A F R I C A B U R E A U

C A M E R O O N

PD-AAF-109-

AGRICULTURAL MANAGEMENT AND PLANNING

PROJECT NUMBER: 631-0008

AUTHORIZATION MEMORANDUM
PAF PART I
PAF PART II
PROJECT PAPER

PD AAF 107

DEC 29 1979

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM: AFR/DR, John W. Koehring

SUBJECT: Agricultural Management and Planning - Cameroon - 631-0008

Problem: Your approval is required to authorize a grant of $3,250,000 (LOP) pursuant to FAA Section 103, Food and Nutrition, to the United Republic of Cameroon (GURC) for an Agricultural Management and Planning Project (631-0008).

Discussion:

A. Project Description

This project is designed to strengthen the Ministry of Agriculture's economic planning capacity. The development of this capacity will result from a combination of on-the-job training with AID-funded senior agricultural economists and statisticians and a comprehensive training program having both academic and non-academic components. The project will produce a cadre of professional and technical staff who will produce a needed analysis of the rural and agricultural economy and a solid statistical base from which to analyze and plan projects. By the project termination date the realization of project outputs will have institutionalized the various tasks inherent in an effective planning unit: critical needs identification, project formulation, project monitoring and project evaluation. It is expected that the by-products of the efficient planning and execution of rural sector activities will increase the economic surplus derived from agriculture, thereby stimulating the economy and thus providing capital for increased development in both the agricultural and non-agricultural sectors as well as improving the standard of living of Cameroon's rural and urban poor.

Under the Fourth Plan, investment choices and policy decisions have become complex in almost every sector and a major institution-building effort will be necessary to implement the new investment policies.

The Agricultural Management and Planning Project will institutionalize a sectoral planning and statistics capability within the Ministry of Agriculture's Directorate of Studies and Projects. The project's strategy is to use a multi-donor collaborative approach to technical assistance which develops local expertise in agricultural sector analyses and in planning, designing, implementing, monitoring, and evaluating projects for the rural sector.

A.I.D. support will finance four long-term agricultural statisticians and planning experts, short-term consultants, participant training, socio-economic studies and related expenses.

Project objectives are in accordance with the Congressional mandate and A.I.D. policies to assist the poor populations of the under-developed countries and are in conformance with our bilateral strategy policy.

B. Financial Summary

This grant will provide $3,250,000 all of which will come from Africa Bureau funds. Fiscal year 1979 funds are $620,000.

Estimated Expenditures

(000)

A.I.D.	FY 79	Total (LOP)
Technical Assistance Personnel	327	1842
Participant Training	27	286
Commodities	200	403
T.A. Support	17	433
Inflation and Contingencies	49	286
Total	620	3250
Other		
GURC	500	2000
IBRD and FAC	850	2300
Total	1970	7550

C. Socio-Economic, Technical and Environmental Description

This project, as designed, includes the requisite technical, financial, social, economic and administrative analyses. In each case, the project design team found that the project conformed to high

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standards and thus implementation is recommended. The design was undertaken in close collaboration with Ministry of Agriculture officials and with other donor agencies whose cooperation will be essential to successful project implementation.

This project does not provide for any physical interventions and it will, therefore, not have any significant impact on the environment. The Project Review Committee, therefore, recommends your approval of the Initial Environmental Examination recommendation for a Negative Determination for this Technical Assistance Project (Annex G).

The country's record on human rights is acceptable.

D. Committee Action and Congressional Apprisement

The Project Review Committee (PRC) met June 29, 1978 and recommended that the project be authorized by AA/AFR. While the committee proposed total FY 1979 life-of-project funding, Africa Bureau funding constraints necessitated that proposed new obligations, varying slightly in timing from the original financing plan and other project documentation, be as follows:

3,250
900
4,150 = 4.2

FY 1979	$ 620,000
FY 1980	600,000
FY 1981	900,000
FY 1982	780,000
FY 1983	350,000
	$3,250,000

The PRC comments to the field are presented in Annex I, State 221669, dated August 31, 1978. The substantive highlights of that meeting are:

1. It was recommended that ten person months of short-term consulting services be added to the project. These additional services will be used to provide expanded capabilities including the areas of rural sociology, agricultural management and agricultural communications. This addition to the project will address related managerial, social science, environmental and equity considerations as they affect agriculture sector planning.

2. The PRC concurred with USAID/Cameroon and the GURC on their suggestion to request USDA as the implementing agent.

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3. The PRC admonished the USAID project manager to monitor carefully the GURC's implementation as regards replacement and maintenance of U.S. funded supplies, equipment and vehicles. USAID was also requested to review again the recurrent cost implications of this project with the appropriate GURC officials. We will, therefore, include a condition precedent in the loan agreement which will satisfy AID/W and USAID/Yaounde on this point. Furthermore, in the invitations to bid covering vehicles, we shall require that the successful awardee post a 5% performance bond to guarantee spare parts and maintenance support for a period to be specified at a later date.

4. It was recommended that project technicians and participants be sensitized to the environmental implications of the Ministry's involvement in project and program planning. Further, social implications of development planning, in particular, the necessity to meet the Congressional mandate of concern for the rural poor and the role of women are to be stressed.

5. General concurrence to the above points was made by the mission in Yaounde 4418, dated September 13, 1978, and presented here as Annex J.

The project was included in the FY 1979 Congressional Presentation. The FY 1980 Congressional Presentation will reflect that year's project cost and the revised life of project cost. The backstopping officer in the Africa Bureau will be Russell Anderson, AFR/DR/CAWARAP. USAID/Cameroon's project manager will be Richard H. Goldman (agricultural economist) and the USDA/OICD PASA liaison will be James Black.

Recommendation: That you sign the attached PAF II, thereby authorizing the proposed project; that you approve the Negative Determination recommended in Annex G, "Initial Environmental Examination".

Attachments:
1. PAF II
2. Project Paper

Clearances:
AFR/DP/CAWARAP:GThompson (draft)
AFR/CAWA:DAGriffith (draft)
AFR/DP:CWard (draft)
GC/AFR:EDragon (draft)
AFR/DR:WFuglie (draft)
COM/ALI:PHagan (phone)
DAA/AFR:WHNorth

AFR/DR/CAWARAP:RGoldman:bks:12/26/78

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DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D C 20523

ASSISTANT
ADMINISTRATOR

PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS (PART II)

Country: Cameroon
Project Name: Agricultural Management and Planning
Project Number: 631-0008

Pursuant to Part I, Chapter 1, Section 103 of the Foreign Assistance Act of 1961, as amended, (the "Act"), I hereby authorize a Grant to the Government of the United Republic of Cameroon (the "Cooperating Country"), of not to exceed Six Hundred Twenty Thousand United States Dollars ($620,000) to assist in financing certain foreign exchange and local currency costs of goods and services required for the project as described in the following paragraph.

The project will consist of providing long and short term technical assistance, participant training and related goods and services to assist in strengthening the Ministry of Agriculture's economic planning capacity. The development of this capacity will result from a combination of on-the-job training with AID-funded senior agricultural economists and statisticians and a comprehensive training program having both academic and non-academic components. The project will produce a cadre of professional and technical staff who will produce a needed analysis of the rural and agricultural economy and a solid statistical base from which to analyze and plan projects. By the project termination date the realization of project outputs will have institutionalized the various tasks inherent in an effective planning unit: critical needs identification, project formulation, project monitoring and project evaluation. It is expected that the by-products of the efficient planning and execution of rural sector activities will increase the economic surplus derived from agriculture, thereby stimulating the economy and thus providing capital for increased development in both the agricultural and non-agricultural sectors as well as improving the standard of living of Cameroon's rural and urban poor.

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I approve the total level of A.I.D. appropriated funding planned for the Project of not to exceed Three Million Two Hundred and Fifty Thousand United States Dollars ($3,250,000) Grant, during the period FY 1979 through FY 1983, subject to the availability of funds and in accordance with A.I.D. allotment procedures.

I hereby authorize initiation of negotiations and execution of the Project Agreement by the officer to whom such authority has been delegated in accordance with A.I.D. regulations and Delegations of Authority, subject to the following terms and conditions together with such other terms and conditions as A.I.D. may deem appropriate.

A. Source and Origin of Goods and Services:

Goods and services except for ocean shipping, financed by A.I.D. under the Project shall have their source and origin in the United States, or in the Cooperating Country, except as A.I.D. may otherwise agree in writing. Ocean shipping financed under the Grant shall be procured in the United States, except as A.I.D. may otherwise agree in writing.

B. Additional Project Agreement Provisions:

The Project Agreement, in Section 5.1, will contain, in substance, the evaluation requirements provided for in Section 4.9 of the Project Paper.

C. Covenant:

The Project Agreement will contain a covenant, providing in substance, that the Cooperating Country shall provide: (1) counterparts for A.I.D. funded resident technicians, (2) office space and support, and (3) financing to support and maintain A.I.D. funded equipment and vehicles.

Goler T. Butcher
Assistant Administrator for
Africa

JAN 2 1979

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AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

1. TRANSACTION CODE: A (A ADD, C CHANGE, D DELETE)

PP

2. DOCUMENT CODE: 3

3. COUNTRY ENTITY: CAMEROON

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 631-0008

6. BUREAU/OFFICE: A. SYMBOL: AFR; B. CODE: 06

7. PROJECT TITLE (Maximum 40 characters): Agricultural Management & Planning

8. ESTIMATED FY OF PROJECT COMPLETION: FY 84

9. ESTIMATED DATE OF OBLIGATION: A. INITIAL FY 79; B. QUARTER 1; C. FINAL FY 83 (Enter 1, 2, 3 or 4)

10. ESTIMATED COSTS $000 OR EQUIVALENT $1

A. FUNDING SOURCE	FIRST FY B. FX	FIRST FY C. L/C	FIRST FY D. TOTAL	LIFE OF PROJECT E. FX	LIFE OF PROJECT F. L/C	LIFE OF PROJECT G. TOTAL
AID APPROPRIATED TOTAL	335	365	700	2351	899	3250
GRANT	335	365	700	2351	899	3250
LOAN						
OTHER U.S. 1						
OTHER U.S. 2						
HOST COUNTRY		500	500	–	2000	2000
OTHER DONOR(S)		850	850		2300	2300
TOTALS	335	1715	2050	2351	5199	7550

11. PROPOSED BUDGET APPROPRIATED FUNDS $000

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	PRIMARY TECH. CODE D. LOAN	E. 1ST FY 79 F. GRANT	E. 1ST FY 79 G. LOAN	H. 2ND FY 80 I. GRANT	H. 2ND FY 80 J. LOAN	K. 3RD FY 81 L. GRANT	K. 3RD FY 81 M. LOAN
(1) FN	189	053		700		900		800	
(2)									
(3)									
(4)									
TOTALS				700		900		800	

A. APPROPRIATION	N. 4TH FY 82 O. GRANT	N. 4TH FY 82 P. LOAN	Q. 5TH FY 83 R. GRANT	Q. 5TH FY 83 S. LOAN	T. LIFE OF PROJECT U. GRANT	T. LIFE OF PROJECT V. LOAN
(1) FN	500		350		3250	
(2)						
(3)						
(4)						
TOTALS	500		350		3250	

12. IN-DEPTH EVALUATION SCHEDULED: MM 10, YY 81

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN THE PID FACESHEET DATA, BLOCKS 12, 13, 14 OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

2 (1 NO, 2 YES)

14. ORIGINATING OFFICE CLEARANCE

SIGNATURE: Andrew Thompson for

TITLE: (for) Frederick E. Gilbert
Acting Director, USAID/Cameroon

DATE SIGNED: MM 12, DD 28, YY 78

15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM, DD, YY

AID 1330-4 (1-76)

1

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

1. TRANSACTION CODE: A (A ADD, C CHANGE, D DELETE)

PP

2. DOCUMENT CODE: 3

3. COUNTRY ENTITY: CAMEROON

4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 digits): 631-0008

6. BUREAU/OFFICE: A. SYMBOL: AFR; B. CODE: 06

7. PROJECT TITLE (Maximum 40 characters): AGRICULTURAL MANAGEMENT AND PLANNING

8. ESTIMATED FY OF PROJECT COMPLETION: FY 84

9. ESTIMATED DATE OF OBLIGATION: A. INITIAL FY 79; B. QUARTER 1; C. FINAL FY 83 (Enter 1, 2, 3, or 4)

10. ESTIMATED COSTS ($000 OR EQUIVALENT $1 =)

A. FUNDING SOURCE	FIRST FY B. FX	FIRST FY C. L/C	FIRST FY D. TOTAL	LIFE OF PROJECT E. FX	LIFE OF PROJECT F. L/C	LIFE OF PROJECT G. TOTAL
AID APPROPRIATED TOTAL	888	514	1402	2234	899	3133
(GRANT)	888	514	1402	2234	899	3133
(LOAN)						
OTHER U.S. 1						
OTHER U.S. 2						
HOST COUNTRY	–	500	500	–	2000	2000
OTHER DONOR(S)	–	850	850	–	2300	2300
TOTALS	888	1864	2752	2234	5199	7433

11. PROPOSED BUDGET APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	PRIMARY TECH. CODE D. LOAN	E. 1ST FY 79 F. GRANT	E. 1ST FY 79 G. LOAN	H. 2ND FY 80 I. GRANT	H. 2ND FY 80 J. LOAN	K. 3RD FY 81 L. GRANT	K. 3RD FY 81 M. LOAN
(1) FN	189	053		1402		712		622	
(2)									
(3)									
(4)									
TOTALS				1402		712		622	

A. APPROPRIATION	N. 4TH FY 82 O. GRANT	N. 4TH FY 82 P. LOAN	Q. 5TH FY 83 R. GRANT	Q. 5TH FY 83 S. LOAN	LIFE OF PROJECT T. GRANT	LIFE OF PROJECT U. LOAN
(1) FN	200		197		3133	–
(2)						
(3)						
(4)						
TOTALS	200		197		3133	–

12. IN DEPTH EVALUATION SCHEDULED: MM 10, YY 81

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN THE PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

AGR MAF PRG CONT MGMT

2 (1 = NO, 2 = YES)

14. ORIGINATING OFFICE CLEARANCE

SIGNATURE: Frederick E. Gilbert

TITLE: Frederick E. Gilbert
Acting Director, USAID/Cameroon

DATE SIGNED: MM DD YY

15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

AID 1330-4 (1-76)

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE: A (A = ADD, C = CHANGE, D = DELETE)

PID

2. DOCUMENT CODE: 1

3. COUNTRY/ENTITY: CAMEROON

4. DOCUMENT REVISION NUMBER: 1

5. PROJECT NUMBER (7 DIGITS): 631-0008

6. BUREAU/OFFICE: A. SYMBOL: AFR; B. CODE: 06

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS): AGRICULTURAL MANAGEMENT AND PLANNING

8. PROPOSED NEXT DOCUMENT: A. 2 (2 = PRP, 3 = PP); B. DATE MM YY: 01 78

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY 79; b. FINAL FY 82

10. ESTIMATED COSTS ($000 OR EQUIVALENT, $1 =)

FUNDING SOURCE	BASE DATE
A. AID APPROPRIATED	1,200
B. OTHER U.S. 1.	
B. OTHER U.S. 2.	
C. HOST COUNTRY	960
D. OTHER DONOR(S)	
TOTAL	2,160

11. PROPOSED BUDGET AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE C. GRANT	PRIMARY TECH. CODE D. LOAN	E. FIRST FY 79 F. GRANT	E. FIRST FY 79 G. LOAN	LIFE OF PROJECT H. GRANT	LIFE OF PROJECT I. LOAN
(1) FN	189	053		320		1,200	
(2)							
(3)							
(4)							
			TOTAL	320		1,200	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each): 052, 051

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

To improve GURC's ability to execute rural development projects which benefit the rural poor.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

To further develop an agricultural economic and planning unit with the capability to plan, design, implement, and evaluate agricultural and rural development projects.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

AGR: CONT: PRO: AG.EC:

18. ORIGINATING OFFICE CLEARANCE

Signature: John W. Koehring

Title: Regional Development Officer

Date Signed: MM DD YY 01 07 77

19. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

AID 1330-2 (3-76)

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PID Facesheet

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PART 1. SUMMARY AND CONCLUSIONS

A. Recommendations

- Grant (FY 1979)	$ 700,000
- Grant (FY 1980)	900,000
- Grant (FY 1981)	500,000
- Grant (FY 1982)	500,000
- Grant (FY 1983)	350,000
- Total new AID obligations	$3,250,000

We recommend that this project be approved and that life of project grant funding be authorized in the amount of $3,250,000. The allotment of funds to USAID/Cameroon will begin the implementation of an Agricultural Management and Planning project in cooperation with the Ministry of Agriculture of the United Republic of Cameroon.

B. Summary Findings

This project is designed to strengthen the Ministry of Agriculture's economic planning capacity. The development of this capacity will result from a combination of on-the-job training with AID-funded senior agricultural economists and statisticians and a comprehensive training program having both academic and non-academic

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components. The project will produce a cadre of professional and technical staff who will produce a needed analysis of the rural and agricultural economy and a solid statistical base from which to analyze and plan projects. By the project termination date the realization of project outputs will have institutionalized the various tasks inherent in an effective planning unit: critical needs identification, project formulation, project monitoring and project evaluation. It is expected that the by-products of the efficient planning and execution of rural sector activities will increase the economic surplus derived from agriculture, thereby stimulating the economy and thus providing capital for increased development in both the agricultural and non-agricultural sectors as well as improving the standard of living of Cameroon's rural and urban poor.

This project paper includes the requisite technical, financial, social, economic and administrative analyses. In each case, the project design team found that the project conformed to high standards and thus implementation is recommended. The design was undertaken in close collaboration with Ministry of Agriculture officials and with other donor agencies whose cooperation will be essential to successful project implementation.

The project meets all applicable statutory criteria.

C. Project Issues and Concerns

Several issues, whose resolution was deemed necessary prior to project authorization, were raised at the time of the project identification document review (see Annex A). The design team reviewed all the issues raised. In addition to their treatment in the body of this project paper (PP), several of the more important points are addressed below.

Concern: The review committee requested a clear definition of the priority given this project by USAID/Cameroon.

Resolution: This project has been classified by the USAID mission as being among the projects in its Minimum Decision Package and thus it is considered of the highest priority for implementation in FY1979. The ABS Review agreed that the 1980's are the appropriate time to expand the U.S. role in Cameroon agriculture and that a critical component of this expansion is the development of a solid infrastructural base of administration and planning. It identified as a critical constraint to the future development of the agriculture sector, the need for human resource development. As stated, one of the primary outputs of the project will be the development of a cadre of trained personnel functioning within the Ministry of Agriculture's planning unit.

Concern: The committee requested verification that the pre-project identification was approved by the Ministry of Economy and Planning

Resolution: The Ministry of Planning was fully cognizant of the PID submission, see Annex E.

Concern: Due to the proliferation of donor activities in Cameroon the review committee requested that the design team carefully develop the collaborative approach in their project development activities.
Resolution: The project design proceeded in close collaboration with the Ministry of Planning, the Ministry of Agriculture and with the relevant donors (FAC, FAO, and the World Bank). The design of the project has taken into account the various interests and concerns of all donor and governmental parties. The design team also consulted with the National Cereals Research and Extension project team though it was impractical to conduct a joint design effort as suggested by the review committee.

Concern: The committee reiterated the numerous congressional concerns and requested that they be fully developed within the PP.
Resolution: The PP addresses all relevant congressional interests, see table of contents and statutory criteria checklists.

Concern: The committee stated that while the stated project objectives--agricultural planning and project development/management--were closely related, they should be addressed separately in the PP.
Resolution: The design team agrees fully with the expressed concern of the committee. During the evolution of the project proposal from a loosely defined idea to a concrete proposal, the Government decided that project development/management would fall within the purview of the projects section of the Ministry of Agriculture's Directorate of Studies and Projects (DEP). The projects section

will be assisted by World Bank funded resources while AID will assist the statistics and agricultural economics/planning sections.

Concern: There was some uncertainty about where, and with whom, AID assistance would be directed.

Resolution: The team has designed this project in accordance with the stated preference of the review committee for having a programming unit in the Ministry of Agriculture while the Ministry of Planning retains its inter-ministry planning function (see administrative feasibility). This is in accordance with the wishes of both GURC ministries.

Concern: The committee was concerned about the lack of specificity in the area of manpower development.

Resolution: Substantial resources will be devoted to manpower development. This concern is fully developed in the PP, see parts II and III, Project Description and Project Analysis.

Concern: The committee suggested that a minimum of six long-term technicians were needed in order to achieve the project's objectives in addition to short-term technical support.

Resolution: The design team shares the predisposition of the review committee. However, after careful investigation of the current and planned staffing (local and expatriate) programmed for the Directorate of Studies and Projects, the design team concluded that the higher level of technical assistance would be in excess of the needs and absorptive

capacity of the DEP. This PP proposes 216 person-months of long-term assistance and 25 months of consultant services.

Concern: The review committee thought that the project objectives could be more realistically obtained if the timeframe and funding levels proposed in the PID were increased.

Resolution: As suggested, the level of assistance has been increased and the timeframe expanded to five years.

Concern: The review committee suggested that consideration be given to USDA and/or Title XII for participation in the design and the implementation phases of the proposed project.

Resolution: After consultation with USDA and following a BIFAD representative's visit to USAID/Cameroon, the design team recommends that the project be implemented by a USDA/PASA team. USAID/Cameroon concurs.

PART 2. PROJECT BACKGROUND AND DETAILED DESCRIPTION

A. General Background

Cameroon has a population of about 7.3 million (mid-1975) and covers an area of 475,000 km^2, about the size of France. The country's natural resources are varied, but not always easily accessible. Soils and climatic conditions permit cultivation of a wider range of crops than is commonly found in West Africa, and the forest areas of the southeast contain large untapped timber resources. The north holds promising potential for livestock development.

While the main opportunities for development in Cameroon lie in the expansion of agricultural production, including forestry, the country has the potential to increase production of import substitutes needed for a growing domestic market, and to process alumina and agricultural and forestry products for export. A bauxite project is in the early stages of preparation, and offshore oil and gas exploration is being carried out and has yielded some promising results.

Commerce, transportation and transit services are other important economic activities. Cameroon's main economic centers are separated by vast underpopulated areas. Moreover, the country serves as the principal export route for landlocked Chad and the Central African Empire. As a result, large investments in port and inland transport infrastructure are essential to promoting agriculture, forestry and industry, and strengthening Cameroon's role as a regional trade center.

During the first decade of independence (1960-1970), the Government's primary objective was to unify the nation and to ease serious internal political and social tensions. Output of agriculture and industry grew rapidly and, along with high world prices for cocoa and coffee, resulted in a 7 percent per annum real growth rate. Gross investment averaged about 14 percent of GDP, slightly over half in the public sector, with the larger part devoted to the transportation network, the most immediate development constraint. A major effort was also directed at expanding education and diversifying agriculture. Significant increases in fiscal revenues combined with stringent expenditure controls produced sizeable budget surpluses that made it possible to accumulate reserves and to finance a large part (up to 40 percent) of public investment out of local revenues. However, this policy also imposed excessive restraint on much needed current expenditure in such areas as road maintenance, public health, and education.

During the period 1971-1975, growth of real GDP slowed to less than 3 percent per annum. This was caused by factors largely outside Cameroon's control such as: (i) low export prices for cocoa and coffee during 1971 and 1972; (ii) several years of drought in the north; (iii) a drastic decline in domestic and foreign private investment triggered primarily by the relative stagnation of the agricultural sector and by the completion of the most obvious import substitution projects during the preceding decade; (iv) a drop in 1975 in world demand for both cocoa and timber; and finally (v) rapidly rising import prices.

The Government reacted to these developments by stepping up public investment, which was increased by 50 percent to reach annual averages of about US $190 million in constant 1974 dollars during the Third Development Plan (1972-1976). Also, at that time, greater emphasis was placed on agricultural output. Within a public investment program averaging 9 percent of GDP, rural development comprised about 18 percent, transport and communication 42 percent, energy 6 percent, and education 9 percent. Since nearly 75 percent of public investment has been in sectors where its contribution to domestic output is both indirect and delayed, the impact of this substantial investment effort on economic growth was limited during the Third Plan period.

B. Prospects and Development Strategy

Cameroon's development effort over the next five years will be carried out under the Fourth Plan (1976-1981). It is anticipated that short and medium-term growth of GDP will be 5 to 6 percent per annum in real terms, slightly lower than achieved during the 1960s. However, if the Government can maintain a high volume of public investment and further expand and diversify the country's production base, more satisfactory rates of growth can be attained in the early 1980s. With this goal in mind, the new Five-Year Plan has set a very ambitious public investment target of US 2.7 billion dollars or two and one-half times that achieved during the preceding plan period. The main problem facing Cameroon in

financing the Fourth Development Plan is the high amount of foreign capital inflow (some 1.3 billion dollars) required during the five year period of the plan. The Government estimates it can finance approximately 1.4 billion dollars or slightly more than one-half of the overall requirement. While 1.3 billion dollars is a large amount of foreign capital to mobilize, it will be facilitated by Cameroon's present relatively low foreign indebtedness and a reputation for sound management of its public finances, and the onset of modest oil production.

In addition to financial assistance, Cameroon will require increasing technical assistance to manage and implement this comprehensive public investment program. While France will most likely continue to provide a large part of this assistance, technical and financial aid from other bilateral and multilateral sources is very necessary for Cameroonian development. Cameroon receives substantial external assistance from a variety of bilateral and multilateral sources. The total estimated level of other donor assistance for 1975 was 100.3 million dollars, in loans and grants, in 1976 it was 267 million dollars. The 167 million increase was due primarily to increased lending by the World Bank group, France, Germany and FED, who are the leading sources of external assistance for Cameroon. Within this context U.S. assistance to Cameroon has been relatively minor. We consider that U.S. political and economic interests as well as Cameroon's needs justify U.S. participation in Cameroon development on a somewhat more modest scale than Germany and FED.

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Since there are limitations to Government revenues and financial assistance provided by other donors, there is a tendency to invest in those projects that have potentially good economic rates of return. To a certain extent, this causes a bias against those projects which are designed to meet basic human needs and to provide the basic infrastructure for development.

The Plan gives increasing emphasis to the development of directly productive sectors, particularly agriculture and electric energy, while the share of transport infrastructure investments is declining somewhat but remains high in absolute figures. Social investments (particularly for sports), and administrative buildings, have had their importance considerably reduced. These changes in sectoral priorities are very much in line with the Congressional mandate.

To achieve their investment targets, the Government must strengthen its ability to choose, prepare, and implement projects, particularly in the rural sector. Some progress is being made in this direction. Special planning units are gradually being established within the technical ministries. A Government-owned consulting firm, the "Societe d'Etudes pour le Developpement de l'Afrique" (SEDA), was created under the Ministry of Economy and Planning to accelerate project preparation. Commercially-oriented public corporations, the so-called "development societies" are also serving to strengthen the project implementation capacity of the public sector. Nevertheless, further improvements are needed, particularly in the management of public corporations and in strengthening and coordinating rural development institutions. The proposed Agricultural

Management and Planning project is designed to assist efforts recently undertaken by the Government in the rural sector by providing technical assistance, training local staff and financing high priority studies.

C. The Need for Technical Assistance - Rationale for AID Assistance

At a time when Cameroon has embarked on a course of raising the productivity of small farm agriculture, of shifting transport investments increasingly towards rural roads and road maintenance, and of developing urban centers, a strengthening of Cameroon's machinery for planning, preparing, and implementing projects in these fields appears imperative. The proposed project is designed to provide the additional key personnel, the project preparation studies and the training of Cameroonian staff to support this policy reorientation.

In the past, the Cameroonian administration supported by technical assistance, largely from bilateral aid agencies, has made substantial progress especially in providing the basic infrastructure and raising output of agriculture and industry. France provided about two-thirds of the total technical assistance. Other bilateral aid agencies, including those of the USA, Canada and the Federal Republic of Germany, together with the UN agencies, accounted for the remainder. The bulk of the French assistance support has been concentrated in the education sector to train the Cameroonian manpower necessary to manage the economy effectively. The UNDP's tentative commitments for the present planning period (1976-1981) are about US $15 million, or the same level of its assistance that went to Cameroon during 1972-1976, implying a sizeable decrease in real terms.

An administrative reform has left a number of recently created ministries without a full complement of experienced staff. Before the United Republic was established in 1972, the Ministry of Economy was the only "economic" ministry in the federal structure with the authority to plan and coordinate all activities of the federated agencies. The Ministry was then able to perform these functions reasonably well through the work of a number of well-trained Cameroonians and a group of foreign advisers seconded to the Ministry during the Second Development Plan (1966-1971). With the establishment of the United Republic, a number of technical ministries were set up (e.g. Agriculture, Equipment) and assigned some of the Ministry of Economy's former responsibilities. As a result, neither these new ministries nor the newly enlarged Ministry of Economy and Plan are adequately staffed to carry out their new mandates.

The leveling off of technical assistance to Cameroon from traditional sources comes also at a time when the Government is stepping up public investment and adopting novel approaches to rural, infrastructure and urban development. At the same time, Cameroon's past achievements, sound development policies and regional importance have attracted a variety of important capital donors who are eager to contribute to new style projects within the framework of Cameroon's Fourth Development Plan (1976-1981).

Under the Fourth Plan, investment choices and policy decisions have become complex in almost every sector and a major institution-building effort will be necessary to implement the new investment policies. In transport, for example, there is an urgent need to

deal with issues such as road/rail coordination, promotion of diversified rural feeder roads and forestry roads and the formation of an adequate road maintenance organization. Even more important is the need to expand investment in the rural sector. This is equally true for the large plantation projects in the south--which require considerable planning, coordination and supervision by the central authorities--and for tree crop development/rehabilitation programs to assist small holders.

The Agricultural Management and Planning Project will institutionalize a sectoral planning and statistics capability within the Ministry of Agriculture's Directorate of Studies and Projects. The project's strategy is to use a multi-donor collaborative approach to technical assistance which develops local expertise in agricultural sector analyses and in planning, designing, implementing, monitoring, and evaluating projects for the rural sector.

D. Project Background

Agricultural census activities in Cameroon date back to 1960. That census, which canvassed the whole country lasted six years (1960-1966). FAO provided the procedural and methodological approach, while FAC provided the financing. As a first step toward the promotion of a statistical service the census was not altogether unsuccessful though there was considerable confusion in its implementation. It is generally agreed that that exercise was underfinanced. From the institutional perspective the major deficiency of that project was that it neither provided long term and professional training, nor established the budgetary basis necessary

to provide planners and project design personnel with base-line and time series agricultural data.

Following the 1960 census, the Division of Studies and Programs within the Department of Agriculture proceeded to publish an agricultural statistics bulletin and undertook several ad hoc studies which were mostly financed by foreign donors. For example:

- Evaluation study of the Yabassi/Bafang Project (1966/67);
- Tea survey (1968/69);
- Preliminary survey for the development of the palm tree Project (1966);
- Pilot survey on crop returns (1967/68); and
- Survey on the "greenbelt" around Yaounde (1969).

During this period the division continued to be externally financed as well as directed by foreign advisors. At that time, agricultural surveys were not undertaken on a wide country-wide basis and there is some question as to the reliability of the statistics that were produced. Six out of eight senior staff were expatriates and the Government's budget was small. The current Directorate of Studies and Projects has a five year budget of approximately three million dollars exclusive of donor assistance (see financial and administrative feasibility), a field staff of forty-six persons, and a central staff of thirty-four persons.

The agricultural census project of 1970 (UNDP/FAO) was designed both to ameliorate the deficiencies of the activities of the 1960's and to serve as Cameroon's contribution to the decennial world

census. The project was executed in 1971/73. Under this project, 1,373 villages containing 6,935 farms were surveyed at an estimated cost of 1.7 million dollars, 40 percent of which was financed externally.

The dual objectives of the 1970 census were achieved and the statistics unit gradually approached another stage of maturity. At the completion of the 1970 census certain changes could be noted within the statistics service:

- evolution of improved methodological structures;
- strengthening of personnel at all levels; and
- the reinforcement and general augmentation of both recurrent and development resources.

As a result of Decree number 76/256 dated 1 July 1976 the Ministry of Agriculture was reorganized. The reorganization (see Figure 1) led to the creation of the Directorate of Studies and Projects and gave it a broader mandate than its predecessor, the Central Division of Rural Development.1/

The Directorate is now seeking to consolidate and energize its various sub-units (agro-economics, projects, statistics and administration) so that they synergistically reinforce each other and enable the Directorate to take a major leadership/planning role within the Ministry of Agriculture and provide the needed liaison

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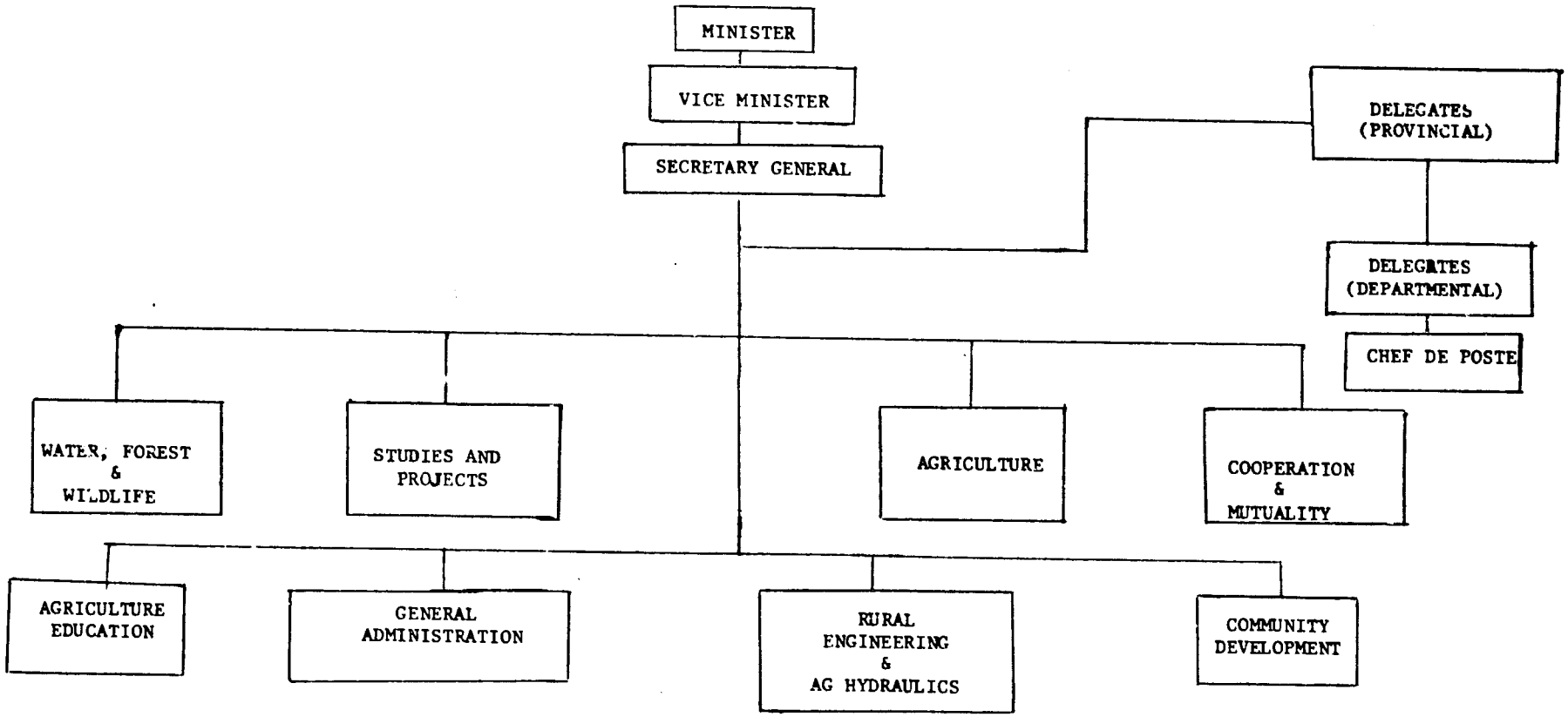
1/ Historical footnote: Many institutions in Cameroon were formed in mid-1972 when the two federated Cameroon states were joined to form the United Republic of Cameroon. As such they are young institutions.

Figure 1. MINISTRY OF AGRICULTURE



with the Ministry of Planning.

The Directorate of Studies and Projects is in the process of strengthening each of its sub-units through a combination of technical assistance, recruitment and training. External donor assistance is being provided by FAC for ad hoc advisory assistance to the Director and his Deputy. World Bank financing supports the development of the projects unit[1/] and the envisioned AID assistance will be directed toward the statistics and agro-economics units. AID and U.S. institutions have considerable experience and expertise in agro-economic/ agriculture sector studies and agriculture statistics operations. Recent AID experience with agriculture planning and statistics projects (Liberia, Zaire, Columbia, El Salvador, Kenya, Nigeria, etc.) encourages AID to participate with other donors in the evolution of the Projects and Studies Directorate (Figure 2).

E. Detailed Description

The proposed project purpose (see logical framework- Annex B) is to institutionalize a fully functioning planning and statistics unit within the Ministry of Agriculture to plan, design, implement, monitor and evaluate projects in the rural sector with a higher level sector goal of benefiting the majority of poor rural people

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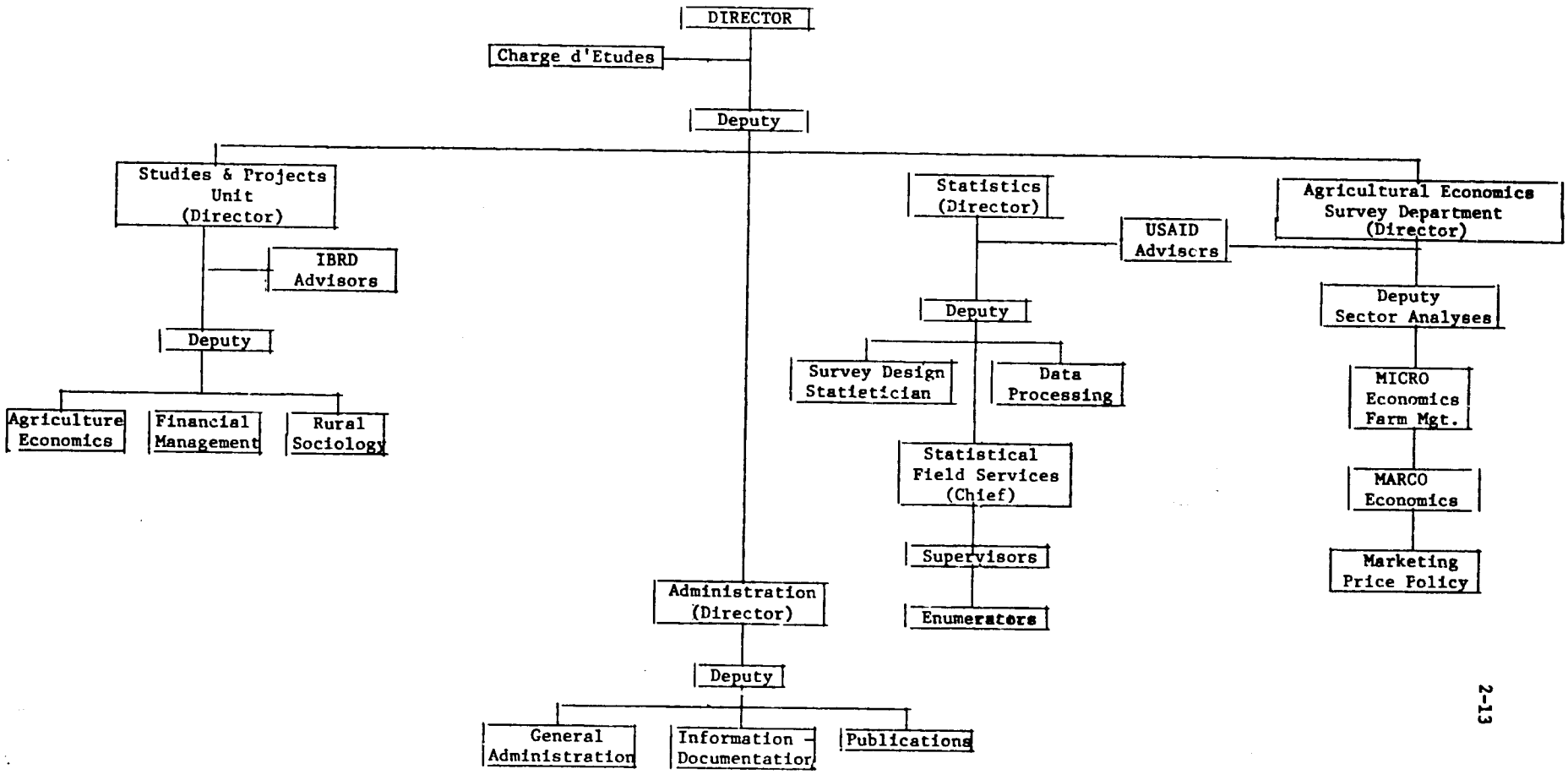
1/ Report No P-1951 cm, "Report and Recommendation of the President of the International Development Association to the Executive Directors on a Proposed Credit to the United Republic of Cameroon for a Technical Assistance Project", December 8, 1976.

Figure 2. DIRECTORATE OF STUDIES AND PROJECTS

Proposed Organization



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through the efficient execution of rural development activities and an increasing ability to program additional resources. By the end of the project the Directorate will consist of a trained and functioning cadre of Cameroonian economists and planners who will have produced and who will be capable of producing on a regular basis:

- an agricultural sector analysis and requisite sub-sector analyses;
- policy papers and planning proposals;
- project monitoring and evaluation functions;
- new project identification and feasibility studies; and
- an annual report of the combined operations of the Ministry of Agriculture.

The end of project status will result from, and is a function of, the following project outputs:

- The production of an Agricultural Statistics Handbook, a compendium of: crop production, yield, price and other currently available time series data, of rainfall and temperature data, governmental organization in the rural sector, a listing of agro-businesses and developmental society projects, etc. The Handbook will provide researchers, donor project design teams and planning personnel with a much needed, readily available reference document. Its preparation will be a "literature search" type exercise identifying for the project staff available data and critical data deficiencies.
- Improved data and more efficient production of the

agricultural statistics yearbook containing crop yield, acreage, production and marketing/price data. The yearbook will provide the planning and agro-economic analysts with the basic statistics needed for sectoral and/or crop specific analyses and forecasting.

- Numerous subsector studies will be generated in preparation for the complete sector analysis. The subsector studies will be developed jointly by the project technicians and their counterparts and, as such, will provide useful on-the-job training. These studies may require the additional assistance of outside consultants or require the participation of indigenous institutions, e.g., ENSA, ONAREST, SEDA.
- The development of the Directorate will require an effective reference/documentation/information office and reproduction facility. Provision is made to employ consultant services to propose and implement an intra-directorate information reference office and reproduction facility. These facilities will neither duplicate library material nor printing operations available elsewhere but rather are expected to be of a modest scale appropriate to the needs of a planning unit.
- In-country training programs will be used for education in the following disciplines: enumerator training, planning principles, data processing concepts

and utilization, project management and statistical concepts. Several courses will be conducted each year; lasting from a few days to one or two weeks. The Chief of Party will program their content and timing in the team's annual work plan (see implementation).

- Data collection teams with the required provincial and departmental supervision will be organized to participate in the annual collection of agricultural statistics. The data collection teams will consist of trained enumerators capable of crop-yield estimation, simple land area surveying techniques and gathering household budget information.
- Qualified Cameroonian's will receive scholarships to the U.S. and African countries to pursue advanced degrees in disciplines which are required by the Directorate. All participants are expected to return to the Directorate, and where appropriate, the project will sponsor their thesis research activities in Cameroon (see training).

To achieve the desired output and end of project objectives USAID, GURC/MOA, IBRD and FAC will provide resources. These resources are elaborated on in the implementation and financial sections of this paper and will only be summarized here. AID financed inputs will provide four senior advisors. An agricultural economist/planner and a senior design statistician for the full five year life of project; a farm management/marketing specialist and a survey statistician for four years. Additional USAID inputs will fund

commodity support, training activities, short-term consultant services and other miscellaneous costs.

The Government of Cameroon through the Ministry of Agriculture will augment the current personnel of the Directorate, provide counterparts, budgetary support, office space and equipment and supplies in furtherance of the objectives of this project and the goals of the Directorate.

World Bank assistance will support the "projects unit" and its project identification and evaluation activities. FAC will supply an agricultural economist and an agronomist.

In order to achieve the project purpose, the Directorate will be required to organize and train its field services to provide reliable, accurate data on a timely basis. At present, the quality of the material being reported by the departmental field service varies considerably from place to place. The reasons for the low quality of raw data are clear:

1) little or no surveying and measuring equipment available at the Departmental level;
2) little or no means of transportation to get to the villages in the rural areas;
3) limited training and educational opportunities for the field staff.

As an inevitable result frustration is common among the personnel at all levels. The project will attempt to overcome these barriers to effective data collection through the timely introduction of project inputs.

Survey Equipment. Each surveying team at the departmental level will be provided with the equipment needed to measure land under cultivation and to determine the annual crop production and yield in the sample areas. On a continuing basis the data gathering teams will investigate farm-gate prices, income and cost of living statistics. Each team will be equipped with compasses, surveying chains, measuring rods, clinometers, planimeters and scales. The departmental offices of the statistical service will also be provided with calculators and typewriters (see Annex H).

Transportation Equipment. The project will purchase vehicles of which four will be for the exclusive use of the technicians and two are replacement vehicles scheduled to be purchased in 1982. One vehicle each will be placed at the disposition of the seven provincial Agricultural Statistics' service chiefs who have supervisory responsibilities over the departmental units in their province. On a carefully programmed basis over several years, vehicles will be distributed to each departments' statistical service team. These vehicles will carry 3-4 team members and their equipment to measure surface area, production and yield on the sample village plots. One vehicle for each departmental team is the minimum that can be considered if the teams are to function effectively. Thirteen departmental vehicles will be purchased and distributed in the second year of the project, fourteen in the third year and thirteen in the fourth year. The departments to receive these vehicles will be selected by the PASA team in consultation with the Directorate. 25 motorcycles will also be purchased for special studies in the rural areas.

Training, as a vital component of institution building, is the primary vehicle for technology transfer within this project. The project is designed to utilize four basic approaches leading to the development of a cadre of professional and technical personnel within the Directorate of Studies and Projects.

1. On-the-Job Training begins as the PASA advisors work with their counterparts and subordinate staff. This training continues throughout the project evolving into a "train-the-trainers" situation as appropriate skills are transferred throughout the central office and field services.

2. In-country training programs are envisioned to address a number of skill development needs: enumeration (basic data and questionnaire presentation), area surveying techniques, crop yield estimation procedures, agriculture project analyses and automated data processing. Wherever possible, the PASA advisors, together with short term consultant services or local experts, will hold seminars or short courses in Cameroon as an alternative to sending trainees to the U.S. or to third country institutions. The AID-assisted Pan African Institute for Development (PAID) has regional institutes located in Cameroon (Buea and Douala). It is expected that this project will avail itself of PAID seminars on the design, management and evaluation of development projects in addition to utilizing their long-term training for middle-level personnel where that training addresses problems within the purview of this project.

3. When local short course training is not feasible, third country or U.S. non-academic training will be employed. For the statistics unit personnel, the resources of the International Statistical Programs Center (ISPC) of the U.S. Bureau of the Census will be used. ISPC has conducted training programs for foreign statisticians for more than 30 years. Of particular utility for this project are the training programs in the following specializations:

- Sampling and survey methods;
- Agricultural surveys and censuses;
- Economic survey and censuses; and
- Computer data systems.

ISPC programs can be arranged for 4, 7 or 10 months with an additional option of a one year diploma course which may be combined with further work at George Washington University leading to a Master's Degree. Where appropriate, the statistics unit staff will also be encouraged to enroll in the household sample survey correspondence course.

4. Past experience has proven the usefulness of sponsoring host country project participants at U.S. or third country institutions for advanced degree training at either the Masters or, in rare instances, the Ph.D. level. Given the scale and complexity of the Cameroonian agricultural economy, it is not surprising that on-the-job, practical or local degree training does not always provide the theoretical and/or practical skills needed for data collection,

analyses and sectoral planning. Within this project, provision has been made to sponsor eight participants for long-term advanced degree training in the following skill categories:

- Agricultural Economics:

  Marketing

  Farm Management/Production Economics

  Quantitative Methods

  Planning

- Statistics:

  Survey Design

  Systems Analysis

- Rural Sociology

- Agronomy (planning emphasis)

Returned participants will work together with the IBRD, FAC and AID staff for a year or two on-the-job. By year five (FY 1984) the need for further technical assistance is not anticipated.

PART 3. PROJECT ANALYSIS

A. Technical Analysis

a. The Development Planning Process in Cameroon

Cameroon is basically a free enterprise economy with the bulk of economic activity carried out by the private sector. A certain amount of government regulation and control is exercised over the economy in a manner sometimes referred to as "planned liberalism" by the government. Thus, attempts are made, with varying success, to control prices on the local retail markets. The Government establishes producer prices for the main export crops and exercises some control over private investment decisions in the modern sector of the economy via the development plan and the investment code. The government is also directly involved in the economy through its investments in the private banks and other enterprises, including manufacturing, and through its establishment of the so-called "development societies" or national public development corporations which are primarily involved in agricultural development.

The principal coordinator of the planning process in Cameroon is the Ministry of Economic Affairs and Planning (MINEP). The Ministry has a Secretariat and eight Directorates. The field organization is made up of seven Regional Economic Divisions, one in each Province. The Ministry prepares and issues the national five year development plan and the annual investment budget through which the development plan is executed. It has oversight responsibility

for the technical research institution, ONAREST.

The planning functions of the Ministry are the responsibility of the Directorate of Plan. It prepares the development plan in coordination with the various technical ministries. While it has units which correspond to the functions of most of the technical ministries, the role of these units is predominantly one of maintaining liaison with and using technical and analytical inputs provided by the technical ministries. The functions of the other directorates of MINEP are described below.

The Commodities Directorate of MINEP assures that the marketing and processing of basic export commodities conforms to central government economic policy. The Directorate also exercises oversight responsibility over the newly created National Office for the Marketing of Basic Products, previously called the Caisse de Stabilization, the government export commodity marketing board.

The Directorate for Industry is responsible for industrial development policy and oversees the activities of the National Investment Corporation (SNI) which is the primary contact point for foreign private investors coming to Cameroon. The Directorate for Commerce is responsible for external economic and commercial relations. The Directorate of Prices, Weights and Measures establishes and enforces grades and standards for the exportable agricultural products, including cocoa and coffee. The Directorate of Programming is responsible for preparing and coordinating the implementation of the investment budget and for coordination of external aid matters. The Directorate of Scientific and Technical Affairs plans, promotes, and coordinates research and supervises the activities of ONAREST. The Directorate of Statistics and National Accounts is the central statistical agency.

Since it combines a number of functions that would normally be scattered among at least a half dozen ministries in any other country, this ministry can be considered to be one of the most powerful and influential of all Cameroonian institutions.

The Fourth Development Plan (July 1976-June 1981) has as its proclaimed purpose the strengthening of national unity and the concretization of the policy of local community self-reliance or "dévelopment auto-centré." Increasing importance has been given to the africanization of the development process in an attempt to make development more relevant to the large mass of the population and to reduce dependency on external factors. Emphasis is being placed upon the training of Cameroonian nationals at all levels so as to reduce gradually the reliance upon foreign middle and high-level personnel.

b. The Planning Structure

The planning process for the current Five Year Plan took place over a number of years and involved consultation with political and economic groups at every level. The Fifth Five Year Development Plan is expected to follow a similar approach in its evolution. The President of the United Republic of Cameroon is responsible under the constitution for laying down the main lines of planning policy as well as for economic, social and cultural development policy. The Economic and Social Council representing the various economic interests of the nation is consulted on the draft of the plan. The National Assembly debates and votes on the law to approve the Five Year Plan.

The Directorate of Planning of the Ministry of Economy and Planning is responsible for the coordination and preparation of the plan. They are assisted in this effort by twelve National Planning Boards which are advisory bodies composed of representatives of the public, semi-public and private sectors. Their contributions are considerably more substantial than those of the Economic and Social Council.

For the Fourth Plan, the twelve Boards consisted of:

1. Rural Economy
2. Industry, Handicrafts, Mines and Power
3. Trade, Transport and Tourism
4. Communications and Telecommunications Infrastructure
5. Training, Employment, Youth and Sports
6. Health and Social Welfare
7. Information, Culture and Administrative Equipment
8. Scientific Research
9. Territorial Development
10. Public Finance
11. Structures and Organization
12. Synthesis

The Fourth Plan was prepared in three major phases. The first phase consisted in evaluating the execution of the Third Plan, assessing the economic situation of the country, and tracing the principal trends and the medium and long-term development prospects. In addition, sectoral technical study groups broken down on functional lines similar to those of the National Planning Boards examined the sectoral problems. These activities took place simultaneously at

the central and provincial levels.

In the second phase, the sectoral study groups on both the national and provincial levels formulated sectoral projections and identified a list of development projects.

The third phase consisted in the work of the Planning Boards enumerated above. The seven Provincial Planning Boards (The Provincial Development Council) met first. Their work led to the completion of preliminary draft provincial plans to be transmitted for examination at the national level. The National Planning Boards then met to consider the preliminary draft provincial plans and the reports of the sectoral technical study groups. They then decided on the final objectives for each sector and estimated the resources in money and manpower necessary to achieve them.

Within each of the seven Cameroon provinces is located a representative of the Ministry of Planning called the Chief of the Provincial Economic Division. The Provincial Economic Divisions are responsible for collecting, analyzing and forwarding economic information on the Provinces to the Governor and to the Planning Ministry. They are also responsible for supervising the implementation of the Plan at the provincial level. They provide the preliminary draft of the provincial plan for submission to the Provincial Development Council and to the Governor. Thus, the Ministry of Planning effectively controls the planning of the flow of resources to the provincial as well as the national level.

There are forty Departments in Cameroon, each with a Departmental

Development Committee which is charged with assisting the Prefect in implementing the Plan at that level.

There are 182 sub-departments in Cameroon, each headed by a nationally appointed Sub-Prefect. Rural Action Committees, under the guidance of the Sub-Prefect, are responsible for the coordination of the Village Development Committees which implement the Plan at the village level.

At this lowest level, preparatory meetings were held, attended by officials from the Planning and other national Ministries, and by representatives of the administrative and local authorities, as well as by nominees from the community at large and from various economic sectors. These meetings served to integrate the development projects at the various levels and determined local means of contributing to the success of the program. Projects submitted at the sub-departmental level were harmonized and synthesized at the departmental level. Similarly, the departmental programs were negotiated at the provincial level. These provincial programs are mainly composed of medium and small scale projects financed out of local resources. They also include a number of nationally funded projects falling mainly in a single province.

The Fourth Development Plan was published in both English and French in 1976 and includes several annexes.

Despite this very elaborate planning process, the Cameroon Development Plan presents something of a shopping list format with little evident analysis of possible alternative courses of action. The projects have not been prioritized

in any way. Nor is much consideration given to the potential impact (on the rural economy, for example) of the various planned project interventions. There is some discussion, short but commendably frank, of the problems that exist in various areas but there is no analytical basis for judging proposed project actions in the public and private sector.

These weaknesses in the Plan can be attributed to the inexperience of the recently created technical ministries and their consequent inability to have much impact in the planning process. It is also the inevitable result of the participatory process which produced the Plan in the first place. This project has been designed to provide the Ministry of Agriculture with the capacity to effectively intervene in the planning process with indigenous statistical and analytical material of solid integrity.

c. Budget Administration

The ability of a government to actually implement a development program, once conceived, is not merely a reflection of the quality of its development plan. Among other factors, it depends to a great extent upon the procedures and practices of the government in dispensing the financial resources at its disposal. If these procedures are rigid or cumbersome, much of the careful planning and preparation can go to waste as personnel and material are idled. Knowledge of these budgetary and expenditure practices is indispensible for anyone who wishes to be effectively engaged in the development planning process in Cameroon.

About November 1 of each year an operations budget call goes

from the President to the Ministries and other primary agencies. In a circular letter, the President explains general policies for the coming year's budget and gives the budget calendar. Operating budget estimates are usually initiated by the directorates or their subdivisions, then sent to the Ministers' offices, where the budget request for the Ministry is compiled and submitted to the Budget Directorate in the Ministry of Finance. Estimates are in two parts; "indispensable" expenses, including pay and allowances for employees, are separated from expenses for new or expanded programs. Usually all estimates are supposed to be submitted to the Budget Directorate by December 31. For the next two months or so, this directorate analyzes and tabulates the estimates with many conferences between budget technicians and ministry officials. The Minister of Finance then holds formal meetings with all Ministers to develop a final budget request. Disagreements at this stage can, if necessary, be referred to the President for decision.

The operating budget is line-item. That is, there are separate items for many detailed types of expenditures. They are also broken down by directorates (and often by subdivision) and, for many items, by geographic location.

The <u>investment budget</u>, meanwhile, is prepared separately. The Ministry of Finance first determines the total amount available for the investment budget in the coming year, and notifies the Ministry of Planning. Its Directorate of Programming then calls on the Ministries for their investment budget requests, ordinarily

in the form of projects. Three levels of priority are recognized: (1) projects already in progress; (2) new projects required by international agreements or other commitments; and (3) other new programs and projects. These estimates are reviewed at progressively higher levels, with the Ministry of Finance represented. Finally a meeting between the Minister of Plan and the Minister concerned determines the investment budget request for each Ministry. These requests are then aggregated and sent to the Ministry of Finance for inclusion in the general budget.

Project descriptions may be written up by the technical ministry concerned or by the Ministry of Planning. In the former case, the Ministry of Planning may make substantial revisions. In either event, there is collaboration between the ministries.

Revenue estimates are prepared by those agencies of the Ministry of Finance which administer the principal revenues, especially the Directorates of Customs and of (Internal) Taxes. These estimates are reviewed and may be modified by the Budget Directorate in the light of past experience, economic forecasts, etc. In the last few years revenue estimates have tended to be too high, forcing reductions to be made in budgeting expenditures.

The complete draft budget, including revenue estimates and any new revenue legislation required, goes to the National Assembly, where it is debated in committee and then on the floor. The deadline for enactment is June 30, since the fiscal year begins the next day. Mimeographed copies are distributed on a limited scale within a few days. The printed edition of the budget should, in principle,

be available within three or four months after the fiscal year begins.

Transfer of funds between appropriation items within a ministry may be authorized by the Minister of Finance; transfer between ministries requires a presidential decree. The law provides for supplemental appropriations during the fiscal year, but none have been enacted for several years.

For autonomous agencies, as would be expected, the budget procedure is simpler. These agencies usually have governing boards which adopt their annual budgets. If an institution depends for support on Treasury grants or subsidies, its budget becomes firm only when the national budget including these supports has been approved. Some autonomous entities must also have their budgets approved by an appropriate ministry; if the "guardian" ministry is represented on the governing board, this approval may become somewhat perfunctory.

d. Expenditure Control

To guard against deficits and to maintain the liquidity of the national Treasury, the Ministry of Finance is authorized to block up to 10 percent of most appropriations other than those for personal services. It may release some or all of the blocked funds at any time during the budget year when it finds the Government's financial position sufficiently firm, or may maintain the block throughout the year.

To enforce this blocking, and also to provide a conventional pre-audit, the Ministry of Finance requires that all expenditures

have prior approval of Budget Directorate controllers. Some of these are physically stationed in the larger ministries (including Agriculture) and major agencies. There is also a controller in each province who reports directly to the Minister, not to the Budget Directorate.

For expenditures against operating budget appropriations, the expenditure voucher undergoes various reviews in the ministry of origin and is then referred to the controller. A Ministry of Finance rejection can be based on defects of form or substance or because a blockage is in effect on the appropriation item. In the latter case, the controller is supposed to decide on the appropriateness of the particular expense or to withold his approval until it becomes clear that the item will not fall within the 10 percent limitation. A rejected voucher is sent back to the office where it originated, with an explanation.

When the document has been approved by the controller, it is sent to the central accounting unit. Here the computerized budget accounts sometimes reveal an insufficient balance in the appropriation item; this may happen if a transaction is held up and other charges, in the meantime, are put through against the same account. Such vouchers are rejected until the situation is clarified or corrected. For vouchers in order, the computer prepares a disbursement warrant which, in turn, is subject to conditions (e.g., for a purchase of supplies, evidence of satisfactory delivery). In practice, variations from this general procedure depend mostly on the kind of expenditure concerned. Thus, salary payments seldom encounter delays.

For the investment budget, disbursement procedures are similar in principle. However, since the investment budget makes lump-sum appropriations, there are fewer occasions for minor technical irregularities in the procedure.

e. Computer Facilities in Cameroon

Cameroon has a well organized automated data processing system readily available for use by governmental agencies. This project is not designed to build complex mathematical models (simulation or input/output). Nor, for the time being, would researchers have the statistically valid data for their construction. On the other hand, it is feasible to use the data processing facilities for tabulation and analyses of annual crop production and yield estimates and also to use these facilities for analyses of data derived from sub-sector or farm management studies. Currently, the issuance of production estimates are months, sometimes years, late in being published. Hand tabulation of the data increases the margin of error, delays publication, strains the scarce human resources of the statistics service and makes further analysis difficult or impossible. This project, in conjunction with the Central Bureau of the Census, Ministry of Planning, will develop a capability in the tabulation and manipulation of data utilizing the following available automated data processing equipment:

Hardware:

IBM 370/158 computer

IBM 3742 "discette" reader

IBM 32 console printer
(A high speed printer is available at a different installation)

Software:

Language Compilers - SPSS, BMDP,

Fortran, Cobol, RPG, Co Cents, Cents, PL_1.

f. The Agricultural Statistics Service

The primary role of the Agricultural Statistics Service, as viewed by the statistics service itself, is:

1. To promote the collection of statistical data within the framework of the agricultural census. This will, in turn, permit the undertaking of an entire inventory of the natural resource base and will enable Cameroon to assess the level and possibilities of mobilization of these resources through development projects.

2. To diversify and rationalize current methods of data collection and dissemination in order to provide the economic and technical information necessary to:

   a. appropriate investment activities;

   b. determine the financial and economic viability of proposed activities;

   c. rationalize agricultural production systems;

   d. assess the level of modernization in traditional agriculture;

   e. assess the degree of progress of government programs related to agriculture production.

In order to achieve these goals, the statistics service intends to carry out the following studies through 1985:

1. The Ten Year Agricultural Census. As in the past,

this activity will be involved in the inventory of resources and the description of the production units in traditional agriculture.

2. The establishment of the Village Index. The Village Index constitutes a sampling base, the updating of which will become a permanent activity starting in 1978/79. The methodology to be used has already been defined.

3. The Survey of Agricultural Prices. In order to follow the conditions of exchange in both urban and rural areas, a price-survey program has been under development for the past three years. This activity will become permanent in 1979.

4. The Area, Yield and Marketing Survey. This study will be necessary to improve the quality of the information published in the agricultural statistics bulletin. The present methodology for the assessment of these data, based on subjective evaluations of historical data, deprive the figures of any reliability. Some rationalization of the collection methods would appear to be necessary and urgent.

5. Survey on Allocation of Work Time. Among the technical information essential to the modernization of traditional production systems is some knowledge concerning the allocation of work-time by cultivators. In spite of its importance, this information is still roughtly estimated. A pilot sample zone will be selected for study.

The Agricultural Statistics Unit has developed a schedule for the accomplishment of the above set of survey activities with the latter two studies scheduled to begin in FY 1984 and 1985 respectively. It is expected that with the outside assistance as envisioned in this project, the starting date can be advanced by several years.

Current Program of Studies

by the Agriculture Statistics Unit

		78/79	79/80	80/81	81/82	82/83	83/84	84/85
AGRICULTURAL CENSUS	Preparation		X					
	Field Survey			X	X	X		
	Publication						X	
Village Index		X	X	X	X	X	X	X
Price Study		X	X	X	X	X	X	X
Area, Field and Marketing Study							X	
Allocation of Work Time								X

g. The Agro-Economics Unit

The agro-economics unit of the Directorate is about to undergo a reorganization in order to create a more effective and useful tool for agriculture planning. The vaguely worded mandate currently applicable to this unit was never implemented. The Directorate envisions replacing the present mandate with an "agricultural

planning" function specifically tailored to ministerial requirements. A draft of the reorganization plan is in circulation and it is expected to contain provisions allowing for the undertaking of a broad agricultural sector analysis as a contribution to the next two Five Year Development Plans and to a more effective rural planning effort in general.

h. Results Expected From The Sector Analysis

The Directorate's existing work load in project preparation and appraisal demonstrates the eagerness of top-level decision-makers for relevant economic information and analyses. Final decisions will no doubt continue to reflect their judgements on noneconomic as well as on economic considerations, as is entirely proper, but experience to date indicates that channels are open for influencing final decisions through the presentation of relevant and useful economic information. Accordingly, the potential impact of the sector analysis in program and policy formulation is likely to depend on how much new light it throws on current problems, rather than any unconditional commitment to the procedure. At present, the Directorate appears to believe that a sector analysis can indeed be expected to throw new light on planning alternatives.

A major function of the sector analysis will be to examine the requirements of an extended list of proposed projects in terms of their combined impact, in the aggregate, on limited resources and facilities. Such an examination can be expected to improve the consistency of project proposals with aggregate resource and market constraints, and permit a more meaningful designation of priorities

among projects, which are not easily ranked when considered one at a time. Projects which emerge from such scrutiny with a high priority rating are likely to represent a set of bankable projects deserving of consideration for domestic or donor financing. In addition, the scrutiny may point to gaps which need to be filled before the sector strategy can be fully pursued to full realization.

B. Administrative Feasibility

The Directorate of Studies and Projects is one of eight directorates within the Ministry of Agriculture (MOA). Its creation was the result of a recent reorganization of the Ministry.[1/] The other Directorates include:

(1) General Administration

(2) Agriculture (extension services)

(3) Waters, Forests and Wildlife

(4) Cooperatives

(5) Agricultural Engineering and Hydrology

(6) Community Development

(7) Agriculture Education

(8) Studies and Projects

As decreed, the Directorate of Studies and Projects consists of four units: Administration, Studies and Projects, Agriculture Statistics and Agricultural Economics Survey. To date, the Agricultural Economics Survey unit has not yet become operational.

1/ Decree No. 76/256 of July 1, 1976

The Ministry of Agriculture expects that, with the multidonor assistance programmed for the next five years, including that of the United States, all four units will be fully functioning and that the Directorate will assume its role as the planning service of the MOA.

Overall, the Directorate is charged with the following major responsibilities:

- Making studies of a general nature in cooperation with the services in charge of agricultural research and the services responsible for overall economic planning;
- Determining objectives and means for agricultural policy;
- Designing, evaluating and programming of agricultural activities;
- Recommending government intervention in the agriculture sector;
- Defining sector programs by commodity;
- Planning rural development; and,
- Identifying, preparing and monitoring of agro-industrial projects in cooperation with the technical departments concerned.

Within the broad parameters of this project, the Studies and Projects unit is receiving technical assistance funded under an IDA/World Bank credit. Two members of their three-person fulltime

team have recently arrived (the Agricultural Economist and an Agriculturalist); the third member, a financial analyst, is expected shortly. The IDA credit also provides for short-term consulting services, for in-country training courses and for specific project related feasibility studies. The team and their counterparts are expected to concentrate on new project identification and on project monitoring and evaluation. Special attention will be directed toward monitoring and evaluating the progress of the newly formed quasi-autonomous agricultural development societies (SEMRY, SODEBLE, MIDEVIV, SODECAO, HEVECAM, ZAPI, SODECOTON, et. al.) and toward institutionalizing evaluation units in development societies organized in the future.

At present there are some 81 employees of the Directorate, 46 of which are in the Provinces or Departments. There are seventeen professional level employees in Yaounde plus eighteen others (secretaries, drivers, messengers, etc.). The Directorate is currently being assisted by several fulltime expatriate technicians with one additional World Bank expert about to arrive.

During project preparation, the design team addressed the following administrative feasibility issues:

1. Could the Directorate absorb additional technical assistance in addition to that already provided by the World Bank and FAC?

2. The current physical quarters of the Directorate are rather poorly situated and cramped. Is the government prepared to augment the Directorate's present office space or to move the Directorate to a new location?

3. The development of a comprehensive planning unit requires that the government recruit additional staff and that these new staff members be properly supplied with the requisite office space, supplies, and equipment which will allow them to pursue the objectives of the Directorate. Is the government prepared to accept this obligation?

The design team has determined that the answer is yes to all three questions. The Directorate requires additional technical assistance in order to accomplish its objective of becoming the planning service of the Ministry of Agriculture. The World Bank and the FAC have agreed that there is a definite role for AID in providing further assistance, their cooperation in the planning and implementation of the AID effort has been assured and they made significant contributions to the AID project design. The Directorate is actively engaged in searching for larger, more suitable quarters and expects to move within the next six to nine months. The Ministry of Agriculture is ready to recruit new professional staff to act as counterparts and participants. The design team has determined that trained and motivated individuals who would be interested in working for the Directorate under circumstances of increased support, greater opportunity and worthwhile professional work, exist and can be recruited by the Directorate.

The Agricultural Statistics Unit. According to the decree creating the statistical service, two sections, one for export crops and the other for food crops, have been established. This is a

somewhat impractical breakdown of the unit's functions and it exists primarily on paper. The unit has nine professional employees in Yaounde. In the rural areas, data collection takes place under the direction of a provincial agricultural statistics officer who, in turn, directs the activities of departmental officers, extension agents and enumerators. Normally the enumerators are employed on an 'as needed' basis for special tasks, such as the ten year agricultural census. In anticipation of the requirement to establish a permanent system for collecting agricultural statistics, fifty million francs CFA of government investment expenditure has been programmed for use by the Directorate over the five year Fourth Plan period. While the current Cameroonian staff of the agricultural statistics service is considered to be numerically acceptable, the Directorate proposes to augment its staff with data processing, survey design and field operations personnel. This additional staff will receive training as outlined in the training activities section of the project description. The Directorate will also fill several current vacant positions which exist in their field staff roles.

The Agro-Economics Unit. This unit currently exists primarily on paper. One Cameroonian, the Deputy Chief, has been assigned to the unit to work with one junior level expatriate. There are two sections to the unit which exist only on paper: General Studies and Agro-Economic Research. In anticipation of the receipt of U.S. assistance, the Directorate is preparing a reorganization program which will make more specific this unit's responsibility for

agriculture planning.

The Studies and Projects Unit. There are three Cameroonians assisted by two World Bank advisors and one FAC advisor working in this unit. One additional World Bank advisor should arrive shortly and be assigned to the unit. This unit has primary responsibility for the identification, design, monitoring and evaluation of agricultural projects in the rural sector.

The Administration Unit, also known as the Office of Common Affairs, contains the secretarial/stenographic pool, drivers and messengers, and the files and reproduction services.

In raising administrative feasibility issues with the GURC/MOA and expatriate personnel, the design team was repeatedly encouraged to proceed with design activities and assured of the government's commitment to the project and of its ability and intention to resolve the questions raised. The collaborative style of this project's design and the specific delineation of the AID and GURC commitments within this project satisfy the tests of administrative feasibility.

C. Financial Analysis and Plan

The total cost of the project over its five year life is estimated at $7,[illegible]. Foreign exchange and local costs to be funded by AID are projected at $[illegible] or [illegible] of the total. The Cameroon Government will fund approximately $2 million [illegible] and the IBRD and the French FAC $2.3 million [illegible]. The resources which will be devoted to the attainment of output No. 1 (the development of an effective statistical service) amount to $3,097,000 of which the

GURC is contributing $1,500,000. The GURC is also contributing $500,000 as compared to $1,653,000 for the United States out of a total of $4,453,000 to achieve Output No. 2 (an agricultural sector analysis).

The regular recurrent budget of the Directorate for Studies and Projects is approximately $400,000 per year of which some 68% is attributable to the achievement of the purpose of this project. There is also an additional $130,000 per year from the investment budget for the development of a permanent system of agricultural statistics in the Ministry of Agriculture. The IBRD is also contributing to activities of the Directorate; however, most of this contribution is concentrated in the studies and projects' unit of the Directorate.

In addition to all of the above, the GURC will support this project by the payment of salaries for all new Cameroonian personnel to be added to the Directorate, by the support of all vehicles, by the payment of salaries and support for all Cameroonians sent abroad, and by the maintenance of all equipment bought by the project. A project operations local currency account (POLCA) fund will be established at a private bank to which the Government will make an annual contribution. The fund will be guaranteed through specific provisions in the Project Agreement. The USAID Controller will set up procedures for appropriate audits of the POLCA fund. The Government will be expected to maintain this level of support after the conclusion of the AID inputs to the project, and a provision to

this effect will be included in the Project Agreement. The Government has given the design team the assurance that it is both desirous and capable of maintaining a significantly higher level of financial support to the Directorate than exists at present. The participation of the exact level of GURC support is being negotiated. It is expected to be no less than 135 million francs CFA over five years more or less as follows (in millions of francs CFA):

1979	1980	1981	1982	1983	TOTAL
11	23	34	42	25	135

This fund will be used to maintain and operate the two and four-wheeled vehicles and for the purchase of some small items of local material support. Other project related local costs of the GURC will come out of regular Government budgets.

AID's contribution to the project includes $1,440,000 for 216 person-months of long-term technical assistance services through a PASA agreement with the U.S. Department of Agriculture, or an appropriate U.S. institution, plus 25 person-months of short-term consulting services for analytical, documentation and evaluation services and 10 person-months of short-term consulting services to provide expanded capabilities in the areas of rural sociology, agricultural management and agricultural communications. There is also $253,000 for the local purchase of motorcycles and vehicles for the agricultural statistics' field services of the Directorate and $286,000 for U.S. third-country and in-country training for the Directorage. Some $90,000 has been allocated for survey and study equipment including data processing equipment.

TABLE 1: SUMMARY COST ESTIMATE AND FINANCIAL PLAN

	AID FX	AID LC	OTHER	TOTAL	PERCENTAGE
AID:					
Technical Assistance				1842	42
Personnel					
216 PM long-term	992	448			
25 PM short-term	250	-			
60 PM Admin.Asst.	-	35			
10 PM Short-term sociology,etc.	117	-			
Participant Training	266	20		286	
Commodities				403	
4W Vehicles (53)	-	248			
Motorcycles (25)	-	25			
Parts and Service	-	40			
Survey-Study E & S	60	-			
Office E & S	30	-			
T.A. Support					
PACA Overhead (25%)	433	-		433	
Inflation & Contingencies	203	83		286	
Sub total	2351	899		3250	43
GURC:				2000	26
Personnel	-	-	1177		
Commodities	-	-	136		
Office Space & Equipment	-	-	100		
Other Costs	-	-	587		
IBRD:				1800	24
Technicians	-	-	720		
Consultants	-	-	710		
Commodities	-	-	150		
Training	-	-	220		
FAC:					
Technicians	-	-	500	500	7
TOTAL	2351	899	4300	7550	100

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TABLE 2: COSTING OF PROJECT INPUTS/OUTPUTS (US $000)

PROJECT INPUTS	OUTPUT # 1 STATISTICS SERVICES	OUTPUT #2 AGRICULTURAL SECTOR ANALYSIS	TOTAL
1. AID INPUTS:			
a) Technical Assitance	1161	1400	2561
b) Participant Training	136	150	286
c) Commodities	300	103	403
TOTAL AID	1597	1653	3250
2. GURC INPUTS	1500	500	2000
3. IBRD INPUTS	-	1800	1800
4. FAC INPUTS	-	500	500
PROJECT TOTAL	3097	4453	7550
PERCENT OF TOTAL	41%	59%	100%

TABLE 3: AID - YEARLY COST ESTIMATE AND FINANCIAL PLAN
(Yearly Obligations)

	FY-79	FY-80	FY-81	FY-82	FY-83	TOTAL	PERCENT OF TOTAL
1. TECHNICAL ASSISTANCE	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6[illegible]%
a) Dept. of Agriculture PASAs (4 specialists 216 p.m.)	307	416	421	418	311	1873	
b) Evaluation Officers	-	15	15	35	15	80	
c) Sector Analytical and Documentation Specialists	20	20	40	20	20	120	
d) Statistics Consultants	-	20	20	10	-	50	
e) Sociology, etc.	-	20	40	40	17	117	
2. TRAINING	27	96	116	42	5	286	9%
a) Academic	27	81	81	27	-	216	
b) Non Academic	-	10	25	10	5	50	
c) In-Country Programs	-	5	10	5	-	20	
3. COMMODITIES	265	53	20	25	-	363	11%
a) Vehicles	228	-	-	20	-	248	
b) Motorcycles	12	13	-	-	-	25	
c) Survey Study Equipment	5	35	15	5	-	60	
d) Office/Data Processing Equipment	20	5	5	-	-	30	
4. SUPPORT SERVICES	17	18	15	15	10	75	2%
a) Admin. Assistant	7	7	7	7	7	35	
b) Vehicle Maintenance	10	11	8	8	3	40	
5. CONTINGENCIES AND INFLATION	64	64	65	57	36	286	9%
YEARLY TOTAL	700	[illegible]	[illegible]	66[illegible]	414	[illegible]	100%

TABLE 4. DETAILED YEARLY COST ESTIMATE AND FINANCIAL PLAN

(U.S. $,000)

		FY 1979		FY 1980		FY 1981		FY 1982		FY 1983		Total		Total
	Mos.	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	
USAID														
Personnel														
Technicians - Long Term														
Team Leader - Agr. Econ/Planner	60	55	25	55	25	55	25	55	25	55	25	275	125	400
Sr. Statistician - Design (Data Processing)	60	55	25	55	25	55	25	55	25	55	25	275	125	400
Farm Management/Marketing	48	28	12	55	25	55	25	55	25	28	12	221	99	320
Survey/Field Statistician	48	28	12	55	25	55	25	55	25	28	12	221	99	320
Consultants														
On-going Evaluation Officer	6	-	-	15	-	15	-	15	-	15	-	60	-	60
Sector Analytical & Documentation Specialists	12	20	-	20	-	40	-	20	-	20	-	120	-	120
Statistics Consultants	5	-	-	20	-	20	-	10	-	-	-	50	-	50
Mid-project Evaluation	2	-	-	-	-	-	-	20	-	-	-	20	-	20
Sociology, Communications	10	-	-	20	-	40	-	40	-	17	-	117	-	117
Support														
Admin Asst (local hire)	60	-	7	-	7	-	7	-	7	-	7	-	35	35
PASA Overhead (25%)		67	-	96	-	101	-	98	-	71	-	433	-	433
Training														
U.S. Academic (8 mths. @ 27,000)		27	-	81	-	81	-	27	-	-	-	216	-	216
U.S. Non-Academic-3rd Country (20 mths @ 2,500)		-	-	10	-	25	-	10	-	5	-	50	-	50
In-country Programs		-	-	-	5	-	10	-	5	-	-	-	20	20
Commodities														
Vehicles														
Technicians/Counterparts (6)		-	40	-	-	-	-	-	20	-	-	-	60	60
Provincial Supervisors (7)		-	28	-	-	-	-	-	-	-	-	-	28	28
Departmental Teams (40)		-	160	-	-	-	-	-	-	-	-	-	160	160
Motorcycles (25)		-	12	-	13	-	-	-	-	-	-	-	25	25
Parts and Services		-	10	-	11	-	8	-	8	-	3	-	40	40
Survey -Study Equipment and Supplies		5	-	35	-	15	-	5	-	-	-	60	-	60
Office/Data Processing Equipment and Supplies		20	-	5	-	5	-	-	-	-	-	30	-	30
Inflation and Contingencies (10%)		30	34	51	13	52	13	42	15	28	8	203	83	286
GRAND TOTAL		335	365	573	149	614	138	507	155	322	92	2351	899	3250

D. Social Analysis and the Role of Women

a. Beneficiary Analysis. The Ministry of Agriculture and particularly the Directorate of Studies and Projects will be the initial beneficiary target group. As a result of past and present assistance of the World Bank, the United Nations, the FAO, and the French FAC, this Directorate has developed an economic analysis and planning capability including a limited experience in rudimentary statistical data gathering and manipulation. At present there are some 63 junior and senior Cameroonian professionals in the Studies and Projects Directorate. These individuals, as well as others to be subsequently selected and added to the Directorate's roles, make up the target group. They will be the subject of an on-the-job and third-country training, as well as the recipients of scholarships to the United States for Master's degree training.

To the extent that the Government of Cameroon utilizes the technical capacities of the advisors, the documentary and information outputs of the projects, and the newly achieved capabilities of the Studies and Projects' Directorate, it too will be an initial beneficiary. Greater utilization of the above should facilitate and improve decision-making procedures as they relate to agriculture and rural development. It should also result in better managed projects and more efficient use of scarce economic and human resources.

The ultimate beneficiaries of this project will be the tens of thousands of rural cultivators engaged in the production of cash and food crops who will be directly affected by Ministry of

Agriculture projects and programs. To the extent that the physical and non-material outputs of this project are utilized in the design of policies, programs and projects for raising the productivity and level of living of the rural poor, they and the consuming public will be the ultimate beneficiaries of this project.

b. Role of Women. Women are active in all phases of the Cameroonian economy. They are particularly active in the rural economy where they perform much of the actual cultivation and harvesting of food crops. Moreover, they play a major role in the marketing and distribution of food and control a significant portion of the financial resources at the disposition of the rural population. Thus, women would be expected to benefit from any increases in productivity, yields or income which can occur as a result of improved project planning and management in the agricultural sector.

Legally the women of Cameroon enjoy equal status with men. They are accepted in public life at the national level and a few hold prominent positions within the Ministry of Agriculture. At present, several of the professional staff in the Directorate of Studies and Projects are women and they have participated in the planning for this project. This project will continue to encourage the equal and active participation of women at all levels.

E. Economic Analysis

The productivity of a project which attempts to intervene in the field of economic planning and management is at best difficult

to ascertain. As this project proposes a program of institution building with both a U.S. technician input and a heavy training component, it is felt that benefit/cost ratios and internal rate of return techniques are not applicable and probably not feasible as measures of need or desirability for this project. Moreover, the integration of multi-donor inputs to the Directorate makes the task of undertaking any economic analysis even more esoteric, specially in view of the inadvisability of attempting to ascribe particular benefits to any individual donor. In fact, a definite synergistic effect is anticipated as a result of the various donor activities in which the eventual whole will exceed the sum of its individual contributory parts.

The GURC's strong commitment to fostering development of the agricultural sector has already been noted. The Directorate of Studies and Projects occupies a key position in determining broad progress in agricultural development, and hence in national development. In fact, under the proposed project, the Directorate will move toward having as its primary focus of attention, planning for rural development and coordination of the preparation and execution of operational programs and projects in the sector. Investment in preparing the sector analysis and in the associated training efforts in the Directorate should therefore be compared with the prospective scale of future development outlays in the sector, and the potential for improving the effectiveness of such development efforts.

On this basis, the total cost of the project appears modest compared to aggregate investment implications of projects currently

under consideration. The 4th Five-Year Plan (1976-81) itemizes projects directly identified with agriculture in the amount of 27 million dollars; agricultural development projects currently under scrutiny or already in early implementation stages represent a combined expenditure well in excess of this amount. Even modest improvements in the effectiveness of planning and execution for such sizable projected expenditures will produce a favorable return on the funding proposed for the Cameroon Agricultural Management and Planning Project.

F. Environmental Assessment

This five year project is designed to institutionalize a fully functioning planning and statistics unit within the Ministry of Agriculture to plan, design, implement, monitor and evaluate projects in the rural sector. No adverse physical, economic or cultural effects are anticipated. Downstream, tertiary positive economic effects are expected to result from a more efficient utilization of resources and their redirection toward projects which benefit rural people more and more directly and fully. The initial environmental examination (Annex G) recommends a "negative determination" and concludes that neither an environmental assessment nor an environmental impact statement are required.

PART 4. IMPLEMENTATION ARRANGEMENTS

A. Implementation Plan

We recommend that the U.S. Department of Agriculture be requested to furnish a PASA team of technicians to implement the project. AID experience in other African countries, Liberia and Zaire in particular, has demonstrated the usefulness and positive benefits arising from such an arrangement. The USAID Mission has made a preliminary investigation of both the feasibility of initiating a contract with USDA[1/] and the likelihood of finding appropriate candidates to fill the various positions. Indications are that USDA can field a team within a reasonable period. The proposed candidates for the agricultural economist positions need not both be recruited from USDA direct hire sources but the project will require SRS employees for the statistics slots.

If a PASA arrangement proves impractical, then AID/W should proceed to enlist a technical assistance contractor, possibly a university, to implement the project. The contractor will be chosen on the basis of a competitive selection procedure. Because of the lack of familiarity with U.S. contracting procedures within the Ministry of Agriculture, the contract would be directly with AID.

AID. The role of the USAID will be primarily that of project monitor and evaluator. The Food and Agriculture Officer, or his

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1/ Personal communication with Jim Black, USDA/IDS.

designee, will be the Project Manager. He will assist the USAID Director in program or policy discussions and negotiations concerning the project. He will also be responsible for approving the long range and annual work plans of the implementing team and the individual team members. So that the technicians will be able to operate effectively from the time of their arrival in the country, AID will initiate the procurement of all project vehicles with an initial supply of spare parts. Upon delivery of these vehicles to the team, further responsibility for their support and maintenance will rest with the Government of Cameroon (see Financial plan).

GURC. The Ministry of Agriculture will be the GURC executing agency. Within the Ministry of Agriculture, the major administrative unit involved is the Directorate of Studies and Projects. The Ministry of Planning must approve all Ministry of Agriculture activities with financial or policy implications. Their request for AID assistance can be found in Annex E.

The Project Paper proposal and all of the technical details have been thoroughly discussed with Directorate officials, the Ministry of Planning, and all other donors directly and indirectly concerned. Details and undertakings contained in this project reflect a high degree of collaboration in its design as well as complete GURC/RDO understanding and agreement as to the scope of activities to be undertaken.

Project Implementation Team

In order that the objectives of the project be met, a project team of four persons will be required as follows:

1. Agriculture Economist/Sector Planner (Chief of Party) - 60 p.m.

a. As team leader, the economist/sector planner will have overall responsibility for assuring that the team is meeting the project objectives as well as have overall responsibility for project administration and reporting.

b. He will act as the spokesman for the team in matters concerning the CURC, USAID and the team's home office in the United States.

c. He will work to assure that the Ministry and Directorate personnel understand the purposes of the project so that they will be willing to extend their full support and cooperation.

d. He will assist the other project technicians in establishing appropriate activities and procedures.

e. He will assist the agro-economic and statistical units of the Directorate in carrying out their planning functions by formulating the data and analytical requirements leading to a full agricultural sector assessment.

2. Senior Statistician/Survey Design

a. The statistician will assist the Agricultural Statistics unit of the Directorate in carrying out its data gathering functions by reviewing the methodology and recommending procedural improvements.

b. He will assist in the preparation of an agricultural statis-

tics handbook.

c. He will develop a reliable and accurate system of deriving annual crop production estimates and marketing/price statistics useful to the agro-economic and the studies and project units of the Directorate.

d. He will advise the Directorate on the utilization of the data processing facilities at their disposal.

e. He will be responsible for the training of a staff of Cameroonian enumerators, statisticians and data analysts in statistical techniques.

3. Agriculture Economist/Marketing Analyst - 48 p.m.

a. The economist will assist the agro-economic unit of the Directorate in carrying out its functions of providing useful and reliable economic analysis to the Ministry of Agriculture.

b. He will prepare subsectoral analyses in such areas as cash and food crops, marketing and export problems, the land tenure system, etc.

c. He will be responsible for the training of a staff of Cameroonian economists in the practical applications of economic analysis.

4. Field Survey Statistician - 48 p.m.

a. The Field Survey Statistician will advise the Directorate on the best means to maximize the usefulness of field staff (enumerators, etc.) in its research and studies activities.

b. He will establish a functioning documentation center accessible to and serving the needs of the Directorate, the Ministry of Agriculture, and the interested public.

c. He will have overall responsibility for the in-country, third country and U.S. training of Cameroon nationals at the Directorate.

Implementation Schedule

Actions taken immediately after the approval of the Project Paper will have a principal objective of getting the project started with the least delay. It is hoped that this project can be approved and a grant authorized in FY 1979.

1. Project Paper Approved: The project should be approved by AID/W before October 1, 1978.

2. Project Agreement Signed: After the paper is approved, and an allotment of funds provided, the project agreement can be negotiated with the GURC. Since 1) the project is strongly supported at all levels of the GURC; 2) the Ministry of Agriculture is now familiar with the Project Agreement procedure; and 3) no particularly thorny issues are expected to arise before or during negotiations, a relatively prompt signing can be anticipated. Signing should take place within sixty days so as to allow the issuance of implementation documents for commodity purchases and personnel contracts in a timely manner. December 1978.

3. Vehicles Ordered: The vehicles will be ordered by USAID as early as possible so as to assure their prompt availability to the technicians when they arrive in country.

4. Technical Assistance Contract Negotiated: A scope of work will be prepared by the USAID and a PIO/T submitted to AID/W to be used in the negotiations with the USDA. A contract agreement should be signed by March 1, 1979 if this project is to proceed as scheduled.

5. Technical Assistance Personnel Arrive: The technicians need not arrive simultaneously. The team leader (Ag Econ/Planner) should be the first to arrive and can begin the administrative arrangements for housing, vehicles and office space for the other members of the team. April 1979.

6. Work Plans Developed: Each member of the PASA team should initially prepare and submit a work plan which will detail his activities for the coming year. These work plans will then be approved and finalized. May 1979.

7. Participant Training: The technicians, in cooperation with the Directorate, will begin to identify and select potential participants for training. One person will begin Master's degree training in the summer of 1979. June - September 1979.

8. Continuing Evaluation: 1st visit by the on-going evaluator in October 1979.

9. Agricultural Statistics Handbook: issued May 1980.

10. Annual Work Plans: The second set of annual work plans will be prepared and submitted by the technical assistance team members one year after their arrival, i.e. by May 1, 1980.

11. Participants: 3-4 participants depart for U.S. and third country training. June - September 1980.

12. Continuing Evaluation: 3rd visit by the on-going evaluator in October 1980.

13. Sectoral Analysis: Submission of draft sectoral analysis and statistical data to Ministry of Agriculture. February 1981.

14. Sectoral Analysis: Submission of final sectoral analysis and statistical base line data to the Ministry of Plan. May 1981.

15. Annual Work Plans: 3rd set submitted May 1981.

16. Participants: Departure 4-6 participants for U.S. and third country training. June - September 1981.

17. Approval and Issuance of Cameroon's Fifth Five Year Plan for 1981-86. September 1981.

18. Continuing Evaluation: 5th visit by the on-going evaluator in October 1981 simultaneously with:

19. Mid-Project Evaluation: October 1981.

20. Annual Work Plans: 4th set submitted by March 1982.

21. Participants: Departure of 4-6 participants for U.S. and third country training. June - September 1982.

22. Submission of Directorate work schedule for sub-sectoral studies, sectoral analysis and statistical base line data leading to the Sixth Five Year Plan. September 1982.

23. Continuing Evaluation: 7th visit by the on-going evaluator in October 1982.

24. Annual Work Plans: 5th set submitted by March 1983.

25. Departure: First two technicians leave. April 1983.

26. Continuing Evaluation: 9th visit by the on-going evaluator. October 1983.

27. Updated Agricultural Statistics Handbook. December 1983.

28. Final Evaluation simultaneous with 10th visit by the on-going evaluator. March 1984.

29. Final Report and Recommendations submitted by the Technical Assistance team. May 1, 1984.

SUMMARY SCHEDULE

	Action	Date	Responsibility
1.	Project Paper Approved	October 1978	AID/W
2.	Project Agreement Signed	December 1978	USAID/GURC
3.	Vehicles Ordered	January 1979	USAID
4.	T.A. Contract Negotiated	March 1979	AID/W
5.	T.A. Personnel Arrive	April 1979	Contractor
6.	Work Plans Developed	May 1979	Contractor
7.	Participant Training Begun	June-Sept 1979	Contractor/ GURC/USAID
8.	Continuing Evaluation	October 1979	Contractor
9.	Agricultural Statistics Handbook	May 1980	Contractor/GURC
10.	Annual Work Plans	May 1980	Contractor
11.	Participant Training	June-Sept 1980	Contractor/GURC/ USAID

Action	Date	Responsibility
12. Continuing Evaluation	October 1980	Contractor
13. Draft Sectoral Analysis	February 1981	Contractor/GURC
14. Final Sectoral Analysis	May 1981	GURC
15. Annual Work Plans	May 1981	Contractor
16. Participant Training	June-Sept 1981	Contractor/GURC/ USAID
17. Five Year Plan	September 1981	GURC
18. Continuing Evaluation	October 1981	Contractor
19. Mid-Project Evaluation	October 1981	USAID/AID/W
20. Annual Work Plans	March 1982	Contractor
21. Participant Training	June-Sept 1982	Contractor/GURC/ USAID
22. Plan Schedule	September 1982	GURC/Contractor
23. Continuing Evaluation	October 1982	Contractor
24. Annual Work Plans	March 1983	Contractor
25. Departure First Two Technicians	April 1983	Contractor
26. Continuing Evaluation	October 1983	Contractor
27. Updated Handbook	December 1983	Contractor/GURC
28. Final Evaluation	March 1984	USAID/AID/W
29. Final Report	May 1984	Contractor

B. Evaluation Arrangements

A project directed to building institutional capacity for planning, management and analysis requires careful monitoring of progress. A continuing evaluation of the managerial and technical aspects of

the project is critically important to the achievement of the project purpose. In addition to the continuing evaluation and in order to assure impartiality, an outside consultant will be utilized for the final evaluation.

1. Annual Work Plans: Each technician will submit a tentative work plan within 30 days following his arrival in Cameroon. This plan will outline the technician's work objectives as he views them at the outset of his tour. The work plans will be finalized within five months of arrival. Each annual work plan should provide specific measurable indicators of progress and detail the criteria used in determining "success". The results should form the basis upon which the following year's work plan is developed.

2. Quarterly Progress Reports: In addition to the annual work plans, the team leader of the technical assistance team will submit quarterly progress reports which will detail the progress made to date toward the achievement of the annual work plan. This report will be submitted to the GURC, USAID and AFRICAP so that policy level personnel can decide what actions need to be taken on policy issues.

3. Continuing Evaluation: Every six to twelve months an in-house project evaluator familiar with the conceptual and implementation problems of similar planning and statistics projects will come out to Cameroon for approximately three weeks. The evaluator will review the work plans and progress reports, consult with the appropriate GURC and USAID officials and make recommendations for any modifications necessary in project implementation.

4. Annual Project Evaluation: The USAID Project Manager will submit an annual evaluation and appraisal report which will demonstrate progress being made toward achieving the goal, purpose, outputs, and inputs of the project. This evaluation, made after consultation with GURC officials and the technical assistance team, will assist in examining project strategy and identifying corrective actions to be taken the following year.

5. Mid-Project Evaluation: This evaluation will make a recommendation whether progress toward achievement of the purpose has been sufficient to warrant continuation of the project for the full five years. The evaluators will make such judgements as to whether the purpose should be modified to reflect current realities, whether there should be a major change in the types or quantities of project inputs, or whether the GURC is providing sufficient support to this project as well as to collateral activities to assure success. They will be expected, in particular, to review progress in the field operations of the Directorate. Two evaluators, one from AID/W and the other from the USDA or the contractor, should anticipate spending approximately one month in Cameroon to complete the evaluation.

6. Final Evaluation: Within two months of the planned termination of the project, an evaluation team, one member of which should come from outside the U.S. government, should be fielded to determine whether the project has achieved the purpose and whether the outputs have been attained. In particular, the team should determine

(1) if an effective agricultural statistics service is in place and (2) if an adequate agricultural sector analysis has or can be undertaken by the Directorate. The team should then make a judgement as to whether these two elements can make a significant impact on the progress of agricultural and development planning.

Although it is expected that this project will show evidence of more effective planning and implementation of agricultural policies, programs and projects within the five year period, the contribution of more effective planning to "projects which benefit the majority of rural people" as measured by increased agricultural productivity or a higher standard of living may not be fully realized until well after the conclusion of the project. The final terms of reference for the evaluation team will be prepared by the USAID project manager in consultation with the technical assistance team.

Department of State TELEGRAM

ANNEX A

ORIGIN AID-31

INFO OCT-01 AF-10 H-02 EB-08 IGA-02 /054 R

DRAFTED BY AFR/CAWA:JWEDBERG:AS
APPROVED BY AA/AFR:GTBUTCHER
AFR/CAWA:RLCRIST
PPC/DPRE:JARTAUD (DRAFT)
TA/DA:KLKORNNER (DRAFT)
TA/BIFAD:DWTHOMAS (DRAFT)
AFR/DP:GCAUVIN (DRAFT)
AFR/DR/CAVARAP:RANDERSON (DRAFT)
AFR/DR/ARD:WFUGLIE (DRAFT)
AFR/CAWA:DGRIFFITH
TA/AGR/ESP:WMERRILL (INFO)

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E.O. 11652: N/A

TAGS:

SUBJECT: AGRICULTURAL MANAGEMENT AND PLANNING 631-0088 PID

1. PROJECT COMMITTEE REVIEWED SUBJECT PID AND APPROVED PROJECT FOR FURTHER DEVELOPMENT. THE ABS REVIEW AGREED THAT THE 1980S ARE THE APPROPRIATE TIME TO EXPAND U.S. ROLE IN CAMEROON AGRICULTURE NATIONWIDE FROM CURRENT NORTH CAMEROON EMPHASIS ASSUMING THIS APPROACH WILL BE CONFIRMED BY SECTOR ASSESSMENTS AND DAP UPDATE IN FY 1978. THE BASE FOR SUCH AN EFFORT--A SOLID INFRASTRUCTURE OF ADMINISTRATION AND PLANNING; APPLIED RESEARCH; LAND RESOURCE DATA; AND DISTRIBUTION, MARKETING, INPUTS-TO-FARMERS AND CREDIT ORGANIZATIONS--WAS PERCEIVED AS DECISION PACKAGE OF INTER-RELATED PROJECTS; AGRICULTURAL MANAGEMENT AND PLANNING, CEREALS IMPROVEMENT, CAMSAT, COOPERATIVE DEVELOPMENT. COMPETITION WITH THE SAHEL FOR SCARCE FRANCOPHONE MANPOWER IN AGRICULTURE SECTOR DESIGN AND IMPLEMENTATION WILL BE A CONSTRAINT.

2. POLICY ISSUES. COMMITTEE REVIEW SURFACED NO SUBSTANTIVE ISSUES.

3. PRIORITY. PROJECT RELATIONSHIP TO THE DAP STRATEGY AND THE PROJECT'S PLACE IN CAMEROON PRIORITIES WERE UNCLEAR AND SHOULD BE ARTICULATED IN THE PP.

4. IN-DEPTH STUDY. DETERMINATION OF THE FEASIBILITY AND MEANS OF CREATING THE PLANNING UNIT SHOULD BE UNDERTAKEN AS THE FIRST PHASE OF DESIGN WORK.

5. COLLABORATION. PROJECT MUST BE COORDINATED CAREFULLY WITH OTHER DONORS IN AGRICULTURE/RURAL DEVELOPMENT SECTOR, PARTICULARLY FAC AND MULTILATERALS, AND WITH SEVERAL MINISTRIES. THERE IS NO INDICATION THAT MINPLAN HAS APPROVED THE PID. IT WAS SUGGESTED THAT THIS AND THE EXPANDED FY 1971 CEREALS IMPROVEMENT PROJECT 0013 BE DESIGNED TOGETHER.

6. CONGRESSIONAL CONCERNS. GOVERNMENT MINISTRY-LEVEL PROJECTS OFTEN ARE DIFFICULT TO JUSTIFY IN TERMS OF THE NEW DIRECTIONS. REGULATIONS REQUIRE THAT PIDS CONTAIN AN IEE AND SECTIONS WHICH DEMONSTRATE HOW AID POLICY OBJECTIVES RELATING TO BENEFICIARIES, ENVIRONMENT, HUMAN RIGHTS AND ROLE OF WOMEN ARE ADDRESSED BY THIS PROJECT. THESE SHOULD BE FULLY DEVELOPED IN THE PP, PARTICULARLY (A) THE PROJECT'S LINKS TO AND IMPACT UPON THE ULTIMATE SMALL-FARMER BENEFICIARY AND (B) HOW WOMEN ARE CONTRIBUTING TO THE DESIGN AND IMPLEMENTATION OF, AS WELL AS BENEFITING FROM, THE PROJECT.

7. OBJECTIVES. PURPOSE STATEMENT ENCOMPASSES BOTH AGRICULTURAL PLANNING AND PROJECT DEVELOPMENT/MANAGEMENT. THESE COMPRISE SEPARATE, THOUGH CLOSELY RELATED, FUNCTIONS. PLANNING AND MANAGEMENT SHOULD BE TREATED SEPARATELY IN PP.

8. LOCATION. MOST CRITICAL TO LONG-TERM GOAL--ABILITY TO EXECUTE PROJECTS--IS WHERE THE PLANNING UNIT AND ASSOCIATED PROJECT DEVELOPMENT FUNCTIONS ARE PLACED IN GURC BUREAUCRACY. THE PID BRIEFLY STATES THAT TO CREATE AN AGRICULTURAL PLANNING UNIT WITHIN MINPLAN, NOW CHARGED WITH OVERALL GURC PLANNING, WOULD BE DISADVANTAGEOUS BUT FAILS TO EXPLAIN WHY. THROUGHOUT AFRICA, PLANNING MINISTRIES, WHICH SHOULD PLAY COORDINATING ROLE, ARE FREQUENTLY WEAKENED BY DUPLICATIVE UNITS IN TECHNICAL MINISTRIES WHICH TEND TO BE COMPETITIVE OR EVEN HOSTILE. THE COMMITTEE CONSIDERED THE EFFICACY OF [illegible] PROGRAMMING UNIT IN MINAG WITH MULTI-MINISTRY PLANNING REMAINING IN MINPLAN, BUT IS DUBIOUS ABOUT LOCATING THE UNIT IN THE SCHOOL OF AGRICULTURE.

9. MANPOWER. TRAINING IS OMITTED FROM THE BUDGET OF WHAT IS IN LARGE PART A MANPOWER PROJECT. DESIGN SHOULD ESTABLISH ACTUAL LOCATION, POTENTIAL AVAILABILITY AND SPECIFIC SKILLS OF RETURNED PARTICIPANTS IN RELATION TO PROJECT NEEDS. NOTING NEED FOR SKILLS SUCH AS RURAL SOCIOLOGY AND MANAGEMENT, COMMITTEE DOUBTS THAT 7-8 AGRICULTURAL ECONOMISTS, IF REPATRIATED AND SECONDED TO THIS PROJECT, COMPRISE ADEQUATE BALANCE OF TRAINED TALENTS AND COUNTERPARTS TO ACHIEVE PROJECT OBJECTIVES. RDO AND PP TEAM SHOULD CONSIDER ADDING PARTICIPANT TRAINING COMPONENT WHICH WOULD NOT EXTEND BEYOND MASTERS LEVEL. AFRICAN MANPOWER DEVELOPMENT PROJECT COULD PROVIDE FURTHER PRE-PROJECT TRAINING.

10. TECHNICAL ASSISTANCE. COMMITTEE RECOMMENDS THAT IMPLEMENTATION CONTRACTOR PROVIDE AT MINIMUM THE FOLLOWING LONG-TERM ON-SITE EXPERTISE TO ACHIEVE PROJECT OBJECTIVES.

A. AGRICULTURAL ECONOMIST/PLANNER (OR TWO TECHNICIANS WITH COMPLEMENTARY SKILLS IN AGRICULTURAL ECONOMICS AND AGRICULTURAL PLANNING).

B. RURAL SOCIOLOGIST.

C. AGRICULTURAL MANAGEMENT AND INSTITUTIONS SPECIALIST.

D. PROJECT MANAGEMENT SPECIALIST.

E. AGRICULTURAL MARKETING EXPERT.

F. AGRICULTURAL DATA/INFORMATION SYSTEMS EXPERT.

OTHER BUREAU PLANNING PROJECTS FREQUENTLY REQUIRE SHORT-TERM SPECIALIZED CONSULTANTS. SUGGEST PROVISION IN PROJECT DESIGN FOR SUCH TA IN LIVESTOCK, FORESTRY, SPECIALIZED STATISTICS, FARM MANAGEMENT, LAND USE AND LIKE SUBSECTORS.

11. LEVELS. COMMITTEE AGREED THAT THE DOZEN PROBLEMS CITED ABS PAGE 02 COMPRISE SERIOUS CONSTRAINTS TO CAMEROON

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AGRICULTURAL DEVELOPMENT AND THAT FOUR-YEAR INPUTS OF DOLS 1.2 MILLION WERE INADEQUATE IN THE FACE OF THE STATED OBJECTIVES. ACCORDINGLY AID/W WOULD ENTERTAIN AN INCREASE IN U.S. INPUTS, PRINCIPALLY TECHNICIANS AND PARTICIPANT TRAINING, TO FULLY ADDRESS THE CITED CONSTRAINTS, PROVIDED PP FULLY JUSTIFIES INCREASE. ILLUSTRATIVELY IF PROJECT WERE INCREASED TO FIVE YEARS WITH DOLS 2.5 MILLION ORDER-OF-MAGNITUDE LOP FUNDING, U.S. INPUTS MIGHT BE AUGMENTED UP TO LEVELS ROUGHLY AS FOLLOWS.

FY 79	FY 80	FY 81	FY 82	FY 83	LOP
700	500	500	500	300	2500

12. TITLE XII. AID/W BELIEVES THIS PROJECT PROPOSAL COMPATIBLE WITH TITLE XII CORE PROGRAM EMPHASIS AND RECOMMENDS CONSIDERATION BE GIVEN TO MECHANISMS FOR ASSISTING IN IDENTIFICATION AND SELECTION OF TITLE XII UNIVERSITY AND/OR USDA CONTRACTOR FOR INITIAL COLLABORATIVE PLANNING WITH GURC AND RDO AND SUBSEQUENT IMPLEMENTATION.

13. DESIGN. COMMITTEE BELIEVES PROPOSED PRP TEAM INADEQUATE FOR PURPOSES EXPANDED PP, SUGGESTS COMBINING SKILLS IN AGRICULTURAL MANAGEMENT, RURAL INSTITUTIONS, PROJECT MANAGEMENT AND TRAINING, ETC., WITH THOSE PROPOSED IN PID. TA/DA, WHICH HAS SUBSTANTIAL PROGRAM IN AGRICULTURAL MANAGEMENT, IS WILLING TO ASSIST IN LOCATING RESOURCES FOR PROJECT DEVELOPMENT. FOLLOWING RDO CONSIDERATION OF ABOVE SUGGESTIONS, PLEASE SUGGEST MAKE-UP OF AND COSTS REQUIRED FOR PP TEAM. VANCE

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CAMEROON AGRICULTURAL MANAGEMENT AND PLANNING (631-0008)

Sector Goal: To execute rural development projects which benefit the majority of rural people.	1. Per capita rural incomes increase 2. Quality of life index improves 3. Rural/urban migration stabilizes	1. GURC national accounts 2. ODC reports 3. Social science studies (ONAREST, FNSA)	Magnitude and quality of resources required to effectively impact on rural poverty are mobilized.
Project Purpose: Institutionalize a fully functioning planning and statistical unit within the Ministry of Agriculture.	End of Project Status: 1. Sector analysis 2. Issuance of policy papers/planning proposals 3. Functioning project evaluation/monitoring unit 4. Functioning project identification unit 5. MOA annual report issued yearly	Site visits, USAID and MOA records and reports.	Planning unit is able to influence activities of MOA and MINPLAN. Participants return in timely fashion. MOA continues budgetary support.
Outputs: 1. Ag Statistics handbook 2. Improved annual crop production/acreage estimates 3. Marketing/price statistics 4. Subsector analyses and studies 5. Documentation center/reproduction facilities 6. In-country training programs 7. Cadre of trained enumerators 8. Returned participants: Production economist/farm mgt. Rural sociologist Ag/Econ. planner Ag. Stat./systems analyst Survey design statistician Agronomist Marketing specialist	1. One (first year), updated year four 2. One per year 3. Annual (begin year three) 4. Various (crops, food crops, marketing, export) 5. One each 6. One per year for unit staff 7. X terms 8. Advanced (degrees (minimum one each)	- Site visits, MOA & USAID records - On-going evolution reports - Mid-project evaluation - Training reports	GURC, IBRD and USAID inputs provided as scheduled.
Inputs: USAID - U.S. $3.3 million Mths. Ag. Econ/sector planner (COP) 60 Survey Statistician 60 Planning/marketing design-data 60 Processing Statistician 36 Consultants Statistics 5 Information systems 2 Sub-sector studies 10 Mid-project evaluation 2 On-going evaluation 6	Admin. Asst/Sec. 60 Commodities Vehicles, calculators Reproduction equip. and supplies Participant training Other costs	GURC/MOA: U.S. $2.0 million Personnel, physical plant budgetary support, equipment and supplies IBRD: US $1.8 million Technical assistance (LT and ST) Training programs Commodities	FAC: U.S. $.5 million Technical assistance Percentage of Project Costs GURC 30 AID 40 IBAD 20 FAC 10 100

PROJECT CHECKLIST

Listed below are, first, statutory criteria applicable generally to projects utilizing FAA funds, and then project criteria applicable to individual fund sources: Development Assistance (with a sub-category for criteria applicable only to loans); and Security Supporting Assistance funds.

A. GENERAL CRITERIA FOR PROJECT

1. App. Unnumbered: FAA Sec. 653(b)

(a) Describe how Committees on Appropriations of Senate and House have been or will be notified concerning the project; (b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than $1 million over that figure plus 10%)?	FY 77 and 78 A.I.D. Congressional presentations describe the project. Since the project as described in this paper differs from the above, a Congressional Notification will be sent.

2. FAA Sec. 611(a)(1). Prior to obligation in excess of $100,000, will there be (a) engineering, financial, and other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

Yes.

3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance.

Legislation not required.

4. FAA Sec. 611(b): App. Sec. 101. If for water or water-related land resource construction, has project met the standards and criteria as per Memorandum of the President dated Sept. 5, 1973 (replaces Memorandum of May 15, 1962; see Fed. Register, Vol. 38, No. 174, Part III, Sept. 10, 1973)?

Not applicable.

5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed $1 million, has Mission Director certified the country's capability effectively to maintain and utilize the project?

Not applicable.

6. FAA Sec. 209, 619. Is project susceptible of execution as part of regional or multilateral project? If so why is project not so executed? Information and conclusion whether assistance will encourage regional development programs. If assistance is for newly independent country, is it furnished through multilateral organizations or plans to the maximum extent appropriate?

This project has been developed in conjunction with and compliments multilateral and other donor efforts in the area, including the World Bank and the French Fonds d'Aide et de Cooperation (FAC).

7. FAA Sec. 601(a); (and Sec. 201(f) for development loans). Information and conclusions whether project will encourage efforts of the country to (a) increase the flow of international trade; (b) foster private initative and competition; (c) encourage development and use of cooperatives, credit unions, and saving and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.

This project will encourage (e) "improve the technical efficiency of agriculture" by permitting more rational better planned agricultural development projects including those involving credit unions and cooperatives.

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8. FAA Sec. 601(b). Information and conclusion on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).	Technical assistance, supplies and equipment purchased under this project will be from the U.S.
9. FAA Sec. 612(b); Sec. 636(h). Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized to meet the cost of contractual and other services.	The GURC will make a substantial local currency contribution to this project to cover, in particular, local personnel salaries and support.
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency and, if so, what arrangements have been made for its release?	No.
11. FAA Sec. 640C. Will grant be made to loan recipient to pay all or any portion of such differential as may exist between U.S. and foreign-flag vessel rates?	No.

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(c); Sec. 111; Sec. 281a. Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production, spreading investment out from cities to small towns and rural areas; and (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions?

This project will allow for the effective planning of development projects by U.S. and other donors which will achieve the objectives expressed in these Sections.

b. FAA Sec. 103, 103A, 104, 105, 106, 107. Is assistance being made available:

(1) (103) for agriculture, rural development or nutrition, if so, extent to which activity is specifically designed to increase productivity and income of rural poor; 103A if for agricultural research, is full account taken of needs of small farmers;

This project is designed to encourage the most productive utilization of scarce financial resources by the Ministry of Agriculture and strengthen the linkages between sources of appropriate agricultural technology and the small farmer for such necessary inputs as credit, fertilizers, simple tools and improved seeds.

(2) 104 for population planning or health; if so, extent to which activity extends low-cost, integrated delivery systems to provide health and family planning services, especially to rural areas and poor;

Not applicable

(3)	105 for education, public administration, or human resources development; if so, extent to which activity strengthens non-formal education, makes formal education more relevant, especially for rural families and urban poor, or strengthens management capability of institutions enabling the poor to participate in development;	Not applicable.
(4)	106 for technical assistance, energy, research, reconstruction, and selected development problems; if so, extent activity is; (a) technical cooperation and development, especially with U.S. private and voluntary, or regional and international development, organizations; (b) to help alleviate energy problems; (c) research into, and evaluation of, economic development processes and techniques; (d) reconstruction after natural or manmade disaster; (e) for special development problem and to enable proper utilization of earlier U.S. infrastructure, etc., assistance;	

(f) for program of urban development, especially small labor-intensive enterprises, marketing systems, and financial or other institutions to help urban poor participate in economic and social development.

Not applicable.

(5) 107 by grants for coordinated private effort to develop and disseminate intermediate technologies appropriate for developing countries.

Not applicable.

c. FAA Sec. 110(a); Sec. 208(e). Is the recipient country willing to contribute funds to the project, and in what manner has or will it provide assurance that it will provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or has the latter cost-sharing requirement been waived for a "relatively least-developed" country)?

The recipient country will contribute at least 25% of the total cost of this project by funding certain local costs of salaries for Cameroonian personnel.

d. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing?

Not applicable.

e. FAA Sec. 207; Sec. 113. Extent to which assistance reflects appropriate emphasis on; (1) encouraging development of democratic, economic, political, and social institutions; (2) self-help in meeting the country's food needs; (3) improving availability of trained worker-power in the country; (4) programs designed to meet the country's health needs; (5) other important areas of economics, political, and social development, including industry; free labor unions, cooperatives, and Voluntary Agencies, transportation and communication; planning and public administration, urban development, and modernization of existing laws; or (6) integrating women into the recipient country's national economy.

This project is directed at all of these situations with the exception of (4).

f. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civic education and training in skills required for effective participation in governmental and political processes essential to self-government.

This project is designed to increase the capacity of the GURC to utilize effectively their scarce external and internal resources and to mobilize the country's intellectual resources for the development of their rural economy.

g. FAA Sec. 201(b)(2)-(4) and -8; Sec. 201(e); Sec. 211 (a)(1)-(3) and -(8). Does the activity give reasonable promise of contributing to the development: of economic resources, or to the increase of productive capacities and self-sustaining economic growth; or of educational or other institutions directed toward social progress? Is it related to and consistent with other development activities, and will it contribute to realizable long-range objectives? And does project paper provide information and conclusion on an activity's economic and technical soundness?

Yes. The project is specifically designed to contribute to the increase of productive capacities in the planning and management of resources to be used in the rural economy. It will help to achieve the GURC's long range objective of maintaining self-sustained economic growth based on agriculture.

h. FAA Sec. 201(b)(6); Sec. 211 (a)(5), (6). Information and conclusion on possible effects of the assistance on U.S. economy, with special reference to areas of substantial labor surplus, and extent to which U.S. commodities and assistance are furnished in a manner consistent with improving or safeguarding the U.S. balance-of-payments position.

Project will utilize long and short-term U.S. technicians and U.S. equipment and material.

2. Development Assistance Project Criteria (Loans Only)

Not applicable.

a. FAA Sec. 201(b)(1). Information and conclusion on availability of financing from other free-world sources, including private sources within U.S.

b. FAA Sec. 201(b)(2); 201(d). Information and conclusion on (1) capacity of the country to repay the loan, including reasonableness of repayment prospects, and (2) reasonableness and legality (under laws of country and U.S.) of lending and relending terms of the loan.

c. FAA Sec. 201(e). If loan is not made pursuant to a multilateral plan, and the amount of the loan exceeds $100,000, has country submitted to AID an application for such funds together with assurances to indicate that funds will be used in an economically and technically sound manner?

d. FAA Sec. 201(f). Does project paper describe how project will promote the country's economic development taking into account the country's human and material resources requirements and relationship between ultimate objectives of the project and overall economic development?

e. FAA Sec. 202(a). Total amount of money under loan which is going directly to private enterprise, is going to intermediate credit institutions or other borrowers for use by private enterprises, is being used to finance imports from private sources, or is otherwise being used to finance procurements from private sources?

f. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete in the U.S. with U.S. enterprise, country to prevent export to the U.S. of more than 20% of the enterprise's annual production during the life of the loan?

3. Project Criteria Solely for Security Supporting Assistance

FAA Sec. 531. How will this assistance support promote economic or political stability?

Not applicable.

STANDARD ITEM CHECKLIST

Listed below are statutory items which normally will be covered routinely in those provisions of an assistance agreement dealing with its implementation, or covered in the agreement by exclusion (as where certain uses of funds are permitted, but other uses not).

These items are arranged under the general headings of: (a) procurement, (b) construction, and (c) other restrictions.

(a) PROCUREMENT:

1.	FAA Sec. 602: Are there arrangements to permit U.S. small business to participate equitably in the furnishing of goods and services financed?	Yes.
2.	FAA Sec. 604(a): Will all commodity procurement financed be from the U.S. except as otherwise determined by the President or under delegation from him?	Yes.
3.	FAA Sec. 604(d): If the cooperating country discriminates against U.S. marine insurance companies, will agreement require that marine insurance be placed in the U.S. on commodities financed?	The agreement will contain appropriate provision.
4.	FAA Sec. 604(d): If offshore procurement of agricultural commodity or product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity?	N.A.
5.	FAA Sec. 608(a): Will U.S. Government excess personal property be utilized whenever practicable in lieu of the procurement of new items?	Yes.
6.	MAA Sec. 901(b): (a) Compliance will require that at least 50 percent of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately-owned U.S. flag commercial vessels to the extent that such vessels are available at fair and reasonable rates.	The agreement will contain appropriate provision.

CHECKLIST (Cont'd)

7. FAA Sec. 621: If technical assistance is financed, will such assistance be furnished to the fullest extent practicable as goods and professional and other services from private enterprise on a contract basis? If the facilities of other Federal agencies will be utilized, are they particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs? Yes.

8. International Air Transport, Fair Competitive Practices Act, 1975: If air transportation of persons or property is financed on grant basis, will provision be made that U.S. flag carriers will be utilized to the extent such service is available? Yes.

(b) CONSTRUCTION:

1. FAA Sec. 601(d): If a capital (e.g., construction) project, are engineering and professional services of U.S. firms and their affiliates to be used to the maximum extent consistent with the national interest? N.A.

2. FAA Sec. 611(c): If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? N.A.

3. FAA Sec. 620(k): If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed $100 million? N.A.

(C) OTHER RESTRICTIONS:

1. FAA Sec. 201(d): If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? N.A.

2. FAA Sec. 301(d): If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights? There is no such fund in this project.

3. FAA Sec. 620(h): Do arrangements preclude promoting or assisting the foreign aid projects or activities of Communist-Bloc countries, contrary to the best interests of the U.S. Yes.

CHECKLIST (Cont'd)

4.	FAA Sec. 636(i): Is financing not permitted to be used, without waiver, for purchase, long-term lease, or exchange of motor vehicle manufactured outside the U.S. or guaranty of such transaction?	Yes. However, a waiver is being requested for the purchase of non-U.S. vehicles in this project.
5.	Will arrangements preclude use of financing:	
a.	FAA Sec. 114: to pay for performance of abortions or to motivate or coerce persons to practice abortions?	Yes.
b.	FAA Sec. 620(g): to compensate owners for expropriated nationalized property?	Yes.
c.	FAA Sec. 660: to finance police training or other law enforcement assistance, except for narcotics programs?	Yes.
d.	FAA Sec. 662: for CIA activities?	Yes.
e.	App. Sec. 107: to pay pensions, etc., for military personnel?	Yes.
f.	App. Sec. 107: to pay U.N. assessments?	Yes.
g.	App. Sec. 110: to carry out provisions of FAA Secs. 209(d) and 251(h)? (Transfer to multilateral organization for lending?)	Yes.
h.	App. Sec. 501: to be used for publicity or propaganda purposes within U.S. not authorized by Congress?	Yes.
i.	App. Sec. 504: to furnish petroleum fuels produced in the continental U.S. to Southeast Asia for use by non-U.S. nationals?	N.A.

COUNTRY CHECKLIST

Listed below are, first, statutory criteria applicable generally to FAA funds, and then criteria applicable to individual fund sources: Development Assistance and Security Supporting Assistance funds.

A. GENERAL CRITERIA FOR COUNTRY:

1. FAA Sec. 116: If assistance is to a government, has it engaged in consistent pattern of gross violations of internationally recognized human rights? If so, can it be demonstrated that such assistance will directly benefit the needy?

   No. The project aims at helping the needy by strengthening a major institutional structure dealing with that sector of the economy (agriculture) where one finds the majority of the needy. Through the GURC's strong emphasis on agriculture, this increased capability of the GURC to carry out its policy decisions should benefit small farmers.

2. FAA Sec. 481: Has it been determined that the government of the recipient country has failed to take adequate steps to prevent narcotics, drugs, and other controlled substances (as defined by the Comprehensive Drug Abuse Prevention and Control Act of 1970) produced or processed, in whole or in part, in such country, or transported through such country, from being sold illegally within the jurisdiction of such country to U.S. Government personnel or their dependents, or from entering the U.S. unlawfully?

   No.

3. FAA Sec. 620(a): Does recipient country furnish assistance to Cuba or fail to take appropriate steps to prevent ships or aircraft under its flag from carrying cargoes to or from Cuba?

   No.

CHECKLIST (cont'd)

4. FAA Sec. 620(b): If assistance is to a government, has the Secretary of State determined that it is not controlled by the international Communist movement? **Yes.**

5. FAA Sec. 620(c): If assistance is to a government, is the government liable as debtor or unconditional guarantor of any debt to a U.S. citizen for goods or services furnished or ordered where: (a) such citizen has exhausted available legal remedies and (b) debt is not denied or contested by such government? **No.**

6. FAA Sec. 620(e)(1): If assistance is to a government, has it (including government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities? **No.**

7. FAA Sec. 620(f): Is recipient country a Communist country? **No.**

8. FAA Sec. 620(i): Is recipient country in any way involved in: (a) subversion of, or military aggression against, the United States or any country receiving U.S. assistance, or (b) the planning of such subversion or aggression? **No.**

9. FAA Sec. 620(j): Has the country permitted, or failed to take adequate measures to prevent, the damage or destruction, by mob action, of U.S. property? **No.**

CHECKLIST (cont'd)

10. FAA Sec. 620(l): If the country has failed to institute the investment guaranty program for the specific risks of expropriation, has the AID Administrator within the past year considered denying assistance to such government for this reason?

Not applicable.

11. FAA Sec. 620(o), Fishermen's Protective Act, Sec. 5: If country has seized, or imposed any penalty or sanction against any U.S. fishing activities in international waters:

Not applicable.

a. Has any deduction required by Fishermen's Protective Act been made?

b. Has complete denial of assistance been considered by AID Administrator?

12. FAA Sec. 620(q): Is the government of the recipient country in default on interest or principal of any AID loan to the country?

No.

13. FAA Sec, 620(s): What percentage of country budget is for military expenditures? How much of foreign exchange resources is spent on military equipment? How much spent for the purchase of sophisticated weapons systems? (Consideration of these points is to be coordinated with the Bureau for Program and Policy Coordination, Reg'l Coordinators & Military Assistance Staff (PPC/RC).

In 1975/76, the budget allotment for the Ministry of Armed Forces was 11 percent of the GURC total budget. The expenditures for arms and munitions represented 0.6 percent of total budget costs. No sophisticated weapons systems were purchased.

14. FAA Sec. 620(t): Has the country severed diplomatic relations with the U.S.? If so, have they resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption?

No.

CHECKLIST (cont'd)

15. FAA Sec. 620(u): What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the AID Administrator in determining the current AID Operational Year Budget?	The GURC's payments are not in arrears.
16. FAA Sec. 666: Does the country object, on basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. there to carry out economic development program under the FAA?	No.
17. FAA Sec. 620: Has the country granted sanctuory from prosecution to any individual or group which has committed an act of terrorism?	No.
18. FAA Sec. 669: Has the country delivered or received nuclear reprocessing or enrichment equipment, materials or technology without specified arrangements on safeguards, etc.?	No.
19. FAA Sec. 901: Has the country denied its citizens the right or opportunity to emigrate?	No.

B. FUNDING CRITERIA FOR COUNTRY:

Development Assistance Country Criteria

1. FAA Sec. 102(c), (d): Have criteria been established, and taken into account, to assess commitment and progress of country in effectively involving the poor in development, on such indexes as: (a) small farm labor-intensive agriculture, (b) reduced infant mortality, (c) population growth, (d) equality of income distribution, and (e) unemployment?	Yes. The GURC is committed to a policy of involving its citizens in the developmental process (see items B 3 and B 6 below). There are few established quantifiable social indicators or indices measuring this GURC commitment. However, one of the outputs of the project will be data which will allow the formulation of such indices, particularly for (a) small farmer labor intensive agriculture.

CHECKLIST (cont'd)

2. FAA Sec. 201(b) (5) (7) and (8); Sec. 208; 211(a) (4), (7). Describe extent to which country is:

(1) Making appropriate efforts to increase food production and improvements for food storage and distribution.	The GURC is presently financing several major organizations and programs as well as supporting appropriate studies devoted to increasing food production and improving food storage and distribution. Over 17 percent of the current Five Year Plan is apportioned to the agricultural sector with food crop production receiving increasing emphasis.
(2) Creating a favorable climate for foreign and domestic private enterprise and investment.	The GURC has adopted a liberal investment code.
(3) Increasing the public's role in the developmental process.	The GURC has made a remarkable effort to involve its citizens in the developmental process by having had Cameroonians, beginning at the village level, meaningfully participate in the formation of the government's current Five Year Plan for economic, social and cultural development.
(4) (a) Allocating available budgetary resources to development.	An estimated 68 percent of the GURC planned allocation of budgetary resources is earmarked for development or development-related projects or services for new or ongoing activities.

CHECKLIST (cont'd)

(b) Diverting such resources for unnecessary military expenditure ~~and in~~tervention in affairs of other free and independent nations.	See A. 13. The GURC has kept to a policy of non-intervention in the domestic affairs of its neighbors.
(5) Making economic, social and political reforms such as tax collection improvements and changes in land tenure arrangements, and making progress toward respect for the rule of law, freedom of expression and of the press, and recognizing the importance of individual freedom, initiative, and private enterprise.	Cameroon has a stable and reasonably democratic elective government which is very interested in providing social justice and equal benefits for its very diverse population. The government recognizes the importance of private enterprise and has accorded it a key role in the development of the Cameroonian economy. Individual freedom is prized in Cameroon and its citizenry, under law enforced by the courts, is free to participate in political, social, and economic activities.
(6) Otherwise responding to the vital economic, political, and social concerns of its people, and demonstrating a clear determination to take effective self-help measures.	The GURC is very sensitive to the economic, political and social concerns of its people. In the words of President Ahidjo "Self reliant development, which for us means primarily development of the people by the people, is an answer to the need to direct all national resources and energies to development.... The essence of social justice is that the improvement of the standard of living resulting from the productive and creative effort of the people, will benefit all Cameroonians and lead to an equitable redistribution of the fruits of progress among various social groups.... In this way, natural, historical and social imbalance will be reduced and the fruits of development be distributed more equitably among the population as a whole."

CHECKLIST (cont'd)

c. FAA Sec. 201(b), 211(a). Is the country among the 20 countries in which development assistance loans may be made in this fiscal year, or among the 40 in which development assistance grants (other than for self-help projects) may be made? Yes.

d. FAA Sec. 115. Will country be furnished, in same fiscal year, either security supporting assistance, or Middle East peace funds? If so, is assistance for population programs, humanitarian aid through international organizations, or regional programs? No.

ANNEX D

AGENCY FOR INTERNATIONAL DEVELOPMENT

REGIONAL DEVELOPMENT OFFICE FOR CENTRAL AFRICA
AMERICAN EMBASSY
B. P. 817 YAOUNDE - CAMEROON

Certification Pursuant to Section 611(e) of the Foreign Assistance Act As Amended

I, Frederick E. Gilbert, the Acting Principal Officer of the Agency for International Development in Cameroon, do herewith certify that, in my judgment, Cameroon has both the financial capability and human resources to maintain and utilize effectively goods and services procured under the assistance project entitled Agricultural Management and Planning.

This judgment is based upon the record of implementation of AID-financed projects in Cameroon and the results of the consultations undertaken during intensive review of this new project.

Frederick E. Gilbert
Frederick E. Gilbert
Acting Director
USAID/Cameroon

Date: May 23, 1978

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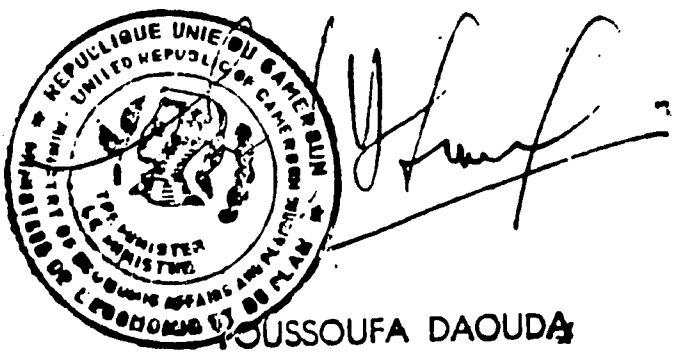
projet dont le but principal est de former des personnels compétents en matière de Planification, d'évaluation et de gestion des projets, constitue une nécessité.

Veuillez agréer, Monsieur le Directeur Régional, les assurances de ma considération distinguée./-

Copie à MINAGRI.



HOUSSOUFA DAOUDA

INITIAL ENVIRONMENTAL EXAMINATION

PROJECT COUNTRY:	Cameroon
PROJECT TITLE:	Agricultural Management and Planning
FUNDING:	FY 1979 - FY 1983 $3.1 Million
I.E.E. PREPARED BY:	R. H. Goldman, Agricultural Economist C. Pippitt, Economist May 8, 1978
ENVIRONMENTAL ACTION RECOMMENDED:	Negative Determination

This five year project is designed to institutionalize a fully functioning planning and statistics unit within the Ministry of Agri ulture to plan, design, implement, monitor and evaluate projects in the rural sector. No adverse environmental impacts are anticipated and, therefore, neither an environmental assessment nor an environmental impact statement are required.

Concurrence: Frederick E. Gilbert Date: May 25, 1978

Frederick E. Gilbert
Acting Director
USAID/Cameroon

Assistant Administrator's Concurrence:

Approved: _____

Disapproved: _____

Date: _____

DISCUSSION OF IMPACTS

This project ill not impact directly on the physical environment of Cameroon in any way. It is the purpose of the project to institutionalize, within the Ministry of Agriculture, a planning and statistics unit which will be capable of planning, designing, monitoring and evaluating projects in the rural sector. AID inputs will consist of technicians, participant training and a limited amount of equipment, supplies and vehicles. As the Ministry becomes a more responsible administrator of agricultural resources as well as an effective instrument of rural development the resultant environmental impacts are expected to be positive. Moreover, in the process of preparing project analyses and evaluations it is hoped that the Ministry will become more sensitive to the possible environmental implications of projects under study or implementation.

It is recommended that a threshold decision be made that the project will not have a significant effect on the environment and, therefore, a negative determination is appropriate.

IMPACT IDENTIFICATION AND EVALUATION

Impact Areas and Sub-Areas @

A. LAND USE

1. Changing the character of the land through:

   a. Increasing the population---------- N

   b. Extracting natural resources---------- N

   c. Land clearing---------- N

   d. Changing soil character---------- N

2. Altering natural defenses---------- N

3. Foreclosing important uses---------- N

4. Jeopardizing man or his works---------- N

5. Other factors---------- N

B. WATER QUALITY

1. Physical state of water---------- N

2. Chemical and biological states---------- N

3. Ecological balance---------- N

4. Other factors---------- N

C. ATMOSPHERIC

1. Air additives---------- N

2. Air pollution---------- N

3. Noise pollution---------- N

4. Other factors---------- N

@ Symbols: N - No environmental impact

IMPACT IDENTIFICATION AND EVALUATION FORM

D. NATURAL RESOURCES

1. Diversion, altered use of water---------- N
2. Irreversible, inefficient commitments---------- N
3. Other factors---------- N

E. CULTURAL

1. Altering physical symbols---------- N
2. Dilution of cultural traditions---------- N
3. Other factors---------- N

F. SOCIOECONOMIC

1. Changes in economic/employment patterns---------- N
2. Changes in population---------- N
3. Changes in cultural patterns---------- N
4. Other factors---------- N

G. HEALTH

1. Changing a natural environment---------- N
2. Eliminating an ecosystem element---------- N
3. Other factors---------- N

H. GENERAL

1. International impacts---------- N
2. Controversial impacts---------- N
3. Larger program impacts---------- N
4. Other factors---------- N

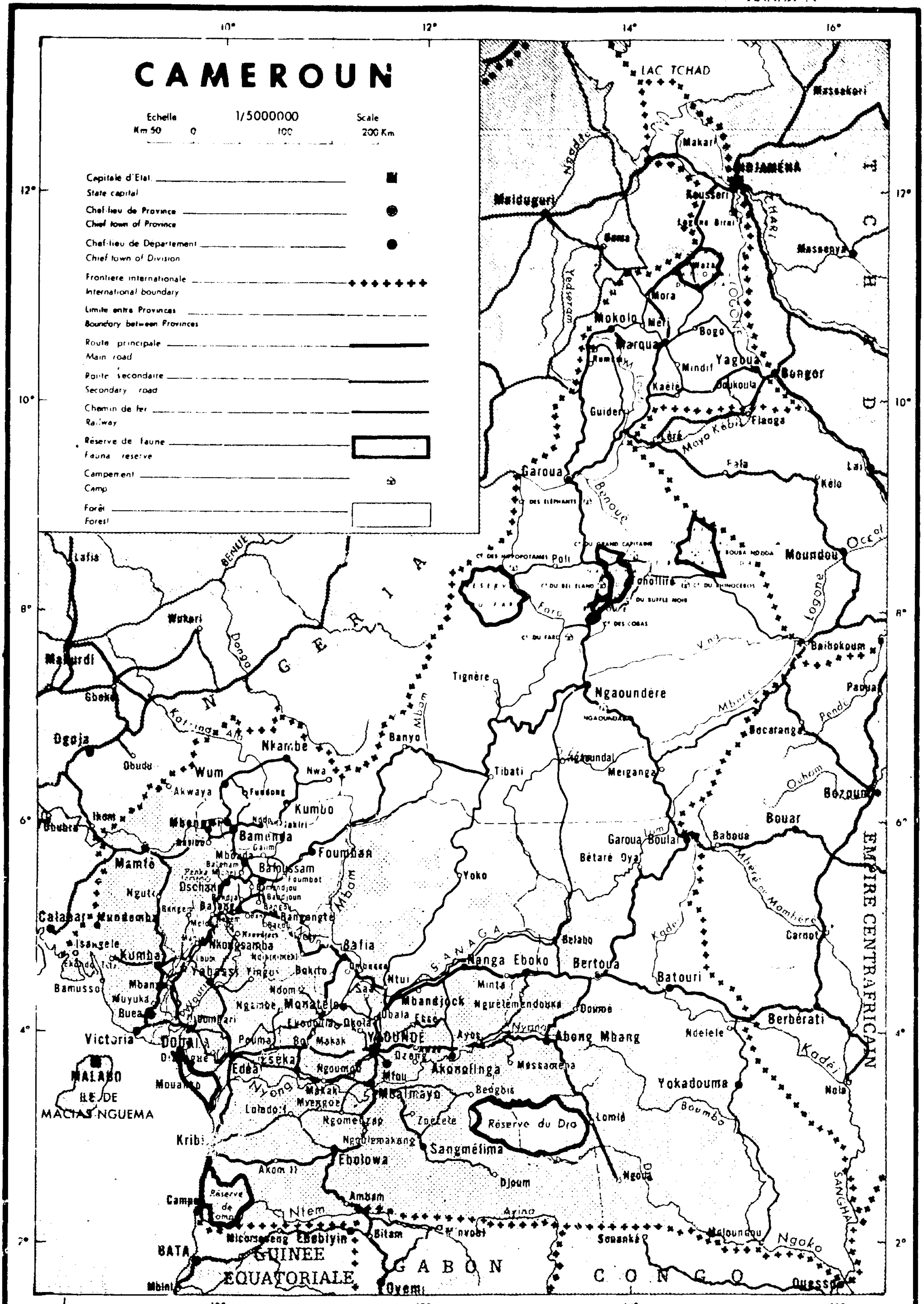
Indicative Equipment List

1. Surveying Equipment:

ITEM	QUANTITY
Compasses	120
Surveying chains	120
Clinometers	120
Planimeters	20
Boards	50
Scales (10 kilogram)	80
Scales (100 kilogram)	80
TOTAL COST	$60,000

2. Office Equipment:

ITEM	QUANTITY
Calculators (electronic)	12
Calculators (manual)	40
Typewriters (electric)	40
Typewriters (manual)	6
Mimeograph	1
Duplicator	1
Data Processing Supplies	-
TOTAL COST	$30,000



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UNCLAS STATE 221669

AIDAC

E.O. 11652:N/A

TAGS:

SUBJECT:CAMEROON AG. MGT. AND PLANNING - 631-0008; PROJECT COMMITTEE APPROVAL

PROJECT COMMITTEE (PC) MET JUNE 29 AND RECOMMENDED APPROVAL OF THE SUBJECT FIVE YEAR PROJECT WITH FY 1979 FUNDING OF DOLS 700,000 AND TOTAL PROJECT FUNDING OF DOLS 3,250,000. IN THE ABSENCE OF UNSETTLED OR SUBSTANTIVE ISSUES, THE PC SUGGESTS THAT AN ECPR IS UNNECESSARY. THE PC MAKES THE FOLLOWING RECOMMENDATIONS/SUGGESTIONS:

1. PC RECOMMENDS DELETION FROM LOG FRAME PROJECT PURPOSE ALL WORDS FOLLOWING QUOTE AGRICULTURE UNQUOTE. DELETED WORDING IS SUPERFLUOUS DESCRIPTION OF DIRECTORATE'S CURRENT FUNCTION, NOT EXPRESSION OF PROJECT PURPOSE. REVISED WORDING WILL NOW BE FULLY CONSISTENT WITH EOP STATUS AND DESCRIPTION OF OUTPUT.

2. PC WAS SATISFIED THAT MINISTRY CAN MAINTAIN INCREASED PERSONNEL LEVELS AS WELL AS SUPPORT VEHICLES TO BE PURCHASED UNDER PROJECT. HOWEVER, PC EXPRESSED SOME CONCERN RE MINISTRY/DIRECTORATE ABILITY TO FUND RECURRENT COSTS AFTER CONCLUSION OF THE PROJECT,ESPECIALLY FOR REPLACEMENT AND/OR SUPPLEMENT OF U.S.-FUNDED VEHICLES. (TECHNICIANS SIX, PROVINCIAL SUPERVISORS SEVEN, DEPARTMENTAL TEAMS FORTY). PC REQUESTS USAID REVIEW THIS QUESTION WITH GURC OFFICIALS AND FURNISH AID/W WITH DESCRIPTION OF RESOLUTION THIS POINT.

3. THAT 10 PM SHORT-TERM CONSULTANT SERVICES (117,000 DOLS) BE ADDED TO TA COMPONENT OF THE PROJECT TO PROVIDE EXPANDED CAPABILITIES INCLUDING THE AREAS OF RURAL SOCIOLOGY AGRICULTURAL MANAGEMENT, AND AGRICULTURAL COMMUNICATIONS IN ORDER TO ADDRESS RELATED MANAGERIAL, SOCIAL SCIENCE AND EQUITY CONSIDERATIONS AS THEY AFFECT AGRICULTURE SECTOR PLANNING.

4. PC, INCLUDING BIFAD STAFF REP, AGREE THAT USDA WOULD BE EXCELLENT IMPLEMENTING AGENT. IDENTIFICATION OF POTENTIAL CANDIDATES FOR TEAM BY USDA/OICD IS PROCEEDING. BIFAD STAFF COMMENTS: THE PP RECOMMENDS IMPLEMENTATION BY USDA/PASA. THIS DETERMINATION WAS MADE AFTER CONSULTATIONS WITH THE APPROPRIATE MINISTRIES IN CAMEROON. THE BIFAD STAFF POINTED OUT THAT SEVERAL U.S. UNIVERSITIES COULD IMPLEMENT THE PROJECT SUCCESSFULLY AND THAT UTILIZATION OF A PASA NORMALLY ELIMINATES POSSIBILITY OF UNIVERSITY PARTICIPATION. RECENT POLICY DETERMINATIONS BY AID, USDA, AND BIFAD SUGGEST THAT USDA CAN BE INCLUDED ON SOURCE LISTS FOR TITLE XII PROJECTS. HOWEVER, ADJUSTMENTS OF CONTRACTING PROCEDURES TO THIS POLICY CHANGE WILL TAKE SOME TIME. BIFAD STAFF BELIEVES THAT IMPLEMENTATION PLAN FOR THIS PROJECT SHOULD NOT BE CHANGED AND THEREBY DELAYED TO TAKE ADVANTAGE OF A POLICY CHANGE THAT IS NOT YET IMPLEMENTABLE.

5. PC RECOMMENDS SENSITIZING BOTH PROJECT TECHNICIANS AND PARTICIPANTS TO:

(A) ENVIRONMENTAL IMPLICATIONS OF DIRECTORATE'S INVOLVEMENT IN PROJECT AND PROGRAM PLANNING. PIO/T'S AND PIO/P'S SHOULD REFLECT ENVIRONMENTAL CONCERNS WITH SPECIFIC TRAINING COMPONENTS DIRECTED TO THIS END;

(B) SOCIAL IMPLICATIONS OF DEVELOPMENT PLANNING, IN PARTICULAR, THE NECESSITY TO MEET THE CONGRESSIONAL MANDATE OF CONCERN FOR THE RURAL POOR, WOMEN, ETC. USDA/OICD REP ASSURED COMMITTEE THAT RECRUITMENT OF TA TEAM WOULD EMPHASIZE NECESSITY THEY ADDRESS QUESTIONS OF EQUITY, UNEMPLOYMENT, KEY ROLE OF WOMEN IN AGRICULTURE, ETC. IN CARRYING OUT THEIR FUNCTIONS.

CONSIDERATION MIGHT ALSO BE GIVEN BY TA TEAM OR DIRECTORATE TO EMPLOYING CAMEROONIAN SOCIOLOGIST WHO WOULD FOCUS ON THESE CONCERNS.

6. PC AGREES ON NUMBER AND RATIONALE FOR NON-U.S. PROCUREMENT OF PROJECT VEHICLES. HOWEVER, MISSION SHOULD UNDERSTAND THAT WAIVER REQUIRES AA/AFRICA APPROVAL.

7. COMMITTEE DISCUSSIONS BROUGHT OUT FOLLOWING ADDITIONAL RATIONALE FOR UNDERTAKING PROJECT: COMMITTEE'S UNDERSTANDING IS THAT SUCCESSFUL IMPLEMENTATION WILL LEAD TO DIRECTORATE'S (A) ASSUMING LEADERSHIP ROLE AT MINAG IN AREA OF BROAD-BASED AGRICULTURE PROGRAM AND PROJECT PLANNING AND (B) SERVING AS SERVICE ORGANIZATION TO PROVIDE EVALUATION AND MANAGEMENT GUIDANCE TO PARASTATAL ORGANIZATIONS, ONAREST, ENSA, MINAG , ETC. IN ADDITION, MINAG CAPACITY TO PLAN AND ORGANIZE EFFECTIVE PROGRAMS IS A PREREQUISITE TO ANY AGRICULTURE SECTOR LOAN WHICH MIGHT BE FORTHCOMING. PC APPRECIATES BOTH THE POLITICAL IMPLICATIONS AND THE SENSITIVE NATURE OF SUCH CONSIDERATIONS AS THE STRENGTHENING OF MINAG'S ROLE VIS-A-VIS THE PLANNING MINISTRY AND COMMENDS THE DESIGN TEAM AND AID/CAMEROON ON ITS TACTFUL PRESENTATION.

8. REQUEST MISSION CONCURRENCE PC SUGGESTED REVISIONS IN ORDER PROCEED FINALIZE AUTHORIZATION PACKAGE AT 3,250,000 DOLS LEVEL. VANCE

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Department of State

TELEGRAM

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ACTION AID-31

SEP 15 1978

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ACTION TO: AFR/DR
DATE DUE:
CRM/MO (CORRC # 2) Ext. 22000
SEP 14 1978
AM 7,8,9,10,11,12,1,2,3,4,5,6 PM

UNCLAS YAOUNDE 4418

AIDAC

FILE

E.O. 11652 N/A
TAGS: N/A
SUBJECT: USAID/Y - AG. MANAGEMENT AND PLANNING 631-0008

REF(S) : (A) STATE 221669 (B) 223678

1. REF. (A) USAID/Y IN FULL AGREEMENT WITH ALL REVISIONS SUGGESTED BY P.C. P.C. CONCERN ABOUT GURC ABILITY TO FUND RECURRENT COST AND MAINTENANCE OF PROJECT VEHICLES AFTER PROJECT COMPLETION WILL BE RAISED AND DEALT WITH IN NEGOTIATION OF PROAG WITH GURC. THIS POINT IS WELL TAKEN AND AID/W WILL BE INFORMED OF CONCLUSION. REQUEST STATUS OF USDA/OICD RECRUITMENT OF POTENTIAL CANDIDATES FOR IMPLEMENTATION TEAM. PP ANNEX F INCLUDED REQUEST FOR VEHICLE SOURCE/ORIGIN WAIVER. PLEASE ADVISE IF PROJECT AUTHORIZATION INCLUDES APPROVAL OF THIS WAIVER REQUEST.

2. USAID/Y CONCURS DIRECTION AFR/DR SIGN PP FACESHEET AND OTHER RELEVANT DOCUMENTS UPON FINAL CLEARANCE OF AUTHORIZATION PACKAGE. SMYTHE

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