for a fully paid contract and/or if there is a need to request a revision of the value of a contract;
- All of the Guichet's assets and liabilities have been recorded in the appropriate accounts and for the correct amounts.

The Guichet is also responsible for checking the accuracy and compliance of transactions recorded in the bank accounts, regardless of the origin of the movements. To this end, it must:

- Keep a copy of all accounting documents whose originals have been sent to FODECC for payment;
- Receive, or otherwise request, monthly statements of all bank accounts from the BEAC and partner credit and microfinance institutions, as well as all supporting documents for entries made in the accounts by the bank (overdraft notices, debit notices, credit notices, etc.);
- Reconcile balances.

In order to ensure the consistency and compliance of the Guichet's operations with the BEAC account and commercial banks, a reconciliation of cash accounts is necessary at the end of each month upon receipt of the transaction statements from the various partners.

The balance of the account held by FODECC will thus be reconciled with that of the Counter. Similarly, the balance of each of the bank accounts receiving funds locally will be reconciled with that indicated on the relevant account statement.

Before issuing the payment order, FODECC shall ensure that:

- The request includes all supporting documents and other relevant documents and information;
- The expenditure is eligible and appears on the PTAB for the period in question;

- The submitted file is valid and compliant;
- Any ineligible or non-compliant expenditure is rejected.

The FODECC has seven (07) working days to process any payment request received from the Guichet's partners. Within this period, it must either honour the request or return it for further information.

The FODECC Window will produce quarterly figures on the level of disbursement for each grant.

3.2 Banks and MFIs

Banks and microfinance institutions are FODECC's primary partners. As such, they have local networks in cocoa and coffee production areas. Each network that accepts the principle signs a partnership agreement with FODECC. This involves:

- Knowing the customer base of producers and producer organisations (KYC) and formally identifying them (national identity card, biometric photo, telephone number, CNPS beneficiary number & CICC professional card number if available);
- Issuing non-CICC member producers with their FODECC producer card
- Issuing financial subsidy documents;
- Processing campaign credit applications and investment credit applications upon request, where appropriate;
- Collect supporting vouchers and other accounting and financial documents justifying the subsidy (purchase vouchers, collection vouchers, delivery notes, invoices, etc.);
- Carry out verification and authentication operations with suppliers;
- Ensure monthly payments to local suppliers;
- Ensure the monthly compilation of statistics on the issuance and execution of purchase vouchers or the execution of payments for equipment, machinery and infrastructure invoices, if partially subsidised by FODECC;
- Ensure the smooth transmission of information from the local agency to the regional agency and compilation at the national network level and monthly transmission of data to FODECC;

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- Ensure plausibility checks are carried out;
- Participate periodically in consultation meetings on the national system (annual review, national and regional planning of activities, operational adjustments, etc.).

3.3 Suppliers

For agricultural inputs, these are the main large national networks, which must have wholesale and retail correspondents in the regions and departments of the cocoa and coffee zone. For suppliers of equipment and machinery, and large distributors of materials and hardware, they must also have a network in the regions. Local distributors can supply all types of products and equipment. For each national network, this involves:

- Negotiate and sign an agreement with FODECC, accompanied by a set of specifications;
- Defining in the specifications for each subsidised product: the type, quality, packaging, composition, labelling with barcode (or QR code), expiry date, reference price, etc.
- Certify the quality of the inputs and equipment offered;
- Ensure the distribution of inputs, equipment and other eligible products throughout its network of local distributors;
- Ensure the proper organisation of the system within the network by formalising relationships with regional and local distributors and setting up electronic payment procedures;
- Provide support and advice to local distributors;
- Provide training for local distributors to guarantee the quality of services and practices;
- Provide advisory services to producers at the local distributor level;
- Ensure that information on the delivery of subsidised products by local distributors is continuously reported to the regional office and the national network.
- Compile quarterly performance data at the national level, together with the appropriate supporting documents, for transmission to FODECC and reimbursement of the amounts corresponding to the subsidies granted on the products.

- If necessary, compile a specific file for tax compensation of amounts owed by FODECC.
- Participate periodically in national (or even regional) consultation meetings on the functioning of the system (annual review, operational adjustments, national and regional planning of needs, etc.).

3.4 Access providers

The entire agricultural subsidy system must operate via mobile telephony, mobile internet and money transfers by telephone. National mobile phone coverage already exceeds 80% of the rural population and more than 90% in urban areas. Agreements have been established with telephone and/or money transfer companies to facilitate transactions between producers and their microfinance agencies and suppliers. The applications promoted by FODECC with its partner EDENRED for recording and managing producer relationships and subsidies operate online and offline via mobile internet.

3.5 Producers and POs

Producers and their POs are the direct beneficiaries of the Producers' Desk. The first challenge is to ensure that all operations are carried out legally and transparently. To achieve this, the following issues need to be addressed:

- Open (or use) a bank account at a local microfinance agency belonging to one of FODECC's partner networks and a member of ANEMCAM;
- Register as a producer on the smartphone app developed by FODECC with EDENRED, and provide the requested information: producer identification with digital photo, telephone number, plot measurements and mapping, plantation status, bank account/EMF, CNPS number & CICC professional card number if available;
- Register as a producer organisation on the FODECC smartphone application. The same applies to other operators in the various segments of the sector;

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- Submit the grant application using the smartphone app, ensuring all fields are completed, then follow the procedure.
- Ensure that your bank account has sufficient funds for the grant application to be eligible under the rules and limits imposed by FODECC.

For businesses, this means ensuring that:

- Document the operation of the business;
- Establish and maintain accounts year after year;
- Prepare annual financial statements;
- Prepare a 3- to 5-year development plan;
- Prepare a business plan.

Producers who benefit from this **"effort bonus"** must work with **a focus on achieving results.**

Producer cooperatives governed by OHADA law, particularly those that are members of the CICC, ensure that all their members have their professional cards and are eligible for the FODECC subsidy scheme.

CICC member producer cooperatives may join either input supplier network (on the basis of solid contracts or agreements) and, as such, officially declare themselves as input distributors (including for small equipment and seedlings), in strict compliance with the regulations in force. This enables them to make bulk purchases on behalf of their members and manage the subsidies to which they are entitled on their behalf. Given that the cooperative is both a distributor of inputs and equipment, on the one hand, and an organisation bringing together beneficiary producers, on the other, the FODECC's IT system must be equipped with all the necessary security measures to prevent abuse. In all cases, the subsidy granted to producers in the form of electronic vouchers remains nominative, linked to their unique identification number (CICC professional card with a QR code and an electronic chip - and NIU). The purpose of this arrangement is to encourage producers to join or form an OHADA cooperative in order to pool their efforts whenever possible, in particular to negotiate better prices,

reduce transaction costs and approach costs.

3.6 Observatories

The Agricultural Inputs and Cooperatives Observatories are partners of FODECC. They periodically provide information (updated databases) and analytical reports on developments in the cocoa and coffee sectors.

3.7 Organisations in the cocoa and coffee sectors

The main organisations in the cocoa and coffee sectors are partners of FODECC: CICC, ONCC and SODECAO in particular, as well as CAPEF on a broader scale.

The CICC is a key partner of FODECC as it brings together most of the country's cocoa and coffee producer cooperatives. The professional card issued by the CICC to its producer members via their cooperatives is recognised by FODECC and its database. The FODECC and CICC databases are linked to facilitate the exchange of information.

The FODECC subsidy system explicitly aims to encourage producers to form or join cooperatives.

The CICC, which brings together the cooperatives, is responsible for raising awareness and training leaders so that all members can quickly familiarise themselves with the Producer Window mechanisms and everyone can reap the maximum benefits. By definition, the Producer Window serves producers and their representative organisations.

The CICC is directly involved alongside the FODECC in the process of controlling and monitoring the subsidy mechanism because, as it is a system for redistributing money levied on cocoa and coffee products themselves, it is in the interests of all producers that this mechanism functions sustainably and in their best interests.

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Cooperatives must contribute on an ongoing basis with the CICC to the collection of information needed to feed into the FODECC monitoring and evaluation system (implementation, effects, impacts).

Professional and inter-professional organisations are involved each year in evaluating the past campaign and preparing for the coming campaign. In addition to their statutory participation in the FODECC management committee, they are involved as necessary in discussions concerning the operation and optimisation of the Producer Window's subsidy tools.

Through their various networks of members and partners, professional and inter-professional organisations relay FODECC's communication campaigns each year to raise awareness and explain the terms and conditions of subsidies through electronic vouchers and co-financing of business plans to all professionals.

3.8 MINADER

MINADER is both the supervisory authority for FODECC and its implementing partner, with which it works as closely as possible at both central and field level. To this end, a framework partnership agreement has been established between FODECC and MINADER to specify the services (e.g. DDA, DOPA, DRCQ, etc.), the organisations under its supervision (e.g. CENEMA, CAPEF, Observatoire des intrants agricoles, SODECAO, etc.) and the programmes (e.g. ACEFA, AFOP, etc.) with which to collaborate within the framework of the agricultural subsidy scheme. Specific terms of reference specify the modalities according to the services required from each actor.

The role of MINADER agents in supporting cocoa and coffee producers and their organisations is essential and must be strengthened.



An individual cocoa or coffee **producer** is **eligible at the same time** for the **Category 1 subsidy (inputs)** through vouchers.

and

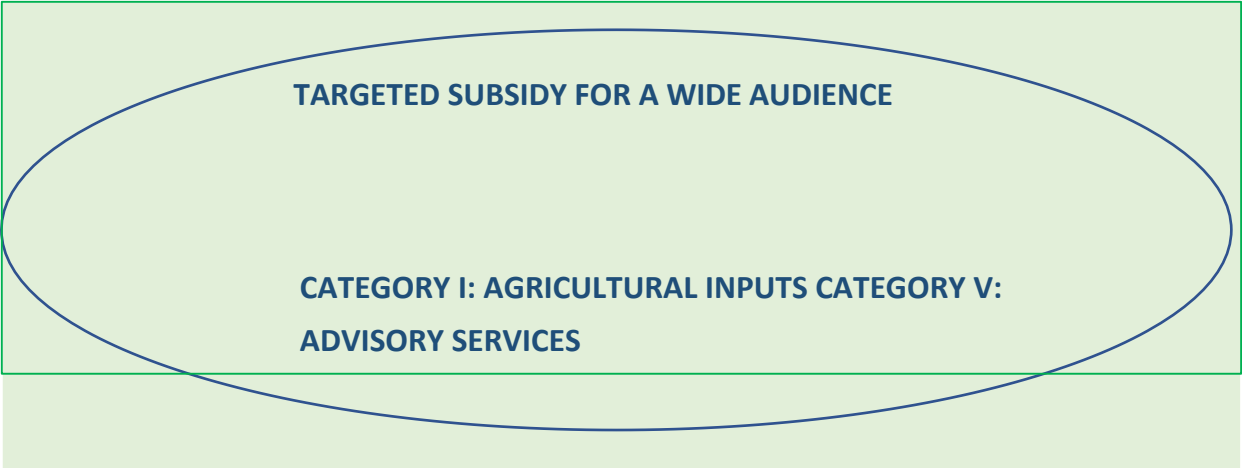
Categories II&III co-financing for their individual or collective **business plan** (equipment, machinery, productive infrastructure) (limited to one application per 5-year period).



An individual cocoa-coffee **producer cannot submit a** business plan co-financing application for **their personal business at the same time as the cooperative** (or collective enterprise) of which they are a member, for a period of five years.

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4 Subsidies targeted at a broad audience

4.1 Implementation of the MINADER reference agricultural subsidy manual

The FODECC applies the agricultural subsidy principles approved at national level by the Government and managed by the agricultural subsidy steering committee to the cocoa/coffee sectors. The main instrument used by FODECC to reach a wide audience is the "**electronic voucher**" to subsidise/co-finance inputs and services essential to cocoa/coffee production.

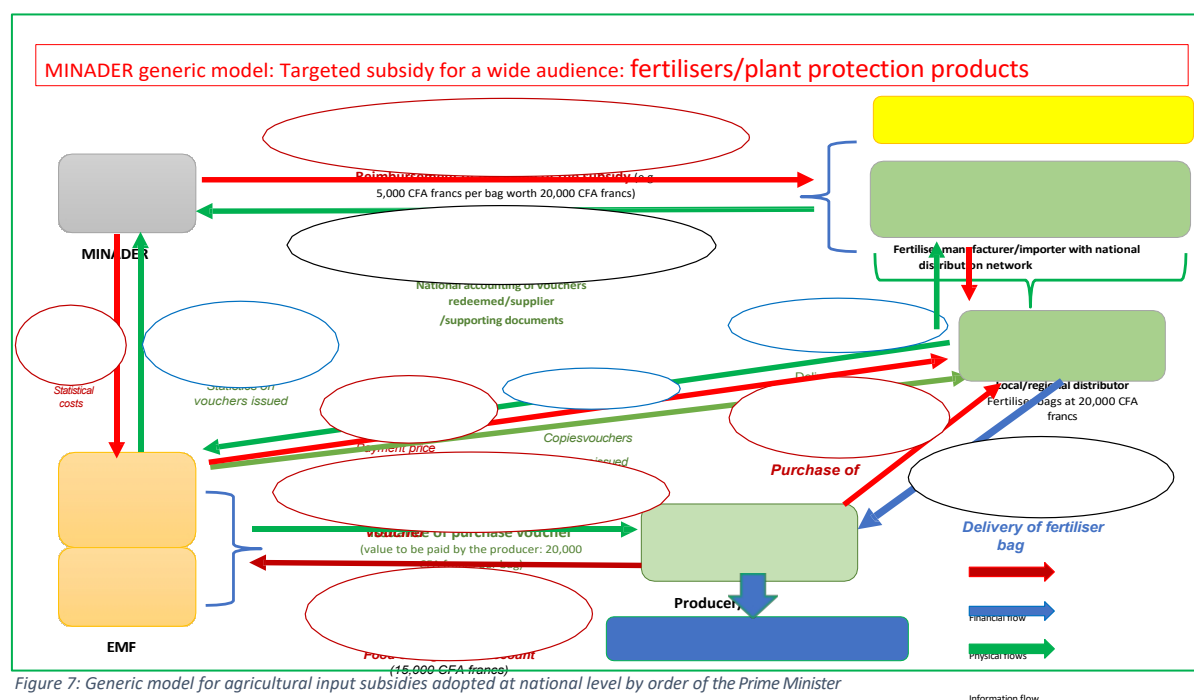


Figure 7: Generic model for agricultural input subsidies adopted at national level by order of the Prime Minister

For the Government, and in particular for MINADER, the aim is to work with the FODECC Producers' Desk (G1/a-ebons and G1/b-PA) to implement the agricultural subsidy manual adopted by decree 068/PM of 28 August 2019. The decree provided for a three-year trial period, and the experiment has been a success. An evaluation mission conducted by a team appointed by the Prime Minister's Office in June 2023 noted the effectiveness of the model and the enthusiasm of the beneficiary producers, confirming FODECC's mandate to develop it on a larger scale. The subsidy model, which includes both mass subsidies and targeted subsidies conditional on a business plan, is now in use in Cameroon, in principle in all agricultural sectors. Adjustments are made where necessary to the Producers' Desk procedures manual to incorporate lessons learned in the field, particularly in terms of partner collaboration and coordination, documentation details, financial and accounting control, monitoring and evaluation, etc. An independent audit of the creation and development process of the FODECC Producers' Window, commissioned at the request of the Government, was conducted at the end of 2024 by MAZAR'S and confirms the value of this agricultural subsidy management tool.

In fact, the operational tools, including smartphone applications, the system for identifying producers and microfinance actors, service providers and input suppliers (and equipment, machinery, hardware, etc.), the interconnected system and the central database, are designed in an "agile" manner in order to anticipate the expansion of the system in several directions, particularly in terms of geographic information. etc.), the interconnected system and the central database, are designed to be "agile" in order to anticipate the expansion of the system in several directions, particularly in terms of geographic information. The system facilitates smooth transactions and anticipates administrative constraints related to the use and justification of public expenditure, with a level of security that protects it from hacking. MINADER is the project owner of the agricultural subsidy scheme, and FODECC, the scheme manager, is the project manager.

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4.2 Subsidies targeted at a broad audience, principles

The basic principles for subsidising or co-financing the inputs necessary for cocoa and coffee production are in line with the principles previously established in the MINADER agricultural input subsidy manual. These principles for cocoa/coffee applicable by the FODECC can be summarised as follows:

- **Subsidies targeted at a broad audience, particularly for category 1 agricultural inputs**, concern all cocoa and coffee producers, and possibly all producers in priority agricultural sectors. FODECC plans its subsidy model over three years and adjusts its objectives each year according to available budgets.
- **The subsidy targeted at a broad audience is a subsidy for purchase of a good or service** (e.g. *reduction in the purchase price of the input at the distributor level*) aimed at facilitating producers' access to the subsidised input and reducing their operating costs. The FODECC sets the percentage of the subsidy granted per category/year.
- The amount of the subsidy per product/category/target is recorded in the agreement between FODECC and the national distribution network.
- **No input/service/product is delivered free of charge**; the local supplier receives the normal market value of the subsidised product/service delivered to the beneficiary producer by bank transfer from their Bq/microfinance account.
- The bank/MFI that issued the e-voucher based on the producer's credited account makes the payment for the subsidised product (market value = value excluding subsidy + value of the subsidy). The bank/MFI compiles the data so that its national network can be paid the subsidy amount by FODECC on a monthly basis.
- The national partner banking network receives the portion subsidised by the FODECC on a monthly basis



The EMF/commercial bank has complete freedom to grant a seasonal loan to its customer to supplement their bank assets and enable them to optimise the subsidy opportunity or simply to cover their total input needs.

The relationship between the MFI/bank and its client (farmer or PO) remains strictly private.

The same applies to the relationship between the producer and their mobile phone network provider of internet access and money transfer services.

FODECC on the basis of the vouchers processed by its network during the period.

- In order to avoid the emergence of systemic dependence on subsidies, **subsidies for a product/service are granted on a degressive basis over three (or even four or five) years**. The FODECC periodically sets the degressive rate for each subsidised product/service.
- **Each year, the FODECC sets the maximum volume of subsidised inputs/services** per producer (e.g. *2 litres of fungicide per hectare for a maximum of 2 hectares per year per producer*).
- **The instrument used is an "electronic voucher" issued by the local microfinance agency** at the producer's request, in accordance with the rules established by the FODECC and

set out in the partnership agreement between FODECC and the national microfinance network/commercial bank.

- **The producer funds their own bank account** by cash deposit or, preferably, by money transfer. The electronic voucher can only be issued if the producer has deposited at least the amount remaining at their expense for the subsidised inputs/services for the season

The FODECC electronic voucher subsidy system uses new information technologies (smartphone application, GIS, website, database, geolocation, etc.), money transfer and mobile payment systems, product identification by barcode or QR code, interconnected microfinance networks, local distributor networks connected to their national networks, and national media.

- **A FODECC identification card** is issued to each producer (if they do not already hold a CICC card) who registers and creates their profile and QR code via the smartphone application. The professional card issued by the CICC exempts the holder from having a FODECC card, as the CICC databases

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are linked. *(Conversely, as soon as a producer acquires a CICC professional card, their FODECC card is cancelled in favour of their professional card).*

- The **FODECC directs subsidies** towards products that will improve production yields, market quality, environmental and social quality, product traceability, and producer prices and incomes.
- The electronic voucher system completely excludes cash transactions. All payments are made exclusively by money transfer or bank transfer.
- **The FODECC does not hold or handle any stocks of inputs or products.** All products are physically managed by private networks of suppliers under contract with the FODECC.
- Supplier networks continue to operate normally and sell products at market prices, including cooperatives that have entered into agreements with national supplier networks on behalf of their members.
- **The agreements signed with the main supplier networks** and microfinance networks set out the operating rules, which are detailed in their specifications.
- The supplier/distributor only delivers subsidised products to a producer or producer organisation in exchange **for a voucher issued electronically by an EMF/FODECC partner bank**, a copy of which is sent in real time to the supplier's own digital terminal.
- Beyond the subsidised volumes to which they are entitled, producers pay for their inputs/services according to their needs at the normal market price including VAT.
- The **FODECC pays annual statistical fees** to the EMFs/partner banks of the scheme as compensation for their efforts in following the procedure.
- National and regional supplier networks undertake to strengthen the density and professionalism of their local distributors.
- **The prices and operating procedures** of the electronic voucher subsidy scheme are communicated annually via **the national and regional mass media**, along with the list of distribution points. This information is published

on the FODECC website and is also accessible via the four FODECC smartphone applications.

- **FODECC subsequently transfers the subsidised amount to the partner banking network** upon presentation of supporting documents, enabling it to settle monthly payments to national partner suppliers. To facilitate this, it may pre-position financial resources in a dedicated account within the network to guarantee the availability of funds and the cash flow of the EMF network.
- **FODECC continuously updates its centralised database** with geolocated information on enrolled producers, input distribution networks, microfinance networks, mapping of orchards and farms, post-harvest processing centres, purchasing and storage centres for marketable products, etc.
- **FODECC is setting up a monitoring and evaluation system** to verify the annual performance, short- and medium-term effects, and long-term impacts of the Producers' Window and its various components. To do this, it relies on its various partner networks, notably the CICC and the PAD CACAO and PARF CAFE sector support projects.

4.3 Registration of producers in the FODECC database (enrolment)

The subsidy is a reward for effort.

Following the national beneficiary information campaign (relaunched each year), the triggering event is the registration of the producer (and other stakeholders) on the FODECC database using their smartphone and the FODECC AFRI4FARMER app, which they will have installed beforehand.

- **FODECC has developed and launched its AGRI4FARMER smartphone application** (via the Android Play Store). The application can be downloaded free of charge and allows users to create as many registration forms as they need on the same phone. The application generates a unique registration number which becomes the producer's reference number with its QR code.
- **The producer's declarative information** is confirmed by the local MINADER agent, the sector support project or the local cooperative via the **AGRI4CONFIRMATION** smartphone application, a procedure that helps to limit errors and abuse. If necessary, technical agents can create a file for a producer who is unable to do so themselves.
- **FODECC has introduced an identification card for each producer** with a unique QR code that can be read by a smartphone. This card contains a microchip with basic data about the producer and their plantations (file, photo, identity, georeferencing data, state of plantations, etc.) that can be read by a specialised reader. The card is produced when the information is registered via smartphone and is then issued locally by the partner microfinance agency (except for holders of a CICC professional card, which has the same features).
- **The principle is based on self-declaration.** Producers register themselves. They take their own photo and create their own identification file. For those who are not comfortable with computers, they will need to find someone they trust in their immediate circle who has a smartphone to do it on their behalf (*a child, friend or family member*). They can also ask the agricultural technician in their area for help.
- **The producer enters the data requested by the application:** identification, NIU, photo, EMF account, telephone number, CNPS number & CICC professional card number if available, cooperative of which they are a member (if applicable), etc. They then walk around each of their plots to record their perimeters using the phone's built-in GPS, and the application automatically generates a map of the plots and their areas. The producer enters the name of each plot, the approximate date of planting, the inputs applied and the yields obtained for each plot in previous seasons.
- **The producer** indicates the selling prices obtained for his product in previous seasons and, if possible, the yields of the different plots.
- The application allows all cocoa or coffee plants to be georeferenced **one by one** in order to produce a visualisation of the actual density of the plantations, their condition and their quality (**please note** that plants/orchards referenced within the permanent forest area are not eligible for the subsidy). This data is required to access subsidies from the Production Window (G1/a-ebon and G1/b-PA).
- The application also allows you to georeference other trees in orchards (fruit trees, cover trees, fertiliser trees) and georeference other plots on the farm, including fallow land less than 20 years old. This data is necessary to access subsidies from the Sustainability/Agroecological Transition Window (G3/a-TA and G3/b-Agricultural Advice).
- The GIS map produced and transferred to the FODECC database provides, at a minimum, an accurate picture of the orchard, producer by producer, in terms of area, planting density, age and condition of the trees. The georeferencing of the entire farm makes it possible to identify all the plots and, above all, to georeference the land left fallow, which is an integral part of the UAA (Utilisable Agricultural Area).

Each year, producers continue to fill in their online forms, updating them with information from each season.

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- When producers indicate their microfinance agency and account number on their digital form, their agency automatically receives a copy of the information. The microfinance agency must then confirm that it does indeed know the producer, that they have a bank account in their name at the agency, and that the information provided appears to be consistent with what the agency knows about its customer.
- If necessary, a second confirmation may be requested from the cooperative to which the producer belongs.
- **The application automatically transmits the information to the FODECC's centralised database**, which is used to populate the geographic information system: mapping of cocoa and coffee plots, identification of producers, densities, volumes, etc.
- Producer records are thus automatically updated in the database based on data submitted by the producers themselves and then confirmed by local technical agents.
- **The application automatically calculates** each producer's **subsidy entitlements** based on the standards set annually by FODECC.

The application can operate offline once it has been installed on a smartphone, as the phone's GPS also works offline. Then, as soon as the producer enters an area covered by the internet network, the data is transmitted automatically.

Data concerning information on the producer, their plantations, contact details, assets, transactions, etc., is considered confidential and may not be transmitted or used outside the strict requirements of managing the FODECC subsidy system. Confidential data on producers and actors in subsidised sectors may not be sold or transferred, and its use is strictly regulated.

MINADER staff in the regions are available to help producers, if necessary, to understand and correctly complete their registrations and declarations. The services of the agents of

MINADER and projects supporting producers are part of their usual duties and are provided free of charge.

Data validation by technical agents is normally carried out **retrospectively** using the AGRI4CONFIRMATION application. It may be carried out more or less systematically by local technical agents, or on the basis of random samples by independent agents specially appointed by FODECC.

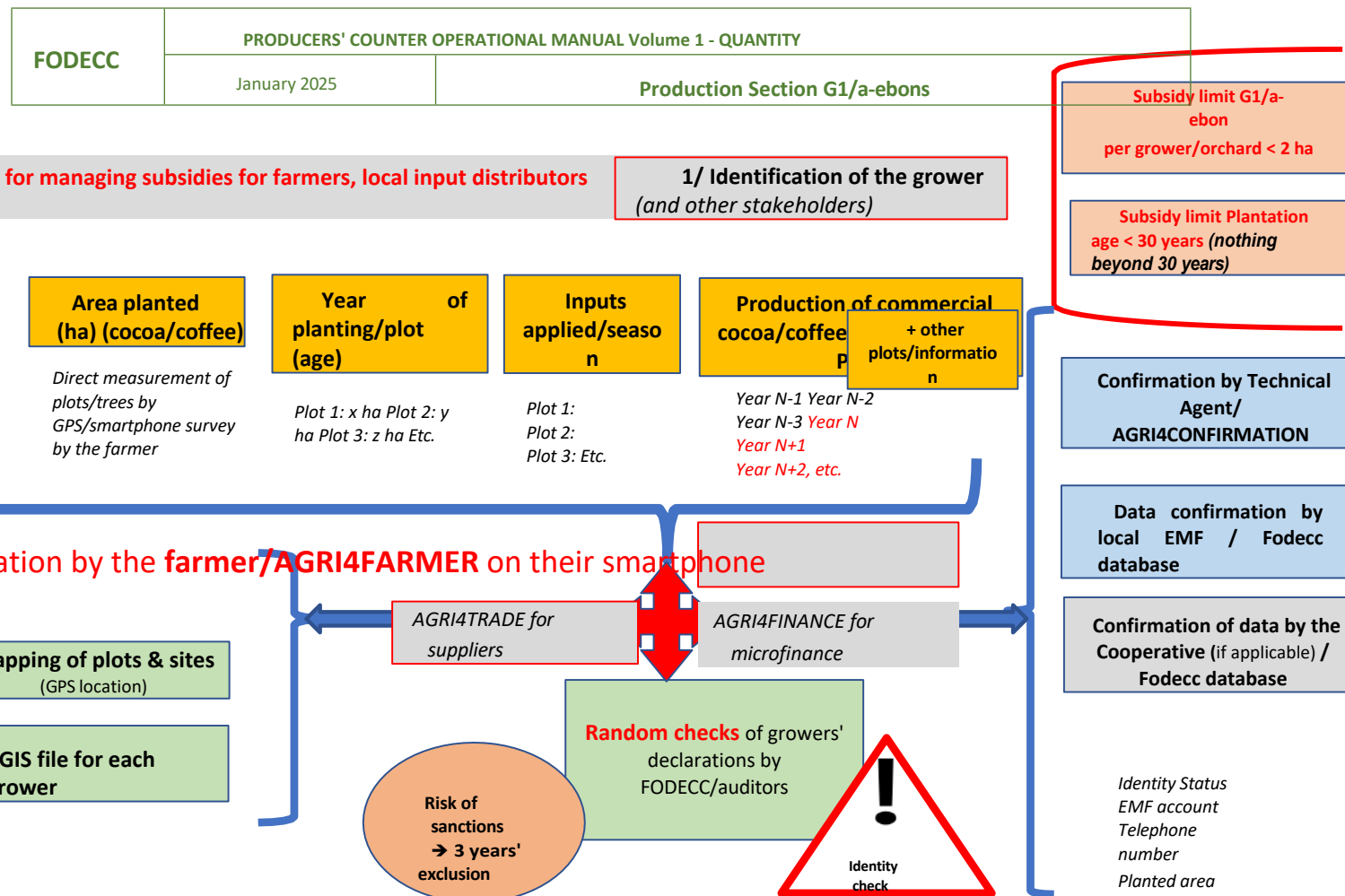


Figure 8: Process for registering stakeholders on the FODECC digital platform

4.4 Declaration control and sanctions

The system operates on a declarative basis, but this also requires FODECC to set up a **control mechanism with penalties** for false declarations.

- **Confirmation checks** are carried out by technical agents using the AGRI4CONFIRMATION application.
- **Random or targeted checks are carried out** as necessary by FODECC, either directly with its own teams or via agents and partners from the decentralised services of the technical authorising officers.
- The authorised agents redo the GPS survey of the plots and verify their condition at the producer's premises. In all cases, the control procedures are cross-checked with the GIS geographical data on the server and the satellite image analysis data.
- **A difference of less than 10%** between the producer's declaration and the reality observed by the inspector will be considered acceptable.
- **For a difference of between 10% and 20% between the producer's declaration and the actual situation**, particularly when the declaration has significantly overestimated the actual area of the plantation in order to increase the subsidy entitlement, the penalty is exclusion from the subsidy scheme for one year.
- **For a difference exceeding 20%** between the declaration and the actual situation, with the aim of unduly increasing subsidy entitlements, the penalty is exclusion from the subsidy scheme for a period of three years.
- **As monitoring is carried out using an interconnected smartphone** (or GPS), the information is automatically transmitted to the central server. Any discrepancies between the initial declaration and the actual situation are automatically recorded.
- **Any agricultural plot and/or cocoa and coffee plantation located within the Permanent Forest Area** is automatically excluded from the subsidy process.
- In the event of a false declaration, the system immediately blocks the file of the offending producer, who will then no longer be able to access for subsidies during the sanction period.
- **The system generates reports** on files that have been penalised and automatically informs the microfinance agencies and distributors/input suppliers concerned.

4.5 Implementation of the system

For the design of IT tools and the implementation of the system on behalf of FODECC during the first few years, FODECC called on an international operator specialising in digital payment systems, EDENRED. This company has been developing payment systems for the agricultural sector in Africa for some fifteen years.

The operator is responsible for managing producer identification cards (including linking them to the CICC database and professional cards), configuring the FODECC database (managing producer records, partners, mapping, GIS), issuing and executing e-vouchers, technical management of the system, and supervising implementation and operation during the first few years.

The smartphone/tablet application used on a daily basis by producers (*the internal GPS does not require a connection to function*), **microfinance institutions/banks and distributors can operate offline**. Data is updated automatically when reconnected to the network by returning to the vicinity of relay antennas, given that Cameroon's territorial coverage by fibre optics, relayed by the antennas of various providers, continues to improve year on year.

The smartphone/tablet application allows for the electronic signature of services rendered, both at the the the microfinance institution/bank where the producer is registered, and at the level of distributors of inputs and other agricultural and related services, when electronic purchase vouchers are used. However, for the purposes of public procedure, it is still necessary to document all transactions on paper.

4.6 Issuing/executing purchase vouchers

The diagram in Figure 9 below describes the flow between the information reporting mechanism and the FODECC, enabling payments to be triggered.

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Smartphone application for managing subsidies for farmers, local input distributors and local EMFs

2/ Issuance vs. execution of e-vouchers

FODECC & Specialised operator



- 1 - Funds their EMF/Bank account in cash or via Mobile Money
- 2 - Enters their FODECC identification on their mobile application, including GPS data, planting data, production data, EMF/bank account, etc., and preferred input distribution network
- 3 - **Entering their grant application on the app** (within eligible limits)
- 4 - Verifies the identification data of the cocoa/coffee farmer (file, card)
- 5 - Verifies the e-voucher request (availability of the farmer's funds, compliance with subsidy eligibility limits, identification of the input distributor, etc.)
- 6 - **Issues the e-voucher(s)** to the farmer with an electronic copy to the local distributor who is a member of a partner network and to **FODECC/central server**
- 7 - Assesses input requirements in advance and orders the necessary products (**identified by barcode/QR code**) from their national/regional network
- 8 - Manages his stock in accordance with the rules in force/using a barcode reader
- 9 - Receives daily copies of e-vouchers to be executed on their application
- 10 - **Delivers the products** in accordance with the e-vouchers issued → ☐ the grower's **electronic signature** for proper receipt of the subsidised products
- 11 - Receives payment for the executed e-voucher by transfer from the EMF/Bank
- 12 - Transmits e-voucher execution information to its national/regional network for statistical monitoring

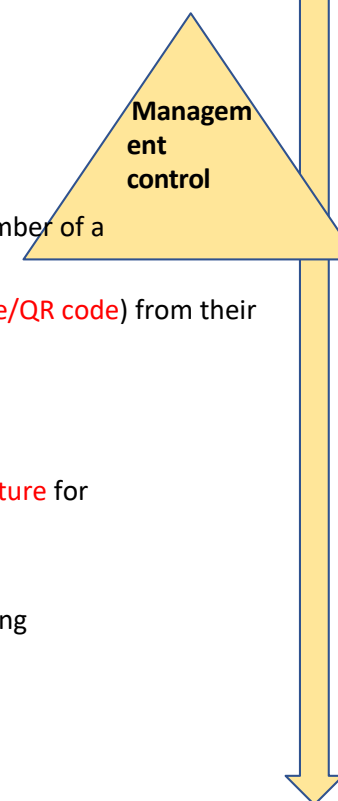


Figure 9: Path of the request to the issuance and then execution of the electronic voucher

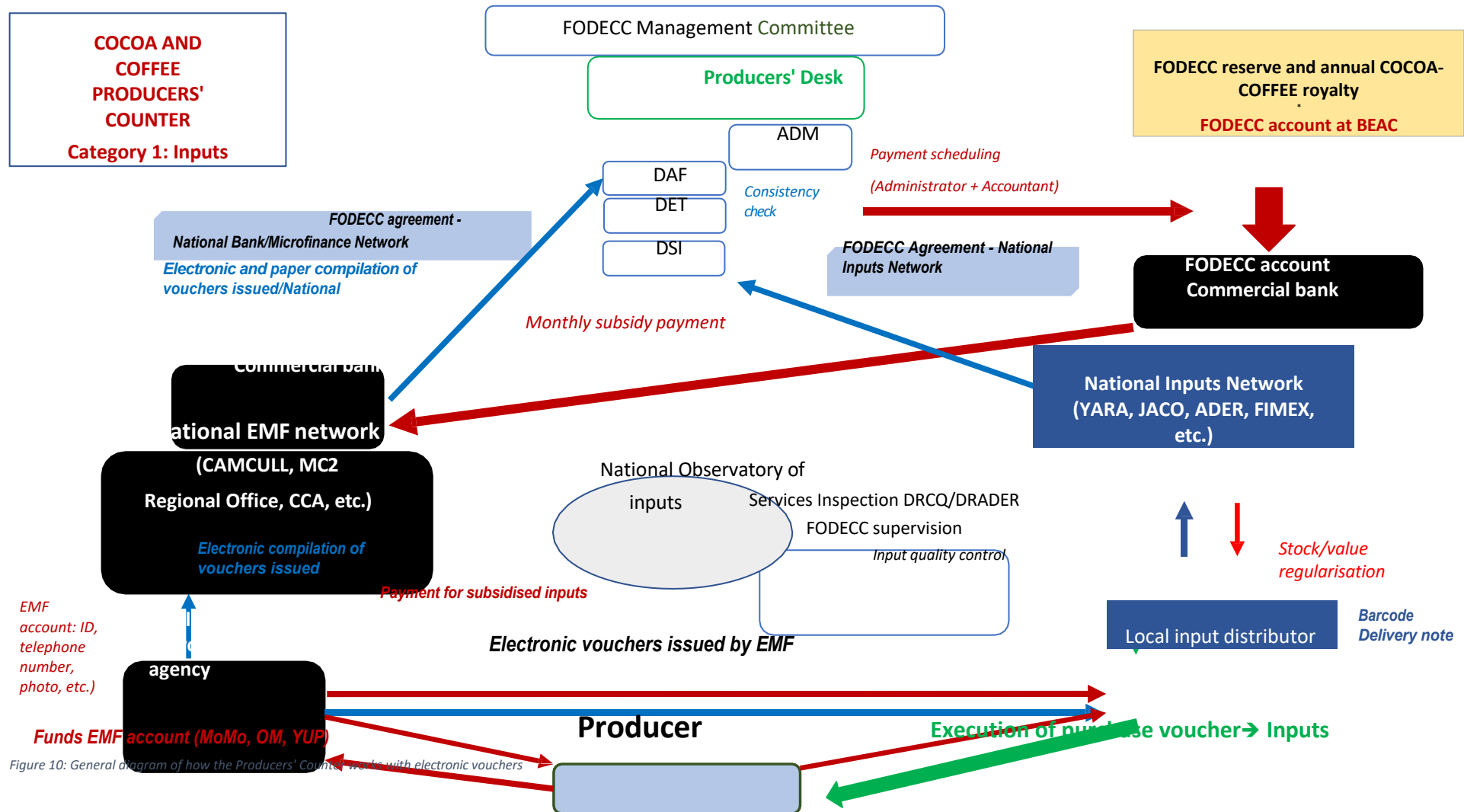


Figure 10: General diagram of how the Producers' Counter works with electronic vouchers

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Smartphone application for managing subsidies for farmers, local input distributors and local EMFs

3/ Data compilation vs subsidy payment

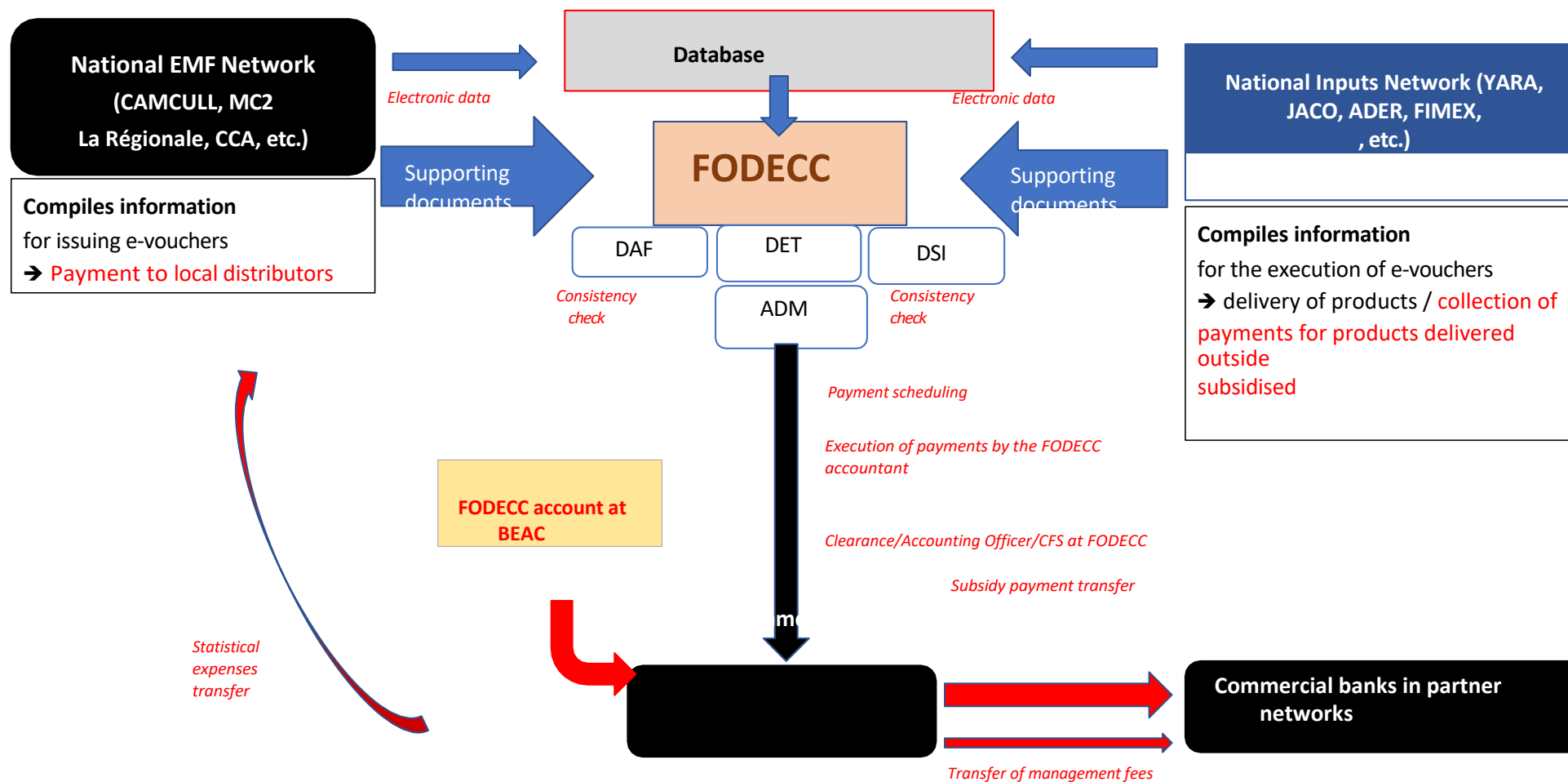


Figure 11: Flowchart of the mechanism for reporting information and payment of subsidies by FODECC

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5 Reference assumptions for FODECC simulations

Reference assumptions to be taken into account and adjusted according to budgetary availability and strategic priorities by the technical committee in the FODECC budget calculation:

Macro assumptions

- **Number of eligible producers** at national level: according to sources, estimates vary between 600,000 and 1 million producers for cocoa and coffee; not all of them are likely to join the scheme, so the short-term target could be around 400,000 or even 500,000 producers.
- **Provisional budget for the Producers' Window** since the levy rate was increased in early 2025: annual revenue from the levy is estimated at around 10.5 billion CFA francs per year, 80% of which could be allocated to the input voucher financing scheme and the rest to co-finance the other windows.
- **The FODECC's financial reserve** at the BEAC, which existed in 2020, has now been used up, which means that sufficient annual revenue must be found to meet annual needs. From 2025 onwards, CAFI funds will contribute to the financing of the windows, with a focus on agroecological transition.

Operating cost assumptions

- **Statistical fees paid to MFIs/banks** under their partnership agreement with FODECC, the proposed rate would be around 1.00% of the volume of the grant awarded (i.e. approximately 0.2% of the business volume generated by the scheme).
- **Management fees paid to distributor networks** under their agreement with FODECC: the proposed rate would be between 1.5% and 2.00% of the volume of the subsidy granted (i.e. approximately 0.4% of the business volume generated by the scheme).
- **FODECC management fees, including financial costs:** at this stage, the fees are estimated to be around 3.00% of the volume of subsidies processed by FODECC.
- Input observatory: N/A
- Cooperative Observatory: N/A.

Technical assumptions

- **Maximum subsidised area per producer:** given that the majority of producers have less than 2 hectares of plantations in production, the ceiling for the subsidised area is set at 2 hectares per producer.
- **No subsidy is possible** if the orchard is located within the boundaries of Cameroon's permanent forest area.
- **Subsidised products:** only products necessary for improving yields and quality are eligible for subsidy. Only one product may be chosen (*in accordance with the MINADER subsidy manual*), but the FODECC allows several products to be subsidised according to a menu determined by the producer himself from the list of eligible products. In practical terms, this means that fungicides, insecticides, fertilisers and small equipment can be subsidised, all of which are annual consumables to be used twice a year during each growing season. In principle, certified seedlings are subsidised directly by the FODECC/MINADER cocoa and coffee programmes, but this may change over time.
- FODECC does not subsidise labour costs.
- Subsidies for equipment, machinery and infrastructure of a certain size are covered by business plan subsidies.
- **Product subsidy rate:** the reference rate for input subsidies should be understood as an "effort bonus" rather than a gift. In practice, **the reference rate is around 20 to 40 per cent of the base price** of a product, meaning that producers always pay 60 to 80 per cent or 90 per cent of the market value of the product themselves.
- **The decision on the applicable subsidy rate** is taken each year by the National Steering Committee for Agricultural Subsidies.

Assumptions of degressivity

- **The MINADER manual specifies that the subsidy is degressive over 3 to 5 years** and then disappears, so as not to turn it into a rent.
- The reference degressivity for Guichet G1/a-ebon is 40% in year 1, 20% in year 2 and 10% in year 3, followed by nothing for two years. Producers can return to the subsidy scheme in year 6 and benefit from a new three-year subsidy cycle. The most important thing for FODECC is above all to

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ensure that all producers at the national level are able to benefit from the subsidy, regardless of their situation, because the subsidy money comes mainly from a levy on export products, so it is the producers' money and it belongs to them.

Assumptions regarding the rate of progress

- For the implementation of the subsidy scheme at producer level. This
The pace depends on many different factors that are difficult to control, so this is only indicative, but the aim is to take into account the fact that it is not possible to reach everyone immediately, and to understand that it will probably take several years for all cocoa (and coffee) producers to sign up to the scheme. It is reasonable to assume that it will take three to five years to reach all producers across all eight regions.

Assumptions regarding the pace of disbursement

- As FODECC's budgetary resources are limited, **it is necessary to smooth** the disbursement rate **over time** in order to avoid unsustainable peaks.

Number of electronic vouchers

In reality, there are as many electronic vouchers to be issued as there are product applications to be made on the plantation: 2 applications/year of insecticide, 3 applications/year of fungicide, 2 applications/year of herbicide, application/year for complete and nitrogen fertilisers, i.e. a total of 9 vouchers x 3 years, or 27 vouchers/producer over the 3-year cycle years. In all cases, the e-voucher can only be issued if the producer's share has been deposited into their EMF account. In practice, for example, for 2 hectares of cocoa with a subsidy in year 1 of 105,000 CFA francs (20%), the producer's share is 308,600 CFA francs.

To simplify transactions, producers can put together a menu and, subject to paying their share, request that their microfinance agency issue a voucher covering all their entitlements to be redeemed with their designated supplier.

Installation costs

The costs of designing and developing the smartphone application, website and database by EDENRED are not taken into account here, as they are considered initial investments that FODECC must finance from its investment budget.

Recurring costs are then included in FODECC's management costs.

Economic calculations

To assess the impact of the subsidy on the cocoa sector as a whole, reference assumptions are used;

- Impact of the subsidy on cocoa inputs on the overall volume of inputs sold in the sector (subsidy + non-subsidised at market price), measuring the leverage effect as a percentage of growth in the overall input market
- Average yield in kg per hectare of cocoa per year
- Average purchase price of cocoa in CFA francs per kg to the producer
- Annual yield growth rate for subsidised plantations (in %/year)
- Rate of improvement in the price of cocoa paid to producers for subsidised areas (in %/year)

➔ The model assumes that producers with areas larger than 2 ha (subsidy ceiling for the subsidy) will gradually extend the use of inputs and improved techniques to all their land. However, at present, this impact cannot yet be assessed.

At the macroeconomic level, the impact assessment is based on data

See Appendix 9.4 for the table of assumptions used to populate the Excel spreadsheet for calculating budget options for the FODECC.

export data, processing and marketing data at national and international level for cocoa and cocoa-based products on the one hand, and data on the entire market for inputs, equipment, machinery and other items in Cameroon, and in the cocoa-coffee zone in particular, on the other.

The same applies to coffee.

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6 Subsidies targeted at a wide audience, information and training for stakeholders

Every year, FODECC and CICC launch a national information campaign on radio, TV and in the agricultural and general press to publicise the terms and conditions for granting subsidies and other practical arrangements concerning agricultural subsidies targeted at a wide audience and the electronic voucher system. FODECC uses the most appropriate tools to reach a wide audience with simple, easy-to-understand messages in French and English (short videos, comics, radio messages, social media, etc.).

At the same time, FODECC and CICC are organising information meetings for stakeholders (umbrella organisations, input suppliers, banks and MFIs, telecommunications and money transfer companies) at the central level in Yaoundé to explain in concrete terms the measures taken for the current year and for the

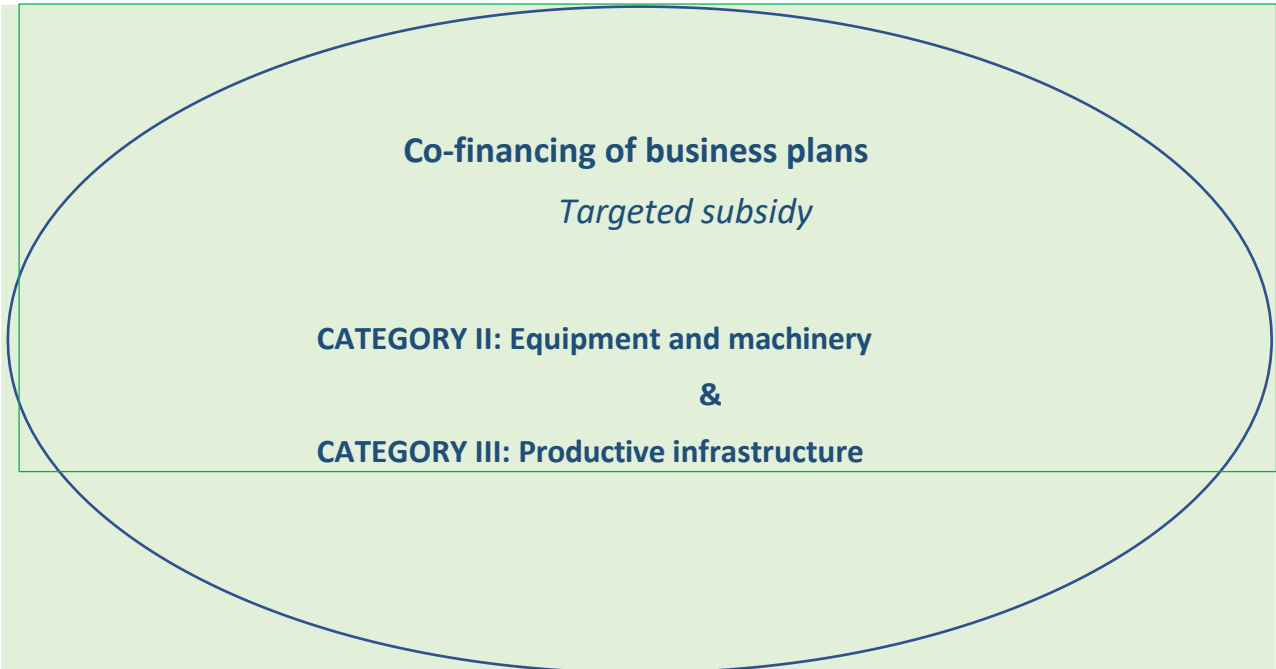
prepare for the following year and gather feedback and suggestions from stakeholders to improve the scheme.

The FODECC and CICC websites (and their dedicated social media pages) are constantly updated to provide the latest information to the various stakeholders, particularly producers. This system must be supplemented by a monitoring and alert mechanism enabling producers and the various partner stakeholders to find answers to their questions in real time.

The smartphone app that each producer and partner in the scheme installs on their own phone includes a communication module where the FODECC and partners post relevant information in real time during each subsidy campaign.

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PART 2



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7 Targeted subsidies for categories II & III

FODECC applies the principles of agricultural subsidies approved at national level by the Government to the cocoa/coffee sectors. The instrument chosen for categories II & III is the co-financing of the business plan of the individual or collective agricultural enterprise.

The MINADER's generic Category II subsidy model provides that:

- **The agricultural entrepreneur, whether individual or collective:** works regularly with a banking institution, operates legally, **prepares their business plan** according to the established framework, submits their application to their bank and to the agricultural services
- **The local bank branch/EMF** analyses the co-financing application in light of the business's economic and financial situation
- **A regional technical committee** reviews the application and decides whether or not to grant a subsidy to the business based on its business plan. If necessary, the regional committee may seek the prior opinion of a departmental committee.
- **The department responsible for targeted subsidies at MINADER** validates the application and the procedure and informs the stakeholders: entrepreneur, local bank branch, suppliers, regional agricultural services
- **The local bank** sets up co-financing for the company, if applicable.
- **The local bank branch** pays the invoices in accordance with the approved business plan and the estimates submitted.
- The structure in charge at the national level reimburses the amount of the grant awarded after verifying the supporting documents submitted by the banking network.

The MINADER manual for category III (productive infrastructure) has not yet been published. However, the principles governing subsidies for **productive infrastructure** are, on the one hand, very similar to those governing equipment and machinery and, on the other hand, this productive infrastructure is often directly complementary to investments in equipment and machinery, which is why FODECC has decided to group them together in a single "category II & III", while specifying that for category III of **Volume I** of the Manual, the subsidy can only cover materials and hardware purchased from a supplier who is a member of a FODECC partner network.

In **Volume II**, at the initiative of MINCOMMERCE, the Manual proposes a specific subsidy scheme for collective marketing infrastructure to be installed in production areas on a territorial basis, in partnership with professional and inter-professional organisations and with local authorities. Local authority investments follow the public procurement procedure.

7.1 Targeted subsidies for categories II & III, principles

The basic principles of targeted subsidies (or co-financing of business plans) for categories 2 (equipment and machinery) and 3 (productive infrastructure) for businesses are in line with the principles previously established in the MINADER agricultural subsidy manual. These principles applicable by the FODECC for cocoa/coffee can be summarised as follows:

- Targeted subsidies (co-financing of the enterprise's business plan) are **subject to eligibility conditions**.
- Targeted subsidies concern individual or collective **production companies in the cocoa and coffee sectors**.

- This is a **supply subsidy** in the sense that FODECC seeks to promote scaling up of production companies in terms of improving quality, competitiveness and volumes brought to market.
- FODECC only subsidises **new equipment, machinery and products** supplied by distributors and manufacturers operating entirely within the law.

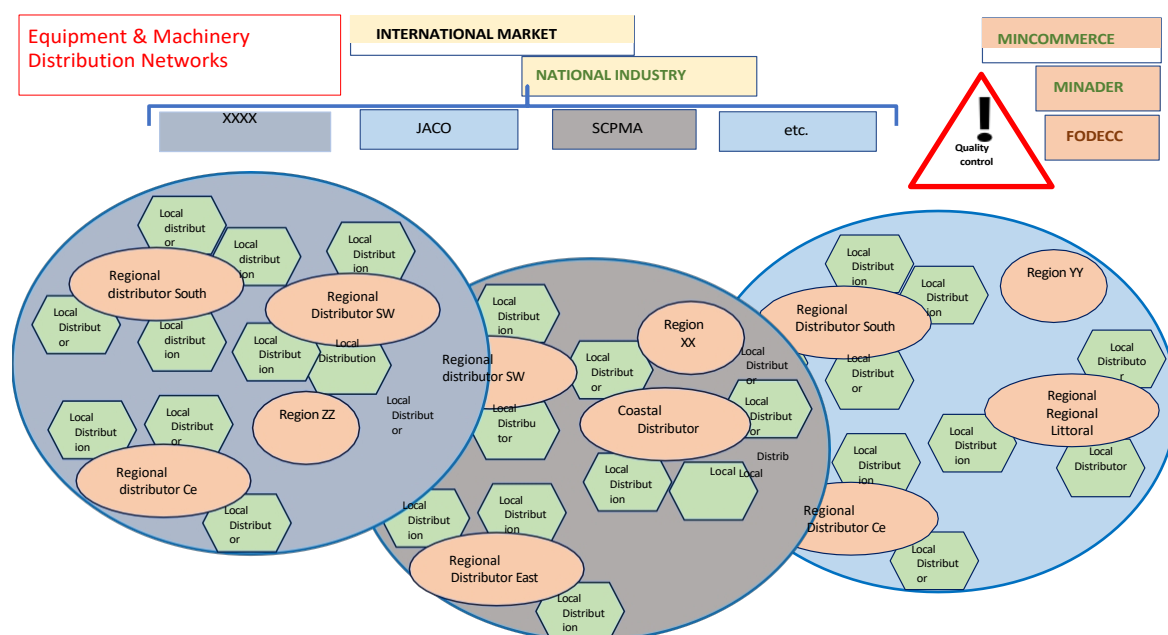


Figure 12: Examples of networks of distributors and manufacturers of equipment and machinery

- FODECC subsidises the **pre-tax price** of eligible investments, excluding labour costs, expertise, services, internal transfers and local supplies from the informal sector.
- **The company is responsible for preparing its business plan**, including the reconstruction of its previous financial statements and the preparation of forecast statements.
- An agricultural enterprise may **only** receive the FODECC targeted subsidy **once every five years**.
- The co-financing subsidy for an individual business's business plan cannot be combined with that of the collective enterprise to which it belongs.
- **Individual and collective agricultural businesses must be registered on the FODECC smartphone application (AGRI4FARMER).** Business web

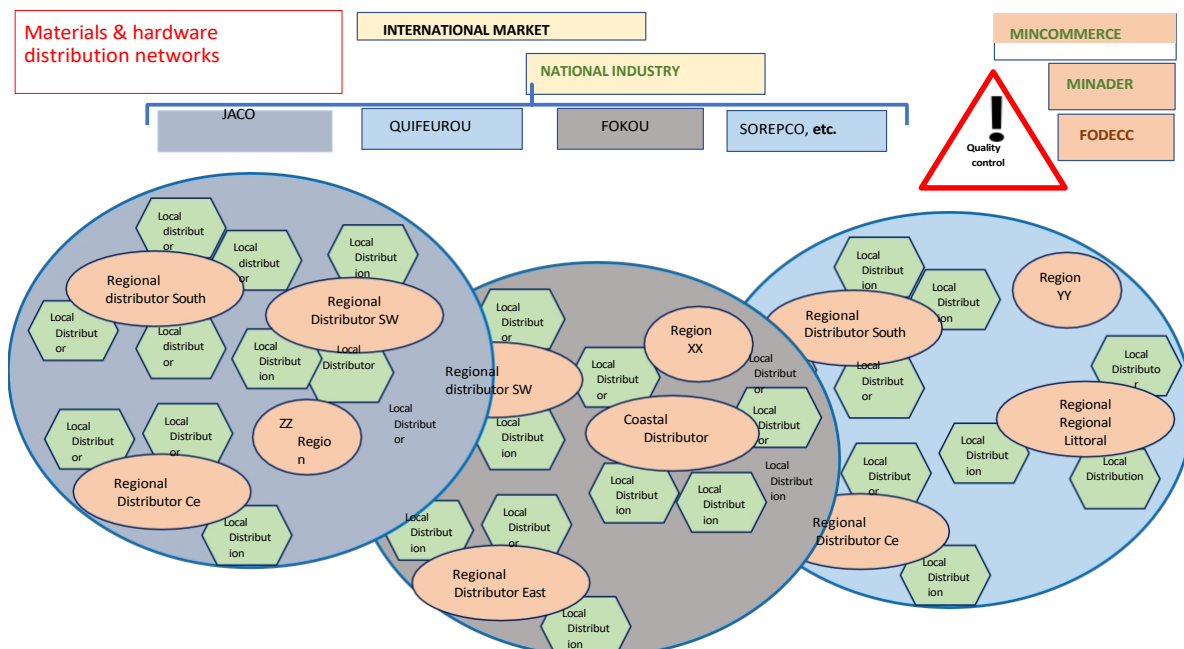


Figure 13: Examples of material and hardware distributor networks

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collectives represent their members. Individual member files are automatically linked to the collective enterprise in the FODECC database.

- Agricultural enterprises are legally registered and comply with OHADA company law: Establishment, GIE, SARL, COOPERATIVE with CA or Simplified, SA.¹
- Agricultural enterprises have at least one active bank account with a commercial bank or microfinance institution.
- Each year, FODECC sets the budget allocation and specific co-financing conditions for the following year (overall budget, targets, subsidy ceilings, types of equipment, machinery and subsidised infrastructure, etc.). It ensures, as far as possible, fairness between sectors, regions and businesses within the limits of the available budget.

As a guide, the proposed ceilings are:

- **Subsidy < 0.5 million CFA francs per individual enterprise** per 5-year period, limited (for both categories combined) to 40% of the value of eligible investments for equipment and machinery, and to 30% for materials and hardware

Required for productive infrastructure.

- **Subsidy < 5 million CFA francs per collective enterprise** (minimum of 6 active producer members) per 5-year period limited (for both categories combined) to 40% of the value of eligible investments for equipment and machinery, and 30% for materials and hardware necessary for productive infrastructure.
- On an exceptional basis, the National Steering and Guidance Committee for Agricultural Subsidy Policy in Cameroon may, within the limits of available budgets, waive or adjust subsidy ceilings to encourage entrepreneurs to accelerate the adoption of a particular technical or technological innovation.
- **An individual enterprise** may not simultaneously be the beneficiary of a collective subsidy.
- **Targeted subsidies are strictly reserved for production companies** (with evidence of cocoa or coffee plantations in production) for investments necessary for production and primary processing activities, or even further processing (for a production company that wishes to further process its product).



Contents of the standardised business plan file

(FODECC template available online)

- Three-year development plan (*investment, market, production, etc.*) including justification of technical investment choices
- Administrative file (*legal existence*), bank account, identity of managers, etc.
- Diagnosis, location plan, geographical location, land, plantations, production for the last 3 years, etc. (*recorded on smartphone application and FODECC database*)
- Reconstructed financial statements for the previous three years (for each producer and for the collective enterprise) + inventory of the assets of the enterprise(s)
- Presentation of the manager(s), organisational chart, etc.
- Simplified projected financial statements for 3 years (*investment plan, cash flow plan, amortisation plan, projected operating account, balance sheet*)
- Financing plan (*personal contribution, possible bank loan, expected co-financing from FODECC*)
- Justification of personal contribution and PA financing, new estimates, proof of land security, etc.

NB: GIC is not eligible

¹ Establishment, Economic Interest Grouping, Limited Liability Company, Cooperative with Board of Directors or Simplified Cooperative, Public Limited Company.

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7.2 Business Plan Instructions

The producer, entrepreneur or collective enterprise manager enters their FODECC identification details on the AGRI4FARMER smartphone app, including GPS data for the enterprise, plantations, etc., their bank branch, account number, regular suppliers, etc.

They fill in the online form to apply for co-financing for their business plan, and the FODECC website assigns them a file number associated with their producer/company record.

At the same time, the promoter compiles a paper version of their business plan using the FODECC's standard template.

The promoter must demonstrate that their business plan will enable them to improve the quality of their marketable products, the volume of production and the competitiveness of their business.

As FODECC co-financing only covers a small percentage (<30% for infrastructure and <40% for equipment and machinery) of the investment envisaged in the business plan's investment plan, and **does not cover working capital requirements under any circumstances**, the promoter must specify in their application how they intend to finance the remainder of the investment and working capital requirements. If their personal contribution capacity is insufficient, they will have to negotiate a short-term and/or medium-term credit agreement with their bank.

The negotiation of the bank loan is the sole responsibility of the company: loan terms, applicable interest rate, application fees

application fees, including any financial and/or mortgage guarantees that the bank may request to cover its risk.

- The company's bank branch is involved in preparing the business plan, in particular by providing the bank account certificate and the reconstructed financial statements for the last three years.
- The bank branch analyses the company's business plan and, if a bank loan is required, it proceeds with the credit application at its level.
- In all cases, the bank branch attaches a letter to the co-financing application file giving its opinion on the company and its co-financing application.

The PA files are then sent directly to the regional delegation of MINADER, which acts as the secretariat for the ad hoc regional commission, or via the district and departmental delegates of MINADER. The regional delegation may request, as necessary, that local MINADER officials carry out any checks it deems necessary to ensure the reliability of the data presented in the file.

The ad hoc regional commission is set up at the regional capital by the FODECC, bringing together representatives of agricultural services, cocoa/coffee professional organisations, banks and microfinance institutions, and agricultural distributor networks. The commission meets once a quarter to analyse and decide on funding applications from agricultural enterprises. The commission's secretariat is provided by the MINADER regional delegation, assisted by the main regional agricultural professional organisation (cocoa or coffee), under the supervision of the FODECC.



The FODECC technical committee responsible for analysing and validating PA co-financing applications is composed of:

- Administrator of FODECC;
- Head of the Technical Studies Department of FODECC; Head of the
- Administrative and Financial Department of FODECC;
- Four representatives of producers who are not members of the Management Committee, appointed by their peers within the CICC Producers' College (two English-speaking and two French-speaking);
- One representative from each of the partners under agreement with FODECC;
-

One representative of the CVUC association.

The technical secretariat is provided by the FODECC Technical Studies Department.

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Decision-making process for co-financing a business PA

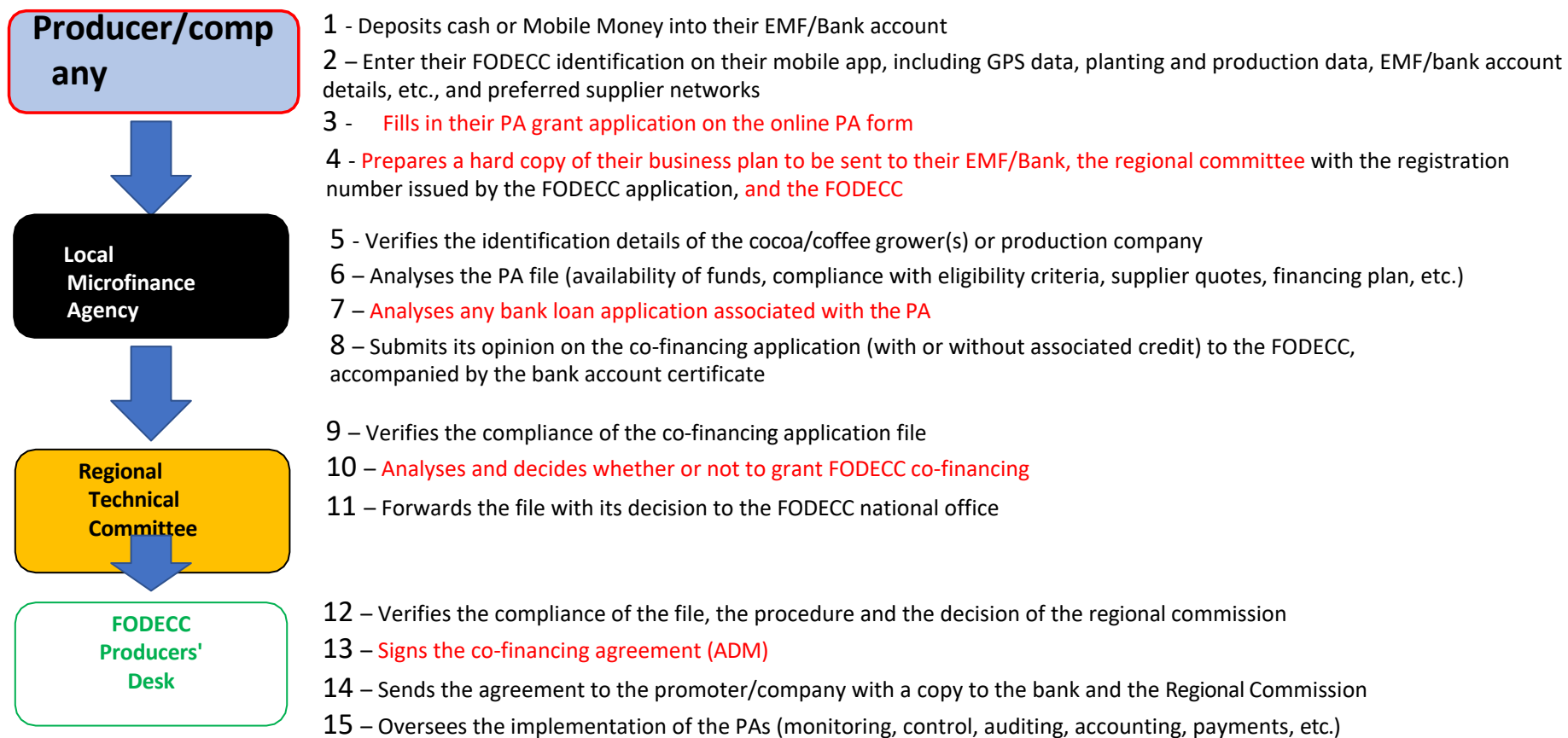


Figure 15: Process flow chart

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The committee assesses the costs, risks and financing plan of the project, as well as the financial soundness, viability and profitability of:

- Project and investment ;
- Beneficiary and, where applicable, other parties with whom it enters into a contractual agreement;
- The proposed financing structure, including a review of co-financing sources, if applicable, as well as the terms and conditions of financing and co-financing;
- The environmental and social assessment (NIES or EIES Summary) if required due to the size of the proposed project;
- Verification of the integrity of the project sponsor's structure, with emphasis on legal, administrative, environmental, social and tax aspects;
- Financial management arrangements to ensure that they provide reasonable assurance that the grant proceeds will be used for the purposes for which they are granted.

Applications accepted at the regional level are forwarded to the national FODECC and verified by the Studies and Projects Department for formal validation by an ad hoc internal committee.

The FODECC applies a **"first come, first served"** rule to analyse the applications it receives.

FODECC reviews, categorises and performs **environmental and social due diligence** to verify that the subsidised project will not have any undesirable negative effects. In particular, FODECC verifies that the planned investments will not cause the destruction of primary forest (or naturally regenerated forest), and in particular will not cause deforestation within the permanent forest area.

FODECC carries out legal **due diligence** on the project and, where applicable, on other parties with whom it enters into a legal agreement.

FODECC assesses the project's procurement terms and conditions to ensure that they comply with its Procurement Policy (local or CEMAC origin, standards, etc.). The same applies to costs in relation to its reference framework.

For each funding, FODECC conducts an integrated assessment of the risks (quantifiable or otherwise) to the achievement of the project's development objectives, taking into account the above assessments and other relevant information.

When the level of commitment for the current available budget is exceeded, the approved file is carried over to the following year, where it will then be given priority.

The FODECC technical committee maintains an up-to-date database of all current files, subsidised companies, regional commissions, etc.

The grant agreement for each company is signed by the FODECC Administrator and sent electronically for execution to the company's bank and the PA promoter, with a copy to the regional commission.

7.3 Execution of the BP

After receiving the co-financing agreement issued by the national FODECC, the promoter can proceed with the execution of their business plan in accordance with the established provisions.

Their bank branch can then proceed, on their instructions, to make payments for transactions with suppliers by bank transfer. Payments are made exclusively in CFA francs.

The business promoter keeps the original supporting documents and a copy is also kept by their bank.

²Due Diligence: a process of verifying that the process complies with current standards (the process will follow an appropriate framework).

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for possible unannounced checks and audits by FODECC services.

Each month, the bank branch submits the payment statements for PA files in progress through its network, accompanied by supporting documents, to request payment of the portion subsidised by FODECC and pre-financed by it on the promoter's account.

All documentation is scanned and sent electronically to the head of the banking network, with a copy to FODECC. The originals and paper copies remain archived at the bank branch for verification during the audit.

The financial costs associated with the pre-financing of the grant by the banking agency shall be borne by the FODECC. The rate is set in the agreement between the FODECC and each financial network, and may not exceed 1% of the value of the pre-financed grant.

7.4 Reference standards

Each year, the FODECC updates the list of (new) equipment, machinery, materials and hardware eligible for co-financing. See *Annexes 9.2 and 9.3*.

Similarly, the FODECC updates its database of national, regional and local supplier and manufacturer networks each year.

Partnership agreements³ are signed by FODECC with the main national supplier networks that have decentralised distribution networks in the regions.

For all small basic equipment needed by all production enterprises, subsidised products are identified by barcode (QR code) to facilitate traceability and monitoring of the implementation of activities.

Based on the annually updated list (recognised products and suppliers), FODECC establishes its price reference system (export or ex-factory) excluding tax and including tax. Similarly, FODECC establishes a reference system for construction prices per square metre, per cubic metre or per linear metre. The

reference is supplemented by a grid that takes into account approach costs and distributor margins. This reference is used to assess the consistency of business plans accompanying co-financing applications by the bank, the regional commission and FODECC, in comparison with the estimates presented by the promoter in the appendix to their application.

7.5 Information and training for stakeholders

Every year, FODECC and CICC launch a national information campaign on radio, television, and in the agricultural and general press to raise awareness of the terms and conditions for granting targeted agricultural subsidies and other practical provisions requiring the preparation of appropriate business plans. FODECC uses appropriate tools to reach the public with simple, easy-to-understand messages in French and English (short videos, comics, radio messages, social media, etc.).

At the same time, FODECC and CICC organise centralised information meetings in Yaoundé for stakeholders (umbrella organisations, input suppliers, banks and MFIs, telecommunications and money transfer companies) to explain in concrete terms the measures taken for the current year and for the preparation of the following year, and to gather opinions and suggestions from stakeholders on how to improve the system.

The FODECC and CICC websites (and their dedicated social media pages) are constantly updated to relay information to the various types of stakeholders.

The smartphone app that each producer and partner in the scheme installs on their own phone includes a communication module where the FODECC and its partners post relevant information in real time during each subsidy campaign.

³ Partnership agreements: template in the appendix

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8 Monitoring and evaluation

FODECC is gradually implementing a monitoring and evaluation system to verify the performance of the Producers' Desk. This system is described in a separate document that serves as a guide for the department responsible for monitoring and evaluation within FODECC and for the management controller.

Indicators are developed and submitted for approval to the FODECC Management Committee. They are classified into three main categories:

- Performance indicators:
 - Designed to provide daily input to FODECC managers to assist them in decision-making, particularly on operational and tactical issues;
 - They also include financial governance indicators;
- Results indicators:
 - Intended to inform the preparation of annual plans and guide the decisions of the FODECC Management Board;
- Impact indicators:
 - Intended to inform strategic planning at the level of the FODECC Management Committee and at the level of the COPIL at the political level.

With regard to the impact indicators that should guide the COPIL's strategic planning and decisions, it is customary for indicators to be defined so that they can be measured and analysed by one or more independent parties. The impact of a process such as the Producer Window must be measurable at the national level in economic, social and environmental terms. National bodies such as the INS can be used, or data from international or sub-regional organisations with specialised collection and analysis mechanisms.

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9 Appendices

9.1 List of Category 1 Products

For category 1 concerning subsidies for agricultural inputs via electronic vouchers, the indicative list of eligible products is now quite long as it takes into account the names and commercial formulations approved in Cameroon. In practice, this mainly concerns:

1. Fungicides
2. Insecticides
3. Complete fertilisers
4. Nitrogen fertilisers
5. Foliar fertilisers
6. Small equipment (treatment devices, PPE, hand tools, etc.).

See Appendix 9.4 for dosages.

9.2 List of Category 2 equipment and machinery

For category 2 concerning subsidies for equipment and machinery eligible for subsidies, provided that they are clearly identified in the company's business plan:

- | | |
|--------------------------------|------------------------------|
| 1. Backpack sprayer | 11. Press |
| 2. Motorised backpack atomiser | 12. Grinder |
| 3. Nebuliser | 13. Peeler |
| 4. Motorised pump and hose | 14. Hopper, screw conveyor, |
| 5. Weighing scales | 15. Weighbridge |
| 6. Protective clothing (PPE) | 16. Weighbridge |
| 7. Shelling machine | 17. Moisture meter |
| 8. Carrier | 18. Manual pump |
| 9. Fermentation tanks | 19. Mechanical/electric pump |
| 10. Water tank | 20. Etc. |

9.3 List of Category 3 materials and hardware

For category 3, the grant may only cover hardware materials and accessories sourced from a large formal sector distribution network that is a partner of FODECC. The mechanism does not directly co-finance the actual construction of a shed, store, well or dryer, but only the new materials and accessories necessary for construction as part of a coherent package purchased in the formal sector, for a construction project clearly identified in the business plan submitted in the co-financing application file.

For example, and in particular:

- | | |
|---------------------|----------------------------------|
| 1. Roofing sheets | 7. Concrete reinforcing bars |
| 2. Dryer sheets | 8. Paint |
| 3. Dryer tarpaulins | 9. Pipe |
| 4. Nails | 10. Cans |
| 5. Hinges/locks | 11. Solar panels and accessories |
| 6. Cement | 12. Etc. |

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9.4 Table of assumptions for the budgetary framework of FODECC vouchers

This table is completed by the FODECC Technical Committee and then submitted for approval to the Management Committee (or even the National Steering and Guidance Committee for Agricultural Subsidy Policy) and is used to set the annual budget allocated to electronic vouchers. The proposed values are entered into the FODECC software package to calculate the impact of each option.

No.	Description	Unit	Period	Value	Comment
A Macro settings of the Producers' Portal for electronic vouchers					
A	Budget available at FODECC level (% export royalty + % BEAC reserve + BIP + RE)	Fcfa	Annual	Fcfa	Budget for vouchers only
			Year 1	Fcfa	The budget may change from year to year depending on availability and decisions made by the Management Committee.
			Year 2	Fcfa	
			Year 3	... CFA francs	
			Year 4	Fcfa	
			Year 5	Fcfa	
A2	Number of cocoa producers	Producer	triennial		Number estimated and adjusted per period
A3	Number of coffee producers	Producer	triennial		Number estimated and adjusted per period
B Operating cost parameters of the Producers' Desk for e-vouchers					
B1	Bank/EMF statistical fees	% CA subsidy	year	1.5	Paid by FODECC on statement quarterly
B2	FODECC management fees	% of turnover subsidy	year	5	Including the cost of the specialist operator
B3	Supplier costs	% of turnover subsidy	year	0%	Paid by FODECC on quarterly statement
B4	Input observatory	Annual	annual	XX MFcfa	
B5	Cooperative Observatory	Fixed	Annual	XX MFcfa	
C Technical parameters for e-vouchers					
C1	Maximum subsidised area per registered producer	Hectare	Three-year	2 ha	i.e. 3 years of subsidy and 2 years without subsidy for a producer
	Subsidy cycle for each producer	year	three-year	3 years	
	Complete cycle of the subsidy system	year	five-year	5 years	

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No	Description	Unit	Period	Value	Comment
C2	Declining subsidy on the product as a <u>rounded</u> percentage of the reference value of each unit to give a fixed subsidy amount per unit that is identical throughout the country	Fixed amount per product in CFA francs per unit, rounded to the nearest whole number by the percentage	AN 1	%	Always less than half the value of the product
			YEAR 2		Less than year 1
			Year 3		Less than year 2
			Year 4 and Year 5	0	Nothing
C3	Value of the subsidy in CFA francs per subsidised product unit				Fixed amount in CFA francs per unit after rounding of percentage
C3.1	Amount of the insecticide subsidy per litre of product market	Litres/ha	Annual	 CFA francs/litre	The subsidy per litre is the same everywhere
	Insecticide dosage in litres per hectare X frequency of application	Litres/ha	Twice a year	1 litre/ha	2 litres/ha per year
C3.2	Amount of the fungicide subsidy per sachet dose of commercial product	Sachet/ha	Annual	 Fcfa/S-D	The subsidy per sachet-dose is the same everywhere
	Fungicide dosage in sachet-dose per ha X frequency of application	Sachet/ha	3 times per year	24 S-D per ha	That is 72 sachet doses per hectare per year
C3.3	Amount of subsidy per bag of complete fertiliser	50 kg/ha bag	Annual	 CFA francs/bag	The subsidy per bag is the same everywhere
	Complete fertiliser dosage per ha X application frequency	50 kg bag/ha	Twice per year	3 bags per ha	That is 6 bags of 50 kg complete fertiliser per year
C3.4	Amount of subsidy per bag of nitrogen fertiliser	50 kg bag/ha	Annual	 CFA francs/bag	The subsidy per bag is the same everywhere
	Nitrogen fertiliser dosage per hectare X application frequency	50 kg bag/ha	Twice a year	1 bag per ha	That is, 2 bags of 50 kg of nitrogen fertiliser per year
D	Assumptions regarding the expansion of the scheme's coverage at national level				
D1	Increase in the percentage of producers subsidised over the total cycle of the FODECC subsidy scheme	Percentage increase per year per year	Year 1	%	Launch phase
			Year 2		
			Year 3		
			Year 4		
			Year 5		Target: 100%
E	Reference assumptions for economic calculations of the impact of the subsidy on the sector				

E1	Average yield per hectare	kg/ha	Ref. Year 2021	350 kg	
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No	Description	Unit	Period	Value	Comment
			Year 2		
			Year 3, etc.		
E2	Average purchase price to producer	Fcfa/kg	Ref. Year 2021	850 CFA	
			Year 2		
			Year 3, etc.		
E3	Annual subsidised areas Annual Yield growth in % on subsidised areas = quantity	%/year/subsidised area	Ref. Year 2021	10	
			Year 2		
			Year 3, etc.		
E4	Improvement in average price paid to producer = quality	%/year of purchase price	Ref. Year 2021	5%	
			Year 2		
			Year 3, etc.		

These parameters are reviewed annually by the Management Committee on the recommendation of the FODECC Technical Committee, based on budgetary constraints and developments in the cocoa and coffee sectors.

The updated parameters are entered each year into the FODECC's Excel software package in order to verify the consistency of the budget framework. In order to adjust the budget framework to the available resources, all of the above parameters may be reviewed as necessary, bearing in mind that the FODECC cannot distribute more resources than it has available, with the software package allowing all options to be examined. After analysing the options, the FODECC Technical Committee proposes the most relevant option to the Management Committee.

However, any resources not used in a given year are automatically carried over to the following year and the budget framework is adjusted accordingly.

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9.5 Business plan template for FODECC co-financing grants

Cover page (with header of the agricultural enterprise or producer organisation, title of the AP, photo, month and year) Project fact sheet

Summary

1. Introduction

Context and justification for the project; main issue to be addressed; project objective

2. Presentation of the current situation

2.1. Description of the enterprise/PO

- Georeferenced location of the company/PO's sites, contacts, sector, main (product) and secondary activities of the company, joint and/or individual farms, number of farms owned by the company/PO, number of members and breakdown by gender, main and secondary activities of the company/PO's members, previous achievements, assets of the company/PO, major challenges.
- Products sold
- Profile of the three (or more) main managers: training, experience, description of their roles within the company/PO and overview of their assets.

2.2. Technical and economic performance of the enterprise/PO

- Company/PO achievements in N-2, N-1 and N: production, turnover, profit margins
- List and value of investments made
- Sales history and main marketing challenges.

2.3. SWOT analysis and outlook for growth and development over 3 to 5 years

3. Project presentation

3.1 Strategy

- Compliance with production/processing standards
- Technical choices (clearly highlight the innovation and technical relevance of the project)
- Potential/target market:
- Product presentation and development strategy
- Sales targets in terms of quantity and value, and marketing organisation

3.2. Organisation and management

- Company/OP organisational chart, including the new project covered by the business plan
- Description of technical positions (duties and responsibilities)
- Ad hoc external support (accounting and financial advice, other)

3.3. Operational plan

A description of the project site(s) (location, satellite image of existing facilities, developments, installations and equipment)

- A description of the production/processing and marketing process
- Projected production plan (development plan and provisional operating plan) for the PA implementation period

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Table example: Activity implementation plan

No	Activities/sub-activities	Verifiable and observable indicators	Month of completion	Responsible parties	Partners

- Activity implementation schedule (monthly for year 1 and annually for years 2 and 3)

3.4. Social and environmental management

- Provide information on the environmental and social aspects resulting from existing activities and additional activities to be developed.
- Implement socio-environmental recommendations (simple requirements or NIES) and detailed costs

3.5. Financial plan

- Detailed total project cost (investments, working capital requirements)
- Three-year investment plan
- Detailed financing plan (personal contribution, FODECC subsidy, bank loan)
- Investment amortisation table (*equipment, machinery, infrastructure*)
- Monthly loan repayment schedule, if applicable (*if bank loan*)
- Provisional operating account for 3 years
- Cash flow plan
- Profitability analysis (SR, IRR, NPV and sensitivity at 20%) (*particularly if bank loan*)

3.6. Risks and mitigation measures

- Organisational, technical, commercial, financial, environmental and social risks.

Appendices

- Photocopy of the company/PO's registration certificate
- CV of the company owner or the three main managers of the PO
- Register of PO members and capital distribution + photocopies of national identity cards of all
- List of current buyers and suppliers + contracts with buyers (*if applicable*)
- Information sheet on the activities of PO members (*if applicable*)
- Sales history of the company/PO and members over 3 years
- Certificate of bank domicile for the company
- Bank account history for the last 12 months
- Company/PO taxpayer card
- Reconstructed financial statements for the last three years
- Location plan of the project site(s) and headquarters, location maps
- Contract or certificate of monitoring by a technical consultant (*if applicable*)
- Technical description and photos of equipment to be purchased
- Pro forma invoices/quotations for equipment and material purchases, including VAT
- List of potential suppliers, location and telephone contacts

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9.6 Process for submitting a payment request

Operations
Upon expiry of the payment deadline for a summary statement of supporting documents sent by a bank/EMF, Head of Mail at FODECC 1. receives a request from the bank/EMF summarising the month's transactions (reimbursement note + copies of paid purchase orders + list of beneficiaries + business plan and invoices, if applicable) and forwards it to the FODECC Materials Accountant Materials Accountant 2. processes the invoices and service certificates; forwards the bundles to the Head of the Administrative and Financial Department DAF 3. receives payment requests and supporting documents 4. verifies the conformity and regularity of the documents 5. draws up payment orders and signs them; forwards the bundle to the Management Controller Management Controller 6. ensures that the amount to be paid is correct and signs the payment order; forwards the documents immediately to the ADM ADM 7. assesses the payment request on the basis of the supporting documents 8. signs the payment order and endorses the supporting documents or, if necessary, obtains additional supporting documents from the DAF before signing and forwards them to the Produce Office Cashier Administrator 9. pays the share of the subsidy by transfer to the account of the bank/EMF issuing the voucher for inputs and/or payment for agricultural equipment/machinery; sends the completed debit notice and monthly statement of bank transactions to the financial services department Specialised Financial Controller and Accounting Officer 9. receive the bundle for clearance and regularisation of accounting entries

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9.7 PM Decree approving the Agricultural Subsidies Procedure Manual

REPUBLIQUE DU CAMEROUN

Paix- Travail- Patrie

ARRETE N° 068 /PM DU 28 AOUT 2019
approuvant et rendant exécutoire le manuel de procédure d'octroi des subventions en intrants et équipements agricoles au Cameroun.-

LE PREMIER MINISTRE, CHEF DU GOUVERNEMENT,

- Vu la Constitution ;
- Vu le décret n°92/089 du 04 mai 1992 précisant les attributions du Premier Ministre, modifié et complété par le décret n°95/145 bis du 04 août 1995;
- Vu le décret n°2011/408 du 09 décembre 2011 portant organisation du Gouvernement, modifié et complété par le décret n°2018/190 du 02 mars 2018 ;
- Vu le décret n°2005/118 du 02 octobre 2005 portant organisation du Ministère de l'Agriculture et du Développement Rural ;
- Vu le décret n°2019/001 du 04 janvier 2019 portant nomination d'un Premier Ministre, Chef du Gouvernement,
- Vu le communiqué final de l'atelier national de validation du manuel de procédure d'octroi des subventions en intrants et équipements agricoles tenu le 15 mai 2019,

ARRETE

Article 1^{er}.- Le manuel de procédure d'octroi des subventions en intrants et équipements agricoles au Cameroun joint en annexe est, à compter de la date de signature du présent arrêté, approuvé et rendu exécutoire.

Article 2.- Le manuel de procédure ainsi approuvé détermine les acteurs et définit les grandes étapes dans la procédure susvisée.

Article 3.- La période d'expérimentation de la mise en œuvre du présent manuel de procédure ne peut excéder trois (03) ans.

Article 4.- Les Ministres en charge de l'agriculture, de l'économie et des finances, ainsi que les responsables des établissements publics concernés sont chargés chacun en ce qui le concerne de l'exécution du présent arrêté.

Article 5.- Le présent arrêté sera enregistré et publié suivant la procédure d'urgence, puis inséré au Journal Officiel en français et en anglais. /-

SERVICES DU PREMIER MINISTRE
SECRÉTARIAT GÉNÉRAL
DIRECTION DES AFFAIRES ADMINISTRATIVES
ET DES REQUÊTES

COPIE CERTIFIÉE CONFORME



Joseph DION NGUTE

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9.8 Decree establishing the National Steering Committee for Agricultural Subsidies

REPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

SERVICES DU PREMIER MINISTRE

SECRETARIAT GENERAL

REPUBLIC OF CAMEROON
Peace – Work – Fatherland

PRIME MINISTER'S OFFICE

SECRETARIAT GENERAL

N° B70/d-3 /SG/PM

Yaoundé, le

19 MAR 2021



LE SECRETAIRE GENERAL
The Secretary General

A Monsieur le Ministre de l'Agriculture et du
Développement Rural

- YAOUNDE -

Réf : V/L n°01526/L/MINADER/SG/DAJ/CER du 05 octobre 2020.

Objet : Création du Comité de pilotage et d'orientation
chargé de la mise en œuvre de la politique d'octroi des Subventions
en intrants et équipements agricoles au Cameroun.

Faisant suite à votre correspondance visée en référence, relative à l'objet
porté en marge,

J'ai l'honneur de vous faire tenir en retour ci-joint, dûment visé, le projet
d'arrêté portant création du Comité susmentionné, dont les activités seront
financées par le budget de votre département ministériel.

Par ailleurs, le **Premier Ministre, Chef du Gouvernement** a prescrit
qu'un rapport annuel d'activités soit transmis dans ses Services, à l'effet de
s'assurer de la performance de ladite instance. /-

Copie : MINFI.

P.J.: 01.



POUDA Séraphin Magloire

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REPUBLICQUE DU CAMEROUN

PAIX-TRAVAIL-PATRIE

ARRETE N° **00079** / MINADER DU **23 MAR 2021**
portant création, organisation et fonctionnement du Comité de pilotage et
d'orientation chargé de la mise en œuvre de la politique d'octroi des
subventions agricoles au Cameroun.-

LE MINISTRE DE L'AGRICULTURE ET DU DEVELOPPEMENT RURAL,

- Vu** la Constitution ;
- Vu** la loi n°2018/011 du 11 juillet 2018 portant code de transparence et de bonne gouvernance dans la gestion des finances publiques au Cameroun ;
- Vu** la loi n°2018/012 du 11 juillet 2018 portant régime financier de l'Etat et des autres entités publiques ;
- Vu** le décret n°2005/118 du 15 avril 2005 portant organisation du Ministère de l'Agriculture et du Développement Rural ;
- Vu** le décret n°2011/408 du 09 décembre 2011 portant organisation du gouvernement, modifié et complété par le décret n°2018/190 du 02 mars 2018 ;
- Vu** le décret n°2019/001 du 04 janvier 2019 portant nomination d'un Premier Ministre, Chef du Gouvernement ;
- Vu** le décret n°2018/9387/PM du 30 novembre 2018 fixant les modalités de création, d'organisation et de fonctionnement des Comités et Groupes de travail interministériels et ministériels, modifié et complété par le décret n°2020/0998/PM du 13 mars 2020 ;
- Vu** l'arrêté n°025/CAB/PM du 05 février 2019 fixant le montant des indemnités de session versées lors des travaux des Comités et Groupes de Travail interministériels et ministériels ;
- Vu** l'arrêté n°068/PM du 28 août 2019 approuvant et rendant exécutoire le manuel de procédures des subventions en intrants et équipements agricoles au Cameroun,

ARRETE :

CHAPITRE I

DES DISPOSITIONS GENERALES

ARTICLE 1^{er}. - Le présent arrêté porte création, organisation et fonctionnement du Comité de pilotage et d'orientation chargé de la mise en œuvre de la politique des subventions des intrants et équipements agricoles au Cameroun, ci-après désigné "le Comité".

SERVICES DU PREMIER MINISTRE
VISA
001673 - 10 MAR 2021
PRIME MINISTER'S OFFICE

OK 1

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ARTICLE 2.- Au sens du présent arrêté, les procédures d'octroi des subventions agricoles concernent :

- la catégorie 1 : les intrants (semences/plants, engrais et produits phytosanitaires) ; traitée comme subvention de masse ;
- la catégorie 2 : les équipements et machines de production ou de transformation des produits d'origine végétale ;
- la Catégorie 3 : les aménagements et les infrastructures socio-économiques ;
- la Catégorie 4 : les appuis financiers ;
- la Catégorie 5 : l'appui conseil et l'accompagnement technique.

ARTICLE 3.- Placé sous l'autorité du Ministre de l'Agriculture et du Développement Rural, le Comité a pour missions :

- de définir la politique et la stratégie des subventions agricoles au Cameroun ;
- de planifier à court et à moyen termes la mise en œuvre de la stratégie des subventions agricoles ;
- d'adopter les budgets annuels des subventions ;
- d'arrêter la liste des filières ainsi que la nature et les niveaux de subventions applicables ;
- d'approuver les demandes de financement à soumettre aux partenaires financiers ;
- d'approuver les rapports semestriels et annuels d'activités techniques et financières.

CHAPITRE II

DE L'ORGANISATION ET DU FONCTIONNEMENT

ARTICLE 4. - (1) Le Comité se compose ainsi qu'il suit :

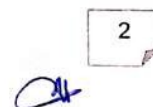
Président : Le Ministre de l'Agriculture et du Développement Rural ;

Vice-présidents :

- le Ministre de l'Economie, de la Planification et de l'Aménagement du Territoire ;
- le Ministre des Finances.

Membres :

- un (01) représentant du Ministère du Commerce ;
- un (01) représentant du Ministère de la Recherche Scientifique et de l'Innovation ;
- un (01) représentant de la Chambre d'Agriculture, des Pêches, de l'Elevage et des Forêts (CAPEF) ;
- un (01) représentant des collectivités territoriales décentralisées (CVUC) ;



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- un (01) représentant du réseau des fournisseurs agricoles ;
- un (01) représentant du réseau des banques commerciales ;
- un (01) représentant des Etablissements de Micro-finance ;
- le Directeur du Développement de l'Agriculture (MINADER) ;
- le Directeur des Ressources Financières et du Patrimoine (MINADER) ;
- le Directeur des Etudes, des Programmes et de la Coopération (MINADER) ;
- le Directeur de la Réglementation, du Contrôle de Qualité des Intrants et des Produits Agricoles (MINADER).

(2) Les membres du Comité sont désignés par les administrations et structures auxquelles ils appartiennent.

(3) Lorsqu'un membre perd la qualité au titre de laquelle il siège au sein du Comité, il cesse d'en être membre.

(4) Le président peut inviter, à titre consultatif, toute personne dont l'expertise peut aider ou faciliter les travaux du Comité.

(5) Les partenaires techniques et financiers impliqués dans le secteur peuvent être invités à participer aux travaux du Comité en qualité d'observateurs.

(6) Les présidents des interprofessions agricoles impliquées peuvent être invités à participer aux travaux du Comité en qualité d'observateurs.

ARTICLE 5.- (1) Le Comité se réunit au moins deux (02) fois par an en session ordinaire et au plus deux (02) fois par an en session extraordinaire, sur convocation de son Président.

(2) Les convocations auxquelles sont joints les documents de travail, précisent la date, l'heure, le lieu et l'ordre du jour de la session. Elles doivent parvenir aux membres du Comité au plus tard quinze (15) jours avant la date prévue pour la tenue de la session.

ARTICLE 6.- Pour l'accomplissement de ses missions, le Comité dispose d'un Secrétariat Technique assuré par la Direction des Organisations Professionnelles Agricoles et de l'Appui aux Exploitations Agricoles.

ARTICLE 7.- Le Secrétariat Technique est chargé :

- de la préparation, de l'organisation matérielle et de la rédaction des comptes rendus des réunions et des rapports divers ;
- de la collecte, de la centralisation et de l'archivage des documents de travail ;
- du suivi de la mise en œuvre des recommandations issues des sessions du Comité de pilotage ;
- de l'exécution de toute autre mission à lui confiée par le Comité de pilotage.



[Signature]

3

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ARTICLE 8. La composition des membres du Comité est constatée par une décision du Ministre de l'Agriculture et du Développement Rural.

ARTICLE 9. (1) La Direction des Organisations Professionnelles Agricoles et de l'Appui aux Exploitations Agricoles est responsable de l'opérationnalisation des activités de subventions agricoles. Elle est secondée dans les Régions par les Commissions régionales de sélection et les Commissions départementales de sélection.

(2) La composition des Commissions visées à l'alinéa 1 ci-dessus est constatée par décision du Ministre en charge de l'agriculture.

CHAPITRE III

DES DISPOSITIONS DIVERSES ET FINALES

ARTICLE 10.- (1) Les fonctions de Président, Vice-présidents, membres du Comité et de membres du secrétariat technique sont gratuites.

(2) Toutefois, les intéressés ainsi que les personnes invitées à titre consultatif, bénéficient d'indemnités de session conformément à la réglementation en vigueur.

(3) Ils peuvent en outre prétendre au remboursement des frais occasionnés par la tenue des sessions, sur présentation des pièces justificatives.

ARTICLE 11.- Les dépenses de fonctionnement du Comité sont inscrites au budget du Ministère de l'Agriculture et du Développement Rural.

ARTICLE 12.- Les Ministres en charge de l'Agriculture, de l'Economie et des Finances, sont chargés chacun en ce qui le concerne de l'exécution du présent arrêté.

ARTICLE 13.- Le présent Arrêté sera enregistré et publié selon la procédure d'urgence, puis inséré au Journal Officiel en français et en anglais. /-

Yaoundé, le ~~23~~ **23** MAR 2021

SERVICES DU PREMIER MINISTRE VISA
001673-10 MAR 2021
PRIME MINISTER'S OFFICE

**LE MINISTRE DE L'AGRICULTURE ET
DU DEVELOPPEMENT RURAL,**



Gabriel MBAIROBE

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9.9 Presidential Decree on the Reorganisation of FODECC – 14 January 2025



LE PRESIDENT DE LA REPUBLIQUE,

Vu la Constitution ;

Vu la loi n° 95/11 du 27 juillet 1995 portant organisation du commerce du cacao et du café, modifiée et complétée par la loi n° 2004/025 du 30 décembre 2004 ;

Vu la loi n° 2017/010 du 12 juillet 2017 portant Statut Général des Etablissements Publics ;

Vu la loi n° 2018/011 du 11 juillet 2018 portant Code de Transparence et de bonne Gouvernance dans la gestion des Finances Publiques au Cameroun ;

Vu la loi n° 2018/012 du 11 juillet 2018 portant Régime Financier de l'Etat et des autres entités publiques ;

Vu le décret n° 2011/408 du 09 décembre 2011 portant organisation du Gouvernement, modifié et complété par le décret n° 2018/190 du 02 mars 2018 ;

Vu le décret n° 2018/366 du 20 juin 2018 portant Code des marchés publics ;

Vu le décret n° 2019/320 du 19 juillet 2019 précisant les modalités d'application de certaines dispositions des lois n° 2017/010 et n° 2017/011 du 12 juillet 2017 ;

Vu le décret n° 2019/322 du 19 juin 2019 fixant les catégories d'Etablissements Publics, la rémunération, les indemnités et les avantages de leurs dirigeants ;

Vu le décret n° 2020/375 du 07 juillet 2020 portant Règlement Général de la comptabilité Publique,

DECRETE :

CHAPITRE I

DISPOSITIONS GENERALES

ARTICLE 1^{er}. - Le présent décret porte réorganisation et fonctionnement du Fonds de Développement des Filières Cacao et Café, en abrégé « **FODECC** » et ci-après désigné « **le Fonds** ».

ARTICLE 2.- (1) Le Fonds est un établissement public à caractère économique et financier doté de la personnalité juridique et de l'autonomie financière.

(2) Son siège est fixé à Yaoundé. Il peut être transféré en toute autre localité du territoire national, par décret du Président de la République.

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(3) Des antennes, bureaux ou représentations peuvent, en tant que de besoin, être créées à l'intérieur ou à l'extérieur du territoire national, par résolution du Conseil d'Administration.

ARTICLE 3.- (1) Le Fonds a pour mission d'assurer le financement et le paiement des prestations relatives :

- à l'appui et à la relance des filières cacao et café ;
- au soutien à la recherche appliquée sur ces produits et à l'amélioration de leur qualité ;
- à l'appui aux programmes de formation et d'information des opérateurs des filières cacao et café ;
- à la promotion de la transformation et de la consommation locales du cacao et du café.

(2) Le Fonds peut exercer toutes autres opérations financières, commerciales, mobilières et immobilières se rattachant directement ou indirectement aux activités définies à l'alinéa 1 ci-dessus, ou de nature à favoriser le développement des filières cacao et café.

ARTICLE 4.- Le Fonds peut contribuer au financement des opérations spéciales et stratégiques de l'Etat, après autorisation préalable du Président de la République.

CHAPITRE II DE LA TUTELLE

ARTICLE 5.- (1) Le Fonds est placé sous la double tutelle technique du Ministère en charge du commerce et du Ministère en charge de l'agriculture.

(2) Les tutelles techniques ont pour objet de s'assurer :

- que les activités menées par le Fonds sont conformes aux orientations des politiques publiques du Gouvernement dans le secteur concerné, sous réserve des compétences reconnues au Conseil d'Administration ;
- de la conformité des résolutions du Conseil d'Administration aux lois et règlements, ainsi qu'aux orientations des politiques sectorielles.

ARTICLE 6.- (1) Le Fonds est placé sous la tutelle financière du Ministère en charge des finances.

(2) La tutelle financière a pour objet de s'assurer :

- de la conformité des opérations de gestion à incidence financière du Fonds à la réglementation sur les finances publiques d'une part, et de la régularité a posteriori des comptes d'autre part ;
- de la régularité des résolutions du Conseil d'Administration à incidence financière ;



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- de la soutenabilité des engagements financiers et de la cohérence générale des plans de performance du Fonds aux programmes sectoriels.

ARTICLE 7.- (1) Les tutelles techniques et financière, en liaison avec le Conseil d'Administration, concourent au suivi de la performance du Fonds.

(2) Le Fonds adresse aux tutelles techniques et financière tous documents et informations relatifs à sa gestion, notamment les projets de performance, les plans d'actions, les rapports annuels de performance, le rapport du Contrôleur financier, les comptes administratif et de gestion, l'état à jour de la situation du personnel et la grille salariale.

(3) Le Ministre chargé de la commercialisation du café et du cacao, le Ministre chargé de l'agriculture et le Ministre chargé des finances adressent, chacun en ce qui le concerne, au Président de la République, un rapport annuel sur la situation du Fonds.

CHAPITRE III DE LA QUALITE D'ORDONNATEUR

ARTICLE 8.- Au sens du présent décret, la qualité d'ordonnateur des dépenses du Fonds est reconnue aux responsables ci-après :

- le Ministre chargé de la commercialisation du cacao et du café en ce qui concerne, d'une part, l'appui aux programmes de formation et d'information des opérateurs des filières cacao et café, la consommation locale du cacao et du café et, d'autre part, la promotion et la défense d'un label de qualité pour le cacao et le café, ainsi que la recherche des niches de marchés pour ces produits ;
- le Ministre chargé de la recherche scientifique en ce qui concerne le soutien à la recherche appliquée sur ces produits et à l'amélioration de leur qualité ;
- le Ministre chargé de l'agriculture en ce qui concerne l'encadrement des producteurs et la vulgarisation des itinéraires techniques, ainsi que des travaux d'aménagement des pistes cacaoyères et caféières ;
- le Ministre chargé de l'industrie en ce qui concerne la promotion de la transformation locale ;
- le Directeur Général du Fonds en ce qui concerne le budget de fonctionnement et d'équipement du Fonds ;
- le Directeur Général du Fonds, sur avis conforme du Conseil d'Administration, en ce qui concerne les prestations d'audit technique, comptable et financier.

<http://www.prc.cm>

ARTICLE 9.- (1) Dans le cadre du financement des opérations spéciales et stratégiques de l'Etat, visées à l'article 4 ci-dessus, le Conseil d'Administration du Fonds entérine, par résolution, le financement desdites opérations.

(2) La qualité d'ordonnateur des dépenses relatives aux opérations visées à l'alinéa 1 ci-dessus, est reconnue au Directeur Général du Fonds.



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ARTICLE 10.- Chaque ordonnateur est chargé, dans le cadre de son domaine de compétence, notamment :

- de l'étude et de l'élaboration des programmes annuels et pluriannuels des travaux et prestations bénéficiant du concours du Fonds ;
- de l'évaluation financière des programmes en vue de l'inscription au budget des dépenses correspondantes ;
- de la passation des marchés conformément à la réglementation en vigueur ;
- du suivi de l'exécution et de la réception des travaux et des prestations ;
- de la détermination de l'enveloppe des subventions relevant de son domaine de compétence ;
- de l'ordonnancement des dépenses.

CHAPITRE IV **DES ORGANES DE GESTION**

ARTICLE 11.- Le Fonds est administré par deux (02) organes :

- le Conseil d'Administration ;
- la Direction Générale.

SECTION I **DU CONSEIL D'ADMINISTRATION**

ARTICLE 12.- (1) Le Conseil d'Administration du Fonds comprend douze (12) membres dont le Président.

(2) Outre le Président, le Conseil d'Administration est composée ainsi qu'il suit :

- un (01) représentant de la Présidence de la République ;
- un (01) représentant des Services du Premier Ministre ;
- un (01) représentant du Ministère en charge de la commercialisation du cacao et du café ;
- un (01) représentant du Ministère en charge des finances ;
- un (01) représentant du Ministère en charge de l'agriculture ;
- un (01) représentant du Ministère en charge de la recherche scientifique ;
- un (01) représentant du Ministère en charge de l'économie ;
- deux (02) représentants du Conseil interprofessionnel dont l'un pour le café et l'autre pour le cacao ;
- un (01) représentant de l'Office National de Commercialisation du Cacao et du Café ;
- un (01) représentant du personnel élu par ses pairs.



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ARTICLE 13.- (1) Le Président du Conseil d'Administration du Fonds est nommé par décret du Président de la République, pour un mandat de trois (03) ans renouvelable une (01) fois.

(2) Les membres du Conseil d'Administration du Fonds sont nommés par décret du Président de la République, sur proposition des administrations ou organisations qu'ils représentent, pour un mandat de trois (03) ans éventuellement renouvelable une (01) fois.

ARTICLE 14.- (1) Le mandat d'Administrateur prend fin :

- par décès ou par démission ;
- à la suite de la perte de la qualité ayant motivé sa nomination ;
- par révocation à la suite d'une faute grave ou des agissements incompatibles avec la fonction d'Administrateur ;
- à l'expiration normale de sa durée.

(2) Dans les cas prévus à l'alinéa 1 ci-dessus, il est pourvu au remplacement d'un Administrateur dans les mêmes formes que sa désignation.

ARTICLE 15.- (1) Six (06) mois avant l'expiration du mandat d'un membre du Conseil d'Administration, le Président du Conseil saisit la structure qu'il représente en vue de son remplacement.

(2) Aucun membre ne peut siéger une fois son mandat expiré.

(3) En cas d'expiration du mandat du Président du Conseil d'Administration, les Ministres chargés de la commercialisation du cacao et du café et de l'agriculture saisissent l'autorité investie du pouvoir de nomination.

ARTICLE 16.- (1) Le Président et les membres du Conseil d'Administration sont soumis aux mesures restrictives et d'incompatibilités prévues par la législation en vigueur.

(2) Le Président et les membres du Conseil d'Administration, ainsi que toutes autres personnes invitées à prendre part aux sessions du Conseil sont en outre astreints à l'obligation de discrétion pour les informations, faits et actes dont ils ont connaissance dans l'exercice de leur fonction.

ARTICLE 17.- (1) Les membres du Conseil d'Administration du Fonds ayant au cours de leur mandat directement ou indirectement des intérêts dans une affaire en relation avec le Fonds ou ayant un intérêt personnel dans celui-ci, à l'exception d'un contrat de travail pour l'administrateur représentant du personnel, sont tenus d'en informer le Conseil d'Administration.

(2) Il est interdit au Fonds d'accorder un prêt à titre individuel à l'un de ses administrateurs.



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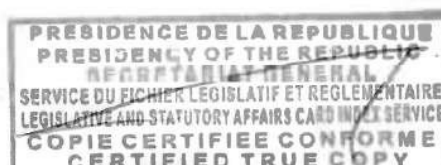
ARTICLE 18.- (1) Le Président du Conseil d'Administration bénéficie d'une allocation mensuelle, ainsi que des avantages. Le montant de l'allocation mensuelle, ainsi que les avantages, sont fixés par le Conseil d'Administration, conformément à la réglementation en vigueur.

(2) Les Administrateurs bénéficient d'une indemnité de session fixée par une résolution du Conseil d'Administration, dans la limite des plafonds définis par la réglementation en vigueur. Ils peuvent prétendre au remboursement des dépenses occasionnées par les sessions, sur présentation des pièces justificatives.

ARTICLE 19.- (1) Le Conseil d'Administration a les pouvoirs pour définir, orienter la politique générale du Fonds et en évaluer la gestion, dans les limites fixées par ses missions et conformément à la législation et réglementation en vigueur.

A ce titre, il :

- fixe les objectifs et approuve les projets de performance du Fonds;
- adopte le budget accompagné du projet de performance du Fonds et arrête de manière définitive les comptes ;
- approuve les rapports annuels de performance et les rapports d'activités ;
- adopte l'organigramme et le règlement intérieur ;
- autorise le recrutement de tout le personnel, conformément au plan de recrutement proposé par le Directeur Général ;
- autorise le licenciement du personnel sur proposition du Directeur Général ;
- nomme, sur proposition du Directeur Général, aux postes de responsabilité aux rangs de Sous-Directeur, de Directeur et assimilés ;
- accepte tous dons, legs et subventions ;
- approuve les contrats de performance ou toutes autres conventions préparés par le Directeur Général et ayant une incidence sur le budget ;
- autorise toute aliénation de biens meubles ou immeubles, corporels ou incorporels, conformément à la réglementation en vigueur ;
- s'assure du respect des règles de gouvernance et commet des audits afin de garantir la bonne gestion du Fonds ;
- fixe les rémunérations et les avantages du personnel, dans le respect des lois et règlements en vigueur et des prévisions budgétaires ;
- fixe le montant de l'allocation et les avantages du Président du Conseil d'Administration, ainsi que le montant des indemnités des membres dudit Conseil, conformément à la réglementation en vigueur ;
- fixe les rémunérations mensuelles et avantages du Directeur Général et du Directeur Général Adjoint dans le respect des lois et règlements <http://www.prc.cm>
- veille à la collecte par le Fonds ou par les autres administrations et les organismes compétents des ressources financières ;
- veille au versement direct et total de ses ressources dans le compte du Fonds ouvert auprès de la Banque Centrale ;



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- veille à la diligence dans le paiement au Fond des prestations réalisées ;
- approuve les programmes à financer par le Fonds et les budgets correspondants ;
- veille au respect des plafonds des dépenses du Fonds ;
- veille au contrôle de la régularité des contrats et d'exécution des travaux et des prestations financés par le Fonds ;
- précise les modalités d'affectation des crédits budgétaires au titre de la ligne d'urgence.

(2) Le Conseil d'Administration peut déléguer au Directeur Général certains de ses pouvoirs.

ARTICLE 20.- (1) Le Président du Conseil d'Administration convoque et préside les réunions du Conseil. Il veille à l'application de ses résolutions.

(2) Le Président du Conseil d'Administration peut inviter à titre consultatif toute personne physique ou morale, en raison de ses compétences sur les questions inscrites à l'ordre du jour, à prendre part aux travaux du Comité de Gestion.

ARTICLE 21.- (1) En cas de vacance de la Présidence du Conseil d'Administration suite au décès, à la démission ou à la défaillance du Président, les sessions du Conseil d'Administration sont convoquées par le Ministre chargé des finances à la diligence du Directeur Général, ou des deux tiers (2/3) des membres du Conseil d'Administration.

(2) Les sessions du Conseil d'Administration convoquées conformément à l'alinéa 1 ci-dessus sont présidées par un membre du Conseil élu par ses pairs.

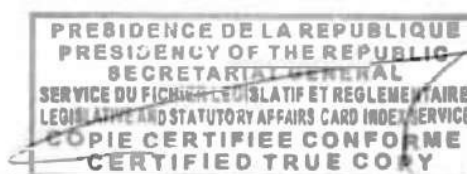
ARTICLE 22.- (1) Sur convocation de son Président, le Conseil d'Administration se réunit obligatoirement au moins deux (02) fois par an en session ordinaire dont :

- une (01) session consacrée à l'examen du projet de performance et à l'adoption du budget ;
- une (01) session consacrée à l'arrêt des comptes.

(2) Le Conseil d'Administration peut être convoqué en session extraordinaire sur un ordre du jour précis, à la demande de son Président ou des deux tiers (2/3) de ses membres.

(3) Le Président du Conseil d'Administration est défaillant lorsqu'il ne convoque pas au moins deux (02) sessions du Conseil d'Administration par an.

(4) En cas de refus de convoquer une session du Conseil conformément à l'alinéa 1 ci-dessus, les deux tiers (2/3) des membres saisissent le Ministre chargé des finances qui convoque le Conseil d'Administration sur un ordre du jour déterminé.



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ARTICLE 23.- (1) Les convocations, accompagnées des dossiers à examiner, sont adressées aux membres du Conseil d'Administration par tout moyen laissant trace écrite quinze (15) jours au moins avant la date prévue pour la session. En cas d'urgence, ce délai peut être ramené à cinq (05) jours.

(2) Les convocations indiquent l'ordre du jour, la date, le lieu et l'heure de la session.

ARTICLE 24.- (1) Tout membre du Conseil d'Administration empêché peut se faire représenter aux travaux du Conseil par un autre membre.

(2) Aucun Administrateur ne peut, au cours d'une même session, représenter plus d'un Administrateur.

(3) Tout membre présent ou représenté à une session du Conseil d'Administration est considéré comme ayant été dûment convoqué.

(4) En cas d'empêchement du Président, le Conseil d'Administration élit en son sein, à la majorité simple des membres présents ou représentés, un Président de séance.

ARTICLE 25.- Le Conseil d'Administration examine toute question inscrite à l'ordre du jour soit par le Président, soit à la demande de deux tiers (2/3) des administrateurs.

ARTICLE 26.- Le secrétariat des sessions du Conseil d'Administration est assuré par le Directeur Général du Fonds.

ARTICLE 27.- (1) Le Conseil d'Administration ne peut valablement délibérer sur toute question inscrite à l'ordre du jour de sa session que si les deux tiers (2/3) au moins de ses membres sont présents ou représentés. Si le quorum n'est pas atteint lors de la première convocation, il est, pour la convocation suivante, ramené à la moitié des membres du Conseil d'Administration.

(2) Chaque membre dispose d'une voix. Les décisions sont prises à la majorité simple des voix des membres présents ou représentés. En cas d'égalité des voix, celle du Président est prépondérante.

ARTICLE 28.- (1) Les décisions du Conseil d'Administration prennent la forme des résolutions. Elles sont signées séance tenante par le Président du Conseil d'Administration ou le Président de séance, le cas échéant, et un administrateur.

(2) Les décisions du Conseil d'Administration prennent effet à compter de leur adoption.

ARTICLE 29.- (1) Les délibérations du Conseil d'Administration font l'objet d'un procès-verbal signé par le Président du Conseil d'Administration ou de séance et le Directeur Général. Le procès-verbal mentionne outre les noms des membres présents ou représentés, ceux des personnes conviées à titre consultatif. Il est lu et approuvé par le Conseil d'Administration à l'occasion d'une session du Conseil.



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(2) Les procès-verbaux de séance sont consignés dans un registre spécial tenu au siège du Fonds.

ARTICLE 30.- (1) Pour l'accomplissement de ses missions, le Conseil d'Administration peut créer en son sein et en tant que de besoin, des Comités et des Commissions avec des missions spécifiques et dont le nombre ne peut excéder quatre.

(2) Les membres des Comités ou des Commissions bénéficient des facilités de travail et des indemnités dans la limite des plafonds fixés par la réglementation en vigueur.

SECTION II **DE LA DIRECTION GENERALE**

ARTICLE 31.- (1) La Direction Générale du Fonds est placée sous l'autorité d'un Directeur Général, éventuellement assisté d'un Directeur Général Adjoint.

(2) Le Directeur Général et le Directeur Général Adjoint sont nommés par décret du Président de la République.

ARTICLE 32.- (1) Le Directeur Général et le Directeur Général Adjoint sont nommés pour un mandat de trois (03) ans éventuellement renouvelable deux (02) fois.

(2) Le renouvellement prévu à l'alinéa 1 ci-dessus est tacite.

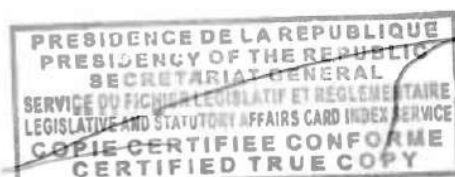
(3) Dans tous les cas, les mandats cumulés du Directeur Général ou de son Adjoint ne peuvent excéder neuf (09) ans.

ARTICLE 33.- Le Directeur Général et le Directeur Général Adjoint sont soumis aux mesures restrictives et d'incompatibilités prévues par la législation en vigueur.

ARTICLE 34.- (1) Sous le contrôle du Conseil d'Administration, le Directeur Général est chargé de l'application de la politique générale et de la gestion du Fonds.

A ce titre, il est chargé notamment :

- d'assurer la direction technique, administrative et financière du Fonds ;
- d'élaborer le programme d'activités annuelles du Fonds ;
- de préparer le projet de budget et de performance, de produire le compte administratif, ainsi que le rapport annuel de performance ;
- d'assurer le secrétariat des travaux du Conseil d'Administration auxquels il prend part avec voix consultative ;
- de préparer les résolutions du Conseil d'Administration et veiller à leur exécution ;
- de proposer un plan de recrutement du personnel au Conseil d'Administration ;
- de nommer le personnel sous réserve des compétences dévolues au Conseil d'Administration ;



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- de recruter le personnel temporaire, occasionnel et saisonnier selon les nécessités de service et conformément à la réglementation en vigueur ;
- de licencier le personnel temporaire, occasionnel et saisonnier conformément à la réglementation en vigueur ;
- de gérer les biens meubles et immeubles, corporels ou incorporels du Fonds dans le respect de ses missions et des pouvoirs du Conseil d'Administration ;
- de suivre les opérations de collecte et de reversement des ressources dans les comptes bancaires du Fonds ;
- d'apposer le visa sur les projets de contrats avant leur signature par l'Ordonnateur au titre du contrôle de la régularité des contrats, de la disponibilité des ressources et de l'éligibilité des dépenses ;
- de procéder au contrôle de la conformité des dépenses supportées par le Fonds ;
- d'assurer le règlement des prestations ;
- d'exécuter le financement des opérations spéciales et stratégiques de l'Etat prévues à l'article 4 du présent décret ;
- de fournir périodiquement, au moins une (01) fois par trimestre, aux différents ordonnateurs, chacun en ce qui le concerne, les informations sur le suivi de ses opérations financières en faisant le lien entre la programmation et la réalisation ;
- de représenter le Fonds dans tous les actes de la vie civile et en justice.

(2) Le Directeur Général peut déléguer une partie de ses pouvoirs au Directeur Général Adjoint ou à certains responsables du Fonds.

ARTICLE 35.- (1) Le Directeur Général ou son Adjoint <http://www.prc.cm> est responsable devant le Conseil d'Administration qui peut le sanctionner en cas de faute grave de gestion ou de comportement susceptible de nuire à la bonne marche ou à l'image du Fonds.

(2) Dans les cas prévus à l'alinéa 1 ci-dessus, le Président du Conseil d'Administration est tenu de convoquer une session extraordinaire au cours de laquelle le Directeur Délégué ou son Adjoint est entendu.

(3) Le dossier comprenant les griefs est transmis au Directeur Général ou à son Adjoint dix (10) jours au moins avant la date prévue de la session extraordinaire.

(4) Le débat devant le Conseil d'Administration est contradictoire.

(5) Le Conseil d'Administration ne peut valablement délibérer qu'en présence d'au moins deux tiers (2/3) de ses membres. Aucune représentation n'est admise dans ce cas.

ARTICLE 36.- (1) Le Conseil d'Administration peut prendre à l'encontre du Directeur Général ou du Directeur Général Adjoint, les sanctions suivantes :



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- suspension de certains pouvoirs ;
- suspension de ses fonctions pour une période limitée avec effet immédiat ;
- suspension de ses fonctions avec effet immédiat assortie d'une demande de révocation adressée à l'autorité investie du pouvoir de nomination.

(2) Les décisions sont transmises pour information aux Ministres chargés de la commercialisation du cacao et du café et de l'agriculture ainsi qu'au Ministre chargé des finances, à la diligence du Président du Conseil d'Administration.

ARTICLE 37.- En cas de suspension des fonctions du Directeur Général ou du Directeur Général Adjoint, le Conseil d'Administration prend les dispositions nécessaires pour assurer la bonne marche du Fonds.

ARTICLE 38.- (1) En cas d'empêchement temporaire du Directeur Général, l'intérim est assuré par son Adjoint.

(2) Dans le cas où l'Administration du Fonds n'est pas pourvue d'un Directeur Général Adjoint, l'intérim est assuré par un responsable ayant au moins rang de Directeur, désigné par le Directeur Général.

(3) En cas de vacance du poste de Directeur Général pour cause de décès, de démission ou de mandat arrivé à échéance, le Conseil d'Administration prend toutes les dispositions nécessaires pour le bon fonctionnement du Fonds, en attendant la nomination d'un nouveau Directeur Général par l'autorité investie du pouvoir de nomination.

CHAPITRE V DU PERSONNEL

ARTICLE 39.- Font partie du personnel du Fonds :

- le personnel recruté par le Fonds ;
- les fonctionnaires en détachement ;
- les agents de l'Etat relevant du Code du Travail mis à la disposition du Fonds ;
- le personnel occasionnel, saisonnier et temporaire dont les modalités de recrutement, de rémunération et de rupture de contrat sont fixées par les statuts du personnel.

ARTICLE 40.- Les fonctionnaires en détachement et les agents de l'Etat relevant du Code du Travail mis à la disposition du Fonds relèvent, pendant toute la durée de leur emploi, de la législation du travail, sous réserve des dispositions du Statut Général de la fonction publique et des statuts spécifiques relatifs à la retraite, à l'avancement, et à la fin du détachement.

ARTICLE 41.- (1) Les fonctionnaires en détachement et les agents de l'Etat relevant du code du travail sont, quel que soit leur statut d'origine, pris totalement en charge par le Fonds.



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(2) La prise en charge visée à l'alinéa 1 ci-dessus, concerne le salaire et ses accessoires, les indemnités, les primes et les autres avantages servis par le Fonds.

ARTICLE 42.- (1) La responsabilité civile et/ou pénale du personnel du Fonds est soumise aux règles de droit commun.

(2) Les conflits entre le personnel et le Fonds relèvent de la compétence des juridictions de droit commun.

ARTICLE 43.- L'acte de nomination du Directeur Général et du Directeur Général Adjoint, ne leur confère pas la qualité d'employé du Fonds, à moins que les intéressés ne soient préalablement dans une relation contractuelle avec le Fonds.

CHAPITRE VI DES DISPOSITIONS FINANCIERES

SECTION I DES RESSOURCES

ARTICLE 44.- (1) Les ressources financières du Fonds sont constituées par :

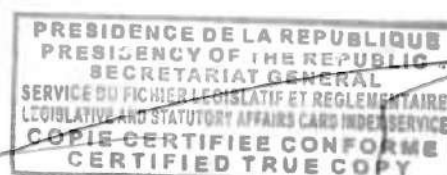
- la redevance à l'exportation du cacao et du café et/ou issue de la transformation dudit produit ;
- les produits issus des amendes résultant notamment de l'exportation des produits de mauvaise qualité ;
- les subventions de l'Etat ;
- les fonds provenant des Conventions et Accords internationaux ;
- le produit de ses placements ;
- des contributions diverses ;
- les dons et legs ;
- toute autre ressource qui pourrait lui être affectée par la réglementation en vigueur.

(2) Les ressources visées à l'alinéa 1 ci-dessus, collectées par le Fonds ou par les administrations et organismes compétents, sont versés totalement et directement dans un sous compte du Fonds ouvert auprès de la Banque Centrale.

(3) La quote-part des ressources provenant de la redevance à l'exportation du cacao et du café représente au minimum cinquante-cinq pour cent (55%) de la ladite redevance.

ARTICLE 45.- Les ressources visées à l'article 44 ci-dessus, font partie intégrante du budget du Fonds.

ARTICLE 46.- (1) Les ressources financières du Fonds sont des deniers publics gérés suivant les règles de la comptabilité publique.



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(2) Toutefois, les ressources issues de la coopération et des partenariats divers sont gérées suivant les modalités prévues par les conventions et accords y relatifs.

SECTION II **DU BUDGET ET DES COMPTES**

ARTICLE 47.- L'exercice budgétaire du Fonds commence le 1^{er} janvier et se termine le 31 décembre de chaque année.

ARTICLE 48.- (1) Le projet de budget annuel assorti du projet de performance y compris ses documents annexes, ainsi que les plans d'investissement du Fonds sont préparés par le Directeur Général et adoptés par le Conseil d'Administration.

(2) Le budget est présenté sous forme de sous-programmes cohérents, avec les objectifs de politique publique nationale ou sectorielle.

(3) Le budget du Fonds doit être équilibré en recettes et en dépenses. Toutes les recettes et les dépenses du Fonds sont inscrites dans le budget.

ARTICLE 49.- (1) Le budget du Fonds est adopté par le Conseil d'Administration.

(2) Le budget adopté par le Conseil d'Administration est transmis pour approbation au Ministre chargé des finances.

(3) Le budget est rendu exécutoire dès son adoption par le Conseil d'Administration, sous réserve des dispositions contraires des lois et règlements en vigueur.

ARTICLE 50.- Les comptes du Fonds doivent être réguliers, sincères et donner une image fidèle de son patrimoine et de sa situation financière.

ARTICLE 51.- (1) Le Fonds tient trois (03) types de comptabilité :

- une comptabilité budgétaire des recettes <http://www.prc.cm> ;
- une comptabilité générale ;
- une comptabilité analytique.

(2) Le Fonds peut tenir, en sus, d'autres types de comptabilité.

ARTICLE 52.- (1) Le Directeur Général établit au terme de chaque exercice budgétaire les états relatifs à la situation des finances, un inventaire des immobilisations, l'état des créances et des dettes, le rapport d'exécution du budget de l'exercice et un rapport annuel de performance.

(2) Les états visés à l'alinéa 1 ci-dessus font l'objet d'une présentation au cours de la session du Conseil d'Administration consacrée à l'arrêt des comptes.



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SECTION III **DU CONTRÔLE ET DU SUIVI DE LA GESTION**

ARTICLE 53.- Le Fonds est soumis au contrôle des organes compétents de l'Etat.

ARTICLE 54.- (1) Un Agent Comptable et un Contrôleur Financier Spécialisé sont nommés auprès du Fonds, par arrêté du Ministre chargé des finances.

(2) L'Agent Comptable et le Contrôleur Financier Spécialisé exercent leurs missions conformément aux lois et règlements en vigueur, sauf dispositions contraires des conventions internationales dûment ratifiées par le Cameroun et publiées.

ARTICLE 55.- (1) L'Agent Comptable recouvre, enregistre toutes les recettes et effectue toutes les dépenses du Fonds. Il s'assure de la régularité des autorisations des recettes, des mandats et des paiements ordonnés par les responsables visés à l'article 7 ci-dessus.

(2) Le paiement des dépenses autorisées s'effectue uniquement auprès de l'Agent Comptable du Fonds.

ARTICLE 56.- Le Contrôleur Financier Spécialisé est chargé du contrôle des actes générateurs des recettes et des dépenses pris soit par les ordonnateurs visés à l'article 7 du présent décret, soit par les ordonnateurs délégués. Il est chargé, d'une manière générale, du contrôle de l'exécution du budget.

ARTICLE 57.- (1) Le Contrôleur Financier Spécialisé présente au Conseil d'Administration le rapport sur l'exécution du budget du Fonds.

(2) Le rapport visé à l'alinéa 1 ci-dessus est transmis au Ministre chargé des finances, au Ministre chargé de la commercialisation du cacao et du café, au Ministre chargé de l'agriculture ainsi qu'au Directeur Général du Fonds.

ARTICLE 58.- (1) Le Directeur Général établit à la fin de chaque exercice budgétaire tous les états relatifs à la situation de tous les comptes bancaires, des comptes de dépôt et de portefeuille. Il établit également les inventaires ainsi que l'état des créances et des dettes.

(2) Le Directeur Général présente au Conseil d'Administration et, selon le cas, au Ministre chargé des finances, au Ministre chargé de la commercialisation du cacao et du café et au Ministre chargé de l'agriculture, les comptes administratifs et de gestion ainsi que les rapports annuels de performance dans les six (06) mois qui suivent la clôture de l'exercice.

ARTICLE 59.- (1) Le suivi de <http://www.prc.cm> performances du Fonds est assuré par le Ministre chargé des finances. A cet effet, le Fonds lui adresse tous les documents et informations relatifs à la vie du Fonds qui doivent être tenus, en vertu du droit commun, à la disposition des Administrateurs et, notamment les rapports d'activités, les rapports du Contrôleur Financier Spécialisé, ainsi que les états financiers annuels.



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(2) le Fonds publie chaque année une note d'information présentant l'état de ses actifs et de ses dettes et résumant ses comptes annuels dans un journal d'Annonces Légales et dans la presse nationale.

ARTICLE 60.- (1) Le Ministre chargé des finances peut demander la production d'états financiers pour une périodicité inférieure à un (01) exercice budgétaire.

(2) Des audits indépendants peuvent être demandés par le Conseil d'Administration, le Ministre chargé des finances, le Ministre chargé de la commercialisation du cacao et du café, ainsi que le Ministre chargé de l'agriculture.

CHAPITRE VII **DES MESURES CONSERVATOIRES**

ARTICLE 61.- (1) Nonobstant les dispositions du présent décret, en cas de crise grave susceptible de mettre en péril les missions d'intérêt général, ses missions ou les objectifs sectoriels du Gouvernement, un Administrateur provisoire peut être désigné par décret du Président de la République, en lieu et place des organes dirigeants du Fonds.

(2) L'acte portant nomination de l'Administrateur provisoire précise ses attributions et la durée de son mandat, laquelle, en tout état de cause, ne saurait excéder un (01) mois.

(3) Au terme de son mandat, l'Administrateur provisoire est tenu de produire un rapport d'activités présentant tous ses actes de gestion.

CHAPITRE VI **DE LA GESTION DU PATRIMOINE**

ARTICLE 62.- (1) Le patrimoine du Fonds est constitué de biens meubles et immeubles qui lui sont affectés par l'Etat.

(2) Les biens du domaine public, du domaine national et du domaine privé de l'Etat, transférés en jouissance au Fonds conformément à la législation domaniale, conservent leur statut d'origine.

(3) Les biens du domaine privé de l'Etat transférés en propriété au Fonds, sont intégrés de façon définitive dans son patrimoine. <http://www.prc.cm>

(4) Les biens faisant partie du domaine privé du Fonds sont gérés conformément au droit commun.

ARTICLE 63.- (1) Sous le contrôle du Conseil d'Administration, la gestion du patrimoine du Fonds relève de l'autorité du Directeur Général.

(2) La gestion du patrimoine visée à l'alinéa 1 ci-dessus, concerne l'acquisition des biens et leur aliénation.



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ARTICLE 64.- (1) En cas d'aliénation d'un bien du Fonds, le Directeur Général requiert l'autorisation préalable du Conseil d'Administration. Il tient à jour au Conseil d'Administration, la situation du patrimoine qui fait l'objet d'un examen à l'occasion d'une de ses sessions.

(2) L'autorisation du Conseil d'Administration se fait au moyen d'une résolution adoptée par au moins deux tiers (2/3) de ses membres.

CHAPITRE VII DES MARCHES PUBLICS

ARTICLE 65.- (1) Le Fonds est assujéti aux dispositions du Code des marchés publics.

(2) Le Directeur Général est l'Autorité Contractante de tous les marchés publics.

ARTICLE 66.- La Commission interne de passation des marchés créée auprès du Fonds s'assure des règles de transparence, de concurrence et de juste prix.

CHAPITRE VIII DISPOSITIONS DIVERSES ET FINALES

ARTICLE 67.- Sont abrogées toutes les dispositions antérieures contraires, notamment celles du décret n° 2006/085 du 09 mars 2006 portant organisation et fonctionnement du Fonds de Développement des Filières Cacao et Café.

ARTICLE 68.- Le présent décret sera enregistré, publié suivant la procédure d'urgence, puis inséré au Journal Officiel en français et en anglais. /-

Yaoundé, le 14 JAN 2025

LE PRESIDENT DE LA REPUBLIQUE,



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9.10 MINCOMMERCE decree setting and distributing the cocoa levy – 13 January 2025

REPUBLIQUE DU CAMEROUN

PAIX – TRAVAIL – PATRIE

REPUBLIC OF CAMEROON

PEACE-WORK-FATHERLAND

ARRETE N° 0036 /MINCOMMERCE/CAB DU 13 JAN 2025
FIXANT ET REPARTISSANT LA REDEVANCE A L'EXPORTATION DU CACAO. -

LE MINISTRE DU COMMERCE,

- Vu la Constitution ;
- Vu la loi n°95/11 du 27 juillet 1995 portant organisation du commerce du cacao et du café, modifiée et complétée par la Loi n° 2004/025 du 30 décembre 2004;
- Vu la loi n°2007/006 du 27 décembre 2007 portant régime financier de l'Etat ;
- Vu la loi n°2015/018 du 21 décembre 2015 régissant l'activité commerciale au Cameroun ;
- Vu la loi n°2016/004 du 18 avril 2016 régissant le commerce extérieur au Cameroun ;
- Vu la loi n°2016/018 du 14 décembre 2016 portant Loi de finances de la République du Cameroun pour l'exercice 2017 ;
- Vu la loi n°2018/0022 du 11 décembre 2018 portant Loi de Finances de la République du Cameroun pour l'exercice 2019 ;
- Vu la loi n°2022/020 du 27 décembre 2022 portant Loi de Finances de la République du Cameroun pour l'exercice 2023 ;
- Vu le décret n° 2006/085 du 09 mars 2006 portant organisation et fonctionnement du Fonds de Développement des Filières Cacao et Café ;
- Vu le décret n°2011/408 du 09 décembre 2011 portant organisation du Gouvernement, modifié et complété par le décret n°2018/190 du 02 mars 2018 ;
- Vu le décret n°2011/410 du 09 décembre 2011 portant formation du Gouvernement ;
- Vu le décret n°2012/513 du 12 novembre 2012 portant organisation du Ministère du Commerce ;
- Vu le décret n°2016/194 du 13 avril 2016 portant réorganisation de la Chambre d'Agriculture, des Pêches, de l'Elevage et des Forêts du Cameroun ;
- Vu le décret n°2019/002 du 04 janvier 2019 portant réaménagement du Gouvernement ;
- Vu le décret n°2005/1212/PM du 27 avril 2005 réglementant le conditionnement et la commercialisation des fèves de cacao ;
- Vu le décret n°2017/1279/PM du 13 mars 2017 fixant les modalités de liquidation, de recouvrement et de reversement des prélèvements agricoles et du droit de sortie à l'exportation du cacao et du café ;
- Vu l'arrêté n°0379/MINCOMMERCE du 09 novembre 2023 précisant les modalités de conditionnement et de commercialisation des fèves de cacao,

SERVICES DU PREMIER MINISTRE VISA	
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ARRETE :

Article 1^{er}.- La redevance à l'exportation du cacao est, à compter de la date de signature du présent Arrêté, fixée à **225 FCFA/Kg**.

Article 2.- La redevance fixée à l'article 1^{er} ci-dessus est répartie ainsi qu'il suit :

- **41 FCFA/KG** pour l'Office National du Cacao et du Café (ONCC), dont :
 - **22 FCFA** pour le fonctionnement ;
 - **6 FCFA** pour le contrôle de qualité ;
 - **2 FCFA** pour les contributions aux Organisations Internationales du cacao ;
 - **2 FCFA** pour le contrôle de la commercialisation interne et le système d'information ;
 - **1 FCFA** pour la Cellule Technique de Suivi et de Coordination des Filières Cacao et Café ;
 - **1 FCFA** pour le Comité Cacao Durable ;
 - **7 FCFA** pour le système national de traçabilité.
- **32 FCFA/KG** pour le Conseil Interprofessionnel du Cacao et du Café (CICC) ;
- **15 FCFA/KG** pour la Société de Développement du Cacao (SODECAO), s'agissant des besoins de production du matériel végétal ;
- **2,5 FCFA/KG** pour la Chambre d'Agriculture, des Pêches, de l'Elevage et des Forêts (CAPEF) en vue de la réalisation des activités d'appui à la production du cacao;
- **126,5 FCFA/KG** pour le Fonds de Développement des Filières Cacao et Café (FODECC), dont :
 - **10 FCFA** pour la prime de qualité par campagne ;
 - **35 FCFA** pour les subventions directes aux producteurs ;
 - **60 FCFA** pour le financement des Projets soumis par les Ordonnateurs Techniques du FODECC, soit 55% pour le MINADER, 30% pour le MINCOMMERCE et 15% pour le MINRESI ;
 - **21,5 FCFA** pour le Fonctionnement de l'Administration du FODECC.



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- **3 FCFA/kg** pour la South West Development Authority (SOWEDA) en vue de la réalisation des activités d'appui à la production du cacao ;
- **5 FCFA/KG** pour l'Administration des Douanes, au titre des droits d'assiette.

Article 3.- (1) Les acheteurs/exportateurs qui livrent le cacao dans les unités locales de transformation bénéficiant du statut de point franc s'acquittent de la redevance visée à l'article 1^{er} ci-dessus.

(2) Si l'unité de transformation locale est elle-même acheteur, elle s'acquitte alors d'une redevance dont le taux est fixé à **50 FCFA/KG**, répartie ainsi qu'il suit :

- **7 FCFA/Kg** pour l'Office National du Cacao et du Café ;
- **7 FCFA/Kg** pour le Conseil Interprofessionnel du Cacao et du Café ;
- **6 FCFA/kg** pour la Société de Développement du Cacao ;
- **35 FCFA/Kg** pour le Fonds de Développement des Filières Cacao et Café, dont **10 FCFA pour la prime de qualité** ;
- **2 FCFA/Kg** pour la Chambre d'Agriculture, des Pêches, de l'Elevage et des Forêts ;
- **2 FCFA/kg** pour la SOWEDA ;
- **1 FCFA/Kg** pour l'Administration des Douanes, au titre des droits d'assiette.

Article 4.- La redevance fixée et répartie aux articles 1^{er}, 2, et 3 ci-dessus, est payée avant chaque exportation ou chaque livraison à une unité locale de transformation par l'exportateur ou l'acheteur concerné ou son représentant et reversée aux bénéficiaires conformément à la procédure en vigueur.

Article 5.- (1) Toute dépense imputable au compte intitulé : « Contributions aux Organisations Internationales et Suivi des Accords Internationaux » est soumise au visa préalable du Ministre chargé du suivi de la commercialisation des produits de base.

(2) Les montants encaissés par l'Office National du Cacao et Café destinés au fonctionnement de la Cellule Technique de Suivi et de Coordination des Filières Cacao et Café sont reversés dans un compte ouvert par ladite Cellule dans un établissement financier agréé par l'autorité monétaire nationale. Le Président de cette Cellule en est l'ordonnateur.

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Article 6.- Sont abrogées toutes dispositions antérieures contraires, notamment celles de l'arrêté n°00249/MINCOMMERCE/CAB du 11 août 2017 fixant et répartissant la redevance à l'exportation du cacao, modifié et complété par les arrêtés n°0068/MINCOMMERCE/CAB du 22 mars 2022 et n°0336/MINCOMMERCE/CAB du 12 octobre 2023.

Article 7.- Le présent arrêté sera enregistré, publié suivant la procédure d'urgence, puis inséré au Journal Officiel en Français et Anglais. /-

Yaoundé, le **13 JAN 2025**

LE MINISTRE DU COMMERCE,



Luc Magloire MBARGA ATANGANA

SERVICES DU PREMIER MINISTRE	
VISA	
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9.11 Forest zoning in Cameroon

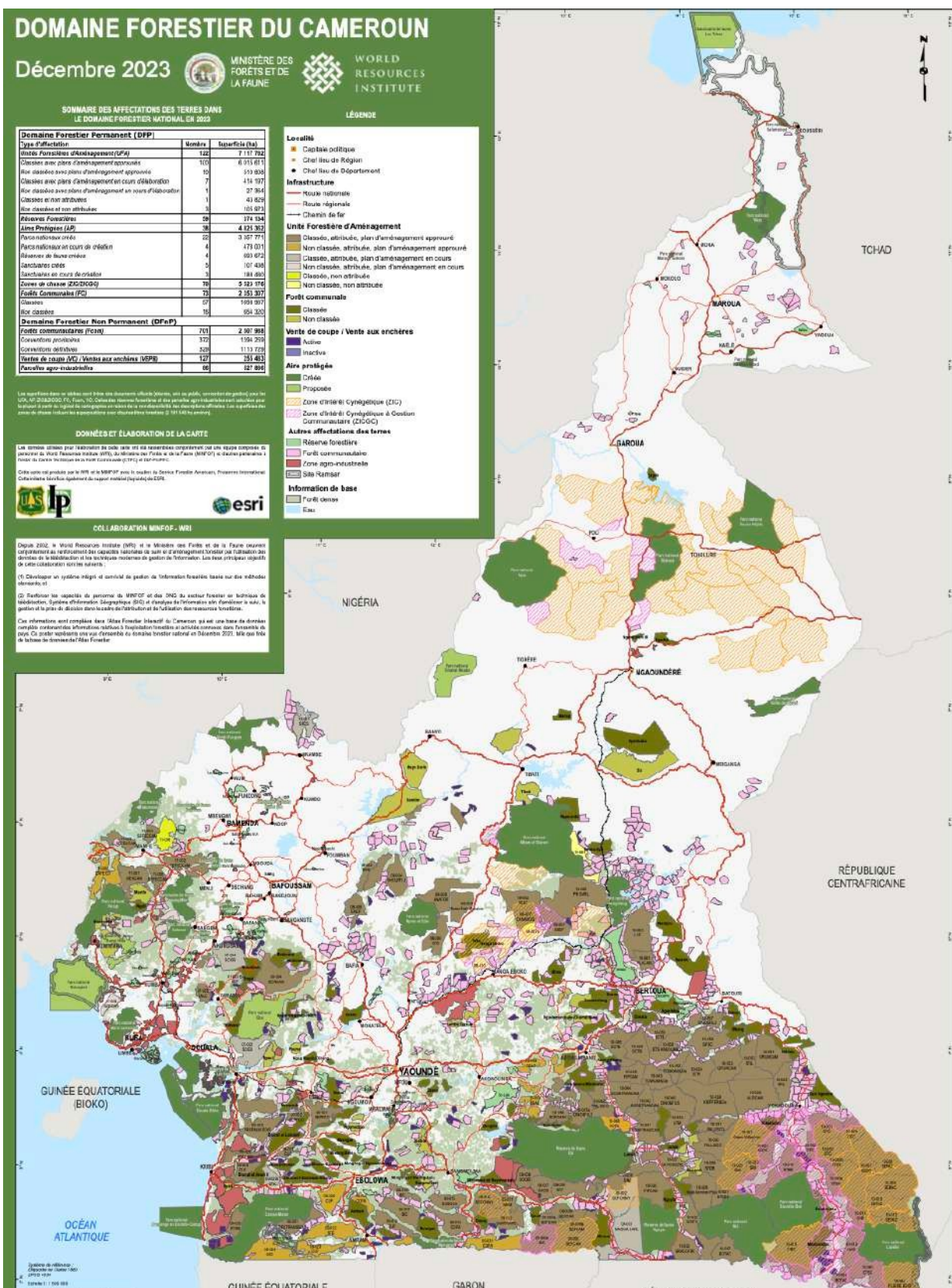


Figure 16: Map of Cameroon's forest zoning, setting out the boundaries of the permanent forest domain

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9.12 GLOSSARY

1. **Actor:** Person or group playing a specific role in one or more services
2. **Negotiating argument:** preparation of arguments or points in your favour to defend a project or encourage acceptance of an agreement
3. **Support for businesses/POs:** financial subsidies, materials or equipment, inputs and/or technical assistance allocated to an agricultural business/PO to support the development of its activities.
4. **Donors:** countries, institutions or international organisations that provide part of the project funding. They generally issue a notice (of no objection) to authorise certain project operations such as the adoption of a budget or work plan, the authorisation of expenditure, etc.
5. **Electronic voucher:** originally, a voucher was a coupon with a value that could be used to purchase a specific item or items in a shop that accepted this method of payment as currency. The electronic voucher is the digital version of this, and can be issued by the retailer themselves (e.g. as a reward for their best customers in the form of credit), by a government or a programme to directly reach a specific target audience, thereby covering all or part of the cost of a specific product as part of a social or economic initiative.
6. **Consultative frameworks:** these are forums for dialogue between stakeholders and with the government on specific issues and/or on agricultural and sectoral policies.
7. **Value chain:** a set of key activities that have a real impact and give the product a competitive advantage, which is necessary to ensure the sustainability of the business and the producer organisation. The value chain primarily concerns the stages of production within the enterprise itself. By extension, the concept of the value chain is also used for all stages of product development within a sector involving several economic agents with commercial relationships between them, also known as productive partnerships.
8. **Co-financing:** an operation in which the subsidy scheme provides part of the financing required for an agricultural enterprise's project.
9. **Dialogue within a sector:** this involves consultation between stakeholders in the sector to make decisions on agreements that will govern their respective activities. The dialogue is based on objective, verifiable and defensible data.
10. **Industry:** a group of economic agents who contribute to the development of a final product. Generally, the industry is named after the product itself.
11. **Interprofessional organisation:** this is the ideal framework for representing a sector. It brings together all the players in the sector, often grouped into colleges, and serves as a forum for dialogue between players, as well as governing access to the various professions (professional bodies).
12. **Deliverable:** an item expected to be delivered in a contract for goods or services.
13. **Updating (or revising) a document:** the action of taking into account the changes to be made to the content of the document in order to produce a correct document that is then said to be "up to date" or "revised".
14. **No objection:** opinion given by the lessor(s) to authorise an operation subject to their approval before it is carried out.
15. **OP:** Legal professional organisation bringing together producers and/or processors around a common activity aimed at improving the performance of its members and their organisation.

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Under the terms of OHADA law, most POs in the agriculture and livestock sector are required to legally transform themselves into SCOOPS or SCOOP-CAs in order to operate as fully-fledged commercial companies.

16. **Productive partnership (PP):** this refers to business relationships established between different actors in the sector for economic purposes within the framework of a formal document (contract or agreement) signed by the parties concerned.
17. **Business plan (BP):** Design of a set of activities limited to a specific time frame, aimed at achieving a set of objectives and requiring funding.
18. **PLS:** general term referring to organisations involved in supporting rural communities with their projects. PLSs can take various legal forms (NGOs, associations, research consultancies, independent consultants, etc.).
19. **Process:** a logical sequence of activities that contribute to the same goal.
20. **Producer:** natural or legal person whose main activity is to produce – in the context of this manual – cocoa or coffee.