

Action Plan
FY 1988-1990

CAMEROON

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USAID/CAMEROON
FY 88 - FY 90
A C T I O N P L A N

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ACTION PLAN

I. PROGRESS IN ACHIEVING A.I.D.'S STRATEGIC OBJECTIVES

A. Program Impact Assessment

USAID's overall objective in Cameroon is to increase food production at a rate that equals or exceeds the population growth rate of 2.7%. To that end we are implementing sector programs in Agriculture, Education and Health. In these sectors USAID/Cameroon objectives are to develop systems that meet the needs of rural Cameroonians for agriculture research and services, and education and health care. The systems we are developing are built around institutions designed to adapt and transfer technology appropriate to Cameroon.

Agriculture is the basis of the USAID program. Within agriculture USAID is attempting to meet two objectives. The first objective is to develop a research network that meets the needs of Cameroonian farmers. Included in this network are two types of research institutions, one for improving crop production and a second for policy level research. The second objective is to develop a services network that includes financing, inputs and diffusion. Each of these two sector objectives is being sought through projects which are establishing an institutional and technological basis for the system.

In terms of crop research we have already had impressive results. The national network for cereals improvement has developed technology that improves yields in farmers fields by 30 - 50%. This network has been very successful in developing crop packages for specific regions. For example, a corn variety that matures in 73 - 80 days has been developed for the 500 - 700 mm rainfall regions in the north. This variety fills a specific need farmers have for a food crop to be grown between the end of the dry season in March and before sorghum and millet are harvested in September/October.

In the area of policy research a Division of Studies (DOS) has been established in the Ministry of Agriculture to collect and analyze data relevant to the agriculture sector. The DOS is producing base line data describing the parameters of farming in a form usable by policy makers. Some of this data is disaggregated by gender. Information provided by the Division of Studies formed the basis for much of the agriculture section of the GRC Sixth Development Plan (1986 - 1991).

Development of a services network is proceeding on schedule. Initial emphasis in providing services has been on seed multiplication and financial services. The seed multiplication program obtains most of its seed stock through the research network. This is then multiplied through one to three generations. Much of the multiplication work is done by private small farmers under contract. Forty six farmers are currently participating in this program. Certified seed is sold to farmers in a cooperative program with GRC agencies and PVO's. Seed production for the 1986/87 crop season was 108 MT of corn, 50 MT of sorghum, 12 MT of cowpeas, and 110 MT of peanut. This satisfied 54% of farmer demand for improved seed.

Utilizing the Cameroon Cooperative Credit Union League as a vehicle, USAID has been successful in beginning to develop a financial system to serve the needs of rural Cameroonians. Starting in the Northwest Province the cooperatives now have a membership of 60,512. In 1986 profits exceeded \$70,000 on loans of \$20.0 million. Total deposits in the system exceed \$26.6 million. This success is allowing the League to begin expanding into francophone areas.

An education system that produces professionals who can adapt modern technology to Cameroon and enables farmers to put that technology to use in their fields is essential. The USAID program addresses both ends of that spectrum.

At the primary school end a major effort is being made to improve teaching in four provinces. To date, 2,500 primary school personnel have gone through in-service training programs to improve their skills. At teacher training institutions, 2,000 student teachers have participated in the program. Thirty-two percent of the participants in the program are women. In the two years the project has been operational, there has been a yearly 10% increase in total enrollment, and a 13% increase in the enrollment of girls in primary schools in the project area.

At the other end of the scale USAID is financing the development of a "land grant" type educational institution, the University Center of Dschang (UCD), that will serve the needs of the entire agriculture community. Excellent progress has been made in establishing a practical science-based curriculum, restructuring the administration, and upgrading faculty. To date 49 Cameroonian faculty members are working toward or have received MA or PhD degrees. Of these, five are women. Almost 1,000 students are currently enrolled at UCD, of whom 127 are women. Initial emphasis in developing the University has been on instruction.

Health is the final sector in which USAID is attempting to build a delivery system. Our bilateral involvement in the health sector has been relatively modest but over the last few years several centrally funded activities have helped orient the Cameroonian health community towards a more preventative patient-financed approach that fits the needs of rural Cameroon. An important program in immunization against communicable diseases has been mounted with USAID financing measles vaccine. A campaign to control schistosomiasis has been initiated, again with USAID support. In the family planning field an interim strategy is being designed. Based on this work, USAID and the GRC agreed to initiate an MCH/CS project in two provinces.

Policy dialogue plays an important role in meeting our strategic objectives of improving the systems that affect rural Cameroonians. Over the past year USAID/Cameroon has successfully negotiated four significant changes in policy. These are:

1. Adoption of a cost recovery program in GRC health centers in the two provinces where the MCH/CS province will operate.
2. Commitment to provide family planning services through the same health centers.

3. A phased elimination of fertilizer subsidies and price controls on food and fertilizer.
4. A commitment to privatize the importation and marketing of fertilizer.

In addition, USAID cooperated with the GRC in changing Cameroon policy on education to permit the consolidation of two previously independent institutions into the University Center of Dschang, which is now Cameroon's sole agriculture University.

Over the next two years we plan to build on these initiatives. In the health field this means obtaining GRC commitment to expanding nationwide the cost reimbursement and services provisions of the MCH/CS project. In agriculture we will address issues involving commodity prices, marketing organization, and support services. In agriculture education, we expect final GRC approval of new higher education policies which will permit UCD to fully implement administrative and curriculum reform unique to the Cameroonian university system.

B. Implications for Future Program Action.

The overall objective of the USAID/Cameroon program continues to be increasing food production at a rate at least equal to the population growth rate. This objective is being met. Our sector objectives include developing agriculture research and service networks, as well as developing educational and health care systems that meet the needs of the rural community.

Our strategy is sound and will be continued. Our projects form a cohesive program. Equally important they are working: improved technology and better institutions are being developed that will accelerate economic growth in the agriculture sector. Project managers and project evaluations confirm that the program is on track and is delivering planned benefits.

In continuing our basic strategy, we anticipate making greater use of the private sector. The Fertilizer Subsector Reform program illustrates the steps we are taking. A grant to the GRC was used to establish a fund in the private banking sector for the importation and marketing of fertilizer. As a result of the program, regulations pertaining to fertilizer are being substantially liberalized. Within the constraints imposed by funding in FY 90 and beyond we hope to be able to expand and privatize the Agriculture Services network.

Financially the GRC is facing a difficult period, primarily as a result of the significant reduction in overall revenues that started in 1986/87. This reduction is due primarily to a decline in world market prices for the main primary products exported by Cameroon, particularly oil. This has been worsened by the depreciation of the US dollar, the reference currency for those commodities, with respect to the CFA franc. The GRC is aware that petroleum revenues are unlikely to improve over the next several years. Thus, it is unlikely that state revenues will increase to any appreciable degree; they may even decline in real terms over the next few years.

In response to this crisis the GRC has introduced an austerity budget which, for the first time since independence, cuts expenditures sharply. These

measures include a freeze on hiring of civil servants, the dismissal of 16,000 civil servants (about 10% of total), a freeze on pay increases and other measures designed to curtail misuse of government vehicles, telephones, etc. The GRC is also examining the possibility of rehabilitating, closing or otherwise privatizing state and parastatal enterprises to reduce financial losses. In addition, the GRC hired a consortium of international consultants to help it prepare a medium term program for financial and economic rehabilitation.

For its part, the Mission is assessing, on a project by project basis, the implications of the financial crisis (particularly in terms of the GRC's capacity to meet recurrent costs) on the USAID portfolio. From the findings of this assessment a number of measures will be considered for responding to the crisis. These may include greater emphasis on privatizing certain project elements; increased introduction of user fees; eliminating or delaying the introduction of project components which add significantly to long term recurrent costs; temporarily assuming recurrent costs on a diminishing basis for certain project elements considered critical to the long-run success of a project or program.

At the implementation level there is one area of major concern - construction. The construction elements of most projects are experiencing difficulty. All international donors we are in contact with suffer from the same problem, many to a greater degree than ourselves. Over the past year USAID/Cameroon has made a major effort to accelerate progress in the construction area. This has included working closely with all Ministries on revising construction schedules, making demarches up to the highest levels of the GRC and finally initiating termination of some project construction elements. This latter step is being taken in the Support to Primary Education (SPE) project, which is making excellent progress in the technical assistance area, but which has made little progress in construction. The termination action has caused great concern in the GRC and may well result in positive changes.

The Mission has taken steps to deobligate the loan funds to the Support to Primary Education project. We propose to reobligate these funds as a grant to supplement construction funds in the Agriculture Education project where there is a shortfall. This action will reinforce the message we are sending on construction. We request that A.I.D./W strongly support us on this reobligation action.

II. STRATEGIC OBJECTIVES, TARGETS AND BENCHMARKS FOR FY88-FY90

AGRICULTURE

Strategic Objectives

1. Increased Food Production in order to maintain self-sufficiency in food crops.

Targets - Use improved cereal varieties to raise total food production by 3% per year.

2. Continue the development of a research network that meets the needs of rural Cameroon.

- A. Targets
 - 1. Improved training of staff for research and administration.
 - 2. Improve the operation of the agricultural census and economic analysis services.
- B. Benchmarks
 - 1. Enrollment in the new curriculum at UCD reaches 1200 (15% women).
 - 2. Annual production summary data available by April following each crop year with supporting analysis of key trends.
 - 3. Gender disaggregation of production and marketing activities.
 - 4. Develop an insect resistance variety of corn that produces 8 MT per hectare.
 - 5. Produce and distribute for on farm evaluation 100 mini sets of yams and cocoyams at the tissue culture facility.
- 3. Strengthen the agriculture services network with special emphasis on the private sector.
 - A. Target
 - 1. Continued growth of the credit union program in both savings mobilization and credit financing for rural private enterprise.
 - 2. The reliable operation by the private sector of fertilizer importation and distribution.
 - 3. A prototype system of seed multiplication is in place.
 - B. Benchmark
 - 1. Membership in the credit union movement increased from 60,000 to 75,000 with service area increased from 2 provinces to 4.
 - 2. The volume of fertilizer imported and sold increased from 60,000 MT to 100,000 MT per year.
 - 3. Seed multiplication network in the north is providing essentially 100% of the annual seed requirements.

The targets and benchmarks have been chosen to reflect a cautious but positive response by farmers to the new technology. Achievement of the objectives in food production primarily depends on the rate of farmers' adoption of the improved varieties, which in turn is influenced by extension and other information services outside the project. Seed multiplication, fertilizer supply and markets are also factors influencing farmers' decisions. A higher growth rate may be possible by reform of the extension service, but this is not deemed essential to achieving current program goals. There will be local variability in impacts because of differences in the quality of infrastructure services. Risks from weather, disease, insects, etc. do not appear to be unusually high, although there will be some year-to-year variation in production.

Predictions regarding the private sector are more uncertain because this is a new area. The high level of government support for a more active private sector is shown in the Fertilizer Subsector Reform program. The traditional private enterprise spirit in this society is also a plus factor. Limited actual private sector experience beyond the trading sector, however, is a serious constraint and has led the Mission to be cautious in its estimate of achievements in the next two years.

EDUCATION

Strategic Objectives

- A. Transform the University Center at Dschang (UCD) into an agriculture university with superior capabilities in instruction, research and extension.
- B. Support efforts of the Ministry of National Education and the donor community to strengthen rural primary education.
- C. Provide specialized training for Cameroonians so they can better discharge a range of assignments in either the public or private sectors.

Targets and Benchmarks.

A. Agricultural Education

Targets

1. Administration and faculty at UCD restructured along the lines of a Land Grant University with a greater emphasis on research.
2. Long-term training of key administrators and faculty completed.
3. The role and position of women at UCD improved.
4. UCD capability to perform maintenance enhanced.

Benchmarks:

1. Each of the eleven departments at UCD has a mission statement, standard operating procedures, and descriptions of faculty positions and responsibilities.
2. An approved four-year curriculum, leading to the equivalent of a U.S. bachelor's degree, in place.
3. Six major buildings erected and related commodities procured.
4. Forty-nine UCD participants receive Masters or Ph. D.'s from Land Grant universities, (44 men and 5 women).

5. Maintenance personnel receive on-the-job training in maintenance; head of maintenance travels to University of Florida campus to discuss and view university maintenance program.
 6. Final evaluation of Phase I carried out.
 7. PID and Project Paper for follow-on project prepared and approved.
- B. Support to Primary Education

The following targets and benchmarks are made on the assumption that resolution of the issues facing the Support to Primary Education project will be successfully negotiated with the GRC.

Targets

1. In-service training programs for 75 divisional school inspectors (1 woman), 121 teacher training college (TTC) staff (22 women; 99 men), and 200 primary school directors and primary school teachers (13 women; 187 men) revised and completed.
2. Pre-service training programs for 1,049 primary school teachers revised and completed (204 women; 845 men).
3. TTC staff and administrative personnel complete short-term participant training to sustain the Support to Primary Education project when planned U.S. assistance is terminated (of total of 64, 11 are women).
4. Plans to provide library facilities for five teacher training colleges revised and implemented.

Benchmarks

1. Year 3 external evaluation for Support to Primary Education (SPE) project completed.
2. USAID-funded primary education subsector study completed.
3. GRC and USAID approve and implement turnkey approach to provide library facilities.
4. Revised teacher training guidelines approved for use at the SPE project TTCs in 4 provinces.
5. Proposals for short-term training approved by the GRC, USAID and the contractor.

C. Specialized Training

Targets

1. Assure that Mission training targets are met with regard to women, the historically black colleges and universities (HBCUs) and the private sector.

2. Complete negotiations with the GRC and the private sector to implement the new Human Resources Development Assistance (HRDA) project.
3. Complete the design and begin to implement new project to set up private-sector computer training center.
4. Establish a private sector institution that produces graduates with marketable vocational skills for employment in local business and industry.

Benchmarks

1. Double the percentage of Cameroonian women selected as participants in all projects.
2. Complete installation of the new Participant Training Management System; revise and re-issue Mission's Participant Training Directory; design and complete a participant follow-up study.
3. Design and carry out a private sector training needs analysis; prepare and sign an agreement with the GRC and the Chamber of Commerce to assist Mission in selecting private sector candidates; award 35 per cent of all HRDA training grants to women participants and 50 per cent to persons associated with the private sector.
4. Design a system of HRDA-funded tuition grants (to women and private sector participants) as a mechanism to support the new private sector Computer Training Center.
5. Continue the process of systematic review of every participant training grant for possible placement in an HBCU.
6. Produce 320 entry level workers in the building trades (60), furniture making (60) auto mechanics (60) domestic and hotel services (40) and business management (100).

In agricultural education, the development of the University Center of Dschang (UCD) as a premier agricultural university, while very important to Cameroon, also offers a significant opportunity for UCD to support regional needs for higher agricultural education. UCD has a small but growing enrollment of foreign students, and the administration is open to increasing the number as a way of developing links to agriculture projects in other African countries. Possible new programs in farming systems, fisheries, women's role in agriculture, agricultural engineering and agribusiness will further enhance the potential impact of UCD at both national and regional levels.

HEALTH

Strategic Objective

Support the integration under the Ministry of Health of research and operational programs to improve rural maternal and child-health services, control schistosomiasis, and promote family planning.

Targets

1. Rural health facilities in two provinces establish an auditable system whereby patients pay for medicines.
2. Schistosomiasis control programs based on chemotherapy and vector control established and funded by the MOH.
3. The GRC/MOH adopts an in-service curriculum for promotion of family planning through emphasis on child spacing. In the MCH project area: contraceptive prevalence rate increases by 2-3 per cent; 5,500 women using a modern method of contraception to space births.
4. Rural health personnel receive in-service training to ensure proper management of clinic supplies.

Benchmarks

1. 600 "Matrones" trained to counsel patients on the positive aspects of child spacing.
2. 800 GRC/MOH health center staff, approximately 550 men and 250 women, receive in-service training and supplies of contraceptives to promote child-spacing.
3. 100 rural health facilities routinely order, stock, and distribute contraceptives.
4. 90,000 women of child-bearing age receive protection from tetanus.
5. 800,000 cases of malaria are properly treated.
6. 22,000 pregnant women receive chloroquine for malaria prophylaxis.
7. 85,000 children under the age of five years fully immunized according to WHO-EPI guidelines (50 per cent males; 50 per cent females).
8. 20,000 persons treated for schistosomiasis (50 per cent females; 50 per cent males).

There are encouraging opportunities in the health sector. In particular the GRC agreement to a cost recovery program covering health care centers in the Maternal Child Health/Child Survival project will substantially enhance the sustainability of the health program.

III. MISSION MANAGEMENT: PLANS AND ISSUES

A. PROGRAM.

1. OYB

The USAID/Cameroon OYB for FY88 is \$20 million. Per our approved CDSS we expect this level of funding will continue for the next two fiscal years.

This is adequate to fund our current projects although we note with regret that this figure must now include funding of the AEPRP and regional and centrally funded projects. For FY89 we project one new start, Agriculture Education II, which is a continuation of our long term commitment to the development of a major agriculture university in Cameroon. In FY90 we are examining two new projects possibilities: an agriculture marketing activity which could assume certain responsibilities for fertilizer marketing or an agriculture extension initiative. Possible PVO involvement is being considered in these activities. Whatever choice is made will depend on the results obtained by current projects and the agriculture sector survey planned for completion in FY89.

2. Deobligation/Reobligation

The Mission plans a major deobligation of \$14.5 million from the construction loan element of the Support to Primary Education project and a reobligation, as a grant, to the Agriculture Education I project. The reobligation will be used to finance a shortfall in construction funds in Agriculture Education I. No other deobligation/reobligations actions are planned.

3. Mortgage/Pipeline

The projected mortgage level for USAID/Cameroon at the end of FY88 is 2.2 times our OYB. Were it not for the AEPRP coming out of our OYB this would only be 1.6 times our OYB. Both figures are manageable and met the targets established in the CDSS. The pipeline is projected at \$74.5 million, a figure that is compatible with both prudent management and our mortgage.

4. Regional/Centrally Funded Projects

USAID decided to obligate only \$400,000 for FHI even through AFR/DP indicated that \$1.5 million of our OYB came from that account. We did so because the \$400,000 will be sufficient to carry out the initial stages of our interim population strategy and to give the GRC the opportunity to demonstrate the ability to implement a meaningful program.

B. MISSION ADMINISTRATION

Operating Expenses - Assessment: For the past two years the Mission's Operating Expense levels have been adequate only to meet our minimal, non-deferrable requirements and only when our approved levels were increased through "eleventh hour" supplementals. Although our minimal requirements were met, our so-called deferrable requirements were not.

The next two years may be even more grim than the past: inflation and the falling dollar alone have taken an estimated \$500,000 bite out of our FY 88 budget. The Mission continues to look for areas where costs can be reduced. For example, the USAID liaison office in the northern province is being closed in Spring 1988 and arrangements are underway to obtain A.I.D./W funding for the Mission's Audio-Visual unit. However, despite these steps, the current FY 88 approved O.E. level falls \$383,000 short of our minimal, non-deferrable requirements. Such shortfalls cannot be expected to be automatically assumed within an already "bare bones" budget. Nor does awaiting the "eleventh hour" increases give the Mission the flexibility we need in determining funding priorities.

Even assuming the shortfall in our minimal, non-deferrable requirements is met, the future is not bright. The cost of deferring procurement of vehicles and non-expendable property is finally catching up with us. The backlog, which began in FY 86, of unreplaced vehicles and non-expendable property continues to worsen. Under normal conditions, replacement costs run a minimum of \$300,000 per year. However, for the three years since FY 85, procurement of replacement property has been a total of only \$500,000. The apparent A.I.D./W attitude that replacement procurement is both a deferrable cost and a cost effective approach to resource management is incorrect.

Lastly, adding to the Mission's budget crisis is the high cost of automation. While automation definitely has its advantages, these advantages carry a cost in terms of increased hardware, maintenance, and staffing expenses. This is particularly so in an African mission where environmental conditions are particularly difficult and ADP technicians and maintenance staff come at a premium. Costs are particularly high during the first two-to-three years of automation; these additional costs, imposed on the mission by A.I.D./W desire to automate the Mission, further stresses our already strained O.E. budget.

1. PERSONNEL

The specific impact of the declining O.E. budget upon personnel resources is discussed below.

O.E. Funded Personnel

USDH: Although not a direct response to falling O.E. levels, the Mission abolished one USDH position in the Controller's Office in early FY 88. Negotiations are currently underway with A.I.D./W for increasing our approved level by \$200,000 which will allow us, in part, to maintain our current USDH staffing levels. If our O.E. level is not increased, the Mission will be forced to either abolish two additional USDH positions or defer replacements into these positions. Assuming these positions are maintained and filled (i.e. our O.E. is increased), the USDH staffing levels are adequate for effective USDH management of the Cameroon program.

PSC (TCN and US): This is the area hardest hit by O.E. cuts. In addition to cuts made in previous years, the Mission is being forced to make further reductions in FY 88 PSC levels. If OE cuts are not reinstated, two US PSC positions will be cut in mid-FY 88, the new Systems Manager position (for the Wang VS) will not be filled, and, three PSC (one TCN and two FSN) positions in the Mission audio-visual unit will be abolished. These personnel cuts will be required even assuming the increase of \$200,000 discussed above is received. These cuts in PSC positions will affect the Mission's ability to do its work effectively. However, we see no alternative response to reductions in O.E. levels.

FSN's: Steps are being taken to upgrade the skills of all FSN's. One is receiving IDI-type training to prepare her for senior management function. We anticipate training one more FSN in this manner over the next 2 years. As part of the training we are requesting that AFR/CCWA take the lead in preparing A.I.D./W orientation for these FSN's. As part of its total program, the mission is conducting an orientation program for all FSN's.

Program Personnel

The Mission has begun to explore expanding the use of project-funded personnel to manage its program. The Mission will consider, when appropriate, utilizing either PSC or institutional contract employees to assist and monitor project-specific implementation. For example, the Mission is currently recruiting a project advisor for the Fertilizer Subsector Reform program. Additionally the Mission is taking steps to reduce its O.E. burden by institutionally contracting, through projects, for such services as procurement, engineering and training.

Finally, the Mission will explore with A.I.D./W the possibility of utilizing a limited number of PSC employees to perform work of a regional or multi-project nature with funds under the proposed FY 89 Africa Development Support project (project 698-9464).

PVO's: Will continue to be used to provide on-site project management in EG and CAR as well as in certain cases in Cameroon. If additional funding becomes available USAID/Cameroon will propose to finance PVO's to assist private organizations in improving the agriculture services network.

Peace Corps: USAID has encouraged the Peace Corps to place PCV's in our projects. We have included the Peace Corps on design teams, involved it in discussions with Ministries and invited it to create roles for volunteers. One PCV was placed on the Health Constraints to Rural Production Project. He has done an excellent job and at USAID's request was extended one year. Two other PCV's are working on the Support to Primary Education project. Up to 4 PCV's are scheduled to begin work on the Credit Union project.

While the mission feels confident it has the necessary personnel in place to successfully implement the current and projected portfolio, there is a problem with our management responsibilities for the A.I.D. programs to the C.A.R. and Equatorial Guinea. Both programs require a good deal of USAID/Cameroon's time, and are expanding in FY88. An A.I.D. officer is detailed to the State Department in Bangui (at no cost to A.I.D.) as a liaison officer with USAID/Cameroon. The arrangement has not been fully satisfactory for several reasons. First, the program is difficult for one officer to administer by himself. Second, USAID/Cameroon is prohibited from providing O.E. funds to Embassy/Bangui to support C.A.R. operations and therefore must rely exclusively on the Embassy's resources. USAID/Cameroon is itself extremely short of O.E. to fund TDY support visits from Yaounde to either Bangui or Malabo. Furthermore, USAID/Cameroon cannot easily release its own staff for frequent trips in support of either of these two programs. The problems of satisfactorily supporting these two programs could be eased by providing USAID/Cameroon with a discrete, adequate O.E. account earmarked for support activities for the two programs.

2. PROCEDURES

Mission Automation:

The Mission received supplemental funding in its FY 87 O.E. budget to procure a Wang V.S. 65 minicomputer. Its installation in early CY 1988 represents a major step forward in our automation program.

By early FY 89, the Mission will complete its conversion to the fully automated Mission Accounting and Control System (MACS). The conversion will have Mission-wide impact by improving accounting, reporting, and monitoring capabilities with regard to our project portfolio and operating expenses. Other planned uses of the V.S. computer include an OYB tracking system, a V.S. spreadsheet, and various software packages to assist managing the Mission's motor pool, inventory, and accounts receivable.

The Mission is continuing its in-house training program for the Wang PC. Every division in the Mission now has someone on its staff who has been trained in its use. Recent upgrades in memory capacity allow the Mission to take increased advantage of software packages such as the Participant Training Management System (PTMS), Dbase, and Lotus 1-2-3.

Mission Operating Manual:

The Mission is updating its Mission Operating Manual. The update will more clearly define division of work, current delegations of authorities and program (line and staff) operating procedures.

C. MANAGEMENT ISSUES

1. PROGRAM CONSOLIDATION

Currently the USAID/Cameroon program is a well managed program that focuses on the development needs of Cameroon. It is actively engaged in only three major sectors; there are no plans to change this. Regional or centrally funded projects fit into those three sectors or are Congressionally mandated.

2. DONOR COORDINATION

The lines of communication with the international donor community are open and provide numerous coordinating linkages. The type and frequency of coordination varies quite widely from activity to activity.

In agriculture research and at the Agricultural University Center at Dschang, as the lead donor USAID has taken responsibility for developing the strategic framework with other donors contributing according to their interests and resources; i.e. World Bank providing buildings, Belgium providing some construction, France providing some staff, etc. In the fertilizer reform program USAID again provided the conceptual framework; the EEC is now joining in the support of the reform program. The World Bank has the lead role in a planned agricultural sector review, while USAID and the EEC are providing supporting resources and staff consultancies in the field work.

The Mission Action Plan for the next two years includes continued close dialogue with the World Bank, UNDP, FAO, EEC and the bilateral donors regarding the subjects specific to the USAID project portfolio. We will, furthermore, continue our present collaboration in fertilizer, agricultural university support, and agricultural research support. The Mission will also maintain the dialogue with the World Bank in completing the Agriculture Sector Review.

IV MANAGEMENT AND MONITORING

A. Tracking and Performance Evaluation

1. MONITORING AND EVALUATION

The Mission's plans to further strengthen monitoring and evaluation in order to improve project management and more accurately measure program impact. The primary means for achieving this is to ensure the effectiveness of project level information collection, better analysis and careful reporting of impact information. As we focus our efforts on improving project level impact information flows, we do so with awareness of the limitations imposed by the significant cost, complexity and skill requirements associated with collection, analysis and reporting of impact level data; the difficulty of isolating causality of impact; and, the realization that in some cases impact may not occur during the life of a project.

With these limitations in mind, the Mission Evaluation Office has initiated an internal assessment of the status of the monitoring and evaluation components of each of our projects. Based on the result of this effort, the Mission will consider a number of actions to improve these components. Following are examples of the actions that will be considered:

- a) Further modifying the PIR format to track implementation of project monitoring and evaluation results.
- b) Within the limitations imposed by project budgets and manpower upgrade project M&E components as appropriate to improve impact information. This could require TDY assistance from an information specialist.
- c) Explore with University of Yaounde (Dschang and Yaounde campuses) the possibility of involving graduate level students from the University in project impact assessments as parts of their academic program. Periodic short-term assistance might be required to design and implement such an arrangement.
- d) Increasingly focus project level impact assessments on key program objectives in areas such as policy and institutional development.

2. THE PIR REVIEW

USAID/Cameroon takes very seriously its preparation of the Project Implementation Report (PIR), which it views as much an implementation tool as an A.I.D. a reporting requirement. In fact, to improve both functions of the PIR the Mission changed the document's format in 1987. We believe that the result is greater specificity in the sections of the PIR requesting information and thus more accurate and focussed information.

The PIR process is a responsibility of Project Development and Evaluation (PDE). That office reminds other offices of the next reporting date and provides guidance on completing the form. The guidance includes advising of any recent changes in the PIR form. The project officers are responsible for drafting the PIR's.

In completing the information requested on the form, the project officers discuss points with other Mission officers, the project technical assistance team, and their GRC counterparts.

The review process involves the entire mission and is designed to assure accuracy of the information provided. The Mission also uses this process as a semi-annual review of the entire portfolio. This approach facilitates the making of important management decisions and the identification of issues. The entire process takes approximately four weeks.

The level of attention that A.I.D./W is now giving to PIRs is encouraging. Also, Washington has been very supportive of the Mission's efforts to make the PIR more informative and useful. Comments by A.I.D./W indicate the PIRs are clear, complete, accurate, and implementation-focussed. The Mission appreciates the guidance from Washington on project implementation aspects and feels that the level of A.I.D./W's input is appropriate and adequate. Expanded requirements by A.I.D./W for more detailed reporting than the Mission currently provides would be viewed as burdensome and constraining.

B. SPECIAL ISSUES

1. WOMEN IN DEVELOPMENT

The current USAID program in Cameroon includes a variety of projects which while not specifically designed as WID activities, can have a significant impact on improving women's lives. Among these projects are: OICI, Support to Primary Education, MCH/CS, National Cereal Research and Extension, North Cameroon Seed Multiplication, Credit Union and Africa Manpower Development. For example, during the past 2 years in the 4 provinces served by the Support to Primary Education Project, enrollment of girls in primary schools has increased 13% annually. Three of these provinces are primarily Muslim. Over the reporting period USAID plans to expand related WID related efforts, primarily through existing projects.

As a first step in this process we will work with PPC/WID to develop a integrated WID strategy for Cameroon. The initial technical assistance to begin this work is scheduled to arrive in April 1988. We envision this work as having at least two parts. The first step will consist of conducting a survey of current programs and perceived needs. Step two, will develop a gender tracking system. Initially this will be focused on identifying training needs and programs for women. Over time we plan to expand the WID effort into the general area of employment.

Concurrently with developing a comprehensive WID strategy JSAID/Cameroon will be increasing its efforts to provide training opportunities for women. The major focus of this effort will be existing projects. Already we have made progress in this area.

For example, the percentage of women participants in the AMDP program has increased to 15 percent. Under the HRDA/SHRD project, we anticipate that by the end of FY 89, 35% of the participants will be women. In order to assist us in meeting these objectives we have requested that Cameroon be one of the countries selected to participate in the PPC/WID training for women program.

We also plan to develop specific WID training activities. In March 1988 USAID is financing a seminar for women managers; two sessions will be held, one for Anglophones, one for Francophones. The training will be conducted by the Pan African Institute for Development (PAID), a long time A.I.D.-supported training and development studies organization. The Ministry of Women's Affairs is co-sponsoring the training with USAID.

Over the next two years we plan to sponsor additional training sessions of this type. The timing, topics to be covered, and kinds of participants will be determined as we develop our WID strategy.

The schedule for our WID program is as follows:

Begin collecting WID data
in conjunction with PPC/WID
technical assistance:

- a. Program Survey 4/88
- b. Needs Assessment 4/88
- c. Gender Tracking System 4/88

Complete initial data collection 10/88
Complete draft WID strategy 1/89
Gender Tracking System in Place 3/89

2. NATURAL RESOURCES/BIOLOGICAL DIVERSITY

The preservation of genetic resources will continue to play a part in two of the Mission's agricultural projects. Under the National Cereals Research and Extension Project (631-0052), sorghum breeders will continue identifying and preserving varieties of musquarie sorghum which has the capability to produce grain on residual soil moisture as rivers recede following rainy seasons. These varieties will be used in the larger sorghum research program. Researchers working under the Tropical Root and Tubers Research Project (631-0058) will continue to collect and catalog root and tuber crop varieties and construct and update their source nurseries for the purpose of providing genetic material for research.

In the natural resources sector USAID has requested \$250,000 to fund Korup National Park as a center for research on low land tropical forest. Other donors have already committed over \$2.0 million to similar effort.

3. NON-PROJECT ASSISTANCE

Non-project assistance up to now has been concentrated exclusively in the Fertilizer Subsector Reform Program. This program establishes a credit fund in the private banking sector for the importation and marketing of fertilizer. The GRC has enthusiastically agreed to privatize and eliminate controls and subsidies affecting fertilizer. It has also agreed to a reduction of controls on food prices.

We are examining the possibility of budget support through non project assistance to the University Center of Dschang.

4. RESEARCH

Cameroon has been listed as a technology generating country in the Africa Bureau Plan because of the GRC's strong commitment to both agricultural and medical research. Progress in both of these sectors supports this designation.

In the first phase of the Agriculture Education project there has been a complete revision of the curriculum and the establishment of new professional programs in the major disciplines of agricultural science. The second phase is now being planned and will shift attention to the development of research.

The center of activity for agricultural research in Cameroon has been with the Institute for Agronomic Research (IRA) with its six centers, 19 field stations and 26 demonstration and trial farms. USAID assists IRA through three projects and several sub-project activities. The ten-year cereals research and extension program is the flag-ship of assistance to IRA and will continue to carry this role. The roots and tubers program has made an excellent start in the identification of improved material. This project is also well along in setting up facilities for multiplication of planting material. Increased farm yields are expected in 1989. The Mission has also encouraged and facilitated international research linkages such as the Collaborative Research Support Program, the cooperative agreement between CIP and IRA, soils research networking, etc. These linkages improve the pace of agriculture work in Cameroon by expediting the flow of promising technology and by providing important complementary expertise.

In the health sector, biomedical trials of a no-estrogen pill and copper T380 IUD are being carried out at the University of Yaounde medical school. Some demographic research related to family planning is also taking place at the University. The Health Constraints to Rural Production project is generating base line data for schistosomiasis control programs. Under the PSTC program genetic research, aimed at producing a vaccine against onchocerciasis (river blindness), is being carried out at the University Health Center.

USAID/Cameroon plans on maintaining the current level of support to research. Our major effort in agriculture research will continue. On a less active but still significant level, so will health related research. As we identify worthy Cameroonian scientists in other fields we will encourage them to compete for A.I.D. centrally-funded research grants. One such scientist has already won a grant under the Innovative Scientific Research Program to study problems associated with digital data transmission.

5. TITLE XII.

The USAID program in Cameroon relies heavily on Title XII institution as implementing agencies and expects to increase that involvement in the implementation of the Agriculture Policy and Planning Project. The high level of performance of Title XII institutions in the existing projects supports this strategy.

6. GRAY AMENDMENT.

USAID/Cameroon has exceeded its Gray Amendment targets over the past two years. We intend to improve on that record in FY88-89 by encouraging minority involvement in the Agricultural Policy and Planning and Agricultural Education projects. We expect to see the Roots and Tubers work continue to develop the capacity of the HBCU consortium. The Mission will also continue to support and assist HBCU staff and others seeking to establish collaborative research as we have found that such support often leads to productive development projects. The MCH/CS project is being implemented by a consortium that includes an HBCU.

7. AUDIO-VISUAL UNIT.

Assuming funds are provided, the AVU will become an Africa regional support unit in 1988. Regionalization will reduce USAID/Cameroon access to the Unit as services to other Missions and A.I.D./W expand.

To the extent its services are available, USAID/Cameroon plans to continue to use the unit in reporting project and program accomplishments. Several project budgets include a modest line item for field video work during FY 88. Included among activities scheduled are documentaries on NCRE research results and farm field trials (this is a continuing activity), PVO activities in CAR, the dramatic success of the Credit Union Project, progress under the Agricultural University project and the first report on progress under the fertilizer marketing reform program.

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MORTGAGE AND PIPELINE AS OF SEPT 30, 1988 (PROJECTED)
(\$ 000)

PROJECT TITLE	NUMBER	LOP	PIPELINE 12/31/87	OBLIGATIONS TO 9/30/88	MORTGAGE 9/30/88	PIPELINE 9/30/88
AGRICULTURE MANAGEMENT AND PLANNING	631-0008	9,700	3,140	9,700	—	500
NORTH CAMEROON SEED MULTIPLICATION	631-0023	11,180	3,615	12,180	—	2,000
	631-0023 L	5,600	5,036	5,600	—	3,000
NATIONAL CEREALS RESEARCH AND EXT. II	631-0052	35,422	5,140	16,343	18,479	4,000
	631-0052 L	3,605	3,605	3,605	—	2,500
CREDIT UNION DEVELOPMENT, PHASE II	631-0057	3,157	1,774	3,157	—	2,000
TROPICAL ROOTS & TUBERS RESEARCH	631-0058	5,712	4,044	4,244	1,668	2,500
AGRICULTURE POLICY & PLANNING	631-0059	8,000	-	2,300	6,000	1,900
AGRICULTURAL EDUCATION	631-0031	16,670	7,978	16,670	—	6,500*
	631-0031 L	26,351	24,919	26,351	—	23,000
SUPPORT TO PRIMARY EDUCATION	631-0033	11,364	5,175	9,393	1,971	4,200
	631-0033 L	16,265*	15,852	16,265	—	0-
OICI VOCATIONAL TRAINING	631-0053	2,768	1,800	2,768	—	1,300
MATERNAL AND CHILD HEALTH SUPPORT	631-0056	9,500	3,000	4,500	5,000	3,000
FERTILIZER SUBSECTOR REFORM PROJECT	631-0063	3,000	1,500	1,500	1,500	1,200
FERTILIZER SUBSECTOR REFORM PROGRAM	631-K-601	17,000	—	7,500	9,500	0-
OTHERS		—	1,643	—	—	—
TOTAL:		185,294	86,221	141,176	44,118	57,600
<u>REGIONAL PROJECTS</u>						
HEALTH CONSTRAINTS	698-0408.1	7,353	4,600	7,353	—	3,286
AMIP II	698-0433.8	1,823	961	1,823	—	750
HRDA	698-0463.3	400	—	400	—	40
PD&S	631-0510 (continuous)		—	<u>1,365</u>	—	—
SUBTOTAL (NON-ADD)		9,576	5,561	11,441	—	4,076

*Proposed deobligation of \$14,500,000 in Loan funds from 631-0033 and reobligation for 631-0031 (grant).