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# *MUCIA/WID*

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*Technical Specialist Report  
and Proposal for Technical  
Assistance To USAID/Cameroon*

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*Women In Development  
Program In Technical Assistance*

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TECHNICAL SPECIALIST REPORT AND PROPOSAL FOR  
TECHNICAL ASSISTANCE TO USAID/CAMEROON

FINAL REPORT

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## Abbreviations and Acronyms Used in this Report

AID	Agency for International Development (or USAID)
ARD	Agricultural and Rural Development, USAID/Cameroon
CamCCUL	Cameroon Co-operative Credit Union League, Ltd.
C.D.	Department of Community Development, MINAGRI
CDSS	Country Development Strategy Statement
CENEEMA	Centre National d'Estudes et d'Experimentation Agricole
CNG	National Geographic Center, ISH
CRED	Center for Economic and Demographic Research, ISH
CRESS	Center for Research in Social Sciences, ISH
CRSP	Collaborative Research Support Project
CUDs	University Center of Dschang (or UCD or DUC)
DEP	Department of Studies, MINAGRI
EHRD	Education and Human Resource Development
ENSA	National Advanced School of Agriculture
FAO	Food and Agricultural Organization of the U.N.
IITA	International Institute of Tropical Agriculture
IMPM	Institute of Medical Research and Medical Plant Studies
IPD	Pan-African Institute for Development (or PAID)
IRA	Institute of Agricultural Research, MESIRES
ISH	Institute of Human Sciences, MESIRES
ITA	Institute of Agricultural Technicians
MIDENO	North West Province Development Authority
MINAGRI	Ministry of Agriculture
MINASCOF	Ministry of Social and Women's Affairs
MESIRES	Ministry of Higher Education, Computer Services and Scientific Research (formerly MESRES)

MUCIA Midwest Universities Consortium for International Activities  
NCRE National Cereals Research and Extension Project  
OICI Opportunities Industrialization Centers International  
PAID Pan-African Institute for Development  
PPC Bureau for Program and Policy Coordination  
TA Technical Assistant  
TLU Testing and Liaison Unit  
UCCAO Central Cooperative Union of the West Province  
UCD University Center of Dschang  
UNDP United Nations Development Program  
UNICEF United Nations Children's Emergency Fund  
USAID United States Agency for International Development  
WID Women in Development

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TECHNICAL SPECIALIST REPORT AND PROPOSAL  
FOR TECHNICAL ASSISTANCE TO USAID/CAMEROON

## 1. INTRODUCTION

### 1.1 MUCIA/WID Cooperative Agreement

The Women in Development (WID) Program in Technical Assistance is a cooperative agreement between the Office of Women in Development, Bureau for Program and Policy Coordination, U.S. Agency for International Development (PPC/WID), and the Midwest Universities Consortium for International Activities (MUCIA). It is a flexible two-year program designed to accommodate Mission WID needs in program design implementation, and evaluation. Under this agreement technical specialists work with Mission staff to:

- 1) identify information gaps on women with implications for development plans and projects;
- 2) provide concrete suggestions about where to address issues of women in mission activities and projects;
- 3) suggest practical methods to integrate women more fully into projects and other mission programs;
- 4) develop Scopes of Work to provide for technical assistance from advanced graduate students or junior faculty with relevant expertise. In the case of AID/Cameroon, expertise was needed in credit, agricultural sector and rural off-farm enterprise development, or institutional development, in addition to gender analysis.

### 1.2 Objectives

The consultant arrived in Yaounde, Cameroon, on August 22, 1988. Discussions were held with USAID/Cameroon staff on the Mission's needs and requirements and the ways in which the MUCIA/WID cooperative agreement could provide support to USAID/Cameroon. Following these discussions, a detailed Scope of Work reflecting the Mission's current focus on the agricultural sector was prepared. It was agreed that the technical specialist would:

- 1) Undertake a situation analysis and program review, specifically to:
  - (a) assess the relative level of Cameroonian women's participation in the agriculture sector development process in Cameroon as producers, marketers, processors, technicians, managers and owners;
  - (b) based on this assessment, identify and prioritize major policy, and institutional, sociocultural, technical and economic constraints to enhancing women's participation in agricultural development areas where gender gaps are found;
  - (c) in light of the constraints identified, assess the adequacy and relevance of the Mission's WID strategy and portfolio and identify

opportunities for improving both over the next five years within the limitations imposed by projected mission staff and budget;

(d) suggest practical methods for the Mission to develop a gender tracking system for its agricultural projects, with particular emphasis on new projects.

(e) based on (a), (b), (c), and (d), draft an outline of recommended WID strategy for the Mission to be incorporated into the CDSS.

2) Prepare background work for studies and research including the development of:

(a) Scopes of Work for additional studies to be undertaken by MUCIA's technical assistants or local researchers to fill information gaps in technical areas identified as critical to the development of an effective and coherent WID program strategy;

(b) A roster of local consultants and researchers whose services the Mission and concerned ministries could contact to carry out some of the studies identified in (a) above.

The following report details how these objectives were met. It includes copies of the Scopes of Work prepared by the Consultant and concludes with an outline of her debriefing session with the USAID/Cameroon staff.

## 2. LITERATURE REVIEW AND SITUATION ANALYSIS

### 2.1 USAID/WID Policy and Project Experience

The subject of women in development was first introduced to AID's program by the 1974 Percy Amendment to the Foreign Assistance Act which required that assistance:

...be administered so as to give particular attention to those programs, projects and activities which tend to integrate women into the national economies...Thus improving their status and assisting the total development effort.

This recommendation was followed nearly a decade later by the AID Policy Paper on Women in Development (USAID, October 1982) which articulated the problems associated with women's limited access to control over resources and the gender differences in incentives related to productivity.

While the original thrust of the Percy Amendment included the notion of equity and raising women's status, more recent WID research has focused on the need for gender analysis for reasons of efficiency in project implementation. That is, the economic roles of women must be understood and incorporated into project planning design in order to achieve the desired goals in economic development projects.

A 1987 AID Program Evaluation Report analyzed the agency's experience with women in development from 1973-1985 by reviewing 98 projects in Asia, Latin

America and Africa, including Cameroon. The major finding of this evaluation was that:

Mainstream projects that ensure women's participation in proportion to their roles and responsibilities within the project's baseline situation are more likely to achieve their immediate purposes and their broader socio-economic goals than projects that do not.

In general the review found that the most successful projects, which involved women as participants or among the target population, were those in which a baseline analysis was carried out, providing a basis for a gender analysis of the division of labor, followed by adaptation of the project based on those analyses. This was true of agricultural, income-generating, education, environmental, and health projects. Another major finding was that projects integrating women into their activities were more effective than narrowly focused "women's projects" or "women's components" within larger projects. In the agricultural sector, the evaluation found that projects that adapted their provision of resources to women based on their proportional labor input, as reported in the baseline analysis, were more successful in achieving increased productivity. This finding was stronger for farm level or direct service projects than for institutional development projects. In the case of the latter, the focus on women's participation involved a social goal of equity more than a purely economic goal.

In the area of income generation, credit projects that adapted their delivery systems were more successful than those which did not target women. Another factor in the effectiveness of such projects was a focus on micro-entrepreneurs. Where women are involved in private enterprise, the level of operation is generally on a small scale; thus specific targeting on micro-enterprises was found to be most effective.

Adapting projects to benefit women is not always an easy task. Some analysts propose simple checklists of women's roles or women's access to resources as guidelines for evaluating the impact of projects on women. However, focus on a "women's crop" or activity does not necessarily guarantee women's involvement. While information on gender roles is critical, one must go beyond a simple accounting of which gender does which task and ask what difference this makes in project planning and implementation. It is important to ask what can be done to adapt the projects in order to materially benefit the women in the target population.

## 2.2 Women and Agriculture in Cameroon

### 2.2.1 The Agricultural Economy in Cameroon

Although much of Cameroon's growth has been generated by oil revenues, agriculture remains the backbone of the Cameroonian economy, employing roughly two-thirds of the population and providing 70 percent of total exports [4,33]. Cameroon has enjoyed sustained economic growth in the past, attaining near self-sufficiency in food production, an objective to which Cameroon fully committed itself in the Fifth Five-Year Plan (1981-1986) [17]. The Fifth Plan also stressed the importance of the traditional farming sector, which is responsible for 90 percent of the country's cereal production, and 100 percent of the root, tuber and vegetable crops.

The country is now at a critical point, however, as oil revenues have declined along with foreign exchange earnings from exports of cocoa, coffee, tobacco and rubber [31]. In light of the present fiscal crisis, current aid programs are seeking ways in which to assist the Government in reducing its budgetary responsibilities and minimizing projects with high recurrent costs [31].

### 2.2.2 Women and Food Crop Production

The 1984 agricultural census reported 14.6 percent of all farm operators were female [20]. However, independent researchers have estimated that as many as 47 to 57 percent of all farmers in Cameroon are women and that women produce more than 80 percent and market 55 to 85 percent of all domestically consumed food crops [12, 29]. Women's roles in production are also being increased by rural out-migration. Young people and men migrate to cities leaving an older female farm population [17]. The 1984 Census reported that 71 percent of all female farm operators were above the age of 45 years [20].

Cameroon's considerable ecological and ethnic diversity makes it difficult to generalize about women's roles in agricultural production [12]. The Northern zone is characterized by a Sahelian climate. There women maintain compound gardens of millet, sorghum and cowpeas, but they are generally less involved in agriculture than women in the coastal, forest, and highland plateau regions. Farming systems in the coastal and forest zones, including the Littoral, East, Center, South and Southwest Provinces, are characterized by maize and cassava intercropping. Women produce for home consumption, for local markets and for the urban markets of Douala and Yaounde, Cameroon's largest cities [12, 24]. Farming systems of the highlands and plateaus of the West and Northwest Provinces are increasingly based on maize. In these areas women are heavily involved in food production, and they exercise some autonomy over their market income. As maize grows in importance as a cash crop, increasing numbers of men produce maize in addition to coffee, plantains, and rice.

### 2.2.3 Key Constraints

Women in Cameroon face institutional, socio-cultural, technical, and economic constraints, as do their counterparts in much of Africa. This differential access to and control over resources presents a constraint to women in their varied roles as producers, marketers, processors, technicians, farm managers, and landowners [10, 11, 13, 14, 19]. As small-scale producers and marketers, their constraints are primarily technical and economical, though there are institutional elements as well. Women lack production inputs and market facilities; the network for providing both types of services inadequately serves small-scale operators. One general institutional constraint that compounds the problems women face in receiving agricultural extension is a result of the colonial legacy of cash crop production: there is no uniform nationwide extension program for food crops. Until recently, extension workers were trained only for cash crops and used by the export-commodity-based parastatals [18].

(A) Production Inputs:

The technical constraints facing women farmers in Cameroon have been well documented [10, 22]. Ajaga Nji found an association of female gender, among other socioeconomic variables, with a low level of technology adoption in the West Province [22, 23]. Endeley, in her study of women farmers in the Southwest Province, reported difficulties in access to production resources such as tools, credit, inputs, labor and transportation. Storage facilities, land, markets and training were also cited as major constraints [10].

The lack of access to cash compounds the problem of input supply. Small-scale farmers, and especially women, have limited access to credit from formal banking institutions [9, 16]. They, therefore, are not likely to invest in new production technology, even if they have knowledge of new techniques. Lack of credit is also a constraint in the area of marketing [24]. Small scale farmers cannot invest in storage or expensive processing technology. They, therefore, are inclined to sell all their produce on the market at one time, rather than delaying the sale.

(B) Post Harvest Considerations

Atayi, an agricultural economist who manages the farming systems research unit of the Ministry of Agriculture's Institute for Agronomic Research (IRA) has said that "whether or not farmers will adopt innovations to improve the quality and quantity of their crops depends largely on the profitability of the innovations" [1]. In addition, rapid increase in the productivity of a crop can lead to disastrous results for producers of that crop if alternative markets are not created. Preliminary evidence from the IRA's Testing and Liaison Units (TLUs) already indicates that farmers without access to processing facilities are less inclined to expand production of maize and cassava.

Studies estimate that current post-harvest losses of food crops are between 30 and 40 percent [2, 3, 29]. Taylor and Tichenor report the significant losses that occur at all stages in the food delivery process. They point to the availability of simple methods that could have an immediate impact on the post harvest losses [29]. However, the community development extension staff of the Ministry of Agriculture (MINAGRI) does not have the capacity for teaching the vast numbers of home producers who have a demand for this information [21].

Another series of studies done by Ayissi and other Dschang University faculty for USAID has focused on the tremendous economic potential for food processing at the local level. Ayissi and colleagues observe that food retail is handled almost entirely by the small scale producers themselves. This is cost-effective, yet government policies which favor parastatal organizations by providing subsidies serve as disincentives for small-scale producers and retailers to expand processing and retailing operations [2].

### 3. GUIDELINES FOR USAID/CAMEROON WID STRATEGY

#### 3.1 Agricultural Service Delivery and the Rural Clientele

Development of the food crop sector requires a great variety of agricultural services, both pre-production and post harvest. These services include input supply, such as improved seeds, fertilizer, other petrochemicals, labor, storage, processing, transportation, and marketing. In Cameroon, a mix of government, market and social institutions provide these services. An assessment of the relative effectiveness to determine the most efficient institutional mix requires a closer look at the institutions that supply these services and the target population.

##### (A) Supply Side Institutions: Agricultural Service Delivery

A major goal of the Government of Cameroon is to increase productivity in the agricultural sector, particularly in food crops. Assisting the Government of Cameroon in its goal of increasing food production to maintain food self-sufficiency is USAID's overall objective in the country. Development of the service network in research and extension is also key to this effort.

With the help of USAID, Cameroon is developing the University Center of Dschang (UCD), an agricultural university patterned after the U.S. land grant college model. This model has a practical, client-centered approach to curriculum, research, and outreach to the mostly rural community. USAID's National Cereals Research and Extension (NCRE) project represents a long-term commitment to food security in Cameroon. Through its testing and liaison units (TLUs), attached to MINAGRI's Institute for Agronomic Research (IRA), the project carries out surveys in farming systems, marketing and storage.

The Women's Agricultural Service of MINAGRI's division of Community Development has launched an ambitious campaign in six provinces to teach women's groups how to dry and process cassava [36]. This program has been carried out in collaboration with CENEEMA, the government agency responsible for generating appropriate rural technologies and equipment, and with other government agencies. Specifically, the TLU unit at IRA in Southwest Province has been involved with extension workers from MINAGRI in training women's groups.

Another objective of USAID/Cameroon is to assist institutional development in the country's private sector. The mission is currently supporting the expansion of the credit union movement through the Cameroon Cooperative Credit Union League (CamCCUL). Credit unions have been introduced as an intermediate type of financial institution between traditional savings societies and formal banks. The impact of the credit union movement on production is now beginning to be felt in agriculture [9].

Many actors are involved in credit union promotion. The MINAGRI/Department of Cooperation and Mutuality is the department responsible for registering all cooperatives and credit unions. United States Peace Corps Volunteers are also active in credit union promotion, especially through local and traditional associations. Faculty in the Rural Education and Economics Department of the UCD have conducted studies on rural credit.

## (B) Demand Side Institutions: The Rural Clientele

In the coastal and forest zones there is a strong tradition of women's associations and women's organizations are particularly well developed in the highlands of the West and Northwest Province [12]. It should be noted that these regions form the "breadbasket" of the country [4, 23]. In many parts of Cameroon, people are members of traditional savings societies, called njangis or tontines. Members of these societies can be of both sexes, but often women are involved in single sex groups. This is especially true in rural areas.

Historically, these groupings have been formed spontaneously for the purpose of collective labor, marketing, savings, or social activities. More recently, however, the Government has sought to organize farmers into cooperatives or other farmer groups (sometimes called "pre-cooperatives") in order to provide agricultural services [21, 34, 35]. Organizing groups of women farmers is a major function of the Community Development workers of MINAGRI's Women's Agricultural Service [21]. Development workers from the Ministry of Women's and Social Affairs (MINASCOF) and from the women's section of the national political party are also highly involved in mobilizing women into groups. Often women's demands for agricultural services or other needs are channeled through these groups. Increasingly these women's groups are voicing needs for processing equipment [36].

Another need that is currently being expressed is for agricultural investment credit. Traditionally Cameroonians saved and borrowed through nonformal institutions such as njangis and tontines [9]. Credit unions have now been introduced as an intermediate type of financial institution between traditional savings societies and formal banks. The credit union movement has experienced considerable success in the Northwest and Southwest Provinces [9]. But now as the Cameroon Cooperative Credit Union League (CamCCUL) intensifies its presence in the West and South and seeks to expand into Littoral Province, research on saving behavior and incentives is critical to the design of effective promotion efforts. Experience has already shown that good understanding of the traditional savings societies can enable credit union promoters to be successful in getting these groups to form credit unions.

The traditional authority or internal discipline imposed by the njangi or tontine can make members good credit risks. In the Southern African country of Zimbabwe there is a similar history of strong traditional savings societies. In his research on financing smallholder production, Bratton found that access to credit through formal institutions was easier for farmers who belonged to voluntary farmers' associations, and that credit arrangement involving joint liability was more successful than individual liability loans [5]. Joint liability led to higher repayments than did individual liability.

### 3.2 Program Recommendations for Specific Projects

#### (A) Information: Data Collection and Gender Analysis

Knowing the clientele is important. A better knowledge of the demographic characteristics of the target rural population will improve USAID's capacity to deliver agricultural services, such as fertilizer, improved seed and credit.

The Agricultural Policy and Planning Project is designed to strengthen the Government's capacity to conduct economic and agricultural research and evaluate alternative policies. This project follows the Agricultural Management Project, which contributed to the design and implementation of the 1984 Agricultural Census. The census data, which were first available in 1986, provide a picture of the on-farm population, cropping patterns and yield, which had not existed previously.

The census has not, to date, collected information on all women engaged in farming activities. Current reporting procedures, which focus only on a designated "farm operator," undercount the number of female farmers. Most farm wives do farm work and fully share the responsibility of running the farm with their husbands, but agricultural census procedures designate only one person per farm as the official operator.

Also, little is known about women's use of cash or what cash within a farm household is controlled by women farmers. If cash investments have to be made to improve food production, it is important to know who in the family makes the decision and the nature of their access to cash or credit. Preliminary studies reveal that the credit union loan recovery rate from women is virtually 100 percent. Also, the World Bank's recent review of Cameroon's agricultural sector identified rural women's savings as having untapped credit potential.

Research should investigate whether specific actions, such as working with tontines or njangis, would be required to increase credit accessibility to women farmers. Applied research is also needed to understand people's incentives for saving and investment, preferences for njangis or tontines as compared to credit unions, and the effect these cash flows have on the agricultural system. A study of the feasibility of joint liability loans modeled after those discussed by Bratton could also make a meaningful contribution to this project.

Suggested program components for effective gender analysis:

(1) Improving Statistics and Indicators on the Situation of Women in Agriculture. The focus of this project would be the development of an instrument and methods for improving the measurement of women's roles in agriculture by the Agricultural Census. This research would improve the Government of Cameroon's capacity for planning and policy formulation and satisfy the need of the Ministry of Social and Women's Affairs for socioeconomic indicators to measure changes in women's welfare over time (see appendix). A census redesign effort is planned which will be geared toward improving information about the actual farm operator, measuring rural-urban migration patterns and detecting the complexities of relations to land tenure within the extended family.

(2) Increasing Credit Accessibility to Women for Agricultural Investment. The focus of this research activity would be an analysis of saving and investment behavior, including an assessment of investment opportunities for rural men and women. In an effort to keep track of the needs of beneficiaries, CamCCUL tries to undertake periodic surveys to document the socioeconomic impact of the movement. Special attention should be paid to the gender differences in borrowing behavior.

(B) The food system: support for micro-enterprise development

Strategies for agricultural development have long focused on the production side of food crop development; equally important is what happens to the crop after harvest. As countries expand their food production capabilities, services evolve to meet the needs of the growing urban population. These services include food storage, processing, and other types of preservation as well as marketing, packaging, and retailing. To complete the chain of product transformation, one must also look at food demand characteristics. Nutritional value, consumer tastes, and income will affect food demand and create price incentives to expand production. Demographic characteristics of both rural and urban populations also have an impact on the capacity for food production and expansion.

A "food systems" approach to food crop development would include consideration of all the factors from agricultural production inputs to final consumption. There is both potential for and interest in establishing more farm-level food processing technology. While studies of various techniques have been conducted on technical feasibility, economic and financial analyses are needed to determine monetary incentives at the farmer level. Once cost-efficient methods are developed, community development workers and other extension specialists will need to be schooling in ways of disseminating this information. Many groups of women farmers have already expressed interest in processing, yet they are constrained by the current network of service delivery [21].

Micro-level agroindustries, such as processing, storage, and preservation, provide the best untapped opportunity for private sector development. These types of micro-enterprises would be consistent with current government needs, as they would not require the tremendous level of subsidies received by parastatals. Also, they would coincide with USAID's aim of private sector development.

Suggested program components:

(1) Potential for Maize and Cassava: Analysis of Marketing and Storage Costs and Constraints. The focus of this project would be to assess the potential and analyze the costs of maize and cassava marketing, with special emphasis on constraints to drying, storage, processing, and preservation. This research would assist the NCRE/TIUs in assessing the impact of newly introduced technologies on the target group, who are mostly women. The results of this study would be useful in developing cost-benefit analysis for investment in rural enterprises related to food processing and storage.

(2) Curriculum design in applied Home Economic and Post-Harvest Technology. The focus of this research would be a needs assessment of nutritional practices, food production constraints; and storage, preservation, and processing techniques. The administrators of the University Center of Dschang have proposed the introduction of a Home Economics Department, in part to attract more women to the university, but also in an effort to address the research and extension needs of the rural female clientele. The proposed curriculum would be based on the needs of rural Cameroonians and would integrate studies in agricultural production with those in food storage and preservation. Another component would be training in extension and field work targeting groups of small holder and women farmers.

### 3.3 Gender Tracking and Training

One proposal has been that a quota system for women be instituted. It has been reported in earlier studies that this idea was rejected by women's groups as it would imply that female students are second-rate. The specific "women's groups" were not named, nor was any women's organization representative listed in the "persons consulted" for the various analyses and technical reports on the project paper. This reporter's recent conversations with the Minister of Social and Women's Affairs, the director of Teaching in MESIRES and the director of MINAGRI's Women's Agricultural Service indicate that these reservations may no longer exist. Both MINASCOF and the CD Women's Agricultural Service have lamented the fact that more women are not selected for training by USAID-funded programs in general. Dr. Mfoulou of MESIRES did say that a precedent for a quota system for women exists: the Canadian aid program requires that at least one-third of the candidates presented for training on Canadian scholarships be female.

### 3.4 WID Committee

To date the WID committee has had a primary focus on education and training. In an effort to help the Mission achieve its WID strategy goals, the WID Committee should assist the WID officer by taking a broader and more active role in program and project review. For example USAID/Lesotho has formed a WID Policy Committee to develop a comprehensive Mission WID strategy. From this example and experience in other countries, it can be suggested that AID/Cameroon:

- 1) Examine the activities of other donors to avoid overlap and to promote collaboration. Two other donors contacted in this study indicated a desire for such coordination. Current donor consultation committees on women's issues work well in East and Southern Africa.
  
- 2) Develop a set of evaluation criteria or guidelines to assist the Mission in assessing whether WID issues have been adequately addressed in existing and proposed projects. The July 6, 1988 communique from the AID Administrator provides concrete directions for the WID Action Plan. Already a considerable body of literature exists on gender analysis in project advisement. Much of this could be adapted to the AID/Cameroon WID strategy.
  
- 3) Developing a gender-disaggregated statistical base to assist the Mission in planning support for future projects and assistance. The Agricultural Policy and Planning Project can greatly facilitate this effort. Key indicators on women, including information on women's economic roles and education, could be generated by a consultant and then updated annually. The Ministry of Social and Women's Affairs has already indicated a serious need for such statistics, so this data base would be of potential use to the government and other donors.

## APPENDIXES

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APPENDIX [A]

SCOPES OF WORK FOR TECHNICAL ASSISTANTS

- I. Credit Union Development Project
- II. National Cereals Research and Extension Project
- III. Agricultural Policy and Planning Project
- IV. Agricultural Education Project

MUCIA/WID WOMEN IN DEVELOPMENT PROGRAM IN TECHNICAL ASSISTANCE

SCOPE OF WORK I, CAMEROON

CREDIT UNION DEVELOPMENT/(631-0057)

An Analysis of Saving and Investment Behavior  
and Opportunities of Men and Women in Cameroon

This project will investigate credit accessibility for women, specifically in regard to the Cameroon Cooperative Credit Union League (CamCCUL). In order to carry this work out, the project will analyze saving and investment behavior and opportunities of men and women involved in agriculture and related sectors. The focus addresses the Country Development Strategy Statement Goal of strengthening the agricultural services network with emphasis on the private sector.

RATIONALE

As Cameroon seeks to expand its agricultural production, farmers are being encouraged to use more inputs, including fertilizer, improved seed, and tools. These inputs often require cash outlays at times when farmers may have little access to cash. Furthermore, small-scale farmers, and especially women farmers, have limited access to credit from formal banking institutions.

One objective of USAID/Cameroon is assisting the country's institutional development in the private sector. The mission is currently supporting the expansion of the credit union movement through the Cameroon Cooperative Credit Union League (CamCCUL).

Traditionally Cameroonians save and borrow through nonformal institutions such as njangis and tontines. Credit unions have been introduced as an intermediate type of financial institution between traditional savings societies and formal banks. The impact of the credit union movement on production is now beginning to be felt in the agricultural sector.

In an effort to keep track of the needs of beneficiaries, CamCCUL undertakes periodic surveys that document the socio-economic impact of the movement. Preliminary studies reveal that the loan recovery rate of the credit union from women is virtually 100%. Also, the World Bank's recent review of Cameroon's agricultural sector identified rural women's savings as having untapped credit potential.

Little is known about the control of cash income by women. If cash investments have to be made to improve food production, it is important to know who in the family had to make the decision and what their access to cash or credit is. Research could reveal that specific actions would be required to increase credit accessibility to women farmers.

Applied research is also needed to understand people's incentives for saving and investment, preferences for njangis or tontines instead of credit unions, and the effect these cash flows have on the agricultural system.

The credit union movement has experienced considerable success in the Northwest and Southwest provinces. But now as CamCCUL intensifies its presence in the West and South and seeks to expand into the Littoral province, research on saving behavior and incentives is critical in designing effective promotion efforts. Experience has already shown that a good understanding of the traditional savings societies can enable credit union promoters to be successful at recruiting tontines or njangis to form credit unions.

#### SPECIFIC DUTIES OF THE TECHNICAL ASSISTANT

##### Activities

The Technical Assistant (TA) is to conduct a study in one or all of the provinces where CamCCUL is expanding its activity, that is, the West, South, and Littoral provinces. The TA would be independent from the credit union league, and therefore would be responsible for designing his or her own sample but the research agenda would be set jointly with CamCCUL. Major activities:

1. To review the project literature and research on credit and saving behavior in Cameroon.
2. To design a survey for a) male and female farmers' groups, b) njangi and tontine members, and c) current credit union members.
3. To study differences between male and female patterns of borrowing, saving, and investment; incentives and opportunities to invest; and perceptions of tontines and njangis compared with credit unions.

##### Results

1. A draft report of the research findings would be delivered to CamCCUL and to USAID/Cameroon prior to departure of the TA.
2. If AID/Cameroon desires, the TA would present the findings in a meeting at the mission or at CamCCUL.
3. The final report would be delivered within two months of the TA's departure.

#### COLLABORATIVE LINKAGES

CamCCUL: The League Manager will be directly responsible for the TA. The Assistant Central Financial Officer will provide data on borrowers.

World Council of Credit Unions (WCOCU): The project team and CamCCUL Manager will assist the TA in settling the research agenda. They also will provide some general orientation and assist in the survey questionnaire by giving precise guidance as to the information they would need for more effective promotion.

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MINAGRI/Department of Community Development: Could help to identify groups to be interviewed.

MINASCOF: Also could help to identify groups to interview.

MINAGRI/Department of Cooperation and Mutuality: This is the department under which credit unions fall. They would identify the credit unions in each province or division for the TA.

U.S. Peace Corps: Volunteers are active in credit union promotion and could provide local orientation to the TA in the chosen research cities. The Associate Director based in Yaounde would facilitate contact with volunteers.

University Center of Dschang: Faculty in Agricultural Economics have conducted studies and rural credit, and they could be used as resource persons.

USAID/Cameroon: The WID Officer and Committee and the Project Officer could review the project. The TA would be responsible to AID.

#### TIMING AND LOCATION

The TA would conduct research during the 1990 calendar year. The CamCCUL staff would prefer to have the research start after August, as the Project Team staff are mostly new, and they have planned a number of activities for the earlier part of the year.

#### QUALIFICATIONS OF THE TECHNICAL ASSISTANT

The TA should preferably be a junior faculty member with education or experience in:

1. gender analysis
2. rural sociology or anthropology
3. credit unions and finance
4. survey design and data collection
5. use of microcomputers for storing data and statistical analysis
6. French
7. travel and work in Francophone Africa, preferably Cameroon.

#### RESOURCES PROVIDED

MUCIA/WID: TA travel and per diem. Technical briefing and backstopping.

USAID/Cameroon: Accommodation exchange privileges, Embassy facilities; USAID facilities.

CamCCUL: Provide assistance in finding housing and transportation; office and computers facilities would also be made available.

MUCIA/WID WOMEN IN DEVELOPMENT PROGRAM IN TECHNICAL ASSISTANCE

SCOPE OF WORK II, CAMEROON

NATIONAL CEREALS RESEARCH AND EXTENSION/(631-0052)

Potential for Maize and Cassava: Analysis of Marketing Costs  
and Constraints to Drying, Storage Processing and Preservation

This project will analyze of costs, access and potential for maize and cassava marketing, with special emphasis on constraints to drying, storage, processing and preservation. This focus addresses the following USAID/Cameroon Strategy Goals: encouraging a research network that meets the needs of rural Cameroon and strengthening the agricultural services network with emphasis on the private sector. This research would assist the NCRE/TLU in assessing the effect of newly introduced technologies on the target group, who are mostly women. Results of this study would also be useful in developing cost-benefit analysis for investment in rural enterprises related to food processing and storage.

RATIONALE

Assisting the Government of Cameroon in its goal of increasing food production to maintain food self-sufficiency is USAID's overall objective in the country. The National Cereals Research and Extension (NCRE) project is a long-term commitment to food security in Cameroon. Through its testing and liaison units (TLUs), the NCRE is developing channels among farmers, research and extension agents to enhance the ability to identify problems, analyze alternatives and formulate strategies.

The TLUs also carry out surveys in farming systems, marketing and storage in order to assist in the development of technology and to evaluate its potential and actual use by farmers. In the Southwest province, maize and cassava are highlighted in the agronomy program; and these crops plus the cocoyams and plantains which comprise most farming systems in the area are studies in the socio-economic research program.

"Whether or not farmers will adopt innovations to improve the quality and quantity of their crops depends largely on the profitability of the innovations...It is apparent that rapid increase in the productivity of a crop can lead to disastrous results for producers of that crop unless alternative markets are created for the crop" (Atayi). Demographic characteristics of the rural population also have an impact on the capacity for food production and expansion. In the Center, Southwest and Northwest Provinces where the Institute of Agricultural Research (IRA) has testing and liaison units (TLUs) engaged in technology transfer of improved maize and cassava, the farmers involved are primarily women (Ayuk-Taken). As these crops are predominantly handled by women, with sales and profits being held by the women (Almy), a reduction in prices, due to oversupply of improved varieties will undoubtedly lead to reduced income for women. Therefore, marketing margin analysis should

be conducted to determine the gender characteristics of those who stand to benefit most from expanded production based on improved technologies.

The Ministry of Agriculture's division of Community Development has launched an ambitious campaign in six provinces to teach women's groups how to dry and process cassava. This program has been carried out in collaboration with CENEEMA, the government agency responsible for generating appropriate rural technologies and equipment, and with other government agencies. Specifically, the IRA unit at Ekona has been involved in this training of women, with extension workers from MINAGRI.

However many groups have experienced difficulty in gaining sufficient capital or credit in order to rent or buy such equipment. Evidence has already shown that farmers without access to processing facilities are less inclined to expand production.

### SPECIFIC DUTIES OF TECHNICAL ASSISTANCE

#### Activities

The Technical Assistant (TA) would conduct a study in areas where the NCRE TLU-Ekona team is concentrating their efforts. The TLU has collected background data on all of the Southwest Province, and expects all reports to be completed by the end of 1988. The data include general agricultural zoning information, farming systems, market access and use by crop, labor use by age, sex and family status, forms of processing, and access to extension. Specifically the TA would:

1. Assist with the socioeconomic aspects of the design of future gender-disaggregated studies. Review the existing data and reanalyze data with specific emphasis on gender patterns in crop production (planting, weeding, harvesting).
2. Review current processing technologies developed and used in other countries (IITA and CIAT). Review IRA-Ekono's maize and cassava storage studies.
3. In collaboration with the team agricultural economist, develop farm enterprise budgets which include the costs of storage and processing.
4. Conduct a rapid reconnaissance survey of those women's groups which have been trained by the Ministry's Community Development division to ascertain the constraints faced by these groups in expanding cassava processing.
5. Prepare a survey of processors (growers and non-growers) to determine their profit margin, their access to the marketing channel as middlemen, barriers to entry of women retailers (credit, institutions, culture, etc).
6. Draw on existing analyses of data to estimate consumer demand for processed maize and cassava products.

7. On the basis of 1-6 above, develop recommendations of the most cost-effective, technically and institutionally feasible methods of maize and cassava processing.

### Results

1. Extension package with information about processing costs and where farmers can get financial assistance (credit) or technical help with processing equipment. (To be written in collaboration with the UCD Extension Dept.)
2. Guidelines for the design of an instrument to be used to assess social and economic impact of TLU/NCRE at other sites.

### COLLABORATIVE LINKAGES

#### Ministry of Higher Education and Scientific Research (MESRES)

IRA: The Ekona-TLU has a team of five researchers (2 TAs from NCRE project and 3 Cameroonian researchers). The team works together in many areas and coordinates research at monthly meetings. The TA would be expected to participate in discussions, explain the MUCIA/WID project and modify it where possible to augment TLU goals. The TA would also be expected to keep informed about the related research in the other TLUs and maintain contact with counterparts doing economic research. The TA would be under the supervision of the Chief of Party. The USAID/Cameroon Project Officer responsible would be a member of the Agricultural and Rural Development unit (ARD).

UCD: The TA would work with Rural Education Department to produce Extension manuals.

USAID/Cameroon and the WID Officer would review the research. The TA would need to keep the ARD and WID officers periodically informed, and give a report.

Ministry of Agriculture, Women's Agricultural Service Community Development, Yaounde. Cassava production, processing, storage and marketing project.

### TIMING AND LOCATION

The TLU annual meeting with IRA is scheduled for end of February or early March and the research plans are usually presented at that time. If the TA were identified by that time it would be important that correspondence would have been established so that the TA's research plans could be made known to the entire project.

The planting season is usually March or April, and the first major harvest period would be June or July. The TA should be present during at least two marketing seasons, which occur in June and July, and December through February. The TA should spend one week in Yaounde and Nkolbisson to become familiar with the USAID project personnel, the Chief of Party, and the relevant officials of IRA and MINAGRI and the libraries of USAID and FAO.

The TA would be expected to submit a report for the annual IRA/IITA conference in January and the IRA meeting in Feb/March.

While the TA would be based at Ekona in the Southwest Province and research would be primarily in that area, efforts should be made to visit the TLUs at Nkolbisson, Bambui in the Northwest Province and, if possible, Maroua in the Extreme North Province. The TLU research currently covers four division of the Southwest Province. Targeted studies are planned for each of these divisions, and the TA would work with the team to establish exact areas of work.

### QUALIFICATIONS

The TA will be a faculty member or advanced graduate student from a MUCIA member university. She should have education or experience in:

1. agricultural economics or business
2. collection and use of data
3. the use of microcomputers for storing data and statistical analysis (MSTAT or SYSTAT preferably)
4. agricultural production and marketing
5. African rural life or the ability to adapt to low-level infrastructure
6. knowledge of gender analysis

The lingua franca is pidgin, so knowledge of African language syntax or experience in West Africa would be a plus, but not a requirement.

### RESOURCES PROVIDED

MUCIA WID: TA Travel and per diem. Technical briefing and backstopping, possible field visit by faculty advisor.

USAID/Cameroon: Accommodation exchange privileges (to change money) TDY status, to have access to Embassy facilities, library, clinic, etc. TA and USAID facilities, library, travel agency, vehicle and driver rental if necessary.

NCRE/IRA: The IRA guest house is available for 100,000 FCFA per month. Accommodation has bed, desk, kitchen and electricity and cold running water. TA would have to pay for gas for cooking or hire a cook.

Transportation within the province when it coincides with plans of the team members, but otherwise the TA would be on her own to get around. TLU team would provide information and assistance in finding local transportation. Transportation to other project sites should be arranged to accommodate TA when possible.

TA will have access to project office space and computer on a share basis. Office space is at a premium.

MINAGRI: If contact is established early with the Community Affairs Office, courtesy field trips can be arranged.

MUCIA/WID WOMEN IN DEVELOPMENT PROGRAM IN TECHNICAL ASSISTANCE

SCOPE OF WORK III, CAMEROON

AGRICULTURAL POLICY AND PLANNING/(631-0059)

Improving Statistics and Indicators on the Situation of Women in Agriculture

This project will develop an instrument and methods for improving the Agricultural Census's measurement of women's role in agriculture. The focus relates to the USAID/Cameroon Strategy Goals, to establish a research network that meets the needs of rural Cameroon. This research would improve the Government of Cameroon's capacity for planning and policy formulation and satisfy the need of the Ministry of Social and Women's Affairs for socioeconomic indicators to measure changes in women's welfare over time.

RATIONALE

Cameroon has enjoyed sustained economic growth in the past, attaining near self-sufficiency in food production. The country is now at a critical point, however, as oil revenues have declined along with foreign exchange earnings from traditional exports of cocoa, coffee, tobacco and rubber.

The Agricultural Policy and Planning project is designed to strengthen the Government's capacity to conduct economic and agricultural research and to evaluate alternative policies. The project follows the Agricultural Management Project, which contributed to the design and implementation of the 1984 Agricultural Census. The census data, which were first available in 1986, provide some picture of the on-farm population, cropping patterns and yields which had not existed previously.

The census does not currently collect information on all women engaged in farming activities. Current reporting procedures understate the number of female farmers. Most farm wives do farm work and fully share the responsibility of running the farm with their husbands, but agricultural census procedures designate only one person per farm as official operator.

The 1984 census reported that 14.6 percent of all farm operators were female. However, independent researchers have estimated that 47 to 57 percent of all farmers in Cameroon are women, and that women produce more than 80 percent and market 55 to 85 percent of all domestically consumed food crops.

Another major concern is with rural out-migration. Young people and men migrate to cities, leaving an older, female farm population. The 1984 census reported that 71% of all female farm operators were above the age of 45.

A census redesign effort is planned which will be geared toward improving information about the the actual farm-operator, measuring rural-urban migration patterns and detecting complex tenure arrangements within the extended family structure.

## SPECIFIC DUTIES OF THE TECHNICAL ASSISTANT

The Technical Assistant (TA) will work closely with the project team. He/she will primarily be involved in gender adaption of the agricultural census survey questionnaire and survey procedures. This effort will provide useful background analysis for the next phase of project design and implementation.

### Activities

1. Examine the current survey questionnaire and census results to determine areas where redesign is necessary for clarification of gender roles.
2. Review Cornell University's research on nutrition and consumer expenditure in Cameroon, and assess whether it provides useful indicators or measures of women's welfare.
3. Design a survey questionnaire which will provide indicators in such areas as agricultural labor, access to land and livestock, access to information and services, access to education, and rural community participation. (See annex for suggestions.) Make modification of questions of nutrition and consumption, if necessary.
4. Review current procedures used in data collection by the Ministry of Agriculture's Department of Studies and the other branches, such as the IRA/TLUs. Determine if there is sufficient access to female respondents or if another strategy (e.g., increasing the number of female enumerators) would be useful.
5. Pretest or develop a pilot study using survey questionnaires and procedures.

### Results

1. A Report of Findings for the Ministry of Agriculture and AID/Cameroon, which makes recommendations for improving Agricultural Census information on women and other smallholder food crop producers.
2. Contribution to the social analysis for the Project Paper; outline for future evaluations.

## COLLABORATIVE LINKAGES

Consortium on International Development: The primary responsibility for the Project will lie with the CID contractors, and the TA will work within the framework outlined by CID.

Cornell University: has developed methodologies and conducted research on nutrition and consumption and will be integrating these data with the Agricultural Census data.

### TIMING AND LOCATION

The TA will conduct study within the calendar year 1989 for a period of three to six months; specific time to be designated by the mission.

The location of the TA will be Yaounde, but the pretest will be conducted in some rural areas designated by the project team.

### QUALIFICATIONS OF THE TECHNICAL ASSISTANT

The TA will be a faculty member or advanced graduate student from a MUCIA member university. He/she should have education or experience in:

1. Sociology or demography
2. Survey design
3. Collection and use of data
4. Use of computers for storing data and statistical analyses
5. Agriculture or rural life in Africa
6. Some knowledge of gender analysis
7. French

### RESOURCES PROVIDED

MUCIA-WID: TA travel and per diem. Technical briefing and backstopping.

USAID/Cameroon: Accommodation exchange privileges; standard TDY access to Embassy and USAID facilities (libraries, clinic, travel agency, driver and car rental). Visa extension arrangements, and general backstopping assistance will also be provided.

MINAGRI/DEP/CAPP: Office space and access to computer and data.

## ANNEX

### a. Agricultural Labor Force Indicators

1. Percent of people economically active in agriculture who are women
2. Percent of women economically active in agriculture by employment status (i.e. farm managers; farm owners; agricultural laborers; and unpaid family farm workers).
3. Percent of landless agricultural laborers who are women.
4. Percent of landless rural households headed by women.
5. Female as percent of male median weekly or monthly wages in agricultural labor.
6. Rural unemployment and underemployment rates by sex.
7. Percentage of women among agricultural traders.

### b. Indicators of Access to Land and Livestock

1. Average farm size owned or managed by women by type of crop and type of head of household.
2. Percentage of subsistence farmers and cash crop farmers by type of crop and gender.
3. Average numbers of livestock of various types owned by women.
4. Whether or not Agrarian Reform laws specify female heads of households as beneficiaries and designate equal access to land for unmarried men and women without children.
5. Percentage of women members (heads of household and single women) of rural settlements created through Agrarian Reform.

### c. Indicators of Access to Agricultural Information and Services

1. Sex ratio of agricultural extension workers.
2. Agricultural vocational training enrollment rates by type and level of training and by sex.
3. Percent of rural women with agricultural training by type and level of training.
4. Percent of agricultural loans granted to women farmers by type and size of loan.

d. Access to Education

1. Literacy rates by gender and residence (urban or rural).
2. Primary school enrollment rates by gender and residence (urban or rural).
3. Percent of men and women who have completed primary school by residence (urban or rural).

e. Participation Indicators

1. Percentage of women members of formal and informal rural organizations and groups (such as peasant organizations, development councils or committees, rural cooperatives, self-help groups, etc.) by type of organizations.
2. Percentage of women in the management of formal and informal rural organizations by type of organization.
3. Percentage of women in rural community self-help projects by type of project.

Source: Safilios-Rothschild (1983)

MUCIA/WID WOMEN IN DEVELOPMENT PROGRAM IN TECHNICAL ASSISTANCE

SCOPE OF WORK IV, CAMEROON

AGRICULTURAL EDUCATION PROJECT/(631-0031)

Curriculum Design in Applied Home Economics and Post-Harvest Technology

This project will carry out a needs assessment of nutritional practices; food production constraints and storage, preservation and processing techniques with special emphasis on women farmers. The focus addresses the USAID/Cameroon Strategy Goals of strengthening the research network to meet the needs of rural Cameroon and strengthening the agricultural services network with emphasis on the private sector. This research would be applied and the results could be developed into a curriculum for agricultural university students. The study would also identify farmer needs concerning post-harvest losses, which could then be addressed through the extension service or by private sector microentrepreneurs.

RATIONALE

One goal of the Government of Cameroon is to increase productivity in the agricultural sector, particularly in food crops. Development of a service network in research and extension is key to this effort. With the help of USAID, Cameroon is developing the University Center of Dschang, an agricultural university patterned after the U.S. land-grant college. This model emphasizes a practical, client-centered approach to curriculum, research and outreach to the mostly rural community.

With this concept as a base the UCD has planned to have an active research program, focused on the problems of small farmers, many of whom are women. While all faculty and administrators at UCD are cognizant of the dominant roles played by women in the food crop production and marketing, the numbers of female faculty and students and courses targeting smallholder food crop producers is small.

UCD administrators have proposed the introduction of a Home Economics Department, in part to attract more women to the university, but also in an effort to address the research and extension needs of the rural female clientele.

A preliminary analysis of the need and potential for a Home Economics Curriculum was carried out by two Home Economics professors from the University of Florida, the institution which is managing the USAID contract with UCD. The specialists proposed a curriculum which would be based on the needs of rural Cameroonians, and would integrate studies in agricultural production with those in food storage and preservation. Another component would be training in extension and field work targeting groups of small holder and women farmers.

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In a related development, Dr. Joyce Endeley, a Cameroonian instructor in the Rural Education Department, has developed and taught an extension course focusing on the problems of rural women and youth. Dr. Endeley's course was based largely on her findings from her Ph.D. research, Women Farmers' Perceptions of the Economic Problems Influencing their Productivity (Ohio State University, 1987).

Another series of studies done by UCD faculty for USAID has focused on the tremendous potential for food processing at the local level. Their study indicates that current post-harvest losses of food crops are estimated to be between 30 and 40 percent (Ayissi Mbala et al, 1988).

There is now a need to (a) build on the above studies to develop a curriculum based on Cameroonian needs, (b) liberalize the admission process to attract more women and those students who would be motivated to elect the "home economics" or "home and farm management" option, (c) review other agricultural-production-based home economics programs in other parts of Africa (e.g. Sierra Leone, and Nsukka, Nigeria).

The Ministry of Higher Education and Scientific Research and the Community Development Women's Agriculture service in MINAGRI have both welcomed the possibility of a Home Economics/Production curriculum at UCD. They have a great need to strengthen the agricultural training of their field workers who deal with women's groups and traditional home economic subjects. UCD ideally will provide in-service training.

#### SPECIFIC DUTIES OF THE TECHNICAL ASSISTANT

The Technical Assistant (TA) would be based at the UCD Department of Rural Education. He/she would work closely with faculty in economics, agronomy, animal science and with the farm manager to develop appropriate research questions.

#### Activities

1. Assist University of Florida Home Economics team in developing workshops on the proposed curriculum in May 1989.
2. Conduct a needs assessment survey similar to Dr. Joyce Endeley's with women farmers in at least three regions.
3. Review the women-targeted extension approach used by MIDENO in the Northwest.
4. Survey Community Development animators and Ministry of Women's and Social Affairs animators to get an idea of the problems that women's groups report to them--especially in the areas of nutrition, production food processing and storage.

#### Results

1. A curriculum needs analysis to be appended to the USAID Project Paper for phase II of the Agricultural Education Project.

2. A recommended course outline for the introductory Home Economics/Extension course (proposed for the second year in the new curriculum by the Rural Education Dept.)
3. A seminar presentation on research findings to the UCD faculty, with recommendations for the specialization in the 3rd and 4th year of the new curriculum.

#### COLLABORATIVE LINKAGES

UCD: The TA would work primarily under the Rural Education Department. Faculty from the Departments of Economics, Animal Science and Agronomy, and the University Farm Manager will also participate.

UF: The University of Florida Project Team and Home Economics Professors at Florida would also work with Curriculum Development.

USAID/Cameroon: The Project Director and the WID Officer would review the research proposal.

#### TIMING AND LOCATION

The Project Paper for phase II would be submitted in early Summer 1989. The TA should, therefore, be able to begin research as close to the beginning of January 1989 as possible to enable some results of research to be presented by the May 1989 workshop and the Project Paper target date. This is also the "dry season" when mobility is greater.

The TA would be based at Dschang, but it is hoped he/she would carry out research in 2 other agro-ecological zones.

#### QUALIFICATIONS OF THE TECHNICAL ASSISTANT

The TA will be a faculty member or advanced graduate student from a MUCIA member university. He/she should have education/experience in:

1. Home economics, extension and/or rural sociology
2. Collection and use of data
3. The use of computer for data analysis/statistics
4. Curriculum development
5. Prior experience in Africa or other LDC's
6. French
7. Some background in gender analysis

#### RESOURCES PROVIDED

MUCIA/WID: TA travel and per diem. Backstopping and general orientation.

USAID/Cameroon: TDY accommodation exchange privileges. Embassy and USAID facilities; libraries, clinic.

UCD/UF: Housing and some logistical support.

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APPENDIX [B]

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APPENDIX [C]

NOTES AND HANDOUTS FROM USAID/CAMEROON STAFF DEBRIEFING  
BY MUCIA/WID CONSULTANT CHERYL DANLEY

The purpose of this debriefing was to inform USAID/Cameroon staff about the general framework of gender analysis in agricultural projects. Specific examples were given of projects where some type of gender analysis had been performed, and where the project was adapted to reflect this knowledge of women's involvement in agricultural production. Different formats for presenting these data were also presented. In addition, the consultant reported on her interviews with USAID project team members of the Government of Cameroon.

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September 23, 1988

DEBRIEFING MEETING

Cheryl Danley, MUCIA/WID Technical Specialist

- A. Overview: MUCIA/WID
- B. Why WID and Gender Analysis?
  1. equity and efficiency
  2. gender analysis and project adaptation
    - . women's access and control over resources
    - . risk and incentives
- C. MIDENO Case Study
- D. Implications for USAID/Cameroon WID Strategy
  1. Coherent long term strategy, rather than ad-hoc assistance
  2. Focus on agriculture - target smallholders
    - . extension
    - . credit
    - . input supply
    - . processing/storage/conservation
  3. Use a food system approach
    - . production - marketing - consumption - nutrition
    - . policy - institutions - markets - technology
  4. Support for microenterprise development; growth areas
    - . input supply
    - . food processing and preservation
- E. Gender Tracking
  1. Involve MINASCOF and MINAGRI/CD Women's Service in technical meeting with other concerned ministries to discuss projects (e.g., MINAGRI, MESIRES, MINEDUC).
  2. Propose quotas for women in participant training
  3. Maintain benchmark statistics on number of male and female participants trained.
  4. Sponsor "alumnae" association, seminars, news bulletins for returned participants covering topics of interest to professional women.
- F. Role of WID Committee
  1. Should take a broader policy role
  2. Should review project papers and documents to ensure that there are
    - . Social and Economic Analyses which focus on gender roles
    - . Institutional Analyses which identify constraints faced by women
    - . Evaluations which assess the impact on women, as outlined in the above analyses.
  3. USAID/Cameroon should take the lead in maintaining a data bank of statistics and social indicators on women (especially in agriculture) for quick reference by the technical divisions, PDE, ministries and other donors.

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4. Should coordinate consultative meetings with WID counterparts of other donor organizations to share information and avoid duplications.
5. Should maintain an up-to-date bibliography on women. Commission additional studies when necessary.
6. Sponsor in-house workshop for staff members on gender analysis.

## I. WOMEN'S DIMENSIONS IN PROJECT IDENTIFICATION

### A. Defining General Project Objectives

1. Are the project objectives explicitly related to women's economic and social roles?
2. Do these objectives adequately reflect women's needs?
3. Have women participated in setting these objectives?

### B. Assessing Women's Needs and Opportunities

1. What needs and opportunities exist for increasing women's productivity?
  - a. In agriculture?
  - b. In household production?
  - c. In human capital production?
  - d. In the informal sector?
2. What needs and opportunities exist for increasing women's access to and control over resources?
3. What needs and opportunities exist for increasing women's access to and control over benefits?
4. How do these needs and opportunities relate to the country's other general and sectoral development needs and opportunities?
5. Have women been directly consulted in identifying such needs and opportunities?

### C. Identifying Possible Negative Effects

1. Might the project reduce women's access to or control of resources and benefits?
2. Might it adversely affect women's situation in some other way?
3. What are the potential effects on women in the short run? The long run?

## II. WOMEN'S DIMENSION IN PROJECT DESIGN

### A. Project Impact on Women's Activities

1. Which activities will the project affect in:
  - a. agricultural production?
  - b. household production?
  - c. human capital production?
  - d. informal sector production?
2. Is the planned component consistent with the current gender denomination for these activities?
3. If it plans to change the women's performance of activities, is this feasible and what positive or negative effects would it have on women?
4. Where there are no planned changes in activities, is there a missed opportunity for improving women's roles in the development process?

### B. Project Impact on Women's Access and Control

1. How will each of the project components affect women's access to and control over productive resources such as:
  - a. land
  - b. water (domestic and agricultural)

- c. capital
  - d. credit
  - e. agricultural technology
  - f. household technology
  - g. firewood and other fuels
  - h. information
  - i. rural wage markets
  - j. resources in the informal sector
  - k. their own labor
  - l. the labor of others
2. How will each project component affect women's access to and control over benefits such as:
    - a. wages
    - b. revenue from sale of goods
    - c. revenue from sale of services
    - d. subsistence goods
    - e. social insurance (care in sickness, old age, etc.)
  3. How can project design be adjusted to increase positive effects and eliminate or reduce negative ones?

### III. WOMEN'S DIMENSION IN PROJECT IMPLEMENTATION

#### A. Organizational Structures

1. Does the organizational form enhance women's access to resources?
2. Does the organization have adequate power to obtain resources needed by women from other organizations?
3. Does the organization have the institutional capability to support and protect women during the change process?

#### B. Operations and Logistics

1. Are the organization's delivery channels accessible to women in terms of personnel, location, and timing?
2. Do control procedures exist to ensure dependable delivery of goods and services?
3. Are there mechanisms to ensure that project resources or benefits are not usurped by males.

#### C. Finances

1. Are funding levels adequate for proposed tasks?
2. Is preferential access to resources by males avoided?
3. Is it possible to trace funds for women from allocation to delivery with a fair degree of accuracy?
4. Do funding mechanisms exist to ensure program continuity?

#### D. Personnel

1. Are project personnel sufficiently aware of women's productive activities and sympathetic toward women's needs for resources and benefits? If not, is it possible to increase staff responsiveness through incentives and training?
2. Do personnel have the skills necessary to provide the specific inputs required by women in the project area? If not, are training or adding staff possible?
3. Are there appropriate opportunities for female participation in project management positions?

E. Flexibility

1. Does the project have a management information system which allows it to detect the effects of the operation on women?
2. Does the organization have enough flexibility to adapt its structures and operations as changes occur and new information is processed?

IV. WOMEN'S DIMENSIONS IN FORMATIVE AND SUMMATIVE EVALUATION

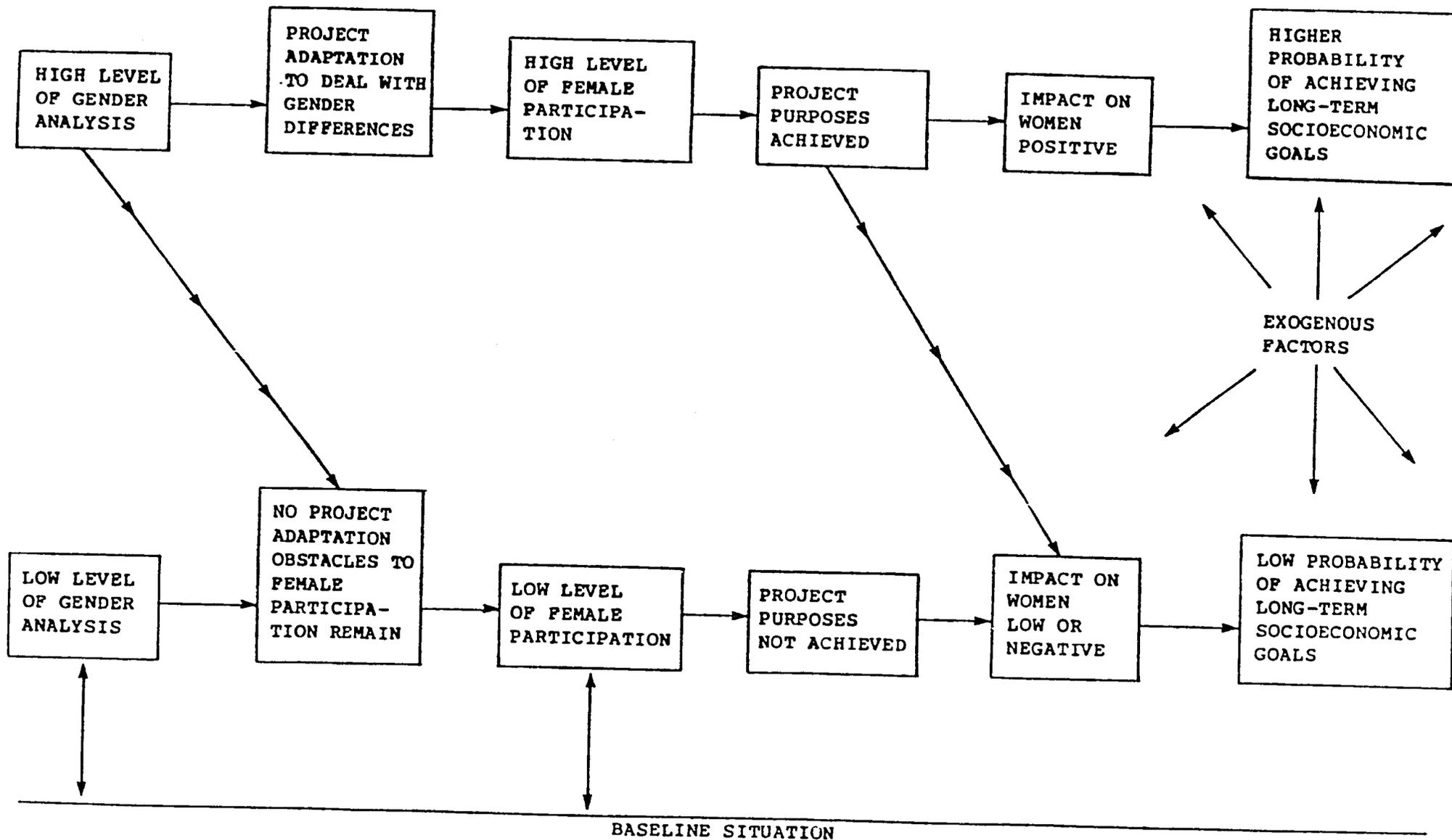
A. Data Requirements

1. Does the project's monitoring and evaluation system explicitly measure the project's on-going and end-of-project effects of women?
2. Are women involved in designating the data requirements?

B. Data Collection and Analysis

1. Are the data collected with sufficient frequency so that necessary adjustments could be made during the project?
2. Are the data fed back to project personnel and beneficiaries in an understandable form and on a timely basis to allow project adjustments?
3. Are women involved in the collection and interpretation of data?
4. Are data analyzed so as to provide guidance to the design of other projects?
5. Are key areas for further research on women's roles in agricultural systems identified?

Source: c. Overholt, et al., Gender Roles in Development Projects, 1984  
Project Cycle Analysis: Agriculture



Source: Carloni, A.S. (1987), p. 7

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Total average man-day per hectare labour employed  
for the production of food crop

Sources of labour	Average man-day/ha
Work group labour	180
Family labour	72.5
Hired labour	12.1
<b>TOTAL</b>	<b>264.6</b>

Average man-day per hectare family labour employed

Age categories in year	Average man-day/ha
Boys 7-14	4.0
Girls 7-14	2.6
Boys 15-18	10.1
Girls 15-18	2.2
Men 19-50	13.0
Women 19-50	32.8
Men over 50	1.1
Women over 50	6.7
<b>TOTAL</b>	<b>72.5</b>

Source: E. A. Atayi and H. C. Knipscheer

Survey of Food Crop Farming Systems  
in the "ZAPI-EST" East Cameroon  
IITA/ONAREST 1980

Percentage distribution of decision makers on various activities connected with food crop production

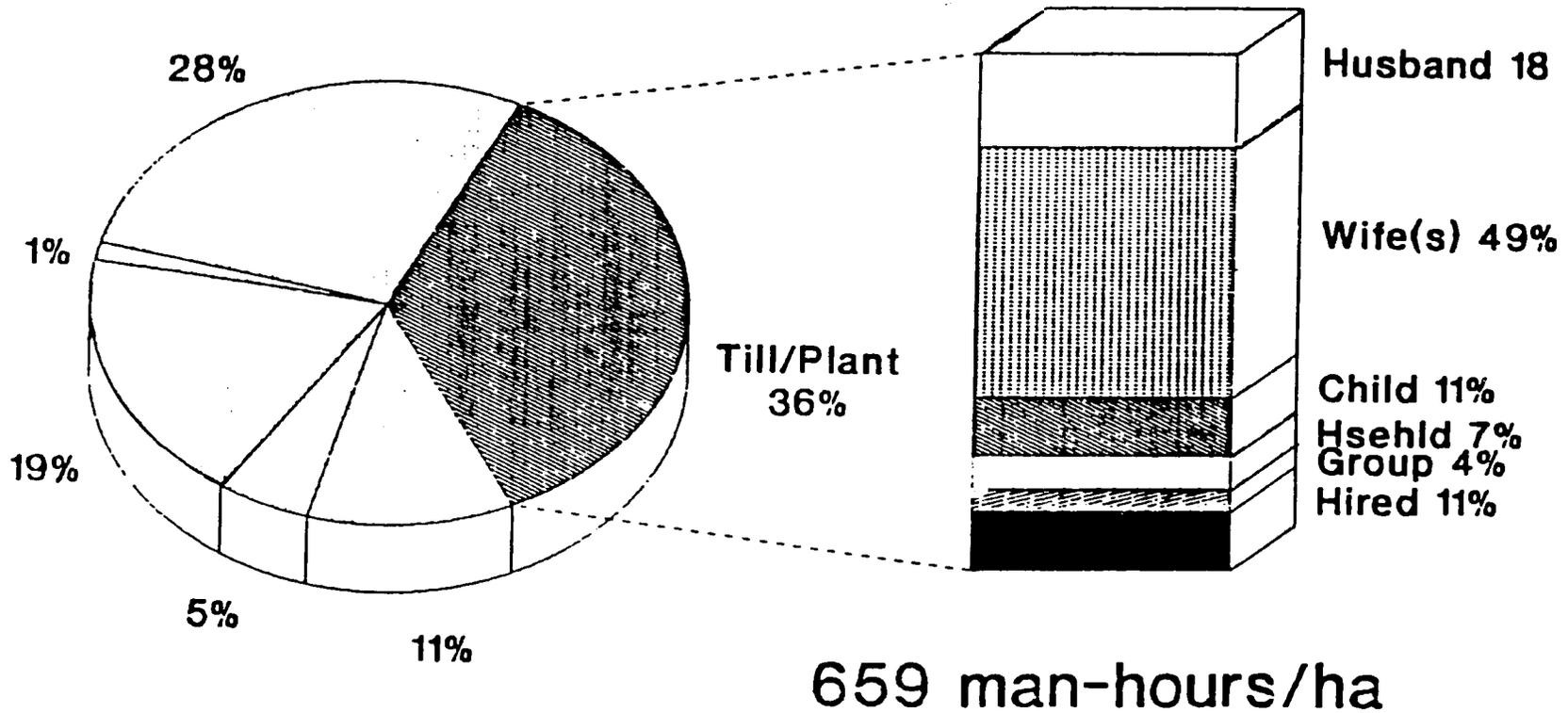
Activities	Decision makers				Total
	Wife	Husband	Both	N.A*	
Which crop to grow	44.0	45.8	9.3	0.9	100.0
Acquisition of land	12.0	85.6	2.3	-	100.0
When to plant crops	59.3	33.8	6.0	0.9	100.0
Use of fertilizers	1.9	23.1	1.4	73.7	100.0
Increase farm size	40.3	55.6	4.2	-	100.0
Leave land under fallow	44.4	50.9	3.2	1.4	100.0
Which crops to sell	56.5	35.2	6.0	2.4	100.0
When to sell crops	55.6	39.4	2.8	2.4	100.0
To whom to sell crops	44.9	46.8	5.1	3.3	100.0
Purchase of farm tools	7.4	86.6	5.6	0.5	100.0

\*N.A. = No answer

Source: E.A. Atayi and H. C. Knipscheer

Survey of Food Crop Farming Systems  
in the "ZAPI-EST" East Cameroon  
IITA/ONAREST 1980

# Tilling & Planting Labor in Maize-Based Cropping Systems by Labor Class

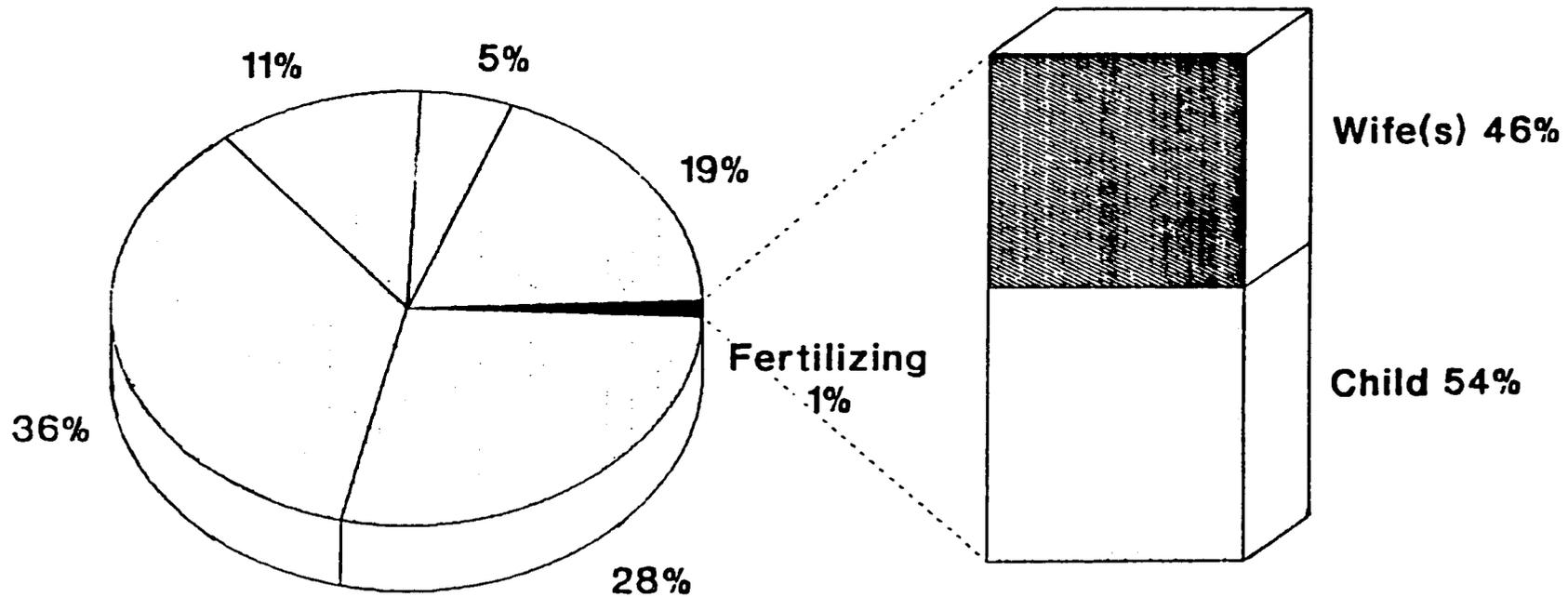


**Ndop Plain, 1987**

North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bamui  
M.F.S.R.E.S.  
USAID/IITA/NCRE/TLU

# Fertilizer Application Labor in Maize-Based Cropping Systems by Labor Class

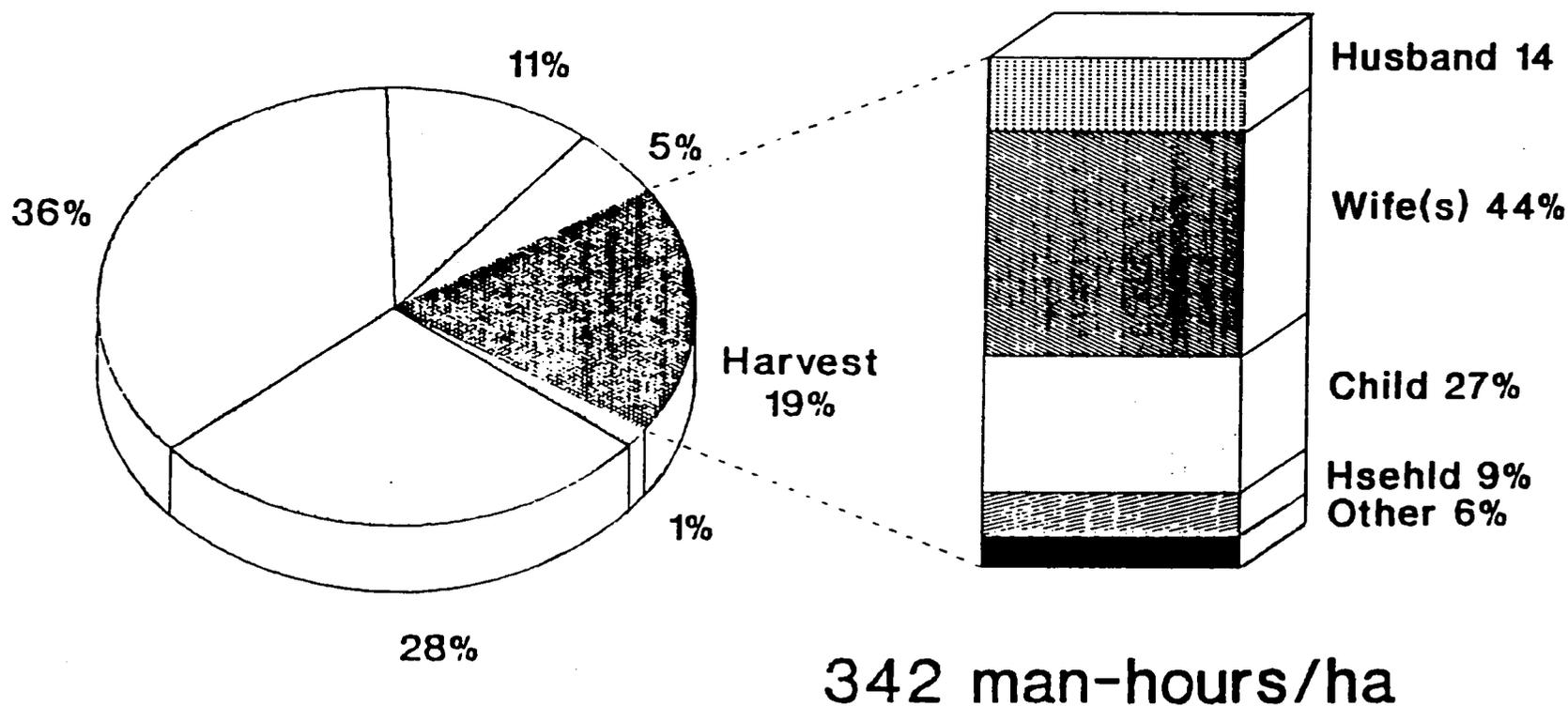


24 man-hours/ha

*ph*  
**Ndop Plain, 1987**  
 North West Province  
 CAMEROON

Source: Dermot McHugh  
 Institute of Agronomic Research-Bambui  
 M E S R E S  
 USAID/TITA/NCRE/TLU

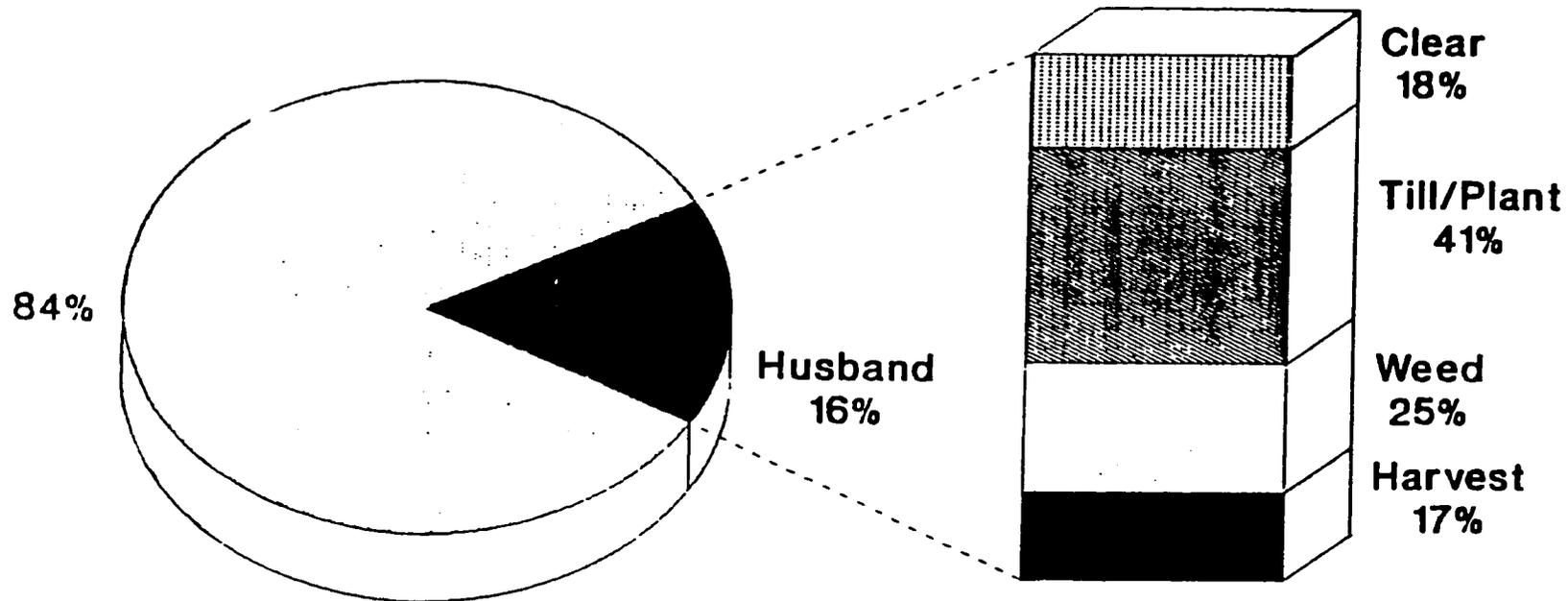
# Harvest & Transporting Labor in Maize-Based Cropping Systems by Labor Class



**Ndop Plain, 1987**  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research-Bambui  
M E S R E S  
USAID/IITA/NCRE/TLU

# Husband's Labor in Maize-Based Cropping Systems by Field Operation

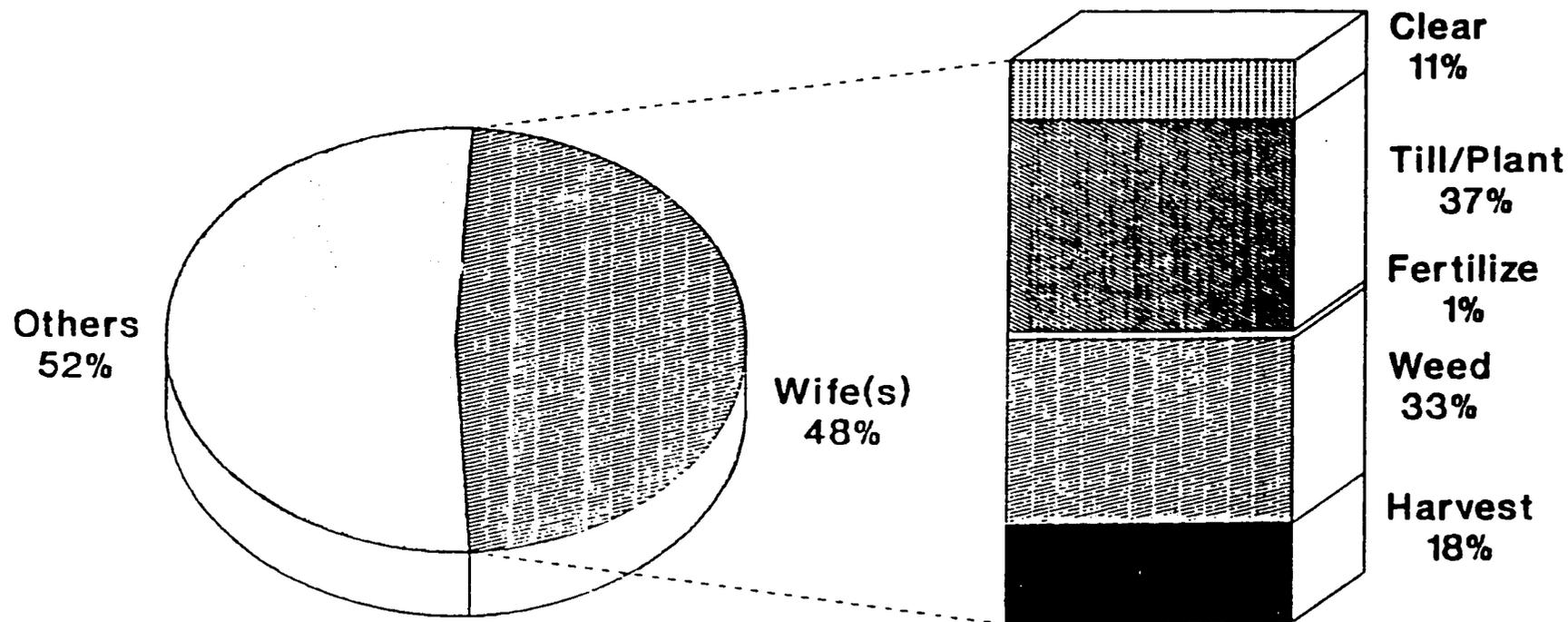


299 man-hours/ha

**Ndop Plain, 1987**  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bambui  
M E S R E S  
USAID/IITA/NCRE/TLU

# Wives' Labor in Maize-Based Cropping Systems by Field Operation

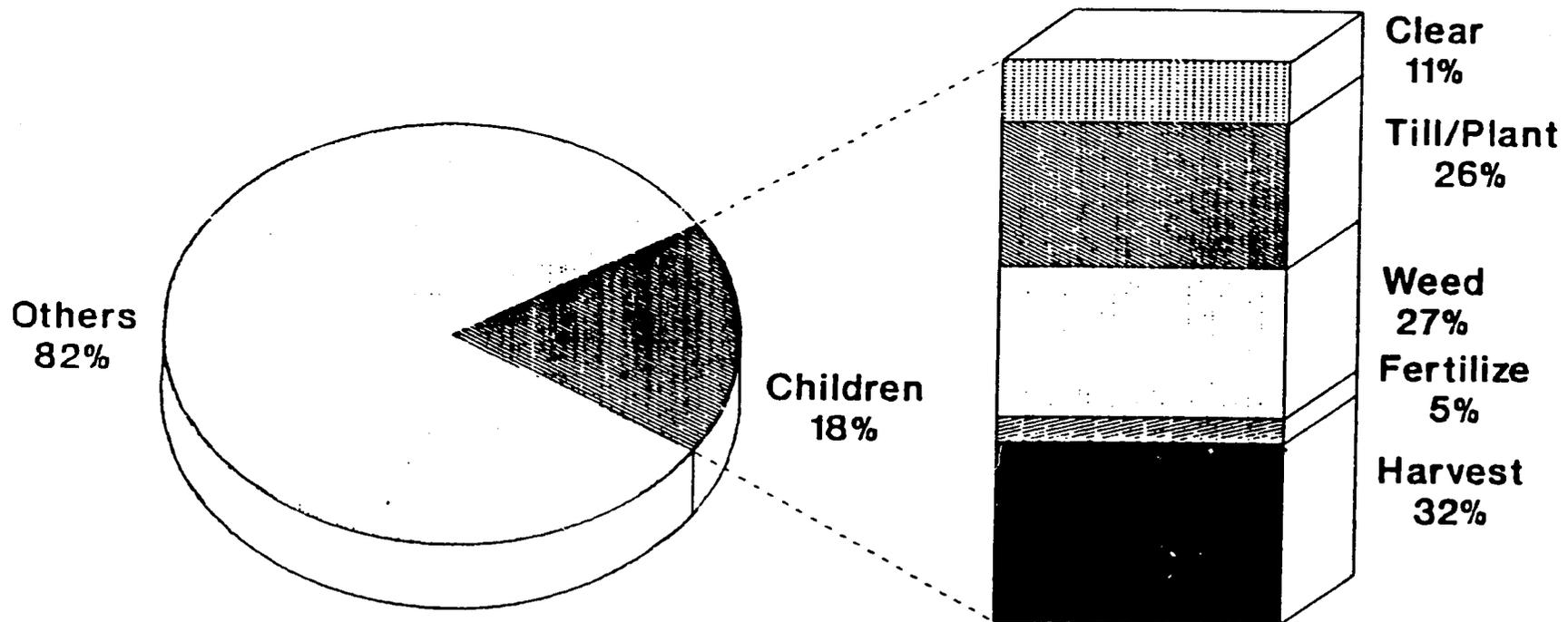


889 man-hours/ha

**Ndop Plain, 1987**  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bamui  
M E S R E S  
USAID/IITA/NCRE/TLU

# Children's Labor in Maize-Based Cropping Systems by Field Operation

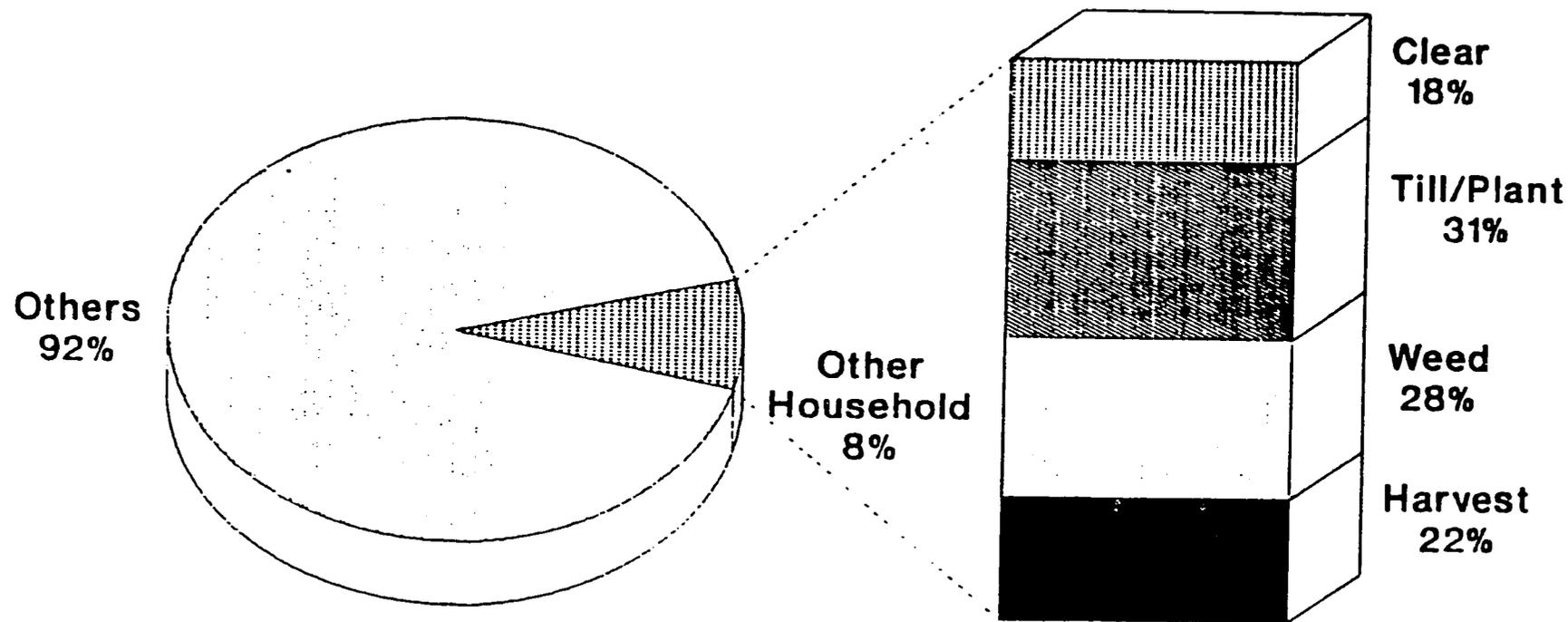


334 man-hours/ha

*dfc*  
**Ndop Plain, 1987**  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bambo  
M E S R E S

# Other Household Members' Labor in Maize-Based Cropping Systems by Field Operation

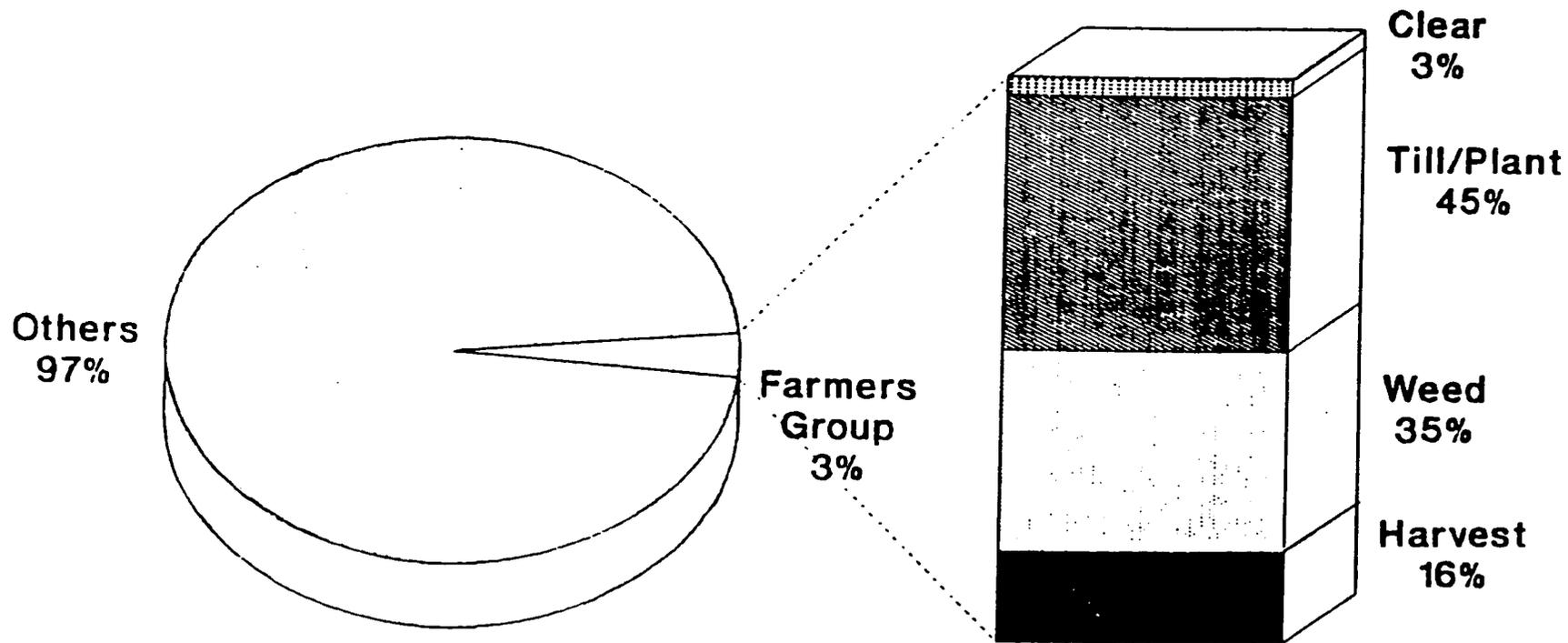


153 man-hours/ha

Ndop Plain, 1987  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bamui  
M E S R E S  
USAID/IITA/NCRE/TLU

# Farmers Cooperative Group Labor in Maize-Based Cropping Systems by Field Operation

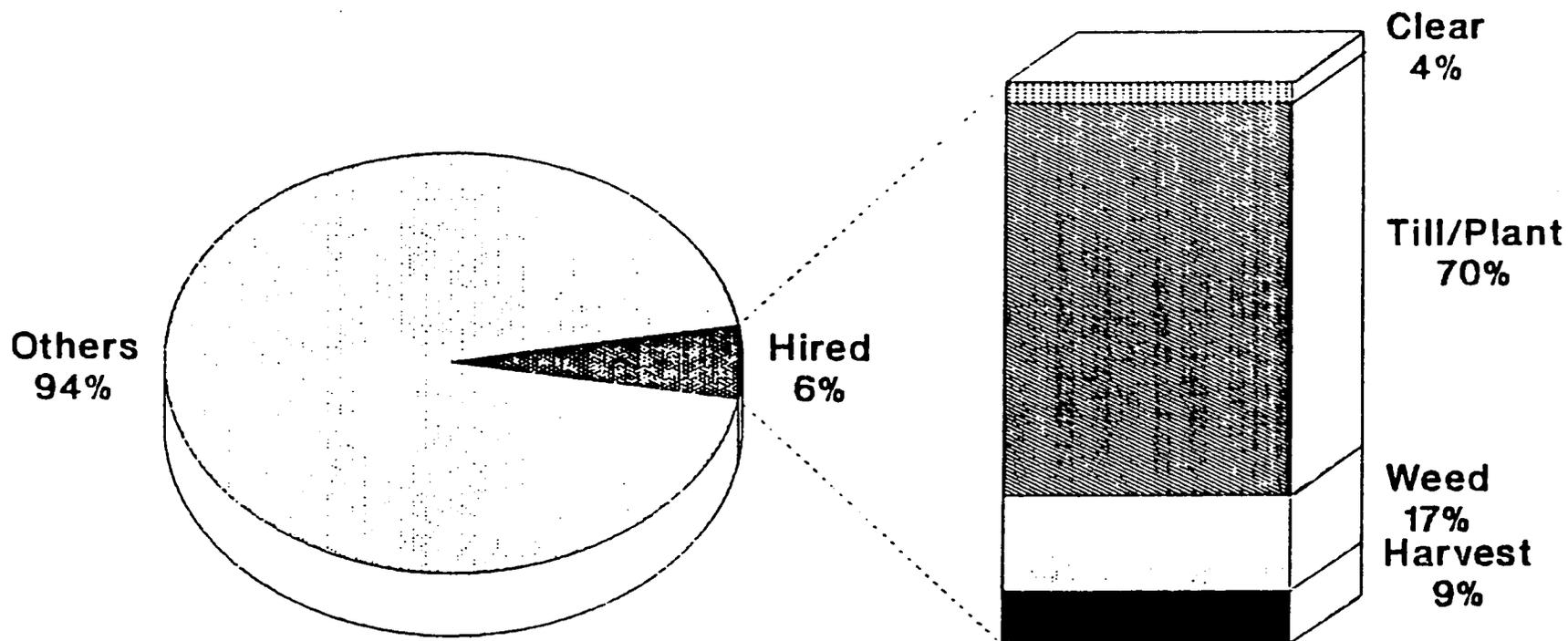


61 man-hours/ha

*g*  
**Ndop Plain, 1987**  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bambo  
M E S R E S  
USAID/IITA/NCRE/TLU

# Hired Labor in Maize-Based Cropping Systems by Field Operation

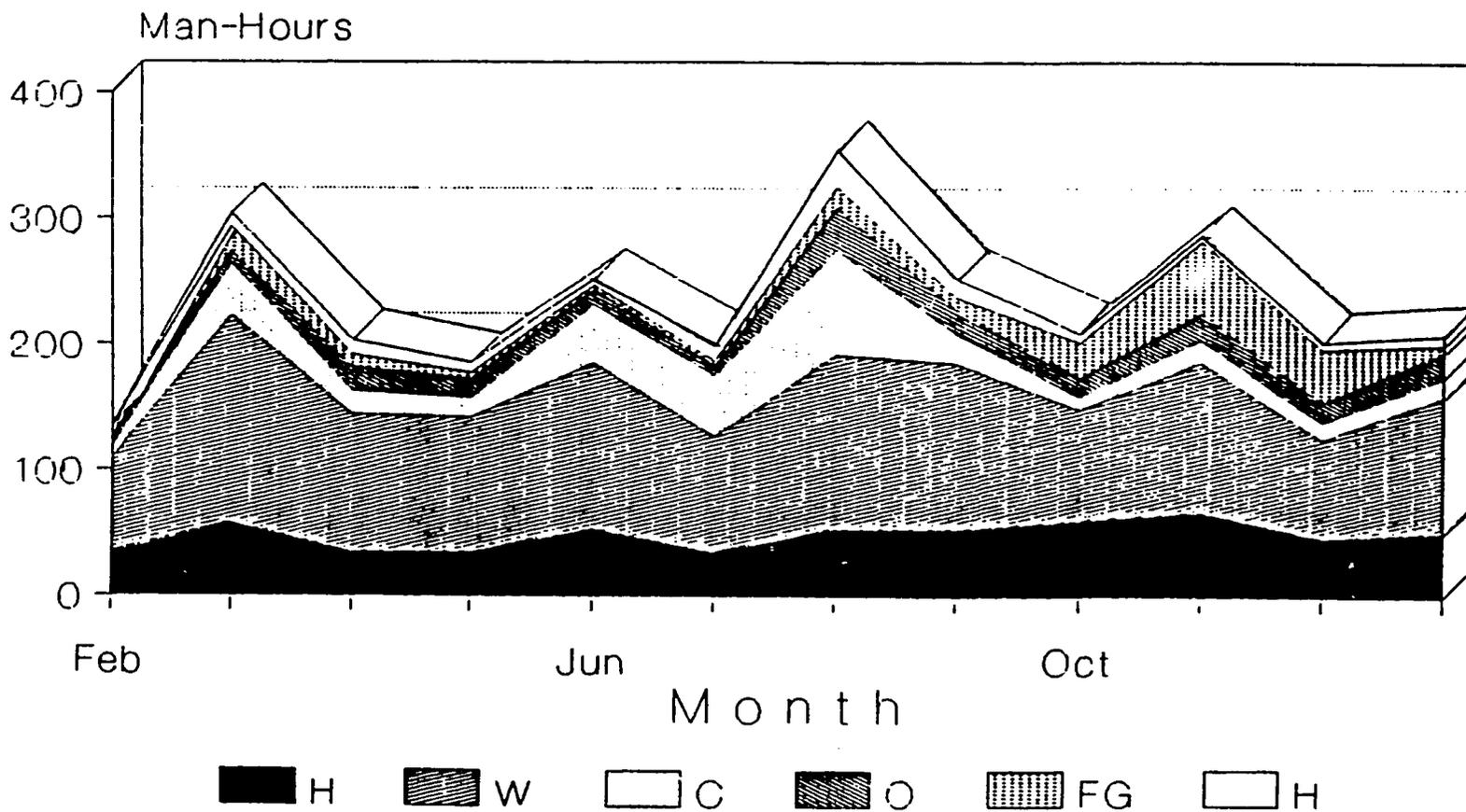


102 man-hours/ha

199  
Ndop Plain, 1987  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bambui  
M E S R E S  
USAID/IITA/NCRE/TLU

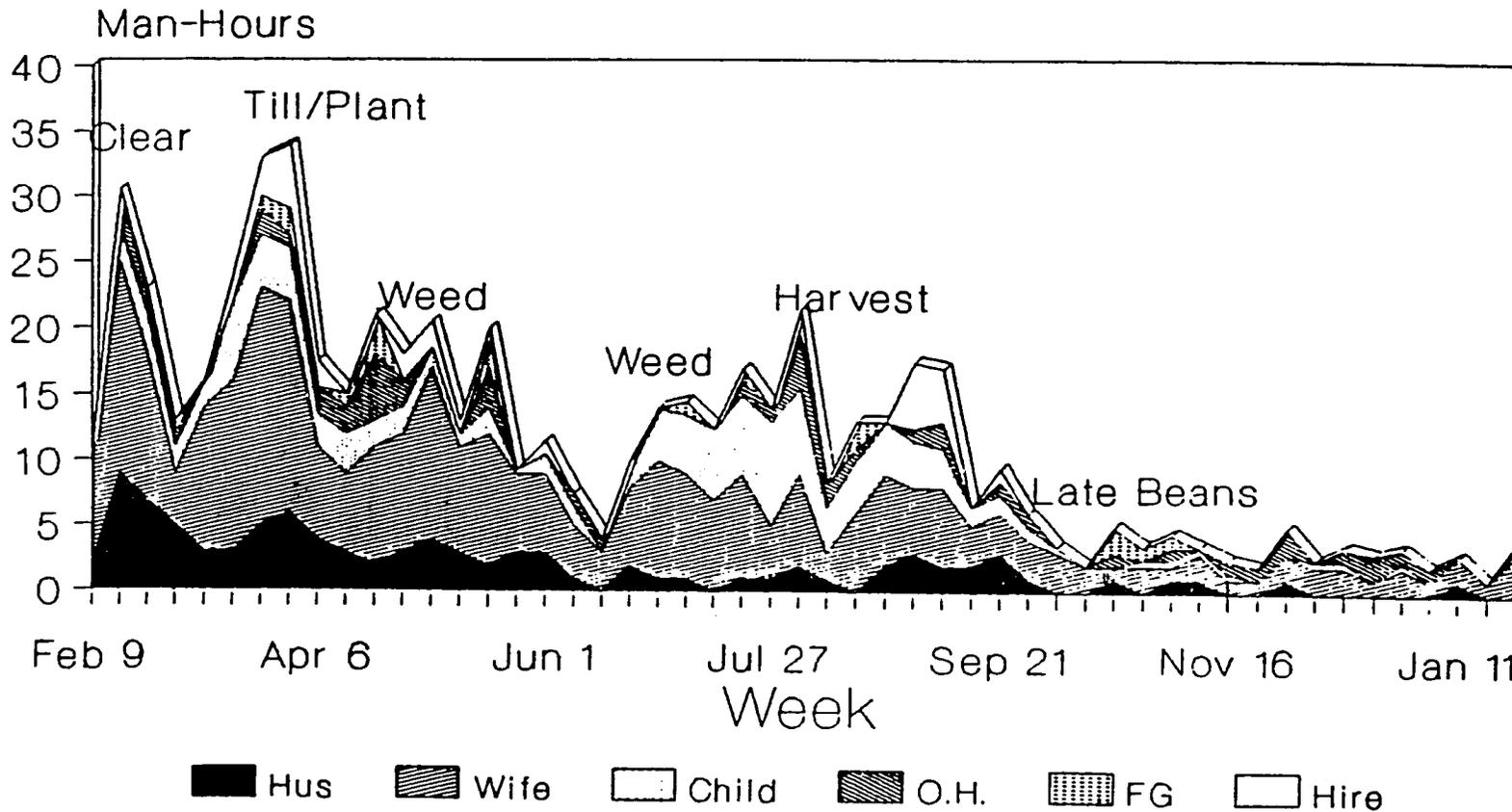
# Mean Weekly Labor Utilization for the Whole Farm by Labor Class



NDOP Plain, 1987  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bamui  
M E S R E S

# Mean Weekly Labor Utilization for the Monitored Maize Fields by Labor Class



Ndop Plain, 1987  
North West Province  
CAMEROON

Source: Dermot McHugh  
Institute of Agronomic Research - Bamui  
M E S R E S  
USATD/IITA/NCRE/TLU

Composition of VEWs by Sex, August 1987\*

VEW = Village Extension Worker

Division	Pre-MIDENO VEWs			MIDENO Recruited/Trained VEWs			Total VEWs		
	Men	Women	Percentage of Women	Men	Women	Percentage of Women	Men	Women	Percentage of Women
Bui	24	3	11.1	31	6	16.2	55	9	14.1
Donga-Mantung	27	1	3.6	24	10	29.4	51	11	17.7
Menchum	47	1	2.1	32	9	22.0	79	10	11.2
Mezam	39	9	18.9	33	17	34.0	72	26	26.5
Homo	34	4	10.5	16	8	33.3	50	12	19.4
<b>TOTAL</b>	<b>171</b>	<b>18</b>	<b>9.5</b>	<b>136</b>	<b>50</b>	<b>26.9</b>	<b>307</b>	<b>68</b>	<b>18.1</b>

Source: MIDENO (1987)

Note: \* This table does not represent the final situation as there are still 8 VEWs to be recruited and trained.

in Making Agricultural Extension Work with Women: The Efforts of MIDENO in Cameroon  
by S. Tjip Walker

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The History and Evolution of USAID's WID Policy

The 1973 "Percy Amendment" to the Foreign Assistance Act required that the U.S. bilateral assistance programs:

be administered so as to give particular attention to those programs, projects and activities which tend to integrate women into the national economies of foreign countries, thus improving their status and assisting the total development effort.

The A.I.D. Policy Paper on Women in Development (1982) states:

To pursue a development planning strategy without a women in development focus would be wasteful and self-defeating -- wasteful, because of the potential loss of the contribution of vital human resources and self-defeating because development which does not bring its benefits to the whole society has failed.