

631-0017-
 PD-AAG-778-B1
 6310017004204

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT PAPER FACESHEET

1. TRANSACTION CODE
 A ADD
 C CHANGE
 D DELETE

2. DOCUMENT CODE
 PP
 3

3. COUNTRY: ENTITY
 Cameroon

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 digits)
 631-0017

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

7. PROJECT TITLE (Maximum 100 characters)
 Nat'l Planning for Community Development

8. ESTIMATED FY OF PROJECT COMPLETION
 FY 8 1

9. ESTIMATED DATE OF OBLIGATION:
 A. INITIAL FY 7 9
 B. QUARTER 4
 C. FINAL FY 7 9 (Enter 1, 2, 3, or 4)

10. ESTIMATED COSTS (\$500 OR EQUIVALENT \$) -

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID APPROPRIATED TOTAL	288	187	475	288	187	475
(GRANT)	(288)	(187)	(475)	(288)	(187)	(475)
(LOAN)						
OTHER U.S. 1						
2						
HOST COUNTRY		55	55		165	165
OTHER DONOR(S)						
TOTALS	288	242	530	288	252	640

11. PROPOSED BUDGET APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY 79		H. 2ND FY		K. 3RD FY	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) FN	250	710			475				
(2)									
(3)									
(4)									
TOTALS					475				

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		12. IN-DEPTH EVALUATION SCHEDULE
	Q. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN	
(1)					475		MM YY <input type="checkbox"/> 0 <input type="checkbox"/> 6 <input type="checkbox"/> 8 <input type="checkbox"/> 1
(2)							
(3)							
(4)							
TOTALS					475		

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

1 NO
 2 YES

14. ORIGINATING OFFICE CLEARANCE

SIGNATURE: James E. Williams *James Williams*

TITLE: Director
 USAID/Cameroon

DATE SIGNED: MM CC YY
 0 8 3 1 7 9

15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DO YY

MICROFILMED FROM BEST AVAILABLE COPY

AGENCY FOR INTERNATIONAL DEVELOPMENT

IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE

C A = ADD
 C = CHANGE
 D = DELETE

PID

2. DOCUMENT CODE

1

3. ENTITY

Cameroon

4. DOCUMENT REVISION NUMBER

1

5. PROJECT NUMBER (7 DIGITS)

31-0017

6. BUREAU/OFFICE

SYMBOL: APR D. CODE: 06

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)

NAT'L PLANNING FOR COMMUNITY DEVELOPMENT

8. PROPOSED NEXT DOCUMENT

A. 3 2 = PRP
 3 3 = PP

B. DATE: MM YY
 11 7 8

10. ESTIMATED COSTS

(\$000 OR EQUIVALENT, \$1 = 220 CFA)

FUNDING SOURCE		AMOUNT
A. AID APPROPRIATED		475
B. OTHER U.S. AID		
C. HOST COUNTRY		165
D. OTHER CONTRIB		10
TOTAL		650

9. ESTIMATED BY OR AUTHORIZATION/OBLIGATION

3. INITIAL BY: [] 6. FINAL BY: []

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 79		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) ER	290	710		475		475	
(2)							
(3)							
(4)							
TOTAL					475	475	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

13. SPECIAL CONCERNS CODES (maximum six codes of four positions each)

BR PART

14. SECONDARY PURPOSE CODE

3. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

To increase the productivity, income and welfare of rural populations in Cameroon and to expand their capabilities as contributors to development.

6. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

To assist the Government of the United Republic of Cameroon in planning a national community development program.

Clearances: HRPO: 1/16 APRM: 1/17 CONT: 1/17 MGT: 1/17 Environment Officer: [Signature]

9. PLANNING RESOURCE REQUIREMENTS (staff/funds)

Consulting services for PP design: Two consultants (eight work-weeks), \$10,000

Signature: Frederick E. Gilbert
 Title: Acting Director, USAID/Cameroon
 Date Signed: MM DD YY
 01 06 78

15. LAST DOCUMENT RECEIVED BY AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

TABLE OF CONTENTS

Project Paper Facesheet

PID Facesheet

I.	SUMMARY AND RECOMMENDATIONS	I/1
A.	Recommendations	I/1
B.	Brief Description of the Project	I/1
C.	Summary Findings	I/2
D.	Issues	I/2
II.	PROJECT BACKGROUND	II/1
A.	Community Development in Cameroon Organization Chart	II/1 II/6
B.	Relationships Between Community Development and Other Government Services	II/8
C.	Private Voluntary Organizations Active in Community Development	II/13
III.	DETAILED PROJECT DESCRIPTION	III/1
A.	Beneficiaries	III/1
B.	Constraints to Participatory Rural Development	III/2
C.	Project Description	III/3
IV.	PROJECT ANALYSES	IV/1
A.	Economic Analysis	IV/1
B.	Social Analysis	IV/2
C.	Technical and Administrative Feasibility	IV/4
D.	Environmental Impact	IV/5
E.	Financial Analysis and Plan	IV/5
	Summary Cost Estimates and Financial Plan	IV/6
	Project Financial Implementation Plan	IV/7
V.	IMPLEMENTATION AND EVALUATION PLAN	V/1
A.	Implementation Arrangements	V/1
B.	Implementation Schedule	V/5
C.	Reporting Requirements and Evaluation Arrangements	V/8
<u>ANNEXES</u>		
A.	PID Approval Cable	
B.	Logical Framework Matrix	
C.	Statutory Criteria Checklist	
D.	Grantee's Application for Assistance	
E.	Initial Environmental Examination	
F.	Indicative Equipment List	
G.	References	

I. SUMMARY AND RECOMMENDATIONS

A. Recommendations

Grant (FY 1979) - \$475,000 (Life-of-Project Funding)

B. Brief Description of the Project

This project provides for the collaborative planning of a national program for community development in Cameroon. To implement the project, a program planning unit will be established in the Department of Community Development within the Ministry of Agriculture. The unit will be composed of senior officials of the Department and a four-person team of advisors employed under a host country contract with a U.S. institution. Planning for the national program will be carried out over a fifteen-month period beginning in FY 1980.

The objective of the planning unit will be to plan a program that will foster participation by rural populations in Cameroon's economic and social development and provide means for helping target populations to meet some of their own basic needs. Participatory activities have been carried out successfully in Cameroon's two anglophone provinces for more than twenty years by the Department of Community Development. Methods utilized by the Department in the anglophone areas include the deployment of multi-purpose community development assistants, the establishment of Village Development Committees, training programs for village leaders, non-formal education programs for villagers including special programs for women, and the implementation of a large number of self-help projects. By Government edict, the Community Development Department is now extending its services and organization into Cameroon's five francophone provinces.

To plan a community development program for the francophone provinces, as well as strengthen the existing program in the anglophone provinces, the planning unit will undertake economic and social analyses to identify target populations and the constraints and conditions in rural areas that affect participatory development. The unit will define the objectives, scope and methodologies of the program for each province and study the technical and financial implications of expanding the service, including the recurrent costs to the Government and the cost-effectiveness of the proposed activities. The kinds of self-help projects to be supported by the program will be determined on the basis of local needs, the Department's capacities, and relationships to activities of other rural development agencies.

Plans for decentralized administrative and technical support systems for community development projects will be made in coordination with other services. The Department's personnel requirements will be analyzed, and training programs will be planned for all levels of CD staff and for local leaders. Plans will also be made for non-formal education programs and two-way information systems with strong emphasis given to activities that will increase productivity and incomes for men and women and increase women's participation in the development process.

The methodology to be used in planning the national program will include a series of participatory seminars with representatives of local organizations; meetings with provincial development committees; analysis of past experiences with participatory programs in all parts of Cameroon; the collection of data on basic needs; and consultations with other rural development agencies and private voluntary organizations associated with community development programs. In addition, consultants will be contracted to do special studies of rural needs and conditions. The completed plans for a national community development program will be presented at a culminating national seminar to be held at the end of the project.

C. Summary Findings

The planning activities to be performed under this project are technically, administratively, and financially sound. Extensive economic and social analyses will be carried out as part of the project, leading to detailed plans for the development of systems and institutions designed to serve the basic needs of rural populations. The project has a strong potential for increasing the participation of rural populations in Cameroon's economic and social development. The project meets all applicable statutory criteria. It is recommended that the project be implemented.

D. Issues

In its review of the PID, the AID/W project committee raised the following concerns and issues (see Annex A):

1. Document the success of the community development program in western Cameroon.

The PP describes the history, organization, methodologies, and accomplishments of the CD program in the anglophone provinces. Further documentation of the program is provided in a report prepared as part of the PP design by Dr. K. C. Alexander, "Community

Development in Anglophone Cameroon" (March 1979). Publications by the CD Department used in preparing the PP are listed in Annex G. Further study of experiences gained in the western program will be done during project implementation.

2. Make maximum use of Cameroonians in program planning.

The program planning unit to be established by the project will assure close collaboration between senior Cameroonian officials of the Department of Community Development and contract technicians in planning the national CD program. In addition, contractual arrangements with a U.S. institution will stipulate that qualified Cameroonians from the university, PAID, and other institutions will be selected as project consultants to the maximum extent possible. Cameroonian men and women representing Village Development Committees and other local voluntary organizations will also contribute to the program planning through a series of participatory seminars to be supported by the project. The final implementation plan for a national community development program will be a composite of seven provincial action plans worked out in collaboration with provincial development committees and reflecting careful assessments of local needs and conditions.

3. Relate community development to the decentralization of authority and funding.

The PP describes requirements for decentralizing the planning and implementation of CD programs. Within the framework of national policies, implementation systems will be developed for approving, funding, supporting, maintaining and evaluating local self-help projects at the provincial level.

4. Coordinate community development activities with the programs of other agencies.

This issue is extensively discussed in the PP and will be a major concern during project implementation.

5. Give the rationale for the selection of the alternative presented and justification for U.S. technical assistance.

The PP does not prescribe a prototype community development program but does assume that a community development program of some type is an essential ingredient to participatory rural development. A direct transplant of the CD program from the anglophone provinces to

the francophone areas of the country is not considered feasible. CD procedures utilized in the anglophone provinces will be studied for their applicability to needs and conditions in each of the francophone provinces. The objectives, scope, and methodologies of the national program will be determined according to these needs and conditions and in relation to the programs of other rural development agencies. Justification for the use of U.S. technical assistance in the planning process is provided in the discussion of the project's technical and administrative feasibility.

6. Relate community development to programs that will increase agricultural productivity and generate rural savings.

The PP addresses this issue in the project description and the economic analysis. The project will propose CD programs to support extension, credit, cooperative and other services as well as plan CD training and self-help activities that will directly affect rural productivity and incomes.

II. PROJECT BACKGROUND

A. Community Development in Cameroon

This project provides for the collaborative planning of a national program for community development in Cameroon. The information which follows examines the background of the community development program from political, historical and administrative perspectives.

1. Policies on Participatory Development

Cameroon has chosen a development strategy based on three main principles, as enunciated in the Fourth National Plan for Economic, Social and Cultural Development (1976-1981):

planned liberalism - private initiatives coordinated by the State in the interests of the Cameroonian people;

social justice and balanced development - improvement in the quality of life for all Cameroonians, irrespective of region of origin or social or religious background; and

"développement auto-centre" - development by and for the people themselves.

The principle of "développement auto-centre" - or participatory development - was emphasized in an address by Cameroon's head of state, President Amadou Ahidjo, in February 1975 before the Second General Congress of the political party. The President asked the rhetorical question, "What can we do to continue to successfully build the nation?" In his answer, he used the phrase that became the hallmark of the Fourth Development Plan:

(We must) mobilize all the resources and energies of the country towards a développement auto-centré. This signifies development by the people and for the people. We must take all necessary measures to truly make the people themselves the motor of the national development.

The Government's emphasis on the need for popular participation in development has been a growing concern. The Third National Development Plan (1971-76) makes references for the first time to "regional or divisional projects...studied and proposed by the local communities, whereby the State's role will be only complementary to the efforts of the people themselves, furnished through monetary contributions or voluntary labor."

In 1977, a Presidential Decree was issued establishing provincial, divisional, sub-divisional and district Development Committees for "the active participation of the people in the economic, social and

cultural development of the nation." These committees have the role of examining development problems at the various levels and determining actions to be taken. Members of these committees include administrative, party, and traditional leaders.

The Fourth National Development Plan adds Village Development Committees (VDC's) to the hierarchy of committees established by the Presidential Decree of 1977. The Plan refers to VDC's as "the baseline structure for the professional organization of the producers." It further states that "the animated village, led and represented by a Village Development Committee, will put into action integrated development programs and call on technical organizations according to its need." VDC's are made up of a cross-section of the village people and generally include party leaders, teachers, quarter heads, and other important people in the village.

In addition to its policy statements concerning participatory development and its initiative in establishing a hierarchy of development committees, the Government earlier created two programs specifically concerned with encouraging village-level participation in development. These were the Community Development Program, which operated historically in the two anglophone provinces of Cameroon, and the program for Animation Rurale, which concentrated its activities in the five francophone provinces. The history of these programs is described briefly in the following sections.

2. History of Community Development in Cameroon

Community development actually started in the 1950's in the British-administered former U.N. Trust Territory of Southern Cameroons. Local initiatives in road building, bridge construction, and the construction of health centers were supported by the Colonial Welfare Scheme in the Nyassosso area near Kumba. Villagers' contributions of materials and labor were combined with Government technical assistance and equipment. While a certain amount of coercion in the form of fines sometimes became necessary, on the whole the experiment proved quite rewarding to all concerned. In 1959, a Ministry of Community Development and Cooperatives was created in the Territory of West Cameroon "to organize and coordinate existing self-help activities."

During this period a successful women's project was also started in southern Cameroons under the Territorial Ministry of Education. This project, known as the Women's Cornmill Societies, incorporated appropriate technology and credit in a scheme that established labor-saving cooperatives for women. The project later expanded into other areas of interest including nutrition, child care, sewing, and home

gardening, finally resulting in the establishment of a women's service in the Department of Community Development in 1968.

In 1961, an experimental "Divisional Advisory Committee on Community Development" was set up in an attempt to further coordinate Government and voluntary organizations' resources for community development projects. A pilot project was undertaken to put integrated development to test. The results (water points, a leprosy clinic, family latrines, road maintenance, and cooperatives for palm oil and plantains) were deemed satisfactory.

By the 1960's, community development had a recognized role "to coordinate the efforts of the people with those of the government, particularly at the village level." The program received increasing support from external agencies including UNICEF (1950's), USAID (1963), Peace Corps (1964), and the Netherlands Volunteers (1964). The Swiss Association for Technical Assistance (SATA) became particularly supportive, beginning in 1964, through the provision of long-term technical assistance for village construction projects.

Community development operated in the North-West and South-West Provinces of Cameroon under the aegis of the Ministry of Territorial Administration and worked in close cooperation with the structures of local government. There was, however, a continuing need for a more coordinated approach to development problems. In 1969, a United Nations expert (Begert) assigned to the Community Development Department in West Cameroon made several recommendations. There should be, he said, "more attention to planning, particularly with regard to field programs and to the training and use of staff; regular and frank assessment of successes and weaknesses, using this as the basis for future planning; and more importance to field investigations and reporting without which the programs are liable to become unrealistic and ineffectual." Begert summarized, "however well the Department functions, it will never be entirely successful unless its work is coordinated with that of other services."

In 1975, the Department of Community Development was moved from the Ministry of Territorial Administration to the Ministry of Agriculture with the precise objective of increasing the CD program's coordination and collaboration with other relevant activities of the Ministry of Agriculture, including cooperatives, agricultural engineering, agricultural education, and the crop production and extension services.

The program for Animation Rurale, discussed below, was amalgamated with the Community Development Department during the 1975 reorganization, thus making community development the only national program explicitly responsible for implementing village-level participatory development activities. Most importantly for this project, the Community Development Department at that time was also given the mandate to extend its services from the North-West and South-West Provinces to cover the entire country.

3. History of Animation Rurale in Cameroon^{1/}

In 1962, the then Federal Ministry of Development and Planning introduced a nationwide program for Animation Rurale, a concept in many ways quite close to community development. Although it was declared a national program, Animation Rurale in fact operated only in francophone Cameroon.

Animation Rurale operated by means of mobile teams of three people (usually an animation expert, an agricultural technician and a representative of the social welfare services). These multi-functional teams organized and led village discussions about agriculture, health, child care, civics and other subjects. It was theorized that once villagers understood their situation and their problems, they would be ready to contribute what they could to achieve improvements. This process put a great deal of responsibility on the shoulders of the educator and he, being a representative of Government, often felt that his role was to organize participation in projects which had already been planned for a particular locality.

Animation Rurale was, by its nature, very dependent on support from Government or other financial sources, especially for transportation. Since very few self-help projects resulted from the "top down" education process, the Government became reluctant to continue to invest scarce development funds in the service. Outside donors also became discouraged by the lack of concrete results. Transportation, originally donated by such agencies as UNICEF, gradually broke down and activities of the mobile teams by and large ceased, except in a few localities.

^{1/} Much of the material used in this section has been drawn from a report by Dr. Robert Charlick: "Experiences with Community Development in Francophone Cameroon," USAID, Yaounde, March 1979.

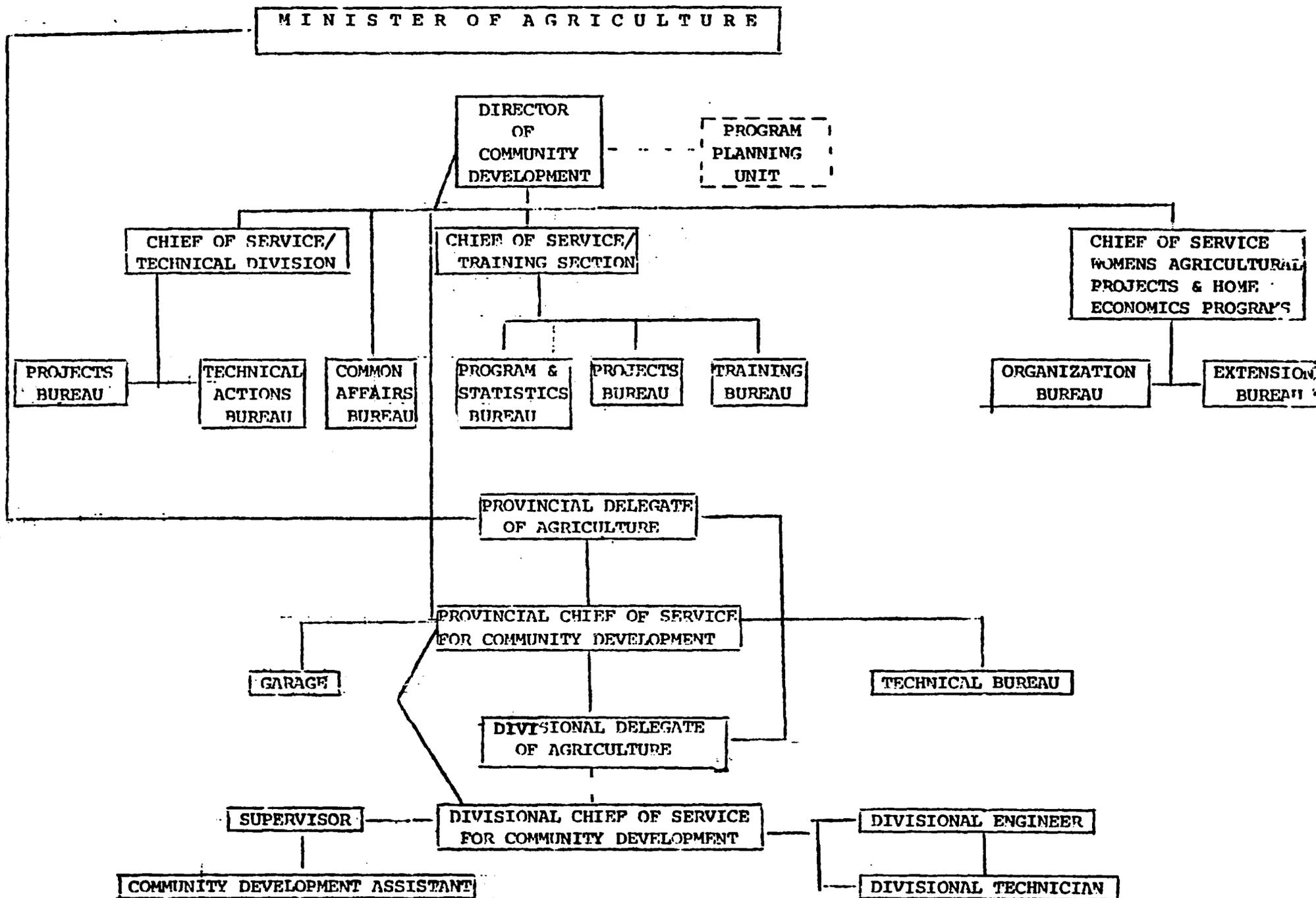
As it became increasingly difficult to support mobile teams, the service began to work through a "training centers" approach. Eleven "Centers for Training in Rural Animation" (CFAR's) were established to train village leaders. Results from the centers have been disappointing to those looking at development in terms of projects and self-sustaining local development. As Charlick comments,

The centers were too scattered to cover the country effectively. Education at the centers, although short in duration (two- or three-week sessions with a recycling session one year later) was too scholastic and general in its orientation to be of much practical use. The centers were high cost operations which could not be locally supported and hence which could not be generalized. Center personnel were youthful school graduates who were ill-prepared for the training task. But the most serious problem with the CFAR system was with its basic concept. Had the CFAR complemented a vigorous village organization program undertaken by the Mobile Teams and programmed by (development committees), the leadership training program might have been useful. As it was, the village volunteer leaders represented no broad-based village organization, and hence could neither effectively transmit information they learned to the population nor act upon it to initiate local level projects.

In 1971, the animation service was placed under the Ministry of Youth and Sports where it remained briefly until an administrative reorganization of 1972 when it was attached to the Ministry of Agriculture. In 1975 the animation service was consolidated with the Department of Community Development which inherited the remnants of a demoralized program.

4. The Community Development Department - Its Structure and Functions

This final section of the project's background information describes recent activities of the Community Development Department based on its present organizational structure. The Department's organization is outlined in Decree No. 76/256 dated July 1, 1976, concerning the reorganization of the Ministry of Agriculture. An organization chart appears on the following page. Statistics in this section are taken from two CD reports: "Bilan d'Actions," May 1979; and "Rapport sur l'Action Politique, Economique, Financiere et Sociale des Activites du Developpement Communautaire au cours des Periods 1977/78 et 1978/79."



a. The Technical Service

The Department's Technical Service is responsible for planning and implementing CD's technical projects. The activities of the service are illustrated by the following list of accomplishments for the period 1975 to 1979: 150 water source improvements, 41 water points, 22 wells, 33 roads, 17 bridges, 5 health centers, 24 community centers, and one school.

The method of carrying out the above projects can be illustrated by the following example for a water supply project, drawn from a report by Dr. K.C. Alexander: "Community Development in Anglophone Cameroon" (March 1979, USAID/Yaounde).

- 1) The community expresses a need, usually via a CD staff member in the field.
- 2) With the aid of a Community Development Assistant (CDA), a water supply committee is formed. If a Village Development Committee exists, the water supply committee is a sub-committee of the larger unit.
- 3) The CDA calls on a representative of the CD Technical Service in the division who is often, in the case of the anglophone provinces, a technician from SATA. Together a technical report is prepared on the project. This report includes background information, a technical analysis, manpower and material requirements, and cost estimates.
- 4) The CD Department provides supervision and administration of the project by a foreman from the Technical Service.
- 5) The village contributes money (estimated to be 15-25% of the total costs of the project) to pay required skilled labor and to buy necessary materials; non-skilled labor; and local materials.

Cameroonian personnel in the Technical Service include ten building supervisors, seven engineers, 43 foremen, four draftsmen, 22 plumbers, 15 masons and nine carpenters. SATA personnel of Swiss nationality attached to the Service include one director, one administrator, six field engineers, and four teachers at the building training center in Kumba.

b. The Training and Community Action Service

The responsibilities of this service include the planning and implementation of programs for rural education; training for villagers and development agents; skills training; socio-economic projects; and local organizations. CD reports show that during the past five years over 1,000 village leaders have been trained and over 35,000 villagers have participated in community education courses given by CD field staff. The Department presently has about 360 Community Development Assistants working in the field.

c. The Women's Agricultural Activities Service

This service is responsible for organizing activities for women in such areas as food crop production, vegetable gardening, small-animal husbandry, nutrition education, environmental sanitation, home management, child care, and employment and commercial opportunities.

Community Development Assistants working with the Women's Service carry out most of these activities by organizing informal groups of women which usually meet on a weekly basis. Recent figures for the North-West and South-West Provinces show that 334 groups were currently organized with an enrollment of 22,618 women and an average weekly attendance of 7,105.

B. Relationships Between Community Development and Other Government Services

Because of the nature of its activities, the community development program must work in close collaboration with other Government services to carry out development projects. Clarification of the role of community development in relation to these services, and better coordination of CD programs with related activities and resources, are important objectives of the CD planning project. As further background to the project, activities of Government rural development services relevant to the CD program are described briefly below.

1. Ministry of Agriculture

a) The Department of Cooperation and Mutuality (COOP/MUT) is responsible for promoting the cooperative movement by assisting with the creation of new coops and helping existing coops with management and program problems.

Community development recognizes cooperatives as local organizations to be promoted to carry out economic and social development of rural areas in a sustained and organized manner. However, possibilities for systematic links between community development and the cooperative movement have yet to be fully explored. At present, the major concern of most cooperatives is the marketing of cash crops. Where other activities are involved, such as fishing, vegetable marketing and handicrafts, the cooperatives tend to be single purpose and location-specific. Some individual cooperatives, however, have undertaken social and economic activities which demonstrate the potential of these institutions to support local development programs.

The Société Cooperative de Développement Rural of Nyong-et-So in the Center-South Province, for example, has carried out the following activities:

- Medical costs paid for members.
- Gifts of beds to Mbalmayo, Ngomedzap and Dzeng hospitals.
- Vacation employment for students.
- Gifts for prizes for outstanding students.
- Aid to handicapped members.
- Improvement of water sources.
- Repair and maintenance of water points and bridges.
- Credit for school fees, housing and investments.
- Organizing sales of materials to and from coop members.
- Training and information programs for coop staff and members.

Another type of cooperative, the Credit Unions (Caisses Populaires or Caisses d'Epargnes in francophone Cameroon) are also under-utilized in their potential for supporting community development activities. As a substantial source for local capital and local investment, credit unions could support programs for improved rural housing, for investments in village productivity projects and for other activities which are presently frustrated because of constraints on rural credit. A privately initiated credit movement started in the Central-South Province by a Catholic organization called Union des Caisses Populaires holds the promise of demonstrating activities of this nature. The organization is now negotiating with COOP/MUT to obtain official status.

COOP/MUT has also encouraged the development of GAMS (Groupeant d'Agriculteurs Modernes) which act as joint responsibility groups for obtaining credit from FONADER, Cameroon's institution for the distribution of agriculture credit. GAM's are a kind of pre-cooperative which could provide a channel for consumer education and information on credit and investments if additional resources were available to COOP/MUT.

Relationships at all levels between COOP/MUT and community development concerning cooperatives, credit unions and GAMS need to be clarified and strengthened with the objective of helping to extend the potential economic and social benefits of these activities to more villages and small producers.

b. The Rural Engineering Department or "Génie Rural" is a well-organized, well-funded service which carries out an array of rural infrastructure projects though concentrating mainly on water supplies and irrigation. Génie Rural has also been given implementation responsibilities for a number of large integrated development programs.

At the same time, the Technical Division of the Community Development Department, supported by SATA, provides services similar to Génie Rural though on a smaller scale. An important difference between the two services is that the CD Technical Division uses a participatory approach while Génie Rural has operated predominantly as a "top-down" technical agency. Génie Rural officials have indicated that, in principle, they too favor maximum participation by the people, but as a service staffed by engineers and technicians they do not possess the expertise to work with self-help projects, except in the sense that villages are expected in some cases to make financial contributions.

In contrast, a representative policy statement defining the community development approach is as follows:

The Department further recognizes that in past achievements the most important aspect was not the miles of road or the number of buildings constructed, but the spirit which animated these activities. The conviction that members of a community should voluntarily plan and work together for the welfare of the community...is the vital principle on which all else depends and the Department affirms that the fostering and strengthening of this community spirit is as much a part of its task as the construction of bridges or other physical structures. Working with communities rather than for them, the Department aims at increasing their self-reliance, strengthening their social structures and leading them on to wider and increasingly effective development programmes. (Policy Statement on Community Development, 1965)

Génie Rural, coming into a village with "outside" money and expertise - even to the point of bringing in unskilled labor - is in conflict with the CD approach. Ironically, some of the CD positions in

the francophone provinces are currently, though temporarily, being staffed by Génie Rural personnel. Both Génie Rural and CD officials express the hope that a formula can be found for collaboration between the two services. The planning project for community development will address this structural issue as a high priority item. The choice between implementing projects through CD or Génie Rural methods is an immediate issue for a number of projects supported by external donors such as CARE's project for installing water supplies in the Margui-Wandala area.

c. The Department of Agricultural Training is charged with coordinating all training programs for extension agents and other technicians of the Ministry of Agriculture. The Department's responsibilities also include the Young Farm Family Training Centers in northern Cameroon. These centers are being developed cooperatively with the International Union of Child Welfare (IUCW), a Swiss-based private voluntary organization with some financial assistance from AID. One of the training centers is associated with a pilot community development project managed by the Community Development Foundation (a U.S. PVO) in collaboration with the Community Development Department. The CDF project has chosen to work in the home villages of the Center's graduates in order to build the process of village development on these trained people in conjunction with Village Development Committees. Possibilities for extending coordinated CD and farmer training programs to other areas will be explored in the planning project for community development.

d. The Department of Agriculture is responsible for programs in extension, crop production and crop protection, all of which offer possibilities for collaborative activities with the Community Development Department to help bring these services to the level of the hard-to-reach small farmer.

The Department of Agriculture's extension activities include the management of seven "Centres de Formation Rurale" (CFR's), which offer short training courses for "progressive" farmers. The CFR's have not been particularly successful (Charlick, 1979) but in the interests of coordination, the CD planning project should examine their programs in relation to the CFAR's (see section on Animation Rurale), the Young Farm Family Training Centers, and the ex-ZACC centers (see section on Ministry of Youth and Sports below).

Planning for the improvement of constructive relationships between the various types of training centers for agriculture and other skills, Village Development Committees, cooperatives and development agents from CD and other agencies will be fundamental to the planning project for community development and for the ultimate objective of increasing productivity and improving standards of living.

2. Ministry of Social Affairs

The Ministry of Social Affairs, in close collaboration with the women's wing of the national political party, operates a training program in which fifty "animatrices" (female village development workers) are given three

months of training at the Betamba Training Center each year in a five-year program that started in 1977. Training in animation techniques is combined with instruction in basic skills in areas of interest to women in the villages. Once trained, the women are sent to rural areas at the sub-divisioned or district levels in groups of two to four. From these posts, each animatrice encourages development activities in about five villages. UNICEF has supplied means of transportation for them.

The animatrices, who come from several Government services (including the Community Development Department), stay in the field for three years before returning to their respective organizations. During the three-year period, their training is followed up by an inter-ministerial committee made up of representatives of various services with interests and expertise in this area. The Chief of Service of the CD Women's Service is a member of this committee.

There is now an urgent need to plan projects and long-term support systems for broadened programs directed towards women in rural areas, both for the Betamba graduates and the CD Women's Service itself. Most CD programs cannot and should not be categorized for women only but there are certain areas - such as the protection of water supplies and food production and marketing - in which women could be helped to have a more rewarding role.

Social Affairs is planning to collaborate with the CD Department in the training of field personnel in needs assessment and project design techniques at the Community Development Leadership Center at Santa in 1979. As Social Affairs and the CD Women's Service have very similar objectives, it will be an important function of the planning project for CD to propose additional areas for collaborative activities between them.

3. Ministry of Health

The Practical Training in Health Education Project (PTHE), under the Ministry of Health, seeks to improve rural standards of living by creating village health committees and conducting health education projects. These activities overlap with the interests and methods of the community development program.

The planning project for community development will draw on the PTHE experience with village organizations and education in the Center-South Province when making recommendations for the expansion of CD activities in francophone Cameroon.

4. Ministry of Youth and Sports

In the 1976 reorganization of the Ministry of Agriculture, the Community Development Department acquired responsibility for seventeen training centers that were established in the early 1970's under a program called "Zones d'Action Communautaires et Culturelles" (ZACC). The ZACC training programs for "innovative" farmers were created by the Ministry of Youth and Sports in response to the Government's preoccupation with rapidly accelerating urban migration. The centers were not a success. "No clear methodology was ever formulated for tying ZACC trainees and centers to the village community. If the ZACC's functioned poorly as agricultural training centers, they also did little to improve the capability for village self-help and organizational activities." (Charlick, 1979).

With assistance from the German volunteers, the CD Department is seeking to revitalize the ex-ZACC centers. Under CD, the centers were first called Centers for Community Development Training (CFDC's) but now are known as Centers for Education and Rural Action. The planning project for community development will draw upon the past experiences of these centers (as well as the experiences of the CFAR's, CFR's, and other previously mentioned centers) to develop sound principles for integrating the training programs with local organizational development and self-help projects.

The Ministry of Youth and Sports maintains a service unit for socio-economic projects in urban areas. In the Yaounde area, for instance, 26 agents (20 of them women) are carrying out water supply, sanitation, health, and literacy projects. Possibilities for greater coordination of CD activities with urban projects sponsored by the Ministries of Youth and Sports and Social Affairs will be explored by the planning project for community development.

C. Private Voluntary Organizations Active in Community Development

Private voluntary organizations (PVO's) have operated programs in the francophone and anglophone areas of Cameroon with objectives quite similar to those of community development and animation rurale. Activities undertaken by the PVO's provide useful lessons for the extension of the CD program. Some of these experiences are summarized in Dr. Charlick's report and are also commented upon in other parts of this project paper. Many of these PVO's could make significantly greater contributions to CD activities in the future.

For the ready reference of the reader, the relevant PVO's are listed below:

CEPeC (Centre d'Education à la Promotion Collective), supported by the Yaounde Diocese of the Catholic Church, sponsors a program of leadership training and village animation in the Center-South Province.

FEMEC (Fédération des Eglises et Missions Evangéliques), a coordinating agency for Protestant Churches, operates a development department to help its member churches design development projects and also puts them in contact with overseas donor agencies.

INADES (Institut Africain pour le Développement Economique et Social) is a training institution which gives courses in development-related subjects both to individuals through correspondence courses and to village groups.

PAID (Pan African Institute for Development) operates two well-equipped and professionally staffed training centers in Cameroon for development agents from countries in the Central and West African region.

SATA/Helvetas (Swiss Association for Technical Assistance) has constituted the backbone of the Community Development Department's technical service and building trades center since 1964.

Catholic Relief Services operates a nutrition education and maternal and child health program in the North Province and also funds requests for assistance from local Catholic missions.

CARE, in close collaboration with the Community Development Department, has started water supply projects in the East and North Provinces and plans to support ten women's self-help projects around the country.

Save the Children/Community Development Foundation, known as CDF in Cameroon, also working in partnership with the Community Development Department, has begun an experimental program in the North Province working through newly established Village Development Committees in villages in the Kar-Hay subdivision to carry out a variety of self-help activities. To this list may be added the following groups of volunteers which have associated themselves with community development activities:

U.S. Peace Corps Eleven PCV's are currently assigned to the Department of Community Development at the national, provincial and district levels. Additional Volunteers assigned to health cooperatives and other programs are in a position to collaborate with CD projects

AFVP (Association Française des Volontaires du Progres) - French volunteers.

IVS (International Voluntary Service) - British volunteers.

DED (Deutscher Entwicklungsdienst) - German volunteers.

SUCO (Service Universitaire Canadien Outre-Mer) - Canadian volunteers.

ONV - Netherlands volunteers.

Until recently, PVO's have shied away from dealing closely with Government community development efforts in francophone Cameroon. This reluctance on the part of the PVO's has lessened since the arrival of the Community Development Department in Yaounde after the 1975 reorganization of the Ministry of Agriculture. The Director of the Community Development Department has initiated a series of meetings with the various PVO's working with community programs. The possibility of establishing a more permanent coordinating structure is being considered.

The CD Department, recognizing the huge task before it in expanding its program nationwide, is anxious to work closely with PVO's and other organizations that can provide resources to help the Department realize its objectives.

III. DETAILED PROJECT DESCRIPTION

A. Beneficiaries

The planning for a national community development program to be carried out under this project will address some of the basic needs of Cameroon's rural populations. Data from the 1976 census and the national nutrition survey indicate some of these needs and help to identify the target groups for the project:

55% of the population use springs and streams as their domestic water source.

28% of the population are without home pit latrines.

22% of the children under five years of age suffer from chronic undernutrition.

70% of the population live in homes with mud or unbaked brick walls.

46% of the men and 67% of the women ten years of age and older have never been to school.

32% of the boys and 39% of the girls aged 6 to 14 were not enrolled in school in 1976.

The national infant mortality rate is 165 per 1000 live births.

Life expectancy in Cameroon is 45 years.

Cameroon has a rural population of 5.8 million persons living in some 6,000 villages and other scattered farm settlements. In addition, a large proportion of the 2.3 million persons classified as Cameroon's urban population continue to live an agriculturally-oriented existence and should realistically be included in the rural population for the purposes of this project. (The census definition of "urban" is quite broad and includes all sub-district administrative centers and all towns with 3,000 or more population.)

The figures given above indicating requirements for the fulfillment of basic needs are disproportionately higher in Cameroon's more isolated areas, especially parts of the North, North-West and East Provinces. These areas also have the lowest per capita incomes. The project will give particular attention to these areas but, since this is a national program, planning will be for the entire country and will address basic needs for water supplies, better sanitation and nutrition, improved housing, and other requirements wherever they exist.

During the process of devising plans for a national, rural-oriented community development program, the project personnel, in consultation with a wide range of Cameroonians, will determine which basic needs (some or all of those mentioned above as well as others which may be identified) would most appropriately be addressed in each province by an expanded Community Development Department.

The target groups for the areas of CD concentration will be identified in each province, and quantifiable goals will be set for improving selected aspects of the quality of life of the target populations. The comprehensive plan to be developed by this project will thus provide the Community Development Department with a program of action designed to serve the needs of the rural poor throughout Cameroon but tailored to the priority needs of local areas.

B. Constraints to Participatory Rural Development

In addition to identifying target groups for a national community development program, the project personnel will also plan ways for the CD Department to help relieve some of the present constraints to participatory rural development. Constraints exist in the areas of information and skills; delivery of Government services; trained manpower; local institutions and linkages; and decentralized decision-making. More specifically:

1. Rural communities require new information and skills in subjects fundamental to better living, such as health, nutrition and agriculture productivity. Leadership training, non-formal education programs, women's activities, farmer training programs and other learning activities need to be greatly expanded.

2. Extension, research, credit and other Government services to rural areas need to establish closer contacts with rural populations and develop programs that are more responsive to the problems of the rural poor.

3. Trained manpower, skilled and motivated to work with rural people, and supported by effective systems to deliver needed inputs, are required to stimulate and assist participatory development.

4. Stronger local institutions such as cooperatives, Village Development Committees, and other organizations concerned with rural problems are needed in order to permit greater participation by rural people in planning and implementing projects to improve their own economic and social conditions. The local institutions are also needed to help strengthen linkages between the villages and modernizing provincial and national systems. Such linkages include marketing and distribution processes, two-way informational exchanges and transportation and communication networks.

5. The exceptional ethnic and geographic diversity of Cameroon's rural areas necessitates further efforts by the Government to decentralize responsibility for planning and implementing rural development programs within the framework of national policies and at the same time to coordinate services and resources at all levels.

The project description which follows describes how plans will be formulated to help overcome these constraints through a national community development program.

C. Project Description

This project supports the Cameroon Government's decision to extend the activities of the Community Development Department and the practices of participatory development ("développement auto-centre") from its base primarily in the anglophone provinces of the country to the five francophone provinces in the eastern and northern portions of Cameroon. The support provided by this project will help develop a national plan for community development. The project does not provide support for the implementation of community development programs or projects.

1. Goal and Purpose of the Project

The sector goal to which this project contributes is to increase the income, productivity, and welfare of rural populations in Cameroon and to expand their participation in national development.

The purpose of the project is to assist in planning a national community development to be adopted by the Government of Cameroon.

The project will increase the ability of the Cameroon Government to design projects in participation with the country's rural peoples for the benefit of those people and in response to their expressed basic needs. The project will also plan the extension of the activities of the Government service specifically responsible for the promotion of the participatory development process, the Department of Community Development, and clarify its role in relation to other rural development agencies.

The project purpose will be achieved through:

a. An identification of the structural, social and other variables in the geographic areas new to community development in order to determine anticipated problems in applying community development methods and to adapt them accordingly.

b. A study of the Community Development Department's present structures and operations to determine how these can best be coordinated with other rural development programs, private voluntary organizations, and overall development policies.

c. The ultimate production of a cost-effective, comprehensive national plan for community development whereby the Community Development Department's planning, implementation, and evaluation processes will be coordinated with and fully integrated into Cameroonian development planning and activities as a whole and will take into account the severe recurrent budgetary limitations imposed by the GURC.

Specific project activities that will lead to the achievement of the project purpose are described in the following section.

2. Project Outputs

The planned outputs of this project are summarized as follows:

- A program planning and evaluation unit will be established within the Department of Community Development to coordinate CD activities and to determine the objectives and scope of the program.

- CD action plans will be developed in a participatory manner for each province.

- A training plan will be developed for all levels of CD activities.

- A plan will be developed for expanding women's activities and integrating them more fully with the activities of other services of the CD Department.

- Requirements for supporting technical projects will be planned.

The sum of these outputs will be a cost-effective comprehensive plan for a national community development program which is the purpose of this project. Details of the above outputs will be developed during the extensive planning process to be carried out under the project. Outlined below are the types of questions and issues to be addressed during the planning process for each of the major outputs.

- a. Output One: A program planning and evaluation unit will be established within the Community Development Department and staffed by experienced personnel.

With technical assistance provided by the project, a program planning and evaluation unit will be established to coordinate the activities of the Department's three services and determine the objectives, scope and external relations of the CD program. The unit's first responsibility

will be to organize the planning project and combine the elements of the plan into a comprehensive report. It is expected that the unit will serve a continuing function in the CD Department by formulating and reviewing future program proposals, reviewing policies, coordinating external and internal relationships, and evaluating and monitoring program activities.

1) What should be the probable scope of a national community development program in helping to meet basic human needs in Cameroon?

The CD planning unit should prepare guidelines for activities that would be practical for the Department to undertake, given its objectives, available resources, and the existence of related programs in other agencies. The guidelines will be used to develop participatory action plans at the provincial and local levels, as discussed in 2.b. below.

2) How will CD methodologies be applied in the eastern and northern portions of the country?

The CD program in western Cameroon can be said to have achieved success because the direct beneficiaries of the projects have participated in their conception and implementation and have tended to regard the projects as their own. Development investments have thus corresponded to perceived needs. The organizational process used by CD has further encouraged participation and developed local institutions capable of carrying out follow-on activities.

These essential participatory and organizational elements of CD's methodology are to be implanted in other parts of Cameroon. To do this will require a combination of inputs: field agents trained in CD methods (from other agencies and PVO's as well as the CD Department itself); a variety of village education and leadership training programs; the establishment of Village Development Committees and other local organizations; and effective systems to support self-help projects.

Financial and manpower constraints will certainly influence the size of these inputs. In addition, the "mix" of the inputs will depend on an analysis of the local social and cultural situation. Methods of initiating CD activities in the North Province may well be slower and require more educational inputs and field agents than similar activities in the West Province.

The CD planning unit will also need to analyze past and current experiences with CD and animation programs in francophone Cameroon to determine lessons that may be learned from their strengths and weaknesses. Further social and cultural studies or pilot activities may be required to assure that CD methodologies will be appropriately adapted to the local situations. The result of these analyses should be carefully planned strategies for implementing CD programs adapted to the varying conditions in francophone areas.

3) How can CD activities be better coordinated with the activities of other agencies and PVO's? ...

Part II of the project paper describes the activities of other departments of the Ministry of Agriculture and programs of the Ministries of Health, Youth and Sports and Social Affairs that are closely related to CD. The CD planning unit will seek ways to harmonize these activities and to develop strategies that will make the best use of the limited staff and resources available to each of them.

In addition, the results of the planning project should establish the CD program as an umbrella for the activities of numerous PVO's concerned with local-level, participatory projects in Cameroon. Voluntary agencies currently associated with CD are listed in Part II. It may be expected that an active, well-planned national CD program would attract additional PVO's to work in Cameroon.

4) How can CD help to strengthen rural-urban linkages, particularly through the village centers program?

Although there are many needs in the rural areas of Cameroon with which the CD Department should concern itself, Cameroon's rapidly increasing urbanization necessitates that the national CD plan take trends towards urban growth into account in planning future CD programs, particularly in order to help increase productive interaction between rural and urban sectors.

The Government, in its desire to develop alternatives to the massive growth of Douala and Yaounde, has planned to establish a network of village centers which will provide a range of basic services to surrounding rural regions and act as a stimulus for their development.

The CD planning unit will explore possibilities for the Department to contribute to the village centers program. CD could have a role in the program by helping to assure local participation in planning the centers. The planning unit might also consider developing

CD programs to train rural people in skills for off-farm employment and to encourage small agriculture-based enterprises in cooperation with CAPME. More ambitiously, the CD Department, given the void of agencies in this area, might itself act as the coordinator to promote integrated housing, services and employment in the village centers.

5) How can the monitoring and evaluation of CD activities and projects be improved?

The CD Department requires a systematic feedback on its participatory projects, training, and other programs in order to base planning on a solid experience. Evaluation of the programs also requires establishing realistic and measurable objectives and projections.

The CD planning unit should develop plans for meeting these requirements. It is proposed that an evaluation program be established as part of the planning unit to collect data, develop reporting systems, and establish measurable objectives. The evaluation unit should also be responsible for the preparation of case studies and for other evaluation activities required for further information and planning. These activities may include carrying out rural sector assessments or surveys such as the Rural Water Sector Study prepared by Tom Franklin.

6) What are the financial requirements for an expanded CD program?

It will be the responsibility of the CD planning unit to prepare a consolidated budget for the national program based on plans for the program's scope and methodologies and on projections of personnel and other requirements. In this process, the planning unit may well prepare proposals for discrete activities to be considered for funding by external donors.

b. Output Two: CD action plans will be developed in a participatory manner for each province.

The project will provide support for a series of seminars with development committees at the provincial level. Representation of Government and private institutions at these seminars will help assure popular participation in planning the national program and a decentralization of the planning process. In effect, the plan for implementing a national CD program will be a composite of seven provincial development plans based on the expressed priority needs and an analysis of the internal situation of each area. Limitations to the provincial planning will be set by the guidelines and policies established by the CD planning unit as discussed in section 2.a. above.

The provincial seminars will help to resolve such questions and issues as the following:

1) Should the kinds of self-help projects being carried out in the western provinces (water supplies, feeder roads, community centers, etc.) be repeated in the francophone provinces, or are other emphases better suited to, or of greater priority in, these areas?

Assuming an expression of need and interest, the CD Department could, for example, undertake projects for improving low-income rural housing in some areas. In other areas, CD support may be appropriate for such activities as fish ponds, tree nurseries, small catchment dams, or village school construction. In all areas, CD should give more emphasis to activities which will help increase small farmer productivity and incomes. For example, if it proved feasible, CD could assist some areas in developing improved on-farm grain storage or in constructing farm-to-market roads. Various types of production-oriented training programs and support for pre-cooperative activities might be appropriate elsewhere.

2) How can the national CD plan promote the decentralization of authority and funding for local development projects?

Greater decentralization of decision-making, funding and logistic systems is needed to provide rapid and effective support to local self-help projects. The CD planning unit should address these important needs at the same time it helps develop provincial action plans as part of the national CD program.

The CD planning unit should plan ways of integrating various existing programs to support self-help projects into a rational system that will be responsive to local priorities as identified by the people themselves. Funds and materials provided by the Government and by donor agencies (UNICEF, CARE, special funds of several embassies, etc.) could be channeled into support systems managed at the provincial level that could respond quickly to legitimate requests from Village Development Committees. In this regard, consideration may be given to revitalizing and decentralizing the Ministry of Economy and Plan's special fund for small-scale rural projects (Fond Spécial pour le Petit Equipment Rural). This now-dormant fund provided up to a maximum of five million CFA to support individual community projects.

c. Output Three: A training plan will be developed for all levels of CD activities.

Technical assistance provided by the project will help analyze CD's training requirements and formulate medium- and long-range training plans for the Department. The planning will require a projection of CD's

staffing and recruitment requirements based on policy decisions concerning the scope and methodologies of the national program.

The training plan will be a comprehensive document covering all aspects of CD's training needs. Pre-service and in-service training programs for the different levels of CD staff will be of first importance. The training scheme will also provide plans for training programs for village leaders and non-formal education programs for villagers. The plan may include proposals for the establishment of additional CD training centers and for training in CD principles and practices for rural development agents from other services.

In formulating the training plan, project personnel will need to address the following issues and questions:

- 1) What numbers of CD personnel need training?

The Community Development Department has made projections of staff training requirements in a document entitled "Formation à la Direction du Développement Communautaire" (November 3, 1978). The projections are based on reaching "an acceptable level of one Community Development Assistant for 2,500 inhabitants" which would necessitate the training of "3,065 Assistants at all levels." At present, there are only about 360 CDA's in the field.

A staff of over 3,000 CDA's would not be excessive for Cameroon's population of eight million. Nevertheless, given budgetary constraints alone, it is questionable whether these projections are feasible. Some CD analysts (Muller, Franklin) have suggested that the Department should decide how many agents it can realistically support in terms of salaries, supplies and transportation and set its staff training goals at that level.

Other factors are of equal importance in determining the future size of CD staff. These include policy decisions on the utilization of village leaders and local institutions in carrying out CD activities; the extent to which the programs of private voluntary organizations can be coordinated with the national CD program; the relationship of CD to other rural development services; and the choice between extending CD's resources broadly over the country or concentrating resources in areas of greatest need.

In order to make decisions on alternative personnel levels for the CD program, the project personnel will need to take all the variables into account, develop realistic cost estimates for each alternative, and recommend a personnel strategy that will be cost-effective and supportable.

2) What kinds of training are needed for CD staff?
Where and how should it be provided?

Project personnel should do task analyses of CD staff functions, present and projected, in order to determine training content needs and to outline appropriate curriculum and materials. This should be done for both in-service and pre-service training programs.

Training requirements may include the development of such specific skills as needs assessment and project design techniques and the strengthening of the bilingual capabilities of CD staff as well as instruction in the broad concepts of CD methodology. Materials for many of these needs have already been developed at the CD training center at Kumba. (See, for example, "Les principes et la Philosophie Elémentaires du Développement Communautaire," a guide used in training French-speaking agents.)

The project will review existing staff training programs at Kumba and examine other training resources available in Cameroon and Africa, including programs and training personnel available at Cameroon's university centers, at the Pan African Institute for Development (PAID) in Douala and Buea, and the Center for Economic and Social Studies for West Africa (CESAO) in Bobo Dioulasso, Upper Volta.

After completing an assessment of training needs and a review of available training resources, project personnel should outline requirements for new training programs and institutions. The recommendations may include an expansion or elevation of the Kumba program; greater use of PAID, CESAO, or other African resources; the creation of CD-related courses at the University Center for Agriculture at Dschang or the Department of Sociology at the University of Yaounde; and the establishment of contacts with a university or training center abroad.

Every effort should be made to fully utilize existing training resources, but it may still be necessary for CD to establish new centers to meet its in-service and pre-service staff training needs. Proposals have been made to create up to three such centers for this purpose in the francophone areas of the country. Project personnel should examine these proposals and, if the need for new centers is justified, make detailed plans for their programs, facilities, staff, and other requirements. In some cases, it may prove possible for CD to take over existing but unused facilities from other agencies, rather than to construct new centers.

In determining the requirements for new training centers, one further proposal must be taken into consideration. It has been suggested that the CD Department might provide needed short-term training in the principles and methods of participatory development for agents of other organizations such as agriculture and health extension services, Genie Rural, Youth and Sports, and Territorial Administration. Such training could be included in regular training programs for these agencies or be provided in special courses at the CD or agency's centers. The Ministry of Social Affairs has demonstrated the feasibility of inter-ministerial training of this type in its courses for female field agents at the Batemba Training Center. The possibility of CD undertaking external training responsibilities will be explored by project personnel in cooperation with the other agencies.

3) How can CD help to expand and coordinate leadership training programs?

In addition to planning training programs for CD staff, the national CD planning project will make proposals for improving educational services for its target populations in rural areas. Various existing programs for non-formal adult education in rural Cameroon need to be better coordinated and greatly expanded.

One method of providing educational services of this nature is to train village leaders who then share their new information and skills in the villages. The CD Department is using this approach successfully at the Leadership Training Center at Santa, North-West Province (see K.C. Alexander: Community Development in Anglophone Cameroon). Further CD training of this type will be offered at the 17 newly reorganized Centers for Education and Rural Action, acquired by CD from the ZACC program as described in Part II. Part II also describes the twelve Young Farm Family Training Centers in the North, the Department of Agriculture's seven CFR's, and the remaining CFAR's from the Animation Rurale program, all of which have similar objectives for training village leaders or "progressive" farmers.

Project personnel should examine all of these types of centers to determine if coordination of their programs could bring about a greater impact on rural areas. The relationship of the centers to CDA's and agents from other services and to Village Development Committees should be strengthened. Requirements for improving support for the leadership center at Santa and for the 17 centers for education and rural action should be given particular attention. (For the 17 centers, reference should be made to "Nouveau Programmes d'Action des Centres de Formation du Developpement Communautaires," February 1979).

4) How can CD help improve the flow of information between Government services and villagers?

There is a need in Cameroon for better two-way information systems by which information from the village level can pass upward to higher-level policymakers, and information about new techniques, policies, and the availability of resources can flow from Government services to the base level. Responses to this need include improved extension services, wider use of local languages, and greater utilization of PVO's concerned with education and communications (INADES, CEPeC).

In considering this need, one of the options project personnel should examine is greater use of mass media. The most obvious of these is radio broadcasts. A venture by CD into radio broadcasting should be of timely interest, both locally and nationally, given the important story CD has to tell about participatory development. Besides providing education and information about CD services, CD radio programs could involve local groups in the preparation of short broadcasts in which villagers could share their CD successes and problems and express their concerns and perceptions of village needs. Cassettes and videotapes offer similar potential for encouraging such two-way exchanges of information.

- d. Output Four: An expanded program for women's activities is planned and more fully integrated with other services of the CD Department.

Women have been a primary focus of the community development program since its beginnings. This focus has, however, been somewhat narrowly "social" rather than "economic" and has not responded adequately to demands from the women themselves for projects which will involve them directly in the development process.

Responding to these criticisms and to national priorities, the Women's Service has in recent years begun to move away from the heavy emphasis on homecraft and mothercraft activities towards projects that are geared to increasing women's earning power. The successful women's palm oil cooperative in Kumba and the Nso Women's Cooperative Store are promoted as examples to follow. The national CD planning project should examine the reasons for the relative success of these and other projects in an effort to direct more of the service's resources towards increasing women's production, processing, and marketing activities and strengthening women's cooperatives, savings associations, and other organizations.

One constraint to initiating projects of this nature is that the training of women development agents has tended to reflect older attitudes. The CD Department recognizes this and has launched an experimental in-service training project in collaboration with several PVO's and UNICEF to better equip female CDA's to help women in the Center-South Province to develop projects that they themselves want and are able to carry out. The one-month training program will help the "animatrices" undertake basic needs assessment surveys in the villages and, in collaboration with the village people, design development projects.

A longer-range issue concerning women's activities which project personnel must study is the question of how the Women's Service can be more closely integrated with CD's technical, training and community action activities. However, any reorganization of the Women's Service should not disguise the continuing need for programs in nutrition, child care, and other areas of special concern to women.

As a "women's concern," project personnel should give special attention to the need for training in environmental hygiene for users of village water supplies. CD has had a long involvement in developing water sources, but the potential health benefits of these projects have not been fully realized. Since women are the main users of village water points, the development of a program by the Women's Service to encourage better maintenance of water supplies could lead to considerable health improvements.

e. Output Five: Plans are completed for supporting technical projects.

As stated above, the CD planning unit will establish guidelines for the types of projects it will be feasible for community development to undertake based on CD's objectives, available resources and relations with other Government services. These guidelines will be used in developing CD action plans for the seven provinces.

The Department's Technical Service will have an important part in determining the guidelines for the provincial action plans. In this process, project consultants will assist the service in carrying out studies of specific needs in the rural sector, similar to the survey done by Tom Franklin for the rural water sector. Surveys of this nature may be required for rural housing, feeder roads, and school construction as well as other sectors. The studies will help assure that contemplated programs are coordinated with other services, sensibly planned, technically sound and cost effective.

The Technical Service will also need to develop detailed criteria for each type of self-help project to be undertaken. The criteria may include selection and site requirements; standard plans, specifications and cost estimates; and lists of materials and labor to be provided by the villagers and by external sources. The criteria should also specify coordination required with other services, such as the provision of teachers by the Ministry of Education for planned school construction projects. Once the criteria have been tested and approved, they should be diffused to the target populations through administrative and mass media channels.

Many local self-help projects require technical assistance for planning and supervision and for the use of special equipment. Project personnel for the national CD planning project will develop plans to enable the Technical Service to provide these types of services in the francophone areas of Cameroon as well as to strengthen the services already established in the anglophone provinces.

Plans for the expansion of the Technical Service should include projected requirements for technical and supervisory personnel; equipment and vehicles; warehouse and maintenance facilities and logistic support. Firm projections cannot be made, however, until there is a Government decision concerning future relationships between the Technical Service and Génie Rural. The overlapping and sometimes conflicting activities of these two services were described in Part II. Closer coordination between these services, or even their amalgamation into one service, would reduce requirements for personnel and other resources needed to extend CD activities into the francophone provinces.

CD's building training center at Kumba has provided training for middle-level skilled technicians employed by the Technical Service in the anglophone provinces. A study will be made to determine if the Kumba center program can be expanded to provide training for technical personnel required for the francophone areas. Alternatively, other training facilities may be available for francophone staff, or it may be desirable to develop plans for a new training center to meet these needs.

Projections of the Technical Service's personnel, training and other requirements must encompass the need for maintenance services for rural infrastructure projects. The lack of maintenance systems is a major criticism of many rural development activities in Cameroon, including those sponsored by the CD Department. The World Bank estimated that over the past twenty years the great majority of the 2,500 water supplies constructed by Génie Rural have broken down and been abandoned (Franklin 1979). Franklin's report goes into detail on this issue concerning water supplies but the same criticisms apply to self-help road construction and other sectors.

The national CD planning project will make recommendations as to how maintenance issues can be dealt with since, as Muller puts it, "every joyful inauguration of a water project will hide the silent breakdown of a previously installed system" unless maintenance is addressed as a priority. Cost projections and staffing and training needs are all directly affected by this issue.

Other support systems, in addition to maintenance programs, need to be developed. As stated previously, authority and funding for local self-help projects should be decentralized to the provincial level. However, decentralization will lead to confusion unless workable systems are developed for presenting and approving projects and for issuing and controlling materials and technical resources to support them.

The Technical Service should establish a series of standard procedures and forms which will help move projects quickly and smoothly through provincial channels. Standard forms, including a project termination and evaluation report, will also be useful for collecting data and monitoring programs at the national level.

3. Project Inputs

a. Personnel

As is evident from the requirements and issues discussed above, the process of planning a national community development program will be complex and of considerable duration. AID's major contribution to the planning process will be the funding of technical assistance personnel through a host country contract with a U.S. institution. The U.S. institution will be responsible for recruiting and supporting the following contract personnel:

<u>Long-term technical assistance:</u>	<u>Estimated Person-Months</u>
One Community Development Advisor (Chief of Party)	14
One Training and Programs Coordinator	9
One Women's Activities Coordinator	6
One Technical Projects Coordinator	9
<u>Short-term technical assistance:</u>	
Approximately six consultants	<u>15</u>
Total	53 person-months

All project personnel will be posted in Yaounde with office space provided by the Department of Community Development in the Ministry of Agriculture. To the greatest extent possible, project personnel will be selected from among qualified individuals resident in Cameroon.

The Community Development Advisor will serve as counterpart and advisor to the GURC Director of Community Development. As Chief of Party, the CD Advisor will be responsible for supervising and coordinating the work of the other contract personnel.

Three contract coordinators for training and programs, women's activities, and technical projects will serve as counterparts and advisors to the chiefs of the three respective services within the Department of Community Development. Job descriptions for these positions are included in Part V.

The CD program planning and evaluation unit (see Output One) will operate under the direction of the Director of the Department of Community Development. Members of the unit will include the Deputy Director of the department, CD's three Chiefs of Service, and the four long-term project contract personnel.

A Staff Assistant will be hired locally to furnish management and clerical services for the planning and evaluation unit and for the contract team.

Specific requirements for short-term consultants will be determined during the course of the project. Areas for which consultancy services may be required include the following:

- Socio-anthropologic studies of community organization in francophone Cameroon.

- Surveys of the rural sector focusing on specific needs (e.g., housing, village school construction, feeder roads, appropriate technology, off-farm employment, agriculture productivity).

- Studies of rural-urban relationships and the establishment of village centers.

- Development of systems for monitoring and evaluating CD's programs and for administering the construction and maintenance of rural infrastructure projects.

- Inventory of educational materials available for CD's training and mass media activities.

The host country contract with a U.S. institution should authorize up to fifteen person-months of consultancy services with the specification that, to the maximum extent possible, the consultants will be Cameroonians or persons resident in Cameroon. Sub-contracting for consultants with the University of Yaounde, ONAREST, the Pan African Institute for Development, SATA, or other in-country institutions or organizations will be authorized.

b. Commodities

The host country contract with a U.S. institution will authorize funds for the Chief of Party to purchase office furniture and equipment needed by the contract team. These will include desks, chairs, tables, bookshelves, cupboards, filing cabinets, a duplicating machine, a calculator, and reference materials and documents.

USAID/Yaounde will purchase two four-wheel drive vehicles and typewriters for use by the contract team. The vehicles and the office furniture and equipment will be turned over to the Department of Community Development upon completion of the project.

c. Support Services

The contract with a U.S. institution will authorize the Chief of Party to have an operational budget to employ a staff assistant and to pay for fuel and maintenance for the two vehicles; office supplies and paper; secretarial and translation services; postage, communications and other miscellaneous contract expenses; and support for a series of seminars.

The project-supported seminars will enable representative men and women and local and national groups to participate in the process of planning the national community development program. These seminars will be complementary to meetings the CD Department will hold with Provincial Development Committees to plan CD action programs in the seven provinces. Whereas the Provincial Development Committees are composed largely of Government and party officials, the complementary seminars will draw together representatives of Village Development Committees, women's organizations, cooperatives, PVO's, volunteers, traditional leaders and other local institutions. A series of these seminars at the local levels will culminate in a national seminar which will help clarify and publicize the scope and objectives of the national community development program.

4. Project Costs

AID's contribution to the project is budgeted as follows:

Institutional Contract	\$448,000
Vehicles and typewriters purchased by AID	<u>27,000</u>
Total	\$475,000

Budget line items for the institutional contract are as follows:

a. Technical assistance \$307,650

4 project technicians, long-term, 38 person months:

Salary, Chief of Party	\$2,500/mo X 14 months	\$35,000
Salaries, 3 coordinators	\$2,000/mo X 24 months	48,000
Post differential, 15%		12,450
COLA and other allowances	\$220/mo X 38 months	8,300
Housing, utilities, guardians		
\$1,200 X 38 months		45,600
Local travel and per diem	\$500 X 34 months	17,000

For 2 technicians only:

Air freight	\$ 2,500 X 2	5,000
International travel	5,000 X 2	10,000
Storage of HHE	2,000 X 2	4,000
Education allowance	10,650 X 2	21,300
Furnishings and appliances	16,000 X 2	32,000

Consultants, short-term, 15 person-months:

Locally recruited: 9 person-months X \$3,000 (includes fees and local travel)	27,000
U.S. recruited: 6 person-months X \$7,000 (includes fees, per diem, international and local travel)	42,000

b. Commodities: office furniture and equipment. 5,000

c. Support Services 36,800

Staff Assistant	16,800
Support for Seminars	13,500
Vehicle Support	6,500

d. Other Costs		17,000
Secretarial and translation services	6,000	
Office and paper supplies	6,000	
Postage and communications	2,000	
Contingencies	3,000	
e. Overhead: 65% of salaries, fees, and post differential		<u>81,550</u>
Total		\$448,000

GURC's contribution to the project includes office space for the U.S. contract team; salaries and local travel costs for GURC counterpart officials; short-term participation in the project by other employees of the Department of Community Development and officials from other agencies; and clerical and administrative support by CD staff. The estimated value of GURC's contribution is \$165,000.

Summary Table of Project Costs (\$000)

	<u>Dollars</u>	<u>Local Currency</u>	<u>Total</u>
AID contribution	287.3	187.7	475
GURC contribution	<u>-</u>	<u>165</u>	<u>165</u>
Total	287.3	352.7	640

IV. PROJECT ANALYSES

A. Economic Analysis

This project will produce the following economic benefits for Cameroon: the efficient utilization of resources for rural development programs; creation of improved systems for the administration and delivery of services; encouragement of greater local participation and self-help in development programs; and the channeling of activities of voluntary organizations towards development objectives. The comprehensive plan for a national community development program to be produced by the project should attract external donors and permit their rapid planning of follow-on projects to help implement the program. Most importantly, the project will help develop the capacity of the Community Development Department to plan and implement activities that will increase the productivity and incomes of rural populations. The economic returns to be gained from the project justify the project's implementation.

During the planning process, a study will be made of CD's current activities to determine their cost-effectiveness and to recommend means of reducing the program's future operational expenses. Many CD projects are non-revenue-producing activities that respond to local demands and are directed towards increasing participation and improving the quality of rural life. Returns from these projects are often intangible and, therefore, concise cost-effectiveness studies may not always be possible. Nevertheless, the actual costs of such projects can be estimated. Project personnel will plan the implementation and maintenance of CD projects so that they incur the least possible cost to the Government.

Particular attention will be given to examining alternatives to a large increase in CD personnel, possibly by making greater use of village leaders, PVO's, and/or mass media. It is assumed that multi-purpose community development assistants provide effective services, including helping technical agencies to extend their information and resources to the village level. However, the cost of supporting additional CDA's needs to be examined in relation to the costs of possible alternative methods for providing similar services.

Project personnel must keep an open mind to alternative approaches to other rural problems. For example, a rural water authority or a rural housing agency might be more efficient means of managing programs in these areas than community development. While it is assumed that self-help projects make effective use of underutilized rural labor with minimum capital investment, the actual costs for the construction and maintenance of self-help projects must be measured against alternative approaches.

All services of the Community Development Department, and especially the Women's Service, need to give greater attention to expanding CD's role in economic development, complementary to existing programs in the social and rural infrastructure fields. Project personnel should avoid proposing activities that duplicate the services of agriculture extension, credit and other productivity-oriented agencies, but seek ways to cooperate with these agencies, helping them to increase their dialogues with the villagers, providing greater access to information and appropriate technology, and bringing about greater participation by, and benefits for, the small producers.

Some CD projects, such as the construction of farm-to-market roads and catchment dams, directly support productivity goals, while CD programs in health, nutrition, and non-formal education may be indirectly supportive. More emphasis will be given to activities of this nature, including the establishment of CD linkages with local credit, cooperative and marketing organizations and with the proposed network of village centers.

B. Social Analysis

An important part of the planning to be carried out under this project is a series of seminars to be held with representatives of local organizations and institutions whose perceived goals the CD program will be expected to help realize. The seminars will provide one means for the beneficiaries of the project to express their viewpoints and to participate in the planning process. In addition, project personnel will meet with provincial development committees to adapt the CD program to the particular needs and conditions of each province. These seminars and meetings will be complemented by special surveys and by the collection of data on rural needs.

These procedures will help avoid the top-down planning that has sometimes been done for resettlement projects and other schemes promoted by Government. The results of the social analysis will be used to clearly identify the project's beneficiaries and to define constraints to participatory development.

In order to determine how CD methodologies should be adapted to social conditions in the francophone areas, studies will be made of traditional leadership, group formation, patterns of cooperation, and other social factors in particular areas. Questions concerning how members of Village Development Committees will be selected and how much responsibility the committees will be given for project identification and for promoting voluntary participation in project implementation will be of crucial importance to the project.

Further analysis of the CD experience in anglophone Cameroon will be carried out, and Robert Charlick's report will be the starting point for learning lessons from past experiences with CD activities in francophone areas. The current AID-supported pilot project being implemented by SCF/CDF in northern Cameroon will be particularly useful in this regard.

The social analyses to be done by the project will also be essential in planning for the expansion and increased economic relevancy of women's activities and for preparing the content of training programs for CD staff and village leaders. The procedures as outlined above for doing the social analysis are judged to be feasible and their design to be socially sound.

The participatory development program to be planned by this project will be consistent with the approaches to development in Cameroon adopted by AID in the CDSS, namely, "(1) to assist in developing systems which link the poor to the markets, technology and resources to which they require access and (2) to strengthen the national institutions which produce technology or resources required to solve the problems of the rural poor."

The project itself is supportive of the following AID objectives in Cameroon, as stated in the CDSS:

1. To diversify and strengthen the agriculture sector of the economy so that small farmer income is enhanced...
2. To strengthen the Government's ability to increase the access of the rural population, particularly women and children, to health...and education services which are (a) relevant to the rural poor's basic needs and (b) within the capacity of the Cameroonian economy to sustain on a cost-effective basis.
3. To train Cameroonian personnel essential to the sustained growth of the rural economy as well as to the Government's ability to plan and implement development programs for the poor.

It is therefore judged to be in the interest of the U.S. Government to assist with planning a national program for community development in Cameroon which will be aimed directly at the basic needs of the rural poor and which will strongly encourage their participation in development.

C. Technical and Administrative Feasibility

Strong management on the part of the Cameroonian project director and the contractor's Chief of Party and concerted efforts by all members of the program planning unit will be required if the diverse analyses and planning activities to be carried out under this project are to be accomplished within the project's timeframe. To help assure that project implementation moves smoothly, the program planning unit will review the implementation schedule outlined in the PP and draw up its own firm, mutually approved project work plan. Assuming adherence to the work plan and the timely assignment of competent contract technicians and consultants, the completion of a national plan for community development with the resources provided by the project is judged to be technically feasible.

It must be recognized, however, that planning activities will take place in the midst of an active and already expanding CD program. Senior officials of the Department, with many calls for their services, will be able to participate in the planning activities on only a part-time basis. Contract personnel will do most of the report writing and data collection and analysis for the project. The Cameroonian officials will provide guidance for the contract personnel and react to their reports and recommendations. The Cameroonian officials will lead all meetings with other agencies and provincial development committees. Contract personnel should be prepared to make the best use of the limited time the CD officials will have available to join in the project planning.

The preoccupation of the CD officials with their on-going programs is the main reason that external technical assistance is needed for the project. The CD officials simply do not have adequate time to prepare the reports and analyses required for this comprehensive planning program. In addition, contract personnel will bring particular technical skills and somewhat more detached viewpoints to the planning process. External technicians can also be of assistance by establishing criteria and guidelines that will be resistant to political pressures.

The management capacity of the CD Department has been demonstrated by its successful operation of a long-term community development program in western Cameroon and the more recent establishment of its national office in Yaounde. The Department's coordinating capabilities are evidenced by its leadership in establishing the Coordinating Committee of Resources and Activities for Community Development, a group composed of representatives of fifteen PVO's and other agencies. The Department of Community Development has competent leadership and adequate resources to manage this project and to administer the proposed host country contract with a U.S. institution.

During the program planning, project personnel will assure that plans for extending the community development program into the francophone provinces are technically and administratively sound. The proposed objectives, scope, and methodologies of the program must be based on solid administrative structures, workable support systems, and a determination that adequate personnel and other resources will be available to effectively implement the program. A weak CD program--lacking logistic support, trained personnel, and other requirements--may be worse than no program at all.

The technical and administrative requirements for the extended CD program have been discussed under the project outputs. In summary, the requirements include a strong administrative capability at the national, provincial, and district levels; appropriate staffing and programs for staff training at all levels; the improvement of systems for channeling resources to the village level; the decentralization of authority and funding for CD projects; and the establishment of maintenance, monitoring and evaluating systems. To serve its target populations effectively, the CD Department must define its role and coordinate its activities with other services and PVO's. The Department should not attempt to do too much, but rather organize itself to do some things well and thereby make a significant impact on rural development in Cameroon.

D. Environmental Impact

The initial environmental examination (Annex E) recommends a "negative determination" and concludes that neither an environmental assessment nor an environmental impact statement are required.

E. Financial Analysis and Plan

Table 1, Summary Cost Estimates and Financial Plan, shows the expected uses and sources of project funding. The total project budget is \$640,000, with AID providing 74 percent of the total funding and the GURC the remaining 26 percent.

Table 2, Project Financial Implementation Plan, shows estimated project expenditures for the two-year period of project implementation, FY 1980 and FY 1981. No attempt has been made to present the budget according to project outputs. The outputs are integrated and overlapping parts of the final national plan and, therefore, a costing of the individual elements would not be meaningful.

An important aspect of the planning to be carried out under this project will be an analysis of the recurrent costs to the Government of the proposed national community development program. The analysis of recurrent costs will be a major factor in defining the scope of the program and for proposing levels of personnel and operations. The analysis will permit project personnel to prepare alternative funding proposals, indicating the programing level each alternative can support.

Table 1

Summary Cost Estimates and Financial Plan
(\$000)

	<u>FX</u>	<u>Source of Funding</u>		<u>Total</u>
		<u>AID</u> <u>LC</u>	<u>Cameroon</u> ^{1/} <u>LC</u>	
1. Technical Assistance				
a) Technicians	259.3	129.9		389.2
b) Counterparts	-	-	125.0	125.0
2. Commodities				
a) Vehicles	24.0	-	-	24.0
b) Office equipment	3.0	5.0	-	8.0
3. Support				
a) Staff Assistant	-	16.8	-	16.8
b) Secretarial, translation	-	12.0	15.0	27.0
c) Vehicle operation, maintenance	-	6.5	-	6.5
d) Office space	-	-	10.0	10.0
e) Communications	1.0	4.0		5.0
f) Seminars	-	13.5	15.0	28.5
Total	287.3	187.7	165.0	640.0

^{1/} Cameroon has no anticipated foreign exchange costs.

Table 2

Project Financial Implementation Plan
(\$000)

	FY 80:	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	FY 81	Total All Years
1. Technical Assistance			15.0	80.0	95.0	199.2	389.2
2. Commodities							
a) Vehicles	24.0						24.0
b) Office equipment	3.0		5.0				8.0
3. Support				15.0	5.0	33.8	53.8
Total	27.0	15.0	100.0	100.0		233.0	475.0

V. IMPLEMENTATION AND EVALUATION PLAN

A. Implementation Arrangements

A Project Agreement obligating life-of-project funds in the amount of \$475,000 will be signed during FY 1979. A U.S. institution will then be contracted through host country contracting procedures to implement the project. A target date of no later than April 1980 has been set for the first members of the contract team to begin their contract services. The team's activities are scheduled to be completed in June 1981, fifteen months after their commencement.

The U.S. institution contracted to implement the project should have the capacity to furnish technicians and consultants with the required experience and educational and French language qualifications. The institution should also have the flexibility to draw upon Cameroonians or persons resident in Cameroon when such persons are qualified to fill the contract positions. It would be desirable if the institution had had previous experience with filling contract positions in Cameroon and prior satisfactory contacts with Cameroonian organizations. The institution must be able to demonstrate an administrative capacity to handle the logistic and backstopping requirements of its field personnel. All technicians and consultants nominated by the institution to fill contract positions will be subject to the approval of GURC and USAID.

1. AID

The role of USAID will be primarily that of project monitor and evaluator. The USAID Human Resources Development Officer, or his designee, will be the Project Manager. He will advise the USAID Director on program and policy matters and negotiations concerning the project. He will also review and evaluate work plans and reports submitted by the contractor according to the provisional implementation schedule given below. Immediately after the signing of the Project Agreement, the Project Manager will initiate the procurement of two vehicles for use by the contract technicians. Support and maintenance of the vehicles will become the responsibility of the contract Chief of Party upon his arrival in country and until the end of the project, at which time the vehicles will be turned over to the Department of Community Development.

2. GURC

The Ministry of Agriculture will be the GURC executing agency for this project. Within the Ministry of Agriculture, administration and management of the project will be the responsibility of the Department

of Community Development. The Director of the Department will be the GURC director of the project, the manager of the host country contract with a U.S. institution, and the director of the project's program planning unit. The Ministry of Economic Affairs and Planning must approve all project-sponsored activities with financial or policy implications.

The Department of Community Development will be responsible for providing office space for the contract technicians and consultants. The Department will also make necessary arrangements for organizing meetings by the contract team and CD officers with provincial development committees as well as contacts with officials of other departments in the Ministry of Agriculture, officials from ministries concerned with rural development, and representatives of private voluntary organizations associated with the community development program. The Department will have primary responsibility for planning and organizing a series of participatory seminars to be held in the provinces and a culminating seminar to be held at the national level.

3. Contract Technicians and Consultants

The principal duties and responsibilities of the members of the contract team will be as follows:

a. Community Development Advisor (14 person-months)

1) Serve as Chief of Party of the contract team, counterpart and advisor to the Director of Community Development, and member of the project's program planning unit.

2) In collaboration with the Director of Community Development, assume responsibility for the operation of the program planning unit and completion of a comprehensive plan for a national community development program in Cameroon.

3) Supervise and coordinate the services of other contract technicians and assist them in establishing appropriate work plans and procedures.

4) Serve as spokesman for the team in contacts with GURC agencies, provincial officials, PVO's, Peace Corps and USAID.

5) Assist in defining requirements for consultants, prepare task orders for their services, and supervise their work.

6) Coordinate social and economic analyses to identify CD's target populations, constraints, and measurable objectives and define the program's scope and methodologies.

7) With other project personnel, prepare an action plan for implementing the national CD program based on sector surveys and consultations at the provincial and national levels.

8) Examine the Department's structure and organization and recommend functional changes to improve internal and external coordination of activities.

9) Prepare a financial analysis of recurrent costs to the Government of an expanded CD program and identify potential projects for support by external donors.

10) With support from the Staff Assistant, manage administrative, logistic, and reporting requirements of the contract team.

b. Training and Programs Coordinator (9 person-months)

1) Serve as counterpart and advisor to the Chief of the CD Training and Community Action Service and as a member of the project's program planning unit.

2) Assist in defining the objectives, scope and methodologies for a national program for community development and in preparing an action plan for implementing the program.

3) Analyze CD's future personnel requirements and personnel costs and recommend appropriate staffing levels.

4) Do job analyses of all levels of CD staff and review selection criteria.

5) Prepare a training plan to meet CD's staff training requirements, taking into account existing CD training centers, other available training facilities, and requirements for additional facilities. Recommend possible training program in CD methodology for agents of other rural development programs.

6) Prepare a plan for expanding CD's leadership training programs and non-formal educational activities, including recommendations concerning the CD Centers for Education and Rural Action and the use of mass media for CD programs.

c. Technical Projects Coordinator (9 person-months)

1) Serve as counterpart and advisor to the Chief of CD's Technical Service and as a member of the project's program planning unit.

2) Assist in defining the objectives, scope, and methodologies for a national program for community development and in preparing an action plan for implementing the program.

3) Analyze the technical feasibility of proposed CD technical activities (water supplies, roads, housing, etc.) and the cost-effectiveness of achieving the desired objectives through alternative methods.

4) Assist in defining the relationships and roles of the Technical Service and Génie Rural.

5) Develop project criteria (standard plans, specifications, etc.) for CD self-help projects.

6) Prepare a plan for expanding the Technical Service into the francophone provinces, including requirements for personnel, training, vehicles, equipment and logistics to support the construction and continuing maintenance of local self-help projects.

d. Women's Activities Coordinator (6 person-months)

1) Serve as counterpart and advisor to the Chief of CD's Women's Service and as a member of the project's program planning unit.

2) Assist in defining the objectives, scope and methodologies for a national program for community development and in preparing an action plan for implementing the program.

3) Prepare a plan for expanding CD's programs for women and extending the services into the francophone provinces, giving emphasis to activities that will help increase women's economic productivity and incomes.

4) Recommend methods of integrating the activities of the Women's Service with those of the Technical Service and the Training and Community Action Service and of coordinating activities with the Ministry of Social Affairs and other agencies concerned with women's role in development.

e. Staff Assistant (14 person-months)

1) Serve as administrative aide for the Chief of Party and the project's program planning unit.

2) Be responsible for handling housing, transportation, office routines, and other logistic requirements for the contract technicians and consultants.

3) Perform secretarial services, maintain files and records, and coordinate the typing, translation and duplication of project reports for the program planning unit.

f. Consultants (15 person-months)

Requirements for consultancy services will be firmly identified by the program planning unit early in the project, and task orders will be prepared by the Chief of Party for procurement of services under the host country contract. Areas for which consultants may be required include studies or rural-urban relations; sector studies of housing, roads, and other rural needs; socio-anthropologic studies; systems analyses; and surveys of educational and informational materials and resources.

B. Implementation Schedule

In order to achieve the outputs and final product of this project within the period of fifteen months of contract services, it will be necessary for project personnel to adhere to a firm timetable for completing the various elements of the comprehensive plan for a national community development program.

The following implementation schedule outlines a provisional plan for achieving the project purpose. The program planning unit will review the provisional plan and prepare a firm work schedule for the project. Contract personnel will also prepare individual work plans which will be submitted to USAID through the Chief of Party.

Summary Schedule

<u>Action</u>	<u>Date</u>	<u>Responsibility</u>
1. Project Paper approved.	August 1979	USAID
2. Funds allotted.	September 1979	AID/W
3. Project Agreement signed.	September 1979	GURC, USAID
4. Vehicles and typewriters ordered.	September 1979	USAID
5. Requests for bids on a host country contract with a U.S. institution advertised.	December 1979	GURC, USAID

<u>Action</u>	<u>Date</u>	<u>Responsibility</u>
6. Contractor selected. Contract negotiations completed.	February 1980	GURC, USAID, Contractor
7. Chief of Party begins contract services. Office space provided by GURC. Furniture and housing arranged. Staff Assistant employed.	<u>April 1980</u>	Contractor, GURC
8. Three contract coordinators begin contract services.	May 1980	Contractor
9. Program planning unit established. Unit defines provisional objectives, scope, and methodologies for the national CD program.	May 1980	GURC, Contractor
10. <u>Program planning unit establishes project work schedule and identifies requirements for consultants.</u>	June 1980	GURC, Contractor
11. <u>Contract personnel prepare work plans.</u>	June 1980	Contractor
12. Series of meetings held with Provincial Development Committees and with other rural development organizations and PVO's. Documents, data, and past experiences concerning CD reviewed. Participatory seminars held with grass-roots representatives.	June-November 1980	GURC, Contractor
13. First group of consultants contracted to do special surveys of rural needs and conditions.	July 1980	GURC, Contractor
14. Draft reports completed by contract technicians on:	October 1980	Contractor
a. Criteria for self-help projects;		
b. Job analyses for CD staff;		

<u>Action</u>	<u>Date</u>	<u>Responsibility</u>
c. CD personnel requirements;		
d. CD training centers;		
e. Preliminary financial analysis;		
f. Provincial development plans.		
15. <u>Consultants' reports completed.</u>	November 1980	Contractor
16. <u>Plan for Women's Activities completed.</u>	November 1980	Contractor, GURC
17. Women's Activities Coordinator completes contract services.	November 1980	Contractor
18. <u>Papers completed on economic and social analyses, identifying CD's target populations and constraints and defining the objectives, scope and methodologies of the national CD program.</u>	December 1980	Contractor, GURC
19. Second group of consultants contracted to plan systems for project support, data collection, evaluation, two-way information, etc.	December 1980	GURC, Contractor
20.. <u>Plan for CD personnel requirements, staff training, and other training programs completed.</u>	January 1981	Contractor, GURC
21. <u>Plan for Technical Services requirements completed, including analyses of technical and economic feasibility of projects.</u>	January 1981	Contractor, GURC
22. Implementation schedule for extending the CD program into the francophone provinces completed.	February 1981	Contractor, GURC
23. Training and Programs Coordinator and Technical Projects Coordinator complete contract services.	February 1981	Contractor
24. <u>Consultants' recommendations concerning CD systems completed.</u>	March 1981	Contractor

<u>Action</u>	<u>Date</u>	<u>Responsibility</u>
25. <u>Report completed on the structure and organization of the CD Department, its coordination with other agencies, and the administrative feasibility of the national CD program.</u>	March 1981	Contractor, GURC
26. <u>Report completed on financial studies, recurrent costs and budgetary planning for the national program, including potential projects for support by external donors.</u>	April 1981	Contractor, GURC
27. <u>Final report on the national plan for community development completed.</u>	April 1981	Contractor, GURC
28. National seminar held to review final report.	May 1981	GURC
29. Final project evaluation.	June 1981	GURC, USAID, Contractor
30. Chief of Party completes contract services.	June 1981	Contractor

C. Reporting Requirements and Evaluation Arrangements

Because of the nature of this project, the contractor's reporting requirements and the project's monitoring and evaluation arrangements coincide. In the above implementation schedule, certain actions have been underlined indicating significant reports and papers to be prepared by the contract personnel in collaboration with GURC officials. Copies of these reports will be submitted to USAID for review and evaluation.

The contractor will forward ten copies of each of these reports to the USAID Project Manager. When warranted, the Project Manager will arrange with the Chief of Party to present the papers before a panel of USAID staff. GURC CD officials, and representatives of other agencies, Peace Corps, and PVO's will be invited to participate in the review of the papers and to comment on their findings and recommendations. Review of the contractor's reports by the Project Manager and other USAID staff will provide the means of monitoring and evaluating the contractor's progress towards achievement of the project's outputs and purpose and enable USAID to recommend changes in procedures, if necessary, during the course of the project. In addition, a final evaluation of the project will be conducted jointly by GURC and USAID at the end of the contractor's service.

In summary, the combined reporting and evaluation program will be scheduled as follows:

<u>Date</u>	<u>Documents to be submitted for review by USAID.</u>
June 1980	A firm project work schedule, requirements for consultants and individual work plans for contract technicians. These documents must be approved by USAID.
November 1980	Consultants' reports on rural needs and conditions.
November 1980	Plan for CD's women's activities.
December 1980	Contractor's economic and social analyses, identifying target populations and constraints to rural development and defining the objectives, scope and methodologies of the national CD program.
January 1981	Plans for CD's personnel requirements and training programs and CD's Technical Service.
March 1981	Consultants' recommendations for the establishment of CD systems for project support, data collection, evaluation and information.
March 1981	Contractor's analysis of the CD Department's administrative organization and requirements.
April 1981	Contractor's financial studies, budget plans, and analysis of recurrent costs for the national CD program with proposals for CD projects to be supported by external donors.
April 1981	Compilation of final report.
June 1981	Final evaluation.

ACTION: AID
AMB DCM RF
CHRON

ANNEX A

TELEGRAM

UNCLASSIFIED DEC 23, 1978-1100

631-0017

R 220328Z DEC 78
FM SECSTATE WASHDC
TO ANEMBASSY YAOUNDE 65 83
BT
UNCLAS STATE 321220

Classification

DEC 23 1978

ACTION COPY	
13. HRDO	DUE
TRANS	
TAKEN	
TRF	DATE

cc: PRM
CONT
AGR

AIDAC

ACTION: HRDO
cc: PRM
cc: CONT
cc: AGR

CHRON

C. O. 12065: N/A

TAGS:

SUBJECT: PID 631-2017 NATIONAL PLANNING FOR COMMUNITY DEVELOPMENT

1. PROJECT COMMITTEE (PC) REVIEWED SUBJECT PID AND APPROVED PROJECT FOR FURTHER DEVELOPMENT. SINCE THE LOP FUNDING IS LESS THAN DOLS 500,000 USAID/YAOUNDE HAS AUTHORITY TO PROCEED WITH PROJECT DESIGN, AUTHORIZATION AND IMPLEMENTATION SUBJECT TO ALLOTMENT OF FUNDS.
2. WHILE PC APPROVED BASIC STRUCTURE OF THE PROJECT AS REFLECTED IN THE PID THERE WERE A NUMBER OF COMMENTS/SUGGESTIONS MADE BY THE COMMITTEE THAT MAY BE HELPFUL TO THE MISSION IN THE DESIGN/IMPLEMENTATION OF THE PROJECT.
3. ON PAGE 1 OF THE PID IT STATES THAT THERE HAS BEEN SUBSTANTIAL SUCCESS WITH THE COMMUNITY DEVELOPMENT PROGRAM IN WESTERN CAMEROON. IT WOULD SEEM APPROPRIATE TO HAVE THIS SUCCESS DOCUMENTED IN THE FINAL PP. THIS POSITIVE CAMEROONIAN EXPERIENCE SHOULD PROVE USEFUL IN TERMS OF (A) PINPOINTING THE REASONS FOR SUCCESS IN THE WESTERN AREA AND USING THE RESULTS OF YOUR ANALYSIS IN DEVELOPING THE PP AND THE NATION-WIDE PLAN, AND (B) PROVIDING EXPERIENCED CAMEROONIANS TO PARTICIPATE IN BOTH THE PP DESIGN AND ACTUAL DEVELOPMENT OF THE NAT ON-WIDE PLAN. SEVERAL MEMBERS OF THE PC FELT STRONGLY THAT, GIVEN THE DIVERSITY OF CAMEROON AND NEED TO FULLY UNDERSTAND THE CULTURE IN WHICH COMMUNITY DEVELOPMENT ACTIVITIES TAKE PLACE, EVERY EFFORT SHOULD BE MADE TO MAXIMIZE CAMEROONIAN PARTICIPATION IN THE PP DESIGN AND PROJECT IMPLEMENTATION AND MINIMIZE FOREIGN TECHNICIAN INVOLVEMENT.
4. PC FELT THAT IN DESIGNING THE PP AS WELL AS THE NATIONAL PLAN FOR COMMUNITY DEVELOPMENT A CONCERTED EFFORT SHOULD BE MADE TO OBTAIN THE FULLEST PARTICIPATION OF LOCAL MEN AND WOMEN AND LOCAL ORGANIZATIONS IN THE PLANNING PROCESS. IT ALSO FELT THAT THIS SHOULD BE A "BOTTOM-UP" PROCESS RATHER THAN THE MORE EDUCATIONAL/INFORMATIONAL ONE.

MICROFILMED FROM BEST AVAILABLE COPY

Classification

TELEGRAM

PAGE 2 STATE 321827 UNCLASSIFIED

Classification

DESCRIBED IN THE PID. THE JUDGMENTS AND DECISIONS OF COMMUNITIES REGARDING NEEDS, PRIORITIES AND RESOURCES ARE CONSIDERED BASIC FOR AN EFFECTIVE COMMUNITY DEVELOPMENT PROGRAM. THE PP SHOULD CONSIDER THE IMPORTANCE OF RELATING COMMUNITY DEVELOPMENT TO THE DECENTRALIZATION OF AUTHORITY AND FUNDING TO LOCAL JURISDICTIONS TO CARRY OUT COMMUNITY DEVELOPMENT.

5. GIVEN THE NEED FOR EFFECTIVE COORDINATION AND COOPERATION AMONG THE COMMUNITY DEVELOPMENT DEPARTMENT, OTHER GURC MINISTRIES AND OFFICES AND AID DONORS, IT IS IMPORTANT THAT THE PP ADDRESS CAREFULLY THE ORGANIZATIONAL ASPECTS OF THE COMMUNITY DEVELOPMENT PROGRAM. PARTICULAR ATTENTION SHOULD BE GIVEN TO THE RELATIONSHIP BETWEEN THE COMMUNITY DEVELOPMENT DEPARTMENT AND THE COOPERATIVES DEPARTMENT IN THE MINISTRY OF AGRICULTURE.

6. PC FOUND UNACCEPTABLE THE STATEMENT ON PAGE 6 OF THE REVISED PID THAT THERE ARE NO PRACTICAL ALTERNATIVES TO THE TECHNICAL ASSISTANCE PROPOSED IN THE PID. THE ORIGINAL PID LISTED A NUMBER OF ALTERNATIVES. THE PP SHOULD GIVE THE RATIONALE FOR THE SELECTION OF THE ALTERNATIVE PRESENTED AS WELL AS THE JUSTIFICATION FOR U.S. TECHNICAL ASSISTANCE.

7. OFTEN COMMUNITY DEVELOPMENT PROJECTS ARE NOT DIRECTLY RELATED TO IMPROVEMENT OF THE AGRICULTURAL BASE OF RURAL COMMUNITIES. IT IS FELT THAT A GOOD DEAL OF ATTENTION IN THE PROJECT SHOULD BE FOCUSED UPON INCREASING AGRICULTURAL PRODUCTIVITY AND GENERATING RURAL SAVINGS RATHER THAN EMPHASIZING GOVERNMENT PROVIDED SOCIAL SERVICES INVOLVING LITTLE LOCAL INVESTMENT. THE LATTER APPROACH RESULTS IN INCREASED RECURRING COSTS FOR PERSONNEL AND ADMINISTRATIVE SUPPORT WHICH DETRACTS FROM THE AMOUNT OF GOVERNMENT FUNDS AVAILABLE TO SUPPORT PROGRAMS DESIGNED TO INCREASE AGRICULTURAL PRODUCTIVITY AND IMPACT ON THE RURAL ECONOMY.

8. THE AUTHORITY FOR FINAL PROJECT APPROVAL AND AUTHORIZATION HAS BEEN DELEGATED TO THE MISSION. THIS WILL REQUIRE THAT USAID/YAOUNDE PREPARE THE DRAFT CONGRESSIONAL NOTIFICATION, PAF PART II AND VEHICLE WAIVERS IF REQUIRED AND SUBMIT THEM TO AFR/W.

9. VARIOUS ALTERNATIVES FOR DESIGNING THE PP AND IMPLEMENTING THE PROJECT WERE DISCUSSED. A POSSIBLE ALTERNATIVE APPROACH WITH AN EDUCATIONAL INSTITUTION, WHICH MIGHT ALSO BE A TITLE XII INSTITUTION, FOR BOTH PP DESIGN AND PROJECT

Classification

TELEGRAM

PAGE 3 STATE 321820 UNCLASSIFIED

Classification

IMPLEMENTATION WAS SUGGESTED. USAID/YAOUNDE MAY WISH TO CONSIDER HOST COUNTRY CONTRACTING. DS/RAD INDICATED THAT FOR THE PP DESIGN THEY COULD MAKE AVAILABLE ONE OR TWO CONSULTANTS FROM CORNELL UNIVERSITY UNDER THE CENTRALLY FUNDED RURAL DEVELOPMENT PARTICIPATION COOPERATIVE AGREEMENT. THESE SERVICES WOULD BE WITHOUT COST TO THE MISSION EXCEPT, PERHAPS, FOR LOCAL EXPENSES. THE MAIN PERSON SUGGESTED IS PROFESSOR ROBERT CHARLIEH, WHO IS AN EXPERT ON ANIMATION RURALE AND ON OTHER KINDS OF COMMUNITY DEVELOPMENT APPROACHES AND HAS DONE SUBSTANTIAL WORK IN FRANCO-PHONE WEST AFRICA, ESPECIALLY NIGER. THE OTHER PERSON MIGHT BE DR. K. C. ALEXANDER, PRESENTLY AT CORNELL FROM THE INSTITUTE OF COMMUNITY DEVELOPMENT AT HYDROBAD, WHO IS AN EXPERT ON COMMUNITY DEVELOPMENT. FINAL DECISIONS ON HOW TO PROCEED WITH PP DESIGN AND PROJECT IMPLEMENTATION WILL DEPEND UPON MISSION RECOMMENDATIONS AND DECISIONS. CHRISTOPHER

Classification

OPTIONAL FORM 101
(Formerly FS-412)
January 1975
Printed at GPO

ANNEX B

LOGICAL FRAMEWORK

Project:

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To increase the income, productivity, and welfare of rural populations and to expand their participation in national development.</p>	<p>Measures of Goal Achievement: GURC implements the national community development program planned by this project in the five francophone provinces.</p>	<p>Basic human needs of target rural populations are being met through participatory programs.</p> <p>Constraints to rural development are lessened by better trained field agents, improved delivery systems, stronger local institutions, and increased skills and information among rural populations.</p>	<p>Assumptions for achieving goal targets: GURC provides strong political and financial support for a national community development program.</p>
<p>Project Purpose:</p> <p>To assist the Government of Cameroon in planning a national community development program designed to make a significant impact on the basic needs of rural populations.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status. A comprehensive, cost-effective national plan for community development is completed.</p> <p>CD's activities and planning, implementation, and evaluation processes are coordinated with programs of other rural development agencies and FVO's.</p> <p>Decentralized systems for approving and supporting local projects are established.</p>	<p>Completed plan is submitted to GURC and USAID.</p>	<p>Assumptions for achieving purpose: Other agencies and ministers cooperate and contribute to the planning.</p>
<p>Outputs:</p> <p>1. A program planning unit is established in the Department of Community Development.</p>	<p>Magnitude of Outputs:</p> <p>1. Planning unit defines CD's scope and methodology and coordinates project's planning, evaluation, budgeting and other procedures.</p>	<p>Elements of the national plan, sector surveys and consultant's reports are completed in a timely manner.</p>	<p>Assumptions for achieving outputs: Provincial officials support planning process.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS														
<p>CD action plans developed.</p> <p>CD training plans developed.</p> <p>Plan for expanding women's activities is developed.</p> <p>Requirements for supporting technical projects are planned.</p>	<p>2. Action plans for 7 provinces are combined into national implementation plan.</p> <p>3. Training programs are planned for CD agents, local leaders, village non-formal education.</p> <p>4. Women's activities are directed more towards income-generation.</p> <p>5. Areas of CD technical concentration are identified and requirements for personnel, equipment, maintenance and other inputs are planned.</p>																
<p>Inputs:</p> <p>Technical Assistance</p> <p>Commodities</p> <p>Support for participatory training.</p>	<p>Implementation Target (Type and Quantity)</p> <table border="1" data-bbox="670 495 1209 693"> <thead> <tr> <th></th> <th>Months</th> </tr> </thead> <tbody> <tr> <td>Community Development Advisor (COP)</td> <td>15</td> </tr> <tr> <td>Training & Program Coordinator</td> <td>12</td> </tr> <tr> <td>Women's Activities Coordinator</td> <td>8</td> </tr> <tr> <td>Technical Projects Coordinator</td> <td>10</td> </tr> <tr> <td>Staff Assistant</td> <td>15</td> </tr> <tr> <td>Consultants (approximately 6)</td> <td>15</td> </tr> </tbody> </table> <p>2 vehicles; office furniture and equipment.</p> <p>Funding support for 1 national and 7 local seminars.</p>		Months	Community Development Advisor (COP)	15	Training & Program Coordinator	12	Women's Activities Coordinator	8	Technical Projects Coordinator	10	Staff Assistant	15	Consultants (approximately 6)	15	<p>Technicians and commodities in place.</p>	<p>Assumptions for providing inputs:</p> <p>Qualified technicians and consultants are available.</p>
	Months																
Community Development Advisor (COP)	15																
Training & Program Coordinator	12																
Women's Activities Coordinator	8																
Technical Projects Coordinator	10																
Staff Assistant	15																
Consultants (approximately 6)	15																

PROJECT CHECKLIST AND STANDARD ITEMS CHECKLIST

A. GENERAL CRITERIA FOR PROJECT

1. FY 79 App. Act Unnumbered: FAA
Sec. 653(b); Sec. 674A

(a) Determine how Committees on Appropriations of Senate and House have been or will be notified concerning the project;

Congressional Notification will be sent.

(b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that figure).

This project was included as a "shelf item" in the FY 1979 Congressional Presentation.

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

Yes.

(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. 101-11 to, with or without land resources construction, has project met the standard and

H.A.

MICROFILMED FROM BEST AVAILABLE COPY

criteria as per the Principles and Standards for Planning Water and Related Land Resources dated October 25, 1973?

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 and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project?

N.A.

6. FAA Sec. 209. 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.

This project supports a collaborative planning program for a specific Cameroonian agency and would not be feasible as part of a regional or multilateral project.

7. FAA Sec. 601(a). Information and conclusions whether project will encourage efforts of the country to:

- (a) increase the flow in international trade;
- (b) foster private initiative and competition;
- (c) encourage development and use of cooperatives, credit unions, and savings and loan associations;
- (d) discourage monopolistic practices;
- (e) improve technical efficiency of industry, agriculture and commerce; and
- (f) strengthen free labor unions.

The multi-purpose community development program to be planned by this project will encourage the development and use of cooperatives and help to improve the technical efficiency of small farmers.

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, which is the major U.S. input to this project, will be contracted from a U.S. institution.
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 for personnel salaries and support.
10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?
- No.
11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?
- Yes.
12. FY 79 App. Act Sec. 608. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar, or competing commodity?
- N.A.

B. FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(b); 111; 113; 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 and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions;

The national community development program to be planned by this project will be concerned with all of these areas, except (e). The purpose of the project is to plan a community development program responsive to the needs and desires of rural populations and based on their participation in planning and implementing self-help activities through local institutions.

(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;

(c) support the self-help efforts of developing countries;

(d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and

(e) utilize and encourage regional cooperation by developing countries?

b. FAA Sec. 103, 103A, 104, 105, 106 107. Is assistance being made available: (include only applicable paragraph which corresponds to source of funds used. If more than one fund source is used for project, include relevant paragraph for each fund source.)

(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;

The project will contribute to integrated rural development objectives by planning community development programs that will complement and support activities to increase small farmer productivity, as well as support programs in health and education that serve the rural poor.

(2) (104) for population planning under sec. 104(b) or health under sec. 104(c); if so, extent to which activity emphasizes low-cost, integrated delivery systems for health, nutrition and family planning for the poorest people, with particular attention to the needs of mothers and young children, using paramedical and auxiliary medical personnel, clinics and health posts, commercial distribution systems and other modes of community research.

N.A.

(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;

N.A.

(4) (106) for technical assistance, energy, research, reconstruction, and selected development problems; if so, extent activity is:

N.A.

(i) technical cooperation and development, especially with U.S. private and voluntary, or regional and international development organizations;

N.A.

(ii) to help alleviate energy problems;

(iii) research into, and evaluation of, economic development processes and techniques;

(iv) reconstruction after natural or manmade disaster;

(v) for special development problem, and to enable proper utilization of earlier U.S. infrastructure, etc., assistance;

(vi) for programs 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.

c. (107) is appropriate effort placed on use of appropriate technology?

Attention to the use of appropriate technology is included in the project design.

d. FAA Sec. 110(a). Will the recipient country 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 salaries and other expenses for GURC counterpart and other officials participating in the project.

e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to the Congress been made, and efforts for other financing, or is the recipient country "relatively least developed?"

No.

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

The community development program to be planned by this project is specifically aimed at involving the rural population in the development process. A principal method of

intellectual resources to encourage institutional development; FAA supports civil education and training in skills required for effective participation in governmental and political processes essential to self-government.

obtaining this objective is to strengthen local institutions.

g. FAA Sec. 122(b). 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?

The project will develop plans to help increase the productivity of small farmers and improve the delivery of production resources and information to them.

2. Development Assistance Project Criteria (Loans Only)

N.A.

a. FAA Sec. 122(b). Information and conclusion on capacity of the country to repay the loan, including reasonableness of repayment prospects.

b. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete in the U.S. with U.S. enterprise, is there an agreement by the recipient 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 Economic Support Fund

N.A.

a. FAA Sec. 531(a). Will this assistance support promote economic or political stability? To the extent possible, does it reflect the policy directions of section 102?

b. FAA Sec. 533. Will assistance under this chapter be used for military, or paramilitary activities?

STANDARD ITEM CHECKLIST

Has the Standard Item Checklist been reviewed for this Project?

Yes No

ANNEX D

REPUBLIQUE UNIE DU CAMEROUN
Paix — Travail — Patrie

Ministère de l'Economie
et du Plan

N°/MINEP/PLAN/RH

UNITED REPUBLIC OF CAMEROON
Peace — Work — Fatherland

Ministry of Economic Affairs
and Planning

Yaounde, le
Yaounde, the

Le Ministre de l'Economie et du Plan
The Minister of Economic Affairs and Planning

à M. Monsieur le Directeur de l'US-AID
to Mr.

Y A O U N D E

OBJET : Projet pour un plan national
de développement communautaire.-

Monsieur le Directeur,

En réponse à votre lettre en date du 10 janvier 1979 relative à la possibilité de mettre en place le projet rappelé en objet ,

J'ai l'honneur de vous faire connaître que le développement communautaire constitue un des domaines qui retiennent l'attention du Gouvernement à l'heure actuelle. La réalisation d'un plan qui permettrait de mieux coordonner et d'intégrer différentes actions qui ont été entreprises dans ce secteur répond à un souci d'efficacité nécessaire pour mieux faire profiter à nos populations cette forme de coopération basée sur la participation des populations à toutes les actions.

Il s'avère donc utile que des études soient réalisées afin de mieux cerner les formes d'intervention des services existants et de faire des propositions pour leur amélioration.

A cet égard, je voudrais vous demander de bien vouloir prendre les dispositions utiles pour la réalisation de ces études et pour aider, à la lumière des orientations que les responsables du Ministère de l'Agriculture auront dégagées, à la mise à exécution du plan national du développement communautaire.

Veillez agréer, Monsieur le Directeur, l'assurance de ma considération distinguée./-



ANNEX E

Initial Environmental Examination

Project Country: Cameroon
Project Title: National Planning for Community Development
Project Number: 631-0017
Funding: FY 1979 \$475,000
IEE Prepared by: Norman W. Green
Human Resource Projects Officer
USAID/Cameroon
IEE Reviewed by: Raymond F. Rifenburg
Mission Environmental Officer
Environmental Action Recommended: Negative determination.

Examination of Nature, Scope and Magnitude of Environmental Impacts

This project is a collaborative planning activity which has the objective of planning a national community development program for Cameroon. Support for the implementation of community development activities is not included in the project.

U.S. personnel will collaborate with officials of the Department of Community Development in the Ministry of Agriculture and with other concerned officials and individuals to produce a comprehensive plan outlining the objectives, strategies and requirements for extending community development services throughout Cameroon. Since a community development program has been operating in the western portion of Cameroon for many years, the main concern of the planning process will be to devise ways of applying community development concepts and techniques to the larger eastern portion of the country where community development activities have not been generally practiced.

All U.S. inputs for this project will be for U.S. technical assistance and related support services. These inputs will have no effect on the environment.

Director USAID/Yaounde Concurrence:

Approved *James E. Williams*

Disapproved _____

James E. Williams
Director, USAID/Yaounde

IMPACT IDENTIFICATION AND EVALUATION FORM

Impact
Identification
and
Evaluation^{2/}

Impact Areas and Sub-areas^{1/}

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:

B. WATER QUALITY

- 1. Physical and state of water..... N
- 2. Chemical and biological states..... N
- 3. Ecological balance..... N

1/ See Explanatory Notes for this form.

2/ Use the following symbols: N - No environmental impact.
L - Little environmental impact.
M - Moderate environmental impact.
H - High environmental impact.
U - Unknown environmental impact.

4. Other factors:

C. ATMOSPHERIC

1. Air additives N

2. Air pollution..... N

3. Noise pollution..... N

4. Other factors:

D. NATURAL RESOURCES

1. Diversion, altered use of water..... N

2. Irreversible, inefficient commitments..... N

3. Other factors:

E. CULTURAL

1. Altering physical symbols..... N

2. Dilution of cultural traditions..... N

3. Other factors:

F. SOCIO-ECONOMIC

1. Changes in economic/employment patterns..... N

2. Changes in population..... N

3. Changes in cultural patterns..... N

4. Other factors:

G. HEALTH

1. Changing a natural environment..... N

2. Elimination of ecosystem element..... N

3. Other factors:

H. GENERAL

1. International impacts..... N

2. Controversial impacts..... N

3. Larger program impacts..... N

4. Other factors.....

Because this project is devoted exclusively to technical assistance, the project will have no environmental impact on any of the factors listed on the Impact Identification and Evaluation Form. A negative determination is recommended.

ANNEX F

Indicative Equipment List

1. Vehicles:

<u>ITEM</u>	<u>QUANTITY</u>
All-terrain passenger vehicle	2
TOTAL COST	\$24,000

2. Typewriters:

<u>ITEM</u>	<u>QUANTITY</u>
Electric typewriters	2
Manual typewriter	1
TOTAL COST	\$ 3,000

3. Office furniture and equipment:

<u>ITEM</u>	<u>QUANTITY</u>
Calculator (manual)	1
Desks	5
Chairs	10
Tables	2
Cupboard	1
Bookshelves	3
Filing cabinets	2
Duplicating machine	1
TOTAL COST	\$ 5,000

References

- Charlick, Robert: "Experiences with Community Development in Francophone Africa"; 25 pp (mimeographed). USAID, 1979.
- Alexander, K.C.: "Community Development in Anglophone Cameroon"; 23 pp (mimeographed). USAID, 1979.
- Franklin, Tom: "Cameroon: Rural Water Sector"; 60 pp (mimeographed). USAID, 1979.
- Bryson, Judy: "Women and Economic Development in Cameroon"; 153 pp (mimeographed). USAID, 1979.
- SCF/CDF: "Management/Implementation Plan: North Cameroon Community Development Project"; 48 pp. USAID, 1979.
- Government of Cameroon: Decree No. 76/256, "Reorganization of the Ministry of Agriculture". July 1, 1976.
- Government of Cameroon: Presidential decree concerning the creation of Development Committees. March 24, 1977.
- Department of Community Development: "Nouveaux Programmes d'Action des Centres de Formation du Développement Communautaires"; 17 pp, (mimeographed).
- "Community Development Training Centre, Kumba: Syllabus for Course Leading to the Professional Certificate in Community Development"; 5 pp.
- "Rapport sur l'Action Politique, Economique, Financière et Sociale des Activités du Développement Communautaire au cours des périodes 1977/1978 et 1978/1979". 5 pp.
- "Objectifs du Service Féminin du Développement Communautaire"; 2 pp.