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UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
YAOUNDÉ

U.S. ECONOMIC ASSISTANCE TO CAMEROON

NOVEMBER 1993

I. AMERICAN AID TO CAMEROON - PAST AND PRESENT

A. U. S. ECONOMIC ASSISTANCE PROGRAM - 1961 TO PRESENT

The United States economic assistance program to Cameroon was initiated with the signing of a bilateral agreement on May 26, 1961. The value of AID assistance (grants and loans) provided to Cameroon from Fiscal Year[1] 1963 through Fiscal Year 1993 is $277,406,000. For more than thirty years, American development assistance to Cameroon has been principally in agriculture, rural development, education, and human resource development. AID's activities in Cameroon over the past thirty-two years can be divided into five distinct periods.

1. 1961-67, Post Independence

An AID mission was first established in Yaounde in August 1961. The period from independence in 1961 to 1967 was characterized by generally low annual levels of assistance, i.e., an average of less than $5 million. American development assistance during this period was directed to solve problems which Cameroon faced as a newly independent state. AID's primary involvement was in infrastructure development and training, in conjunction with a limited technical assistance program. Specific projects addressed vocational education, urban development, secondary and technical education, agricultural extension, cocoa disease control, and a measles vaccination campaign. Another feature of the early years of the AID program was a commodity import loan for $1.9 million that generated local currency for development projects throughout the country. It was also during this period that AID began its long association with other donors in assisting Cameroon in the extension and realignment of the Trans-Cameroon railroad. (From 1963 to 1978, AID provided $29.4 million in loans for Transcam I-III.)

2. 1968-74, AID Closes Cameroon Mission

The Korry Report, an assessment of AID's work in Africa after five years, brought important changes in the way AID operated. It recommended a shift toward concentrating bilateral programs on a small number of countries that had the size, resources, and performance to make good progress likely. During this period, AID's bilateral mission in Cameroon was closed. AID's work in Cameroon was only continued through regional activities administered from Washington or through field offices in Yaounde and elsewhere.

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[1] U.S. fiscal year is from October 1 - September 30.

3. 1975-79, New Directions and the Sahelian Drought

AID's involvement in Cameroon from 1975 to 1979 was influenced by two nearly simultaneous events: 1) the 1973 Amendment to the Foreign Assistance Act and 2) the Sahel drought. The first, widely known as the New Directions legislation, instructed AID to redirect its efforts toward helping the poor and disadvantaged segments of the population. Bilateral programs were reestablished in most of the countries from which AID had withdrawn after 1967. The needs of the rural poor (especially those in the poorest regions of the country) were addressed through programs in health and population, food production, education, and human resource development. The second event, the Sahel drought, brought a great deal of attention to the plight of poor Africans and mobilized much support to alleviate their situation. Together, the focus on poverty and the drought led to a program in Cameroon located in the northern part of the country, the poorest region and that most seriously affected by the drought. These events spawned projects such as seed multiplication and cereals research, livestock management, rural water supplies, and "young farmer training centers."

4. 1980 to the Mid-1980's, Increased Aid and Consolidation

The period from 1980 to the mid-1980's ushered in a "stock-taking" of the experience of the late 1970s. From 1980 to the mid-1980's, the AID program was consolidated and focused. The overall number of projects was greatly reduced, with many small projects being replaced by fewer, larger projects with a strong emphasis on agriculture, especially in the areas of research, management, and human resource development. Annual obligations for project and program assistance grew from $7.2 million in 1980 to an all-time AID high of $24.1 million in 1984. The share of AID assistance for the agricultural sector grew from 25 percent in 1977 to 80 percent in 1982. The composition of USAID/Cameroon's project portfolio changed during the early 1980s as some activities were phased out and others were enlarged and continued.

USAID/Cameroon placed major emphasis on strengthening the capacity of several key GRC institutions and non-governmental organizations (NGOs) to provide essential services to the agricultural and rural sectors. Substantial assistance was provided to reinforce capability in the areas of sector planning and policy development, food crop technology development and dissemination, human resource development, the privatization of agricultural factor and product markets, and the provision of financial services. In the health sector, USAID provided long term assistance for the launching of family planning, diarrheal disease control and AIDS prevention programs. In addition, USAID provided ten years of assistance to develop a national capability to control schistosomiasis in the country.

One of the crucial underlying objectives during this period was assuring food security for Cameroon's growing population. The institutional capabilities of the national agricultural research institution (IRA) in cereals, grain legumes, and roots and tubers

research and outreach; of the University Center of Dschang (UCD) in agricultural sector analysis, research, training and outreach; and of the Ministry of Agriculture, the Ministry of Livestock, Fisheries and Animal Products, and the Ministry of Plan and Regional Development in planning and policy analysis were all substantially reinforced. Large numbers of scientists, analysts, and university faculty received long-term graduate degree training in the United States. Essential research and educational facilities were constructed, equipped and made operational. Technical programs were successfully established. Overall institutional management systems were improved. A key area of USAID support to non-governmental organizations was the 17 years of assistance provided toward the development of rural savings and credit cooperatives which ended in FY 1992. This intervention created a base for delivery of financial services to over 70,000 people, many of whom were excluded from access to credit through the formal banking sector.

5. Mid-1980's to Present, Focus on Policy Reform

In the mid to late 1980s, with USAID and other donor support, the Government of the Republic of Cameroon (GRC) moved progressively toward market liberalization and the promotion of private sector initiatives. USAID's program for the agricultural sector evolved accordingly. Several important non-project assistance programs were launched, all of them oriented toward the private sector. These included the privatization of fertilizer importation and distribution, along with the gradual elimination of state subsidies; the privatization of the marketing of arabica coffee; and the establishment of a free trade zone regime as a means of increasing employment, diversifying production, and increasing exports. Following nearly 15 years of support to public sector seed multiplication programs, USAID and the GRC collaborated in the transfer in 1992 of a major food crops seed production/processing facility to a private international company (Pioneer Seed).

A new USAID strategy, approved in 1989, called for (1) the development of an efficient and competitive private sector, (2) increased efficiency in the public sector, and (3) a reduction in the over-extension of the public sector into commercial activities. USAID directly or indirectly influenced major policy reforms and achievements, such as:

- Liberalization, increased competitiveness and privatization of select factor and product markets (arabica coffee, fertilizer, seeds);
- Passage in FY 1992 of a new cooperative law which removes the GRC from direct intervention in the management of cooperatives;
- A strengthened rural savings and credit cooperative movement with over 70,000 members and assets of approximately $30 million;
- Establishment of a free trade regime to promote investments for export

processing;

- Reduction in certain business taxes and the streamlining of procedures to obtain business licenses; and

- Strengthened linkages between NGOs/PVOs and GRC research, training and policy institutions.

Also in 1989, USAID began to move toward an even greater focus of its assistance program and consolidation of its project portfolio.

B. PRESENT USAID PROGRAM IN CAMEROON

USAID/Cameroon is currently operating under a strategic plan for Fiscal Years 1993-1996, based on current political and economic conditions which was approved in June 1993. Over the next three years, USAID/Cameroon's strategy would have contributed to the **establishment of enabling conditions for "sustainable, broad-based, market-oriented growth"**. USAID/Cameroon has developed a strategy framework that meets the development needs of the Cameroonian people and is consistent with the Agency's development strategy for Africa which focuses on four key areas: health and population, environment, democracy and free markets. The Clinton administration's development strategy for Africa as presented in Secretary of State Warren Christopher's May 20, 1993 address to the African-American Institute "will provide strong and visible support for the movement to freedom in Africa -- to democracies and free markets. . . will work with the nations of Africa to address the health, environmental and population issues that threaten lives and imperil sustainable development." USAID/Cameroon's program goal statement reflects this policy.

USAID used two of the four Development Fund for Africa (DFA) strategic objectives as sub-goals in its program logframe:

- **Developing the potential for long-term increases in productivity**; and

- **Strengthening competitive markets to provide a conducive environment for private sector-led growth.**

The two sub-goals are consistent with Agency emphasis on activities to promote people oriented, sustainable development, as conveyed in Administrator Brian Atwood's presentation of the A.I.D. budget to Congress on May 12, 1993. For the first sub-goal, **strengthened potential for increased productivity**, the objectives are directly tied to increased efficiency and effectiveness in health services, agricultural production and natural resources use. The second sub-goal, **strengthened competitive markets**, includes lessening government imposed constraints on private sector development and privatizing public-based economic functions. Increasing competitiveness is a significant element in

fostering private sector investment and trade. Achieving both sub-goals would be facilitated by redefining and reducing the role of the public sector and by improving democracy and governance. Democratic governance permits USAID to work with both the private and the public sectors to help create the enabling conditions of the program goal.

To pursue these goals leading to the establishment of an enabling environment, program activities concentrate on **three strategic objectives:**

1) **achieving sustained change in the health status for target populations in three provinces;**

2) **improving conditions for sustainable natural resources utilization;** and

3) **improving conditions for private sector trade.**

Health sector efforts focus on implementation of a community co-financed and co-managed primary health care system and integration of family planning, maternal child health (MCH) and AIDS services into public PHC and private health delivery systems. This new health system is based on the principle of decentralization of health planning and management, community administration of cost recovery funds, and accountability of health personnel to the populations they serve. **Agriculture and natural resources** efforts focus on increased community and NGO participation in the management of natural resources and protection of key ecosystems; improved agricultural and natural resources policy, planning and monitoring; and increased availability of and access to improved agricultural and natural resources technologies. **Private sector** efforts focus on improved regulatory environment, improved market information, increased investment services, and improved technical and managerial skills.

In addition, **Democracy and Governance** is a cross cutting issue and a free-standing target of opportunity. It will be an essential element in Cameroon's sustained economic growth. The target of improved governance is meant to address issues and constraints which affect all USAID programs.

II. SECTORAL OBJECTIVES OF U.S. ASSISTANCE TO CAMEROON

There are currently 32 activities in the Mission's portfolio, with authorized life-of-project (LOP) funding ranging from $75 thousand to $39 million. Of the currently active projects, the earliest one was initiated in 1983, and the most recent in 1993. The following pages describe the principal project and non-project components of the current program of development assistance and two new projects being designed. Major projects are briefly described and issues are presented under each of the Agency's four key areas of focus.

A. HEALTH AND POPULATION

USAID's main objective in this sector is the establishment of a nationwide primary health care program based on the following principles:

- community co-financing and co-management (with the government) of health care;
- the availability of essential drugs;
- the full integration of preventive, curative, and promotive services;
- decentralization of health planning and management to the level of the health district; and
- family planning services for all.

Maternal Child Health/Child Survival (MCH/CS)
Total $11,500,000 Grant (1987-1994)

This project assists the Ministry of Public Health (MOPH) to implement community co-financed and co-managed health care in the Adamaoua and South Provinces. To this end, the project will assist the MOPH to decentralize health planning to the level of the health district; establish community co-managed and co-financed health areas surrounding functioning health centers; launch community-managed pharmacies; and develop integrated supervision, referral, and information systems. Community co-management and co-financing is being achieved through the development of community health and health management committees. Key child survival interventions such as immunizations, control of diarrheal diseases, nutrition promotion, and child spacing are being integrated into the primary health care program.

Maternal Child Health/Child Survival (MCH/CS) II
Total $18,000,000 Grant (1993-1997)

The MCH/CS II Project, which has been recently designed, will continue to expand the primary health care activities begun under both the MCH/CS and the Reform of the Health Delivery System Projects. The MCH/CS II Project will extend community co-financed and co-managed health services to approximately 70% of the populations of the Adamaoua and South Provinces and four divisions in the Far North Province. In addition, the project will strengthen existing logistics, supervision, financial management, and health information systems in the project-supported areas. Finally, the project will launch improved information, education, and communication activities in order to improve community participation in the primary health care program.

National Family Health
Total $8,050,000 Grant (1991-1996)

This project's objective integrates quality child spacing and maternal health services into the national primary health care program in the Adamaoua, South, Centre, and Far North Provinces and expands the availability of these services through parastatal, religious, private for profit, and employee-based health facilities. Almost 1400 public and private health workers are to be provided in-service training under the project. Child spacing/maternal health services are being introduced in over 300 public and private sector facilities. In addition, low-priced condoms are being made available through the ongoing national condom social marketing program. Finally, the project's reform component assists the MOPH to resolve two critical policy constraints 1) to the nationwide expansion of the primary health care program and 2) to the introduction of child spacing and maternal health into this program.

Support for the National AIDS Control Program
(Cameroon AIDSCAP Project).
Total $2,650,000 Grant (1992-1996)

The Cameroon AIDSCAP Project assists the National AIDS control service to control the spread of AIDS and HIV infection in Cameroon. Because of Cameroon's relatively low HIV infection rate, AIDSCAP target interventions are those at highest risk of infection including prostitutes and their clients in 4 major cities, the military, transportation workers, and university students in Douala and Yaounde. In addition, the AIDSCAP Project provides support for the social marketing of condoms, and the control of sexually-transmitted diseases.

Reform of Health Delivery System
Total $2,600,000 Grant (1990-1994)

This project's objective is to assist the MOPH to implement its primary health care

program based on community co-financing and co-management of health services in 4 divisions of the Far North Province. Modelled after USAID's MCH/CS Project, this project funds establishment of community pharmacies, community health committees, and integrated management systems in the targeted areas. The project also includes the introduction of immunization, diarrheal disease control, nutrition promotion, and child spacing services into functioning community managed health centers.

B. AGRICULTURE AND NATURAL RESOURCES

USAID's basic objectives in agriculture and natural resource management in Cameroon are to enhance food security, improve prospects for agricultural exports, and promote sustainable natural resources utilization. USAID concentrates its support on policy reform, sector planning, food crops research and outreach, and training. The main initiatives pursued are:

- the establishment of food crop research programs, and development and dissemination of improved production technologies,
- the strengthening of GRC agricultural research, institutional capacity,
- the improvement of agricultural sector policies and planning,
- the strengthening of GRC institutional capacity in policy formulation and planning,
- the strengthening of GRC higher agricultural educational institutional capacity, and
- the promotion of outreach efforts by NGOs in food crop production and natural resources management.

Agriculture Policy and Planning (CAPP)
Total $9,700,000 grant (1988-1993)

This project's objective is to strengthen and institutionalize the capacity of the GRC to conduct policy analysis and planning for the agricultural sector. The Consortium for International Development (CID), with Washington State University as the lead institution, is collaborating with the Ministries of Plan, Agriculture, and Livestock in implementing this project. Ongoing or planned activities include the preparation of an overall agricultural sector assessment, annual agricultural and livestock statistics collection/analysis, sub-sector studies for rice and maize, and policy studies regarding tariffs, constraints to exports, and input provision. Studies have been completed on the livestock and coffee sub-sectors. The project also recently assisted in an effort of the GRC and several donors to develop an environmental strategy framework. Twenty

Cameroonian analysts have received or are receiving graduate degree training in the U.S.

National Cereals Research and Extension (NCRE)
Total $39,000,000-($35,400,000 grant; $3,600,000 loan which was forgiven) (1985-1995)

This project's objective is to increase food production by developing an institutional capacity to perform research on maize, rice, sorghum and millet. The International Institute for Tropical Agriculture (IITA), with Winrock International as sub-contractor, provides technical assistance to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. Thirty-two Cameroonian researchers have received or are receiving graduate degree training in the U.S. Research facilities including laboratories, offices, warehouses and staff housing have been constructed and equipped. A number of improved food crop varieties and production technologies have been developed and are being disseminated through NGOs, GRC extension services, and parastatals. The project also collaborates with the Peace Corps in the dissemination of soil and water conservation and agroforestry techniques in the Northwest Province.

Tropical Roots and Tuber Research (ROTREP)
Total $9,239,000 grant (1986-1994)

This project's objective is to increase the productivity of cassava, yams, cocoyams, and sweet potatoes through the development of locally acceptable disease-resistant varieties and the development of rapid seedstock multiplication techniques. Technical assistance is furnished by three historically black U.S. universities (the University of Maryland-Eastern Shore, Alabama A and M, and Florida A and M) to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. State-of-the-art tissue culture research facilities have been constructed, equipped and made operational at IRA's Ekona station in the Southwest Province. A major effort is being made to screen an improved variety of high yielding cocoyam. A diagnostic survey to identify storage and processing constraints in root crops has been carried out. Five Cameroonian scientists have received graduate degree training in the U.S.

C. PRIVATE SECTOR/FREE MARKETS

The mission's strategic objectives in this sector are:

- develop a market-oriented private sector, and
- reduce the role of the GRC in the private sector.

Fertilizer Sub-Sector Reform Program (FSSRP)
Total $15,000,000 grant of which $13,500,000 is Non-Project Assistance (1987-1994)

The purpose of this program is to establish a private sector fertilizer marketing system, including importation, distribution and financing, that is competitive, sustainable, and subsidy-free. Liberalization of fertilizer marketing and the withdrawal of direct government intervention have already occurred. Subsidy rates have already been cut to 15% and will be withdrawn altogether in 1993. These measures are providing the necessary foundation for an effective private fertilizer market.

To support private sector development in the fertilizer sub-sector, the program has established a revolving credit fund which provides loans to importers and distributors through commercial banks. The program also supports studies and surveys to monitor the program and the impact of liberalization and privatization on farmers, cooperatives, private distributors and importers, and banks. To date, under the FSSRP, the GRC has reduced its annual subsidy cost from $20 million to $2 million, private sector importers and distributors have lowered the delivered cost of fertilizer by 40 percent, and farmers have reported improvements in the distribution system. In October 1992, USAID authorized the GRC to use funds of the FSSRP Special Local Currency Account to provide funds for the 15% subsidy, the last under the FSSRP program to reduce fertilizer subsidies to zero, while minimizing social costs.

Program of Reform in the Agricultural Marketing Sector, Phase I (PRAMS I)
Total $23,500,000 grant of which $18,000,000 is Non-Project Assistance (1990-1994)

The goal of PRAMS I is to promote, without undue social costs, the introduction of private, competitive market forces at all levels of the arabica coffee marketing chain. Toward this end, the three-fold purpose of PRAMS I is to: (a) remove marketing impediments and pricing constraints in arabica sector; (b) strengthen the North West Cooperative Association (NWCA) capacity to compete with other cooperatives and private traders/processors; and (c) establish an institutional environment for autonomous and accountable marketing cooperatives. To achieve the purpose, the four-year PRAMS I includes two complementary forms of assistance: (a) an $18 million non-project assistance (NPA) sector cash grant which is tied to the implementation of specific policy reform measures aimed at fully liberalizing and privatizing the arabica coffee markets in the West and North West Provinces and (b) $4 million in project assistance which supports the restructuring of the North West Cooperative Association (NWCA) to improve its capacity to compete in a fully liberalized market. The two forms of assistance will finance two major components under PRAMS I -- the policy reform component and the cooperative restructuring component -- and several smaller, supporting components.

III. TRAINING

USAID provides training to Cameroonians through a regional training project, the Human Resources Development Assistance Project and the vocational training grant to the Opportunities Industrialization Centers International. Training is also provided as a component of bilateral technical assistance projects supporting health care delivery, agriculture and the private sector.

Human Resources Development Assistance (HRDA)
Total $525,000 Grant (in FY 93)

The Mission's main objective under this project is to assist the Republic of Cameroon to meet priority requirements for skilled Cameroonians. The project provides training support to strengthen (a) the Government of Cameroon's ability to implement its economic development programs and (b) the private sector's capacity to contribute to economic growth in priority areas. The training activities are designed to:

- increase agricultural production,
- improve the quality of primary education,
- strengthen health care services including family planning,
- promote rural economic development with an emphasis on cooperatives, and
- encourage the development of private enterprises.

To date, over 1,950 Cameroonians have been trained in the U.S., Cameroon and in other African countries. At least 20% are working in the private sector and 30% are women.

Cameroon Opportunities Industrialization Center (COIC)
Total $3,200,000 Grant (1990-1994)

The goal of the project is to establish a comprehensive, non-formal vocational skills training center in Buea, Cameroon. The Center is modelled after the Philadelphia Opportunities Industrialization Centers International (OICI) which helps school drop-outs and other underprivileged young people. The training develops skills needed for productive employment with public or private enterprises or self-employment. The Center provides vocational skills training in the following areas: auto mechanics, building construction, hotel/catering, small enterprise development and furniture making. In collaboration with the UNDP, ILO, FAO and the World Bank (National Employment Fund), COIC also serves as a center for the training and retraining of laid-off workers under the Social Dimensions of Adjustment (SDA) program.

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III TRAINING
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1. USAID Cameroon Country Program Logical Framework
2. Timeline of Current and Planned Projects

CAMEROON

FAR NORTH
MAROUA
GAROUA
NORTH
NGAOUNDERE
ADAMAOUA
NORTH WEST
BAMENDA
SOUTH WEST
WEST
BAFOUSSAM
CENTER
BUEA
LITTORAL
YAOUNDE
DOUALA
BERTOUA
EAST
EBOLOWA
SOUTH

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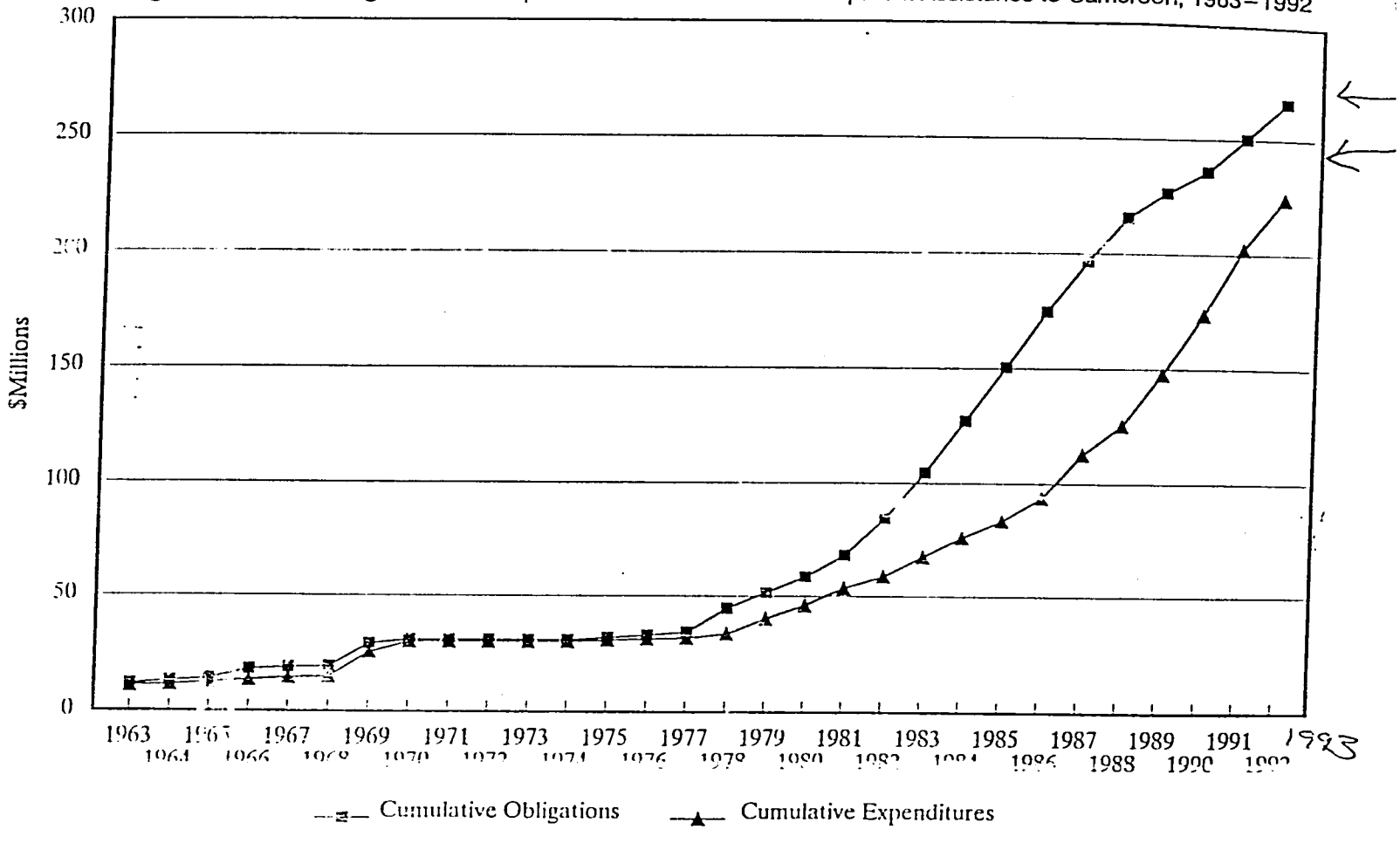
Fig 1. Cumulative Obligations and Expenditures of American Development Assistance to Cameroon, 1963–1992



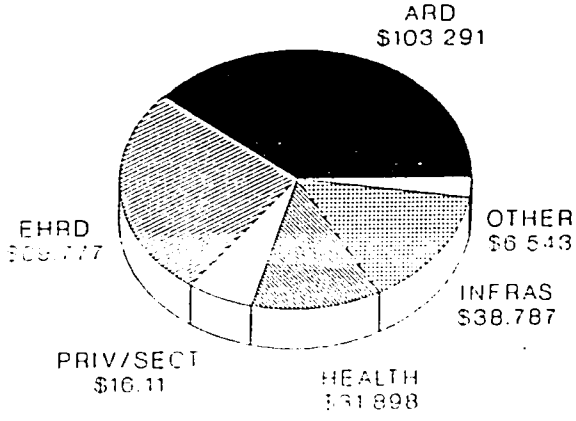
Suggest we only do pie diagram based on obligations

expands

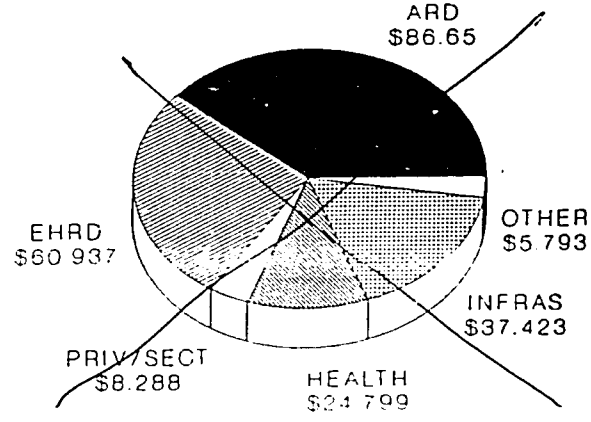
Fig 2. Cumulative Obligations and ~~Expenditures~~ of American Development Assistance to Cameroon, 1963-1992

1993

($ Millions)



Cumulative Obligations



Cumulative Expenditures

ARD-Agriculture & Rural Dev.
HEALTH-Health Sector Dev.
EHRD-Education & Human Resource Dev.
INFRAS-Infrastructure Dev.
PRIV/SECT-Private Sector Dev.
OTHER-Dev. Assistance to More Than One Sector

redo legend - looks terrible

3. 1975-79, New Directions and the Sahelian Drought

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USAID/Cameroon placed major emphasis on strengthening the capacity of several key GRC institutions and non-governmental organizations (NGOs) to provide essential services to the agricultural and rural sectors. Substantial assistance was provided to reinforce capability in the areas of sector planning and policy development, food crop technology development and dissemination, human resource development, the privatization of agricultural factor and product markets, and the provision of financial services. In the health sector, USAID provided long term assistance for the launching of family planning, diarrheal disease control and AIDS prevention programs. In addition, USAID provided ten years of assistance to develop a national capability to control schistosomiasis in the country.

One of the crucial underlying objectives during this period was assuring food security for Cameroon's growing population. The institutional capabilities of the national agricultural research institution (IRA) in cereals, grain legumes, and roots and tubers

research and outreach; of the University Center of Dschang (UCD) in agricultural sector analysis, research, training and outreach; and of the Ministry of Agriculture, the Ministry of Livestock, Fisheries and Animal Products, and the Ministry of Plan and Regional Development in planning and policy analysis were all substantially reinforced. Large numbers of scientists, analysts, and university faculty received long-term graduate degree training in the United States. Essential research and educational facilities were constructed, equipped and made operational. Technical programs were successfully established. Overall institutional management systems were improved. A key area of USAID support to non-governmental organizations was the 17 years of assistance provided toward the development of rural savings and credit cooperatives which ended in FY 1992. This intervention created a base for delivery of financial services to over 70,000 people, many of whom were excluded from access to credit through the formal banking sector.

5. Mid-1980's to Present, Focus on Policy Reform

In the mid to late 1980s, with USAID and other donor support, the Government of the Republic of Cameroon (GRC) moved progressively toward market liberalization and the promotion of private sector initiatives. USAID's program for the agricultural sector evolved accordingly. Several important non-project assistance programs were launched, all of them oriented toward the private sector. These included the privatization of fertilizer importation and distribution, along with the gradual elimination of state subsidies; the privatization of the marketing of arabica coffee; and the establishment of a free trade zone regime as a means of increasing employment, diversifying production, and increasing exports. Following nearly 15 years of support to public sector seed multiplication programs, USAID and the GRC collaborated in the transfer in 1992 of a major food crops seed production/processing facility to a private international company (Pioneer Seed).

A new USAID strategy, approved in 1989, called for (1) the development of an efficient and competitive private sector, (2) increased efficiency in the public sector, and (3) a reduction in the over-extension of the public sector into commercial activities. USAID directly or indirectly influenced major policy reforms and achievements, such as:

- Liberalization, increased competitiveness and privatization of select factor and product markets (arabica coffee, fertilizer, seeds);
- Passage in FY 1992 of a new cooperative law which removes the GRC from direct intervention in the management of cooperatives;
- A strengthened rural savings and credit cooperative movement with over 70,000 members and assets of approximately $30 million;
- Establishment of a free trade regime to promote investments for export

processing;

- Reduction in certain business taxes and the streamlining of procedures to obtain business licenses; and

- Strengthened linkages between NGOs/PVOs and GRC research, training and policy institutions.

Also in 1989, USAID began to move toward an even greater focus of its assistance program and consolidation of its project portfolio.

B. PRESENT USAID PROGRAM IN CAMEROON

USAID/Cameroon has developed a strategic plan for Fiscal Years 1993-1996, based on current political and economic conditions. Over the next three years, USAID/Cameroon's strategy will contribute to the **establishment of enabling conditions for "sustainable, broad-based, market-oriented growth"**. USAID/Cameroon has developed a strategy framework that will meet the development needs of the Cameroonian people and is consistent with the Agency's development strategy for Africa which focuses on four key areas: health and population, environment, democracy and free markets. The Clinton administration's development strategy for Africa as presented in Secretary of State Warren Christopher's May 20, 1993 address to the African-American Institute "will provide strong and visible support for the movement to freedom in Africa -- to democracies and free markets. . . will work with the nations of Africa to address the health, environmental and population issues that threaten lives and imperil sustainable development." USAID/Cameroon's program goal statement reflects this policy.

USAID will use two of the four Development Fund for Africa (DFA) strategic objectives as sub-goals in its program logframe (Table 1):

- **Developing the potential for long-term increases in productivity**; and

- **Strengthening competitive markets to provide a conducive environment for private sector-led growth.**

The two sub-goals are consistent with Agency emphasis on activities to promote people oriented, sustainable development, as conveyed in Administrator Brian Atwood's presentation of the A.I.D. budget to Congress on May 12, 1993. For the first sub-goal, **strengthened potential for increased productivity**, the objectives are directly tied to increased efficiency and effectiveness in health services, agricultural production and natural resources use. The second sub-goal, **strengthened competitive markets**, includes lessening government imposed constraints on private sector development and privatizing public-based economic functions. Increasing competitiveness is a significant element in

fostering private sector investment and trade. Achieving both sub-goals will be facilitated by redefining and reducing the role of the public sector and by improving democracy and governance. Democratic governance will permit USAID to work with both the private and the public sectors to help create the enabling conditions of the program goal. (Fig 3).

To pursue these goals leading to the establishment of an enabling environment, program activities will concentrate on **three strategic objectives:**

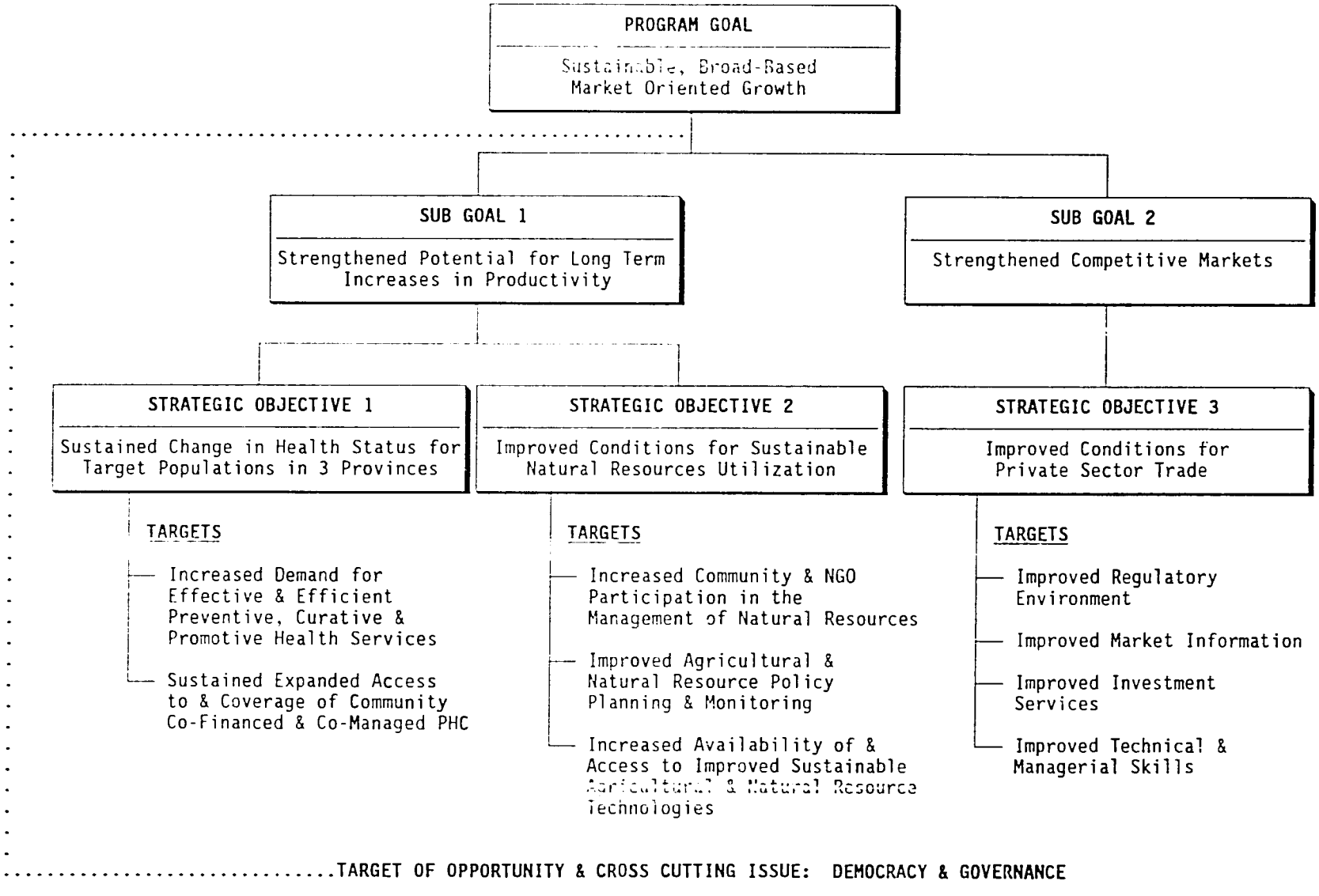
1) **achieving sustained change in the health status for target populations in three provinces;**

2) **improving conditions for sustainable natural resources utilization**; and

3) **improving conditions for private sector trade.**

Health sector efforts will focus on implementation of a community co-financed and co-managed primary health care system and integration of family planning, maternal child health (MCH) and AIDS services into public PHC and private health delivery systems. This new health system is based on the principle of decentralization of health planning and management, community administration of cost recovery funds, and accountability of health personnel to the populations they serve. **Agriculture and natural resources** efforts will focus on increased community and NGO participation in the management of natural resources and protection of key ecosystems; improved agricultural and natural resources policy, planning and monitoring; and increased availability of and access to improved agricultural and natural resources technologies. **Private sector** efforts will focus on improved regulatory environment, improved market information, increased investment services, and improved technical and managerial skills.

In addition, **Democracy and Governance** is a cross cutting issue and a free-standing target of opportunity. It will be an essential element in Cameroon's sustained economic growth. The target of improved governance is meant to address issues and constraints which affect all USAID programs.


PROGRAM GOAL
Sustainable, Broad-Based Market Oriented Growth
SUB GOAL 1
Strengthened Potential for Long Term Increases in Productivity
SUB GOAL 2
Strengthened Competitive Markets
STRATEGIC OBJECTIVE 1
Sustained Change in Health Status for Target Populations in 3 Provinces
STRATEGIC OBJECTIVE 2
Improved Conditions for Sustainable Natural Resources Utilization
STRATEGIC OBJECTIVE 3
Improved Conditions for Private Sector Trade
TARGETS
Increased Demand for Effective & Efficient Preventive, Curative & Promotive Health Services
Sustained Expanded Access to & Coverage of Community Co-Financed & Co-Managed PHC
TARGETS
Increased Community & NGO Participation in the Management of Natural Resources
Improved Agricultural & Natural Resource Policy Planning & Monitoring
Increased Availability of & Access to Improved Sustainable Agricultural & Natural Resource Technologies
TARGETS
Improved Regulatory Environment
Improved Market Information
Improved Investment Services
Improved Technical & Managerial Skills
TARGET OF OPPORTUNITY & CROSS CUTTING ISSUE: DEMOCRACY & GOVERNANCE

II. SECTORAL OBJECTIVES OF U.S. ASSISTANCE TO CAMEROON

There are currently 26 projects in the Mission's portfolio, with authorized life-of-project (LOP) funding ranging from $75 thousand to $39 million. Of the currently active projects, the earliest one was initiated in 1983, and the most recent in 1993 (Table 2). The following pages describe the principal project and non-project components of the current program of development assistance and two new projects being designed. Major projects are briefly described and issues are presented under each of the Agency's four key areas of focus.

A. HEALTH AND POPULATION

USAID's main objective in this sector is the establishment of a nationwide primary health care program based on the following principles:

- community co-financing and co-management (with the government) of health care;
- the availability of essential drugs;
- the full integration of preventive, curative, and promotive services;
- decentralization of health planning and management to the level of the health district; and
- family planning services for all.

<u>Maternal Child Health/Child Survival (MCH/CS)</u>
Total $11,500,000 Grant (1987-1994)

This project assists the Ministry of Public Health (MOPH) to implement community co-financed and co-managed health care in the Adamaoua and South Provinces. To this end, the project will assist the MOPH to decentralize health planning to the level of the health district; establish community co-managed and co-financed health areas surrounding functioning health centers; launch community-managed pharmacies; and develop integrated supervision, referral, and information systems. Community co-management and co-financing is being achieved through the development of community health and health management committees. Key child survival interventions such as immunizations, control of diarrheal diseases, nutrition promotion, and child spacing are being integrated into the primary health care program.

Maternal Child Health/Child Survival (MCH/CS) II
Total $18,000,000 Grant (1993-1997)

The MCH/CS II Project, which has been recently designed, will continue to expand the primary health care activities begun under both the MCH/CS and the Reform of the Health Delivery System Projects. The MCH/CS II Project will extend community co-financed and co-managed health services to approximately 70% of the populations of the Adamaoua and South Provinces and four divisions in the Far North Province. In addition, the project will strengthen existing logistics, supervision, financial management, and health information systems in the project-supported areas. Finally, the project will launch improved information, education, and communication activities in order to improve community participation in the primary health care program.

National Family Health
Total $8,050,000 Grant (1991-1996)

This project's objective integrates quality child spacing and maternal health services into the national primary health care program in the Adamaoua, South, Centre, and Far North Provinces and expands the availability of these services through parastatal, religious, private for profit, and employee-based health facilities. Almost 1400 public and private health workers are to be provided in-service training under the project. Child spacing/maternal health services are being introduced in over 300 public and private sector facilities. In addition, low-priced condoms are being made available through the ongoing national condom social marketing program. Finally, the project's reform component assists the MOPH to resolve two critical policy constraints 1) to the nationwide expansion of the primary health care program and 2) to the introduction of child spacing and maternal health into this program.

Support for the National AIDS Control Program
(Cameroon AIDSCAP Project).
Total $2,650,000 Grant (1992-1996)

The Cameroon AIDSCAP Project assists the National AIDS control service to control the spread of AIDS and HIV infection in Cameroon. Because of Cameroon's relatively low HIV infection rate, AIDSCAP target interventions are those at highest risk of infection including prostitutes and their clients in 4 major cities, the military, transportation workers, and university students in Douala and Yaounde. In addition, the AIDSCAP Project provides support for the social marketing of condoms, and the control of sexually-transmitted diseases.

Reform of Health Delivery System
Total $2,600,000 Grant (1990-1994)

This project's objective is to assist the MOPH to implement its primary health care program based on community co-financing and co-management of health services in 4 divisions of the Far North Province. Modelled after USAID's MCH/CS Project, this project funds establishment of community pharmacies, community health committees, and integrated management systems in the targeted areas. The project also includes the introduction of immunization, diarrheal disease control, nutrition promotion, and child spacing services into functioning community managed health centers.

B. AGRICULTURE AND NATURAL RESOURCES

USAID's basic objectives in agriculture and natural resource management in Cameroon are to enhance food security, improve prospects for agricultural exports, and promote sustainable natural resources utilization. USAID concentrates its support on policy reform, sector planning, food crops research and outreach, and training. The main initiatives pursued are:

- the establishment of food crop research programs, and development and dissemination of improved production technologies,
- the strengthening of GRC agricultural research, institutional capacity,
- the improvement of agricultural sector policies and planning,
- the strengthening of GRC institutional capacity in policy formulation and planning,
- the strengthening of GRC higher agricultural educational institutional capacity, and
- the promotion of outreach efforts by NGOs in food crop production and natural resources management.

Agriculture Policy and Planning (CAPP)
Total $9,700,000 grant (1988-1993)

This project's objective is to strengthen and institutionalize the capacity of the GRC to conduct policy analysis and planning for the agricultural sector. The Consortium for International Development (CID), with Washington State University as the lead institution, is collaborating with the Ministries of Plan, Agriculture, and Livestock in implementing this project. Ongoing or planned activities include the preparation of an overall agricultural sector assessment, annual agricultural and livestock statistics

collection/analysis, sub-sector studies for rice and maize, and policy studies regarding tariffs, constraints to exports, and input provision. Studies have been completed on the livestock and coffee sub-sectors. The project also recently assisted in an effort of the GRC and several donors to develop an environmental strategy framework. Twenty Cameroonian analysts have received or are receiving graduate degree training in the U.S.

National Cereals Research and Extension (NCRE)
Total $39,000,000-($35,400,000 grant; $3,600,000 loan which was forgiven) (1985-1995)

This project's objective is to increase food production by developing an institutional capacity to perform research on maize, rice, sorghum and millet. The International Institute for Tropical Agriculture (IITA), with Winrock International as sub-contractor, provides technical assistance to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. Thirty-two Cameroonian researchers have received or are receiving graduate degree training in the U.S. Research facilities including laboratories, offices, warehouses and staff housing have been constructed and equipped. A number of improved food crop varieties and production technologies have been developed and are being disseminated through NGOs, GRC extension services, and parastatals. The project also collaborates with the Peace Corps in the dissemination of soil and water conservation and agroforestry techniques in the Northwest Province.

Tropical Roots and Tuber Research (ROTREP)
Total $9,239,000 grant (1986-1994)

This project's objective is to increase the productivity of cassava, yams, cocoyams, and sweet potatoes through the development of locally acceptable disease-resistant varieties and the development of rapid seedstock multiplication techniques. Technical assistance is furnished by three historically black U.S. universities (the University of Maryland-Eastern Shore, Alabama A and M, and Florida A and M) to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. State-of-the-art tissue culture research facilities have been constructed, equipped and made operational at IRA's Ekona station in the Southwest Province. A major effort is being made to screen an improved variety of high yielding cocoyam. A diagnostic survey to identify storage and processing constraints in root crops has been carried out. Five Cameroonian scientists have received graduate degree training in the U.S.

Cameroon Project for Environmental Reform (CAMPER) (planned)
Total $17,000,000 grant (1994 -)
(take info from new project narrative prepared for the ABS)

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C. DEMOCRACY

<u>Cameroon Democracy and Governance Project. Phase I</u> (planned)
Total $6,800,000 grant (1994 - 1996)

D. PRIVATE SECTOR/FREE MARKETS

The mission's strategic objectives in this sector are:

- develop a market-oriented private sector, and
- reduce the role of the GRC in the private sector.

<u>Fertilizer Sub-Sector Reform Program (FSSRP)</u>
Total $15,000,000 grant of which $13,500,000 is Non-Project Assistance (1987-1994)

The purpose of this program is to establish a private sector fertilizer marketing system, including importation, distribution and financing, that is competitive, sustainable, and subsidy-free. Liberalization of fertilizer marketing and the withdrawal of direct government intervention have already occurred. Subsidy rates have already been cut to 15% and will be withdrawn altogether in 1993. These measures are providing the necessary foundation for an effective private fertilizer market.

To support private sector development in the fertilizer sub-sector, the program has established a revolving credit fund which provides loans to importers and distributors through commercial banks. The program also supports studies and surveys to monitor the program and the impact of liberalization and privatization on farmers, cooperatives, private distributors and importers, and banks. To date, under the FSSRP, the GRC has reduced its annual sul sidy cost from $20 million to $2 million, private sector importers and distributors have lowered the delivered cost of fertilizer by 40 percent, and farmers have reported improvements in the distribution system. In October 1992, USAID authorized the GRC to use funds of the FSSRP Special Local Currency Account to provide funds for the 15% subsidy, the last under the FSSRP program to reduce fertilizer subsidies to zero, while minimizing social costs.

<u>Program of Reform in the Agricultural Marketing Sector, Phase I (PRAMS I)</u>
Total $23,500,000 grant of which $18,000,000 is Non-Project Assistance (1990-1994)

The goal of PRAMS I is to promote, without undue social costs, the introduction of private, competitive market forces at all levels of the arabica coffee marketing chain. Toward this end, the three-fold purpose of PRAMS I is to: (a) remove marketing impediments and pricing constraints in arabica sector; (b) strengthen the North West

Cooperative Association (NWCA) capacity to compete with other cooperatives and private traders/processors; and (c) establish an institutional environment for autonomous and accountable marketing cooperatives. To achieve the purpose, the four-year PRAMS I includes two complementary forms of assistance: (a) an $18 million non-project assistance (NPA) sector cash grant which is tied to the implementation of specific policy reform measures aimed at fully liberalizing and privatizing the arabica coffee markets in the West and North West Provinces and (b) $4 million in project assistance which supports the restructuring of the North West Cooperative Association (NWCA) to improve its capacity to compete in a fully liberalized market. The two forms of assistance will finance two major components under PRAMS I -- the policy reform component and the cooperative restructuring component -- and several smaller, supporting components.

Policy Reform in the Export Processing Sector (PREPS)
Total $6,660,000 grant of which $3,100,000 is Non-Project Assistance (1990-1995).

The purpose of this program is to assist the GRC in attaining sustainable, broad-based economic growth by creating a distortion-free environment within which export-oriented businesses can successfully compete in world markets at world prices. To this end, PREPS assists the GRC in fully implementing an export processing or "Free Zone" Regime. This Regime streamlines investment approval and on-site customs procedures and provides an attractive package of fiscal and regulatory incentives. The Government has delegated all regulatory powers regarding the Free Zone Regime to a professionally-managed, private body which will serve as a "one-stop shop" for the Free Zone Regime. The NPA component of PREPS is in three tranches based on the successful implementation of the Free Zone Regime by the GRC. The Project Assistance component provides long-term technical assistance in the form of technical advisors to the National Office of Industrial Free Zones (NOIFZ), and in the future, to the Free Zone Investment Promotion Center. In addition, a personal services contractor to the Mission oversees the implementation of PREPS and the Free Zone Regime. Training and short-term technical assistance will be provided to key players involved directly and indirectly in the implementation and operation of the Regime. Project funds will also finance evaluation and monitoring exercises and/or special studies related to Free Zone development.

Table 4: USAID/Cameroon Timeline of Current and Planned Projects

	Activity	LOP Funding	ProAg Date	PACD	Fiscal Year 82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98
631-0067	Health Constraints to Rural Production	8,133	08/22/83	08/21/93																	
631-0066	Agriculture Education II (7)	15000	04/29/91	05/01/97																	
936-5554.31	Conservation of Biological Diversity (2) (3)	175	N/A	N/A																	
936-5556.31	Forest Resources Management II (2) (4)	75	N/A	N/A																	
936-5991.31	Data for Decision Making (2)	100	N/A	N/A																	
936-5969.31	Diarrheal Disease Control (PRITECH II) (2)	1,117	09/28/88	09/30/93																	
631-0059	Agricultural Policy & Planning (1)	12,000	09/29/88	12/31/93																	
631-0079	OICI II – Vocational Training Center II	3,200	10/01/90	03/31/94																	
631-0056	Maternal Child Health/Child Survival	11,500	08/10/87	04/30/94																	
631-0072	Reform of the Health Delivery System	2,600	08/01/90	04/30/94																	
631-0091	Cameroon River Blindness	423	09/16/91	09/15/94																	
631-0063	Fertilizer Sub-Sector Reform (PA) (1) (6)	3,000	09/29/87	09/30/94																	
631-0064	Fertilizer Sub-Sector Reform (NPA) (1) (6)	17,000	09/29/87	09/30/94																	
631-0083	Program for Reform of Ag Mktg (PA) (6)	5,500	08/30/90	09/30/94																	
631-0068	Program for Reform of Ag Mktg (NPA) (6)	18,000	08/30/90	09/30/94																	
698-0438.31	Private Enterprise Fund (2)	816	09/25/91	09/30/94																	
631-0058	Roots & Tubers (ROTREP) II	9,239	08/29/86	12/31/94																	
631-0052	National Cereals Research & Extension II (1)	39,027	02/23/85	02/22/95																	
698-0463.31	Human Resources Development (2) (8)	3,925	08/26/88	09/30/95																	
631-0510	Program Development and Support (2) (8)	5,594	N/A	09/30/95																	
631-0082	Reform of Export Processing Sector (PA) (6)	3,560	08/30/90	12/31/95																	
631-0074	Reform of Export Processing Sector (NPA) (6)	3,100	08/30/90	12/31/95																	
631-5608.31	Innovative Scientific Research (2) (5)	300	06/17/91	07/01/96																	
936-5972.31	AIDS Control & Prevention (AIDSCAP) (2)	2,650	N/A	09/30/96																	
631-0084	National Family Health	8,050	08/29/91	12/31/96																	
631-0090	Maternal Child Health/Child Survival II	18,000	07/29/93	12/31/97																	
631-0092	Democracy & Governance I	6,800	TBD	TBD																	
631-0081	Cameroon Project for Environmental Reform	17,000	TBD	TBD																	
	Grand Total	215,884														Projects in Portfolio:	26	21	11	8	5	4

(1) Deauthorization is planned to reduce LOP funding in FY 1993.
(2) Authorization levels for buy-ins and regionally funded projects are the sum of USAID/Cameroon obligations for the period of FY 1992 through FY 1996.
(3) WCI-Korup funding through 9/93 ($150,000) and natural resources analytical studies ($25,000).
(4) Natural resources analytical studies.
(5) Includes a Limited Scope Grant Agreement (LSGA) with 9/93 PACD and an LSGA with 7/96 PACD.
(6) PA = project assistance; NPA = non-project assistance.
(7) Activity will be terminated in FY 1993.
(8) Continuation of these activities is planned beyond FY 1995, if possible.

8/05/93:NM:TIMEE.WK3

III. TRAINING

USAID provides training to Cameroonians through a regional training project, the Human Resources Development Assistance Project and the vocational training grant to the Opportunities Industrialization Centers International. Training is also provided as a component of bilateral technical assistance projects supporting health care delivery, agriculture and the private sector.

Human Resources Development Assistance (HRDA)
Total $525,000 Grant (in FY 93)

The Mission's main objective under this project is to assist the Republic of Cameroon to meet priority requirements for skilled Cameroonians. The project provides training support to strengthen (a) the Government of Cameroon's ability to implement its economic development programs and (b) the private sector's capacity to contribute to economic growth in priority areas. The training activities are designed to:

- increase agricultural production,
- improve the quality of primary education,
- strengthen health care services including family planning,
- promote rural economic development with an emphasis on cooperatives, and
- encourage the development of private enterprises.

To date, over 1,950 Cameroonians have been trained in the U.S., Cameroon and in other African countries. At least 20% are working in the private sector and 30% are women.

Cameroon Opportunities Industrialization Center (COIC)
Total $3,200,000 Grant (1990-1994)

The goal of the project is to establish a comprehensive, non-formal vocational skills training center in Buea, Cameroon. The Center is modelled after the Philadelphia Opportunities Industrialization Centers International (OICI) which helps school drop-outs and other underprivileged young people. The training develops skills needed for productive employment with public or private enterprises or self-employment. The Center provides vocational skills training in the following areas: auto mechanics, building construction, hotel/catering, small enterprise development and furniture making. In collaboration with the UNDP, ILO, FAO and the World Bank (National Employment Fund), COIC also serves as a center for the training and retraining of laid-off workers under the Social Dimensions of Adjustment (SDA) program.

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U.S. ECONOMIC ASSISTANCE TO CAMEROON

U.S. AGENCY FOR INTERNATIONAL
DEVELOPMENT
(USAID)

CAMEROON

APRIL 1993

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I. AMERICAN AID TO CAMEROON - PAST, PRESENT AND FUTURE[1]

The United States economic assistance program to Cameroon was initiated with the signing of a bilateral agreement on May 26, 1961. The value of AID assistance (obligations of grants and loans) provided to Cameroon from Fiscal Year 1963 through Fiscal Year 1992 is $266,406,000 (Fig. 1). Of these obligations over the thirty-year period, $223,890,000 was expended (Fig. 1). During the thirty-year period, sectoral allocation of American development assistance to Cameroon has been principally in agriculture, rural development, education, and human resource development (Fig. 2). AID's activities in Cameroon during the past thirty-two years can be divided into five distinct periods.

A. 1961-67, First Years Following Independence

The first period spans from independence in 1961 to 1967 and was characterized by generally low annual levels of U.S. development assistance (Fig. 3). The United States provided development assistance to Cameroon with no concentration of aid in any particular area. A liaison officer from the International Cooperation Agency (ICA), the predecessor of USAID, was assigned to the US Embassy to assist in the negotiations of the bilateral agreement and to develop the first year's program. An AID mission was established in Yaounde in August 1961 with the arrival of the first mission director. Two years later, following completion of the director's tour of duty, the mission was dissolved and the director's duties were delegated to the Ambassador. AID personnel assigned to the Embassy under the direction of the Ambassador acted through the AID Affairs Officer. At the end of 1965 there were eleven direct-hire AID personnel and sixteen contract personnel in Cameroon. Projects during this first period were initiated on their own merits and not necessarily as components of an overall strategy for development. The average, annual economic assistance of the United States to Cameroon from 1961 to 1967 was less than $5 million consisting of loans and grants.

American development assistance during this period was directed to solve problems which Cameroon faced as a newly independent state. Primary areas of emphasis were infrastructure development and training in conjunction with a limited technical assistance program. Specific projects addressed vocational education, urban development, secondary and technical education, agricultural extension, cocoa disease control, and a measles vaccination campaign. Another feature of the early years of the AID program was a commodity import loan for $1.9 million that generated local currency for development projects throughout the country. It was also during this period that AID began its long association with other donors in assisting Cameroon in the extension and realignment of the Trans-Cameroon railroad. From 1963 to 1978, AID provided $29.4 million in loans for Transcam I-III.

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[1] Information in Sections IA through ID is drawn principally from Jaeger, William K. U.S. Aid to Cameroon - Its impact on Agricultural and Rural Development. MADIA Research Report #41, February 1987

Fig 1. Cumulative Obligations and Expenditures of American Development Assistance to Cameroon, 1963–1992

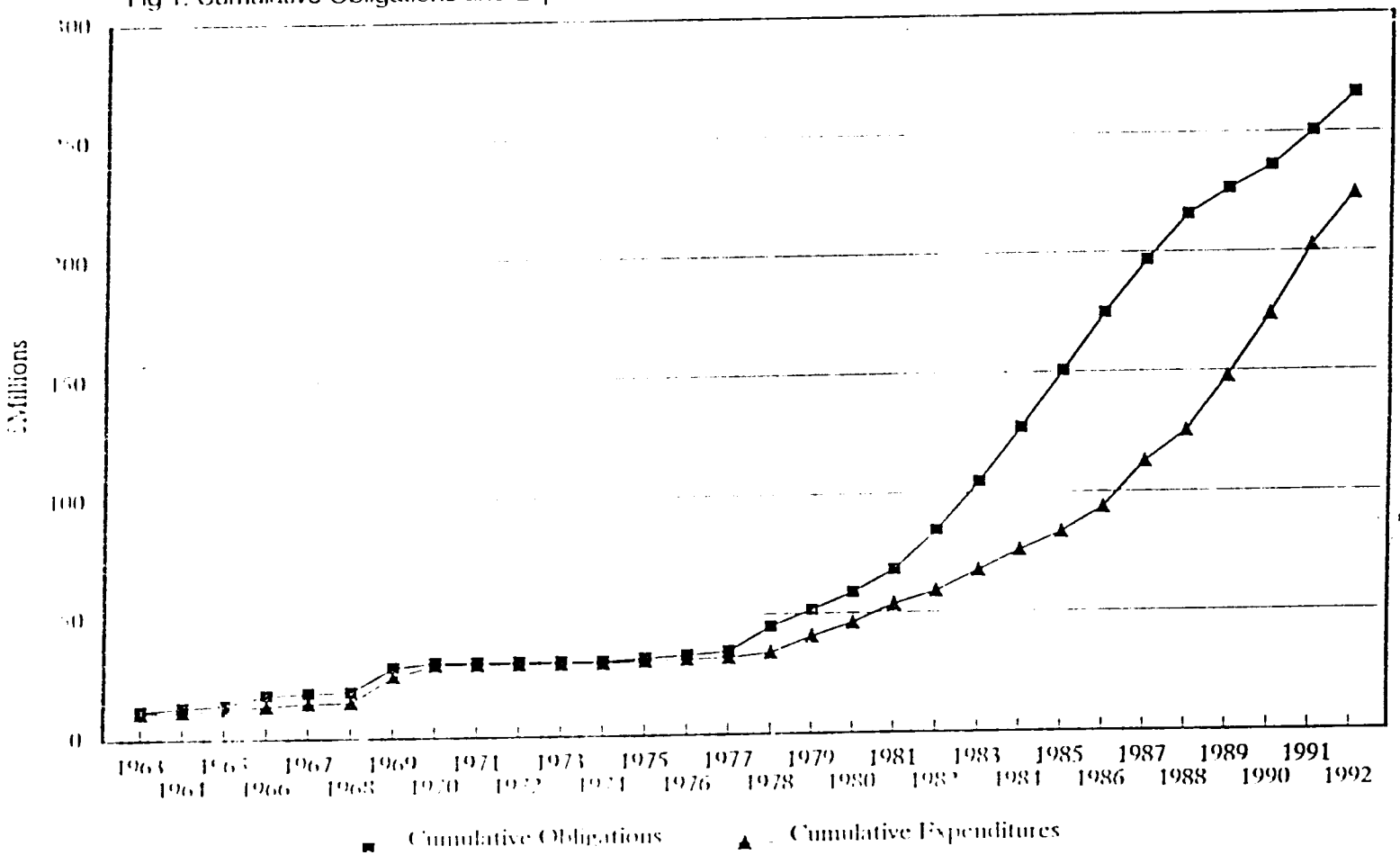
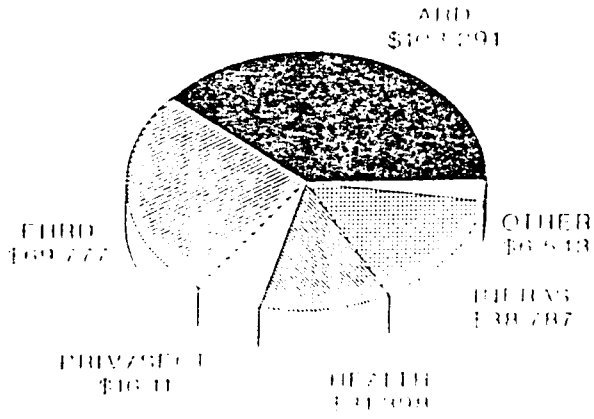
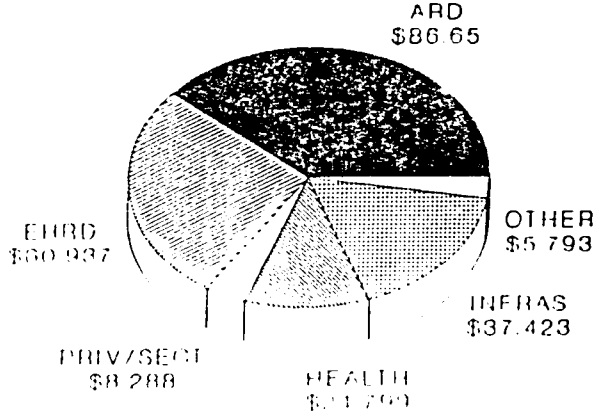


Fig 2. Cumulative Obligations
and Expenditures of American Development
Assistance to Cameroon, 1963-1992

($ Millions)



Cumulative Obligations

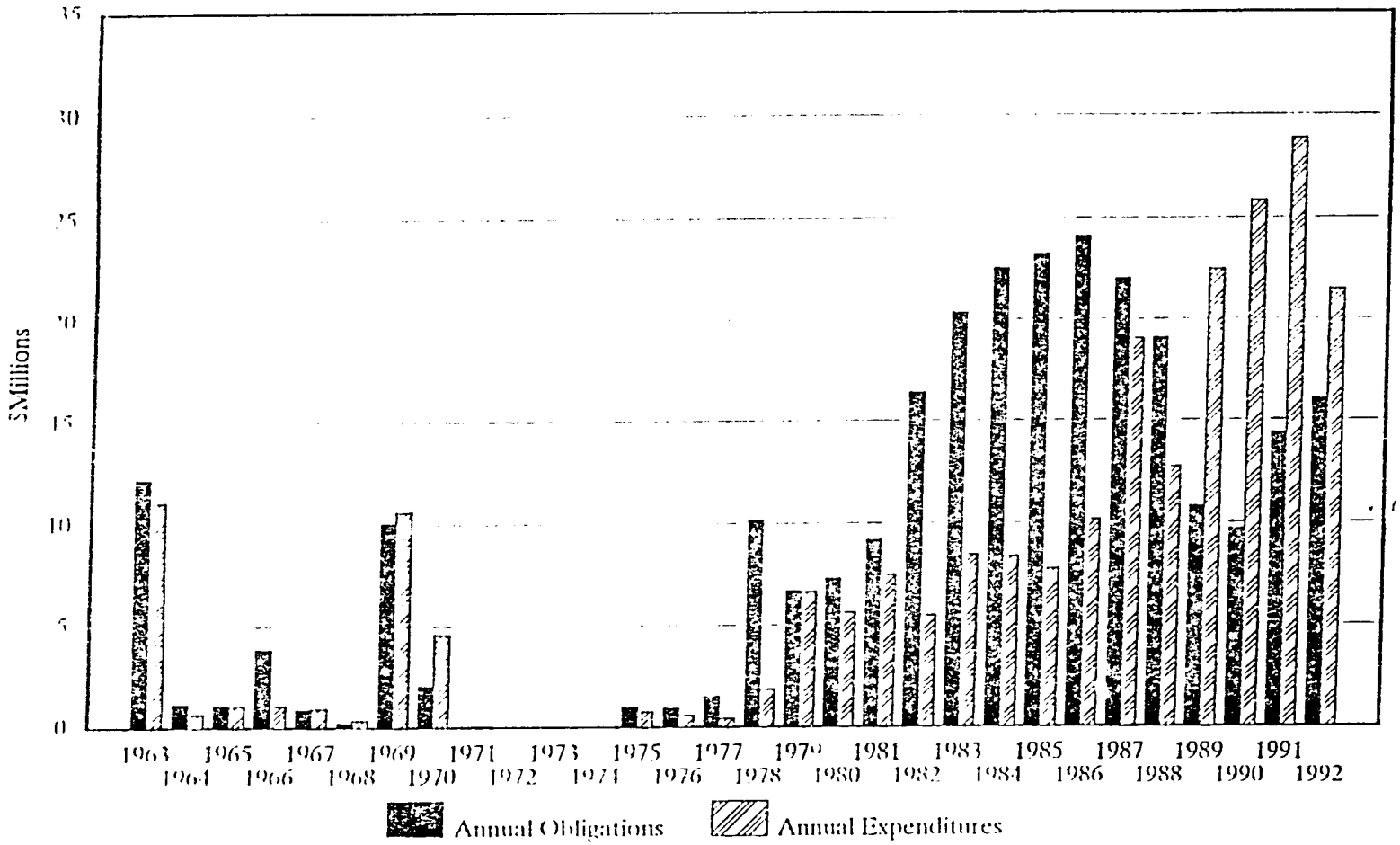


Cumulative Expenditures

ARD-Agriculture & Rural Dev.
HEALTH-Health Sector Dev.
EHRD-Education & Human Resource Dev.

INFRAS-Infrastructure Dev.
PRIV/SECT-Private Sector Dev.
OTHER-Dev. Assistance to more than One Sector

Fig 3. Annual Obligations and Expenditures of American Development Assistance to Cameroon, 1963–1992



B. 1968-74, AID Closes Cameroon Mission

The second period, from 1968 to 1974, brought important changes in the way AID operated. These changes were largely the result of the 1966 Korry Report, an assessment of AID's work in Africa after five years of operation. The report recommended a shift toward concentrating bilateral programs on a small number of countries that had the size, resources, and performance to make good progress likely. During this period, AID's bilateral mission in Cameroon was closed down. The USAID/Cameroon bilateral mission staff went from twenty-two in 1967 to zero in 1971. No new obligations were made during the period of 1971 through 1974 (Fig. 3). Only through regional activities was AID's work in Cameroon continued. These regional activities, administered from Washington and through field offices in Yaounde and elsewhere, were continued, but represented only a few projects spread over several countries.

C. 1975-79, New Directions and the Sahelian Drought

The third period of AID's involvement in Cameroon, 1975 to 1979, resulted from two nearly simultaneous events, the 1973 Amendment to the Foreign Assistance Act and the Sahel drought. The first of these, widely known as the New Directions legislation, instructed AID to redirect its efforts toward helping the poor and disadvantaged segments of the population. Bilateral programs were reestablished in most of the countries from which AID had withdrawn after 1967, and aid flows grew (Fig. 3). The needs of the rural poor (especially those in the poorest regions of the country) were addressed through programs in the areas of health and population, food production, education, and human resource development. The second event, the Sahel drought, brought a great deal of attention to the plight of poor Africans and mobilized much support to alleviate their situation. Together, the focus on poverty and the drought led to a program in Cameroon located in the northern part of the country, the poorest region, as well as the one most seriously affected by the drought. These events spawned projects such as seed multiplication and cereals research, livestock management, rural water supplies, and "young farmer training centers."

D. 1980 to the Mid-1980's, Increasing U.S. Aid to Cameroon

The fourth period, from 1980 to the mid-1980's was ushered in by a "stock-taking" of the experience of the late 1970s. From 1980 to the mid-1980's, the AID program was consolidated and focused. The overall number of projects was greatly reduced, with many small projects being replaced by fewer, larger projects with a strong emphasis on agriculture, especially in the areas of research, management, and human resource development. Obligations for project and program assistance grew from $7.2 million in 1980 to an all-time AID high of $24.1 million in 1984 (Fig. 3). The share of AID assistance for the agricultural sector grew from 25 percent in 1977 to 80 percent in 1982. The composition of USAID/Cameroon's project portfolio changed during the early 1980s as some activities were phased out

and others were enlarged and continued. Of the projects begun in the New Directions/Sahel drought period, most had been evaluated at least once by 1980. These midterm and end-of-project evaluations were often the basis for decisions to continue, expand, or abandon a particular activity.

E. Mid-1980's to Present, Deepening Crisis

The fifth period in the history of AID's development assistance to Cameroon began in the mid-1980's and is characterized by a deepening economic crisis and political change. In 1986, international prices of Cameroon's principal agricultural exports--coffee, cocoa, and rubber--began to decline. Cameroon's Gross Domestic Product (GDP) has been contracting (in nominal as well as real terms) over the entire period 1988-1992, since its peak in the Cameroonian Fiscal Year (CFY, July to June) 1985/86. In CFY 1991/92, the GDP is estimated at CFAF 2.9 trillion (Table 1), or $860 per capita, which places Cameroon in the "low-middle income" group of countries, according to criteria of the International Bank for Reconstruction and Development (IBRD).

Table 1: National Accounts of Cameroon (CFAF billion)

Cameroon Fiscal Year:	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92
Gross Domestic Product	3,842.0	3,362.0	3,341.0	3,288.0	3,207.0	2,886 3
Primary Sector	962.2	805.1	916.3	842.4	846.4	764 9
Foodstuff Production	487.2	388.6	444.3	413.0	404.2	384.7
Industrial & Export Production	232.8	172.9	202.7	132.7	129.3	115.5
Livestock & Fishing	155.7	150.2	151	157.7	154.4	137.7
Forestry	86.5	93.4	118.3	139.0	158.5	127.0
Secondary Sector	1,154.6	969.5	901.5	928.7	886.6	750.4
Mining Sector	345.4	313.4	297.8	334.9	327.6	267.9
Manufacturing Industries	509.2	469.7	459.5	462.3	440.1	375.9
Electricity-Gas-Water	45.0	43.4	40.8	39.0	40.0	38.3
Building & Public Works	255.0	143.0	103.4	92.5	78.9	68.3
Tertiary Sector Services	1,269.9	1,166.7	1,116.5	1,112.3	1,081.6	1,007.3
Government	329.5	322.4	328.0	331.4	312 2	297.3

Source: USAID/Cameroon: Country Program Strategy Concept Paper Analytical Study, dated November 25, 1992

F. Recent USG Development Assistance Strategy in Cameroon

The USG development assistance strategy currently being implemented in Cameroon is described in the FY 1990-1994 Country Development Strategy Statement (CDSS). The current AID country development strategy is based on what have proven to be unrealistic assumptions and predictions about changes in the Cameroonian economy. Of the three scenarios considered in the FY 1990-1994 CDSS (i.e., deepening crisis, slow recovery, or rapid recovery), USAID/Cameroon viewed the most likely scenario as slow recovery. Events since the CDSS was published in April, 1989, have proven that assumption to be wrong.

In this uncertain and difficult environment, neither the government budget nor autonomous investment have been able to serve as an "engine" to increase national product. Government expenditure declined throughout the period, except for a substantial jump for 1990/91 which was more than compensated for by a fall the following year; public investment has declined from a peak of CFAF 695 million in 1986/87 to CFAF 124 million in 1991/92, while private investment is only slightly more robust at CFAF 234 million in 1991/92 (down from CFAF 817 million in 1985/86).

G. Policy Reform and Debt Relief by the USG

During the period of deepening economic crisis which began in the mid-1980's, USAID/Cameroon recognized the need for economic policy reform to be undertaken by the Government of Cameroon. USAID launched its first Policy Reform Program in 1987 by signing a Non-project Assistance (NPA) Agreement of $20 million for the purpose of privatizing the importation of fertilizer into Cameroon and reducing the role of government in the sub-sector. Since then, USAID has made available about $46.0 million in the form of non-project assistance support of economic policy reform in Cameroon. With support from the (PRAMS, FSSRP and PREPS programs for economic reform), major cooperatives are being assisted to enable them to compete more effectively, fertilizer marketing is being liberalized, and the manufacturing sector is being strengthened.

The GRC has undertaken several important policy steps over the past few years to improve business confidence. Reform of the producer price system has begun with liquidation of the export marketing parastatal (ONCPB) and the suspension of export taxes (excluding export fees). Competition has been increasing in market intermediation, though the small number of competitors has caused problems.

Cameroon and other countries sought to correct distortions in their economies in the late 1980's. President George Bush determined in 1988 that Cameroon, along with eleven other African countries, should be relieved of all its U.S. development aid debts owing to the difficult measures Cameroonians had adopted to correct the imbalances of their economy. All debts owed to the United States Government by the Government of Cameroon were canceled and forgiven on April 23, 1991. The debts included approximately $73.4 million in loans owed by the Government of Cameroon (GRC) to the U.S. Government.

H. Other Donors

Several multilateral and many bilateral donors of development assistance are represented in Cameroon. Of the three principal donors of development aid to Cameroon, France provides the largest amount of development assistance annually, followed by the IBRD and European Community (Table 2).

Of the multilateral donors, the International Bank for Reconstruction and Development (IBRD) is the most influential. The IBRD has negotiated many development assistance agreements with the government of Cameroon, the most notable of which are the Structural Adjustment Program and Loan with the Government of Cameroon signed in 1989.

The African Development Bank (ADB) has been active in Cameroon since 1972, has a structural adjustment program loan with the GRC and 25 public sector projects. The ADB is exploring possibilities of lending to the private sector in Cameroon.

Table 2: DEVELOPMENT ASSISTANCE DISBURSEMENTS TO CAMEROON FROM BILATERAL AND MULTILATERAL DONORS IN 1990 AND 1991 ($000)

Rank*	Donor	1990 (actual)	1991 (estimate)	1990-91 (Total Est.)
1.	France	149,975 (1)**	172,730 (1)	322,705
2.	IBRD	74,540 (3)	137,512 (2)	212,052
3.	EEC	109,345 (2)	99,323 (3)	208,668
4.	ADB	63,670 (4)	57,283 (4)	120,953
5.	Germany	41,031 (5)	14,806 (8)	55,837
6.	Canada	23,322 (6)	21,555 (6)	44,877
7.	U.S.A.	19,265 (7)	25,305 (5)	44,470
8.	Spain	17,046 (8)	21,060 (7)	38,328
9.	Japan	5,941(10)	13,582 (9)	19,523
10.	Belgium	8,523 (9)	5,996(11)	14,519
11.	United Kingdom	4,536(13)	4,672(12)	9,208
12.	UNDP	4,941(11)	4,234(13)	9,175
13.	Switzerland	4,569(12)	3,203(14)	7,772
14.	China	537(18)	6,161(10)	6,698
15.	Italy	1,632(15)	2,604(16)	4,236
16.	WFP	1,891(14)	1,891(17)	3,782
17.	UNICEF	1,016(16)	2,064(16)	3,080
18.	UNFPA	637(17)	569(18)	1,206
19.	FAO	530(19)	493(19)	1,032
20.	Netherlands	113(20)	109(20)	222
21.	UNIDO	-	175(21)	175
TOTAL		533,060	595,327	1,128,518

* Ranking is Based on Estimated Total Disbursements for 1990 and 1991.

** Numbers in parenthesis indicate rank for calendar year.

Note: Amounts and rankings are based on calendar-year data and should be considered approximate.

Source: UNDP

I. Future USG Development Strategy in Cameroon

USAID/Cameroon is currently assessing the fluid political and economic conditions in Cameroon and is developing a strategic plan for Fiscal Years 1993-1996. The Mission is refining the AID Mission Strategy Concept Paper, based on recent political and economic events and on input from AID/W and the State Department.

The two principal categories of constraints affecting USAID/Cameroon's development aid strategy through FY 1996 are political and economic. On November 25, 1992, the State Department notified the government of Cameroon of suspension of $14 million of the planned $20 million Operating Year Budget (OYB) for FY 93. The reasons given for the suspension are political but are also joined by the serious issue of poor economic performance. The suspension will be reviewed in early CY 1993.

II. CURRENT U.S. AID TO CAMEROON

A. Summary

The goal of the USAID program in Cameroon, set in 1989, is to assist the GRC, in its effort to attain sustainable, broad-based economic growth.

To achieve this goal, USAID established two objectives:

- develop a market-oriented private sector that can flourish.
- reduce the over-extended role and increase the efficiency of the GRC in the economy.

The development of a market economy is seen as the most effective way to achieve sustained economic growth. USAID is implementing its program using a mix of project and non-project assistance, which includes cash transfers contingent on policy reform and counterpart-funded activities. This represents a significant change in the funding of the program. In the past, nearly all of the program consisted of traditional project assistance, whereas now emphasis is also placed on non-project assistance in which disbursements of U.S. funds against successful policy reforms are matched by deposits of local currency by the GRC. The local currency is jointly programmed by the USG and GRC to accomplish common development objectives in Cameroon.

USAID is also making a concerted effort to selectively privatize state-run economic entities and to find private investors with whom the government can negotiate. Such was the case in April 1991 when an American company, Pioneer Seed, finalized agreements to lease and operate, on a private basis, the seed farm previously operated as a subsidized project by USAID and the GRC.

There are currently 26 projects in the Mission's portfolio, with authorized life-of-project (LOP) funding ranging from $75 thousand to $39 million. Of the currently active projects, the earliest one was initiated in 1983, and the most recent start was in 1992 (Fig. 4). The following pages describe the principal project and non-project components of the current program of development assistance. Under each of the four sectoral objectives, each major project is briefly described and issues are presented.

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Table X: Proposed USAID/Cameroon Country Program Logical Framework

Program Goal	Sustainable, Broad-Based, Market-Oriented Growth		
Sub-Goals	Sub-Goal 1: Developing the potential for long-term increases in productivity		Sub-Goal 2: Strengthening competitive markets to provide a conducive environment for private sector led growth
Strategic Objectives	Strategic Objective 1: Sustained change in the health status for target populations in three provinces	Strategic Objective 2: Improved conditions for sustainable natural resources utilization	Strategic Objective 3: Improved conditions for private sector trade
Targets	Target 1.1: Increased demand for effective and efficient preventive, curative and promotive health services Target 1.2: Sustained expanded access to and coverage of community co-financed and co-managed PHC	Target 2.1: Increased community and NGO participation in the management of natural resources Target 2.2: Improved agricultural and natural resources policy, planning, and monitoring Target 2.3: Increased availability of and access to improved sustainable agricultural and natural resource technologies	Target 3.1: Improved regulatory environment Target 3.2: Improved market information Target 3.3: Increased investment services Target 3.4: Improved technical and managerial skills
Cross-Cutting Issue	Improved governance through popular participation in economic decision making, e.g., through community financing and participation in primary health care, community management of forests and other natural resources, and development/strengthening of private sector trade organizations and cooperatives.		
Target of Opportunity	Improved democratic institutions, policies, and practices through training, advisory services and organization building for public and private institutions		

Table 4: USAID/Cameroon Timeline of Current and Planned Projects

	Activity	LOP Funding	ProAg Date	PACD	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98
					Fiscal Year																
631-0067	Health Constraints to Rural Production	8,132	08/22/83	08/21/93																	
631-0056	Maternal Child Health/Child Survival	11,500	08/10/87	10/31/93																	
631-0059	Agricultural Policy & Planning (1)	12,000	09/29/88	09/30/93																	
631-0072	Reform of the Health Delivery System	2,600	08/01/90	07/31/93																	
631-0091	Cameroon River Blindness	423	08/15/91	09/30/93																	
936-5969.31	Diarrheal Disease Control (PRITECH II) (2)	1,117	09/28/88	09/30/93																	
936-5554.31	Conservation of Biological Diversity (2)(3)	175	N/A	N/A																	
936-5556.31	Forest Resources Management II (2) (4)	75	N/A	N/A																	
936-5991.31	Data for Decision Making (2)	100	N/A	N/A																	
631-0058	Roots & Tubers (ROTREP) II	9,239	08/29/86	12/31/94																	
631-0063	Fertilizer Sub-Sector Reform (PA) (1)(8)	3,000	09/29/87	09/30/94																	
631-0064	Fertilizer Sub-Sector Reform (NPA) (8)	17,000	09/29/87	09/30/94																	
631-0079	OICI II - Vocational Training Center II	3,200	10/01/90	03/31/94																	
631-0083	Program for Reform of Ag Mktg (PA) (8)	5,500	08/30/90	09/30/94																	
631-0068	Program for Reform of Ag Mktg (NPA) (8)	18,000	08/30/90	09/30/94																	
698-0438.31	Private Enterprise Fund (2)	816	09/18/92	09/30/94																	
631-0052	Cereals Research and Extension II (7)	39,027	02/23/85	02/22/95																	
698-0463.31	Human Resources Development (2)	3,725	08/26/88	09/30/95																	
631-0510	Program Development and Support	4,644	N/A	N/A																	
631-0082	Reform of Export Processing Sector (PA)(8)	3,560	08/30/90	12/31/95																	
631-0074	Reform of Export Processing Sector(NPA) (8)	3,100	08/30/90	12/31/95																	
936-5600.31	Innovative Scientific Research (2)	300	06/17/91	07/01/96																	
631-0084	National Family Health	8,050	08/29/91	12/31/96																	
936-5972.31	AIDS Control & Prevention (AIDSCAP) (2)	2,850	N/A	09/30/96																	
631-0066	Agriculture Education II	15,000	04/29/91	05/01/97																	
631-0090	Maternal Child Health/Child Survival II	18,000	TBD	TBD																	
631-	Democracy & Governance (5)	5,000	TBD	TBD																	
631-0081	Cameroon Project for Environmental Reform	14,500	TBD	TBD																	
631-0085	Private Sector/Agribusiness (PA) (8)	5,000	TBD	TBD																	
631-0086	Private Sector/Agribusiness (NPA) (8)	30,000	TBD	TBD																	
	Grand Total	**245,633**													Projects in Portfolio:	**26**	**19**	**14**	**9**	**6**	**4**

(1) Deauthorization is planned to reduce LOP funding in FY 1993.
(2) Authorization levels for buy-ins and regionally funded projects are the sum of USAID/Cameroon obligations for the period of FY 1992 through FY 1996.
(3) WCI - Korup funding through 9/93 ($150,000) and natural resources analytical studies ($25,000).
(4) Natural resources analytical studies.
(5) New project has not yet been approved by AID/W.
(6) Includes a Limited Scope Grant Agreement (LSGA) with 9/93 PACD and an LSGA with 7/96 PACD.
(7) PACD extension to 9/96 is necessary to expend planned obligations.
(8) PA = project assistance; NPA = non-project assistance.

5/18/93:TC:TIMEB.WK3

B. Sectoral Objectives of U.S. Assistance to Cameroon Development

AGRICULTURE AND NATURAL RESOURCES

EDUCATION AND HUMAN RESOURCES DEVELOPMENT

HEALTH AND POPULATION

PRIVATE SECTOR

AGRICULTURE AND NATURAL RESOURCES

USAID's basic objectives in agriculture and natural resource management in Cameroon are to enhance food security, improve prospects for agricultural exports, and promote sustainable natural resources utilization. USAID concentrates its support on policy reform, sector planning, food crops research and outreach, and training. The main initiatives pursued are:

- the establishment of food crop research programs, and development and dissemination of improved production technologies,
- the strengthening of GRC agricultural research, institutional capacity,
- the improvement of agricultural sector policies and planning,
- the strengthening of GRC institutional capacity in policy formulation and planning,
- the strengthening of GRC higher agricultural educational institutional capacity, and
- the promotion of outreach efforts by NGOs in food crop production and natural resources management.

Agriculture Policy and Planning (CAPP)
Total $12,000,000 grant (1988-1993)

This project's objective is to strengthen and institutionalize the capacity of the GRC to conduct policy analysis and planning for the agricultural sector. The Consortium for International Development (CID), with Washington State University as the lead institution, is collaborating with the Ministries of Plan, Agriculture, and Livestock in implementing this project. Ongoing or planned activities include the preparation of an overall agricultural sector assessment, annual agricultural and livestock statistics

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collection/analysis, sub-sector studies for rice and maize, and policy studies regarding tariffs, constraints to exports, and input provision. Studies have been completed on the livestock and coffee sub-sectors. The project also recently assisted in an effort of the GRC and several donors to develop an environmental strategy framework. Twenty Cameroonian analysts have received or are receiving graduate degree training in the U.S.

National Cereals Research and Extension (NCRE)
Total $39,000,000-($35,400,000 grant; $3,600,000 loan which was forgiven) (1985-1995)

This project's objective is to increase food production by developing an institutional capacity to perform research on maize, rice, sorghum and millet. The International Institute for Tropical Agriculture (IITA), with Winrock International as sub-contractor, provides technical assistance to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. Thirty-two Cameroonian researchers have received or are receiving graduate degree training in the U.S. Research facilities including laboratories, offices, warehouses and staff housing have been constructed and equipped. A number of improved food crop varieties and production technologies have been developed and are being disseminated through NGOs, GRC extension services, and parastatals. The project also collaborates with the Peace Corps in the dissemination of soil and water conservation and agroforestry techniques in the Northwest Province.

Tropical Roots and Tuber Research (ROTREP)
Total $9,239,000 grant (1986-1994)

This project's objective is to increase the productivity of cassava, yams, cocoyams, and sweet potatoes through the development of locally acceptable disease-resistant varieties and the development of rapid seedstock multiplication techniques. Technical assistance is furnished by three historically black U.S. universities (the University of Maryland-Eastern Shore, Alabama A and M, and Florida A and M) to the Institute for Agronomic Research (IRA) of the Ministry of Scientific and Technical Research. State-of-the-art tissue culture research facilities have been constructed, equipped and made operational at IRA's Ekona station in the Southwest Province. A major effort is being made to screen an improved variety of high yielding cocoyam. A diagnostic survey to identify storage and processing constraints in root crops has been carried out. Five Cameroonian scientists have received graduate degree training in the U.S.

Agriculture Education II (AgEd II)
Total $15,000,000 (1991-1997)

This project's objective is to develop the University Center of Dschang (UCD) into a center of excellence capable of training as many as 2000 full-time and 200 part-time students annually to work in both the public and private sectors. The university center is being developed on the model of the U.S. land grant university system, combining classroom instruction

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with research and extension activities. Technical assistance contractors include the University of Florida and Florida A and M University. To date, under phase one of the project (LOP $49,021 million), 54 of UCD's professors have received graduate degree training in the U.S. An additional eighteen scholarships for graduate degree training are planned. Two dormitories, an amphitheater, a library, and a combination classroom/office/laboratory technical block have been constructed and equipped. USAID assistance is also provided for improving overall management systems and curriculum development. The university center also receives support from several other donors including Belgium, France, Canada, and the Netherlands.

EDUCATION AND HUMAN RESOURCES

USAID provides training to Cameroonians through a regional training project, the Human Resources Development Assistance Project. Training is also provided as a component of bilateral technical assistance projects supporting health care delivery, agriculture and the private sector. In addition USAID/Cameroon is supporting the development of the University Center at Dschang as discussed in the previous section.

Human Resources Development Assistance (HRDA)
Total $525,000 Grant (in FY 93)

The Mission's main objective under this project is to assist the Republic of Cameroon to meet priority requirements for skilled Cameroonians. The project provides training support to strengthen (a) the Government of Cameroon's ability to implement its economic development programs and (b) the private sector's capacity to contribute to economic growth in priority areas. The training activities are designed and implemented to:

- increase agricultural production,
- improve the quality of primary education,
- strengthen health care services including family planning,
- promote rural economic development with an emphasis on cooperatives, and
- encourage the development of private enterprises.

To date, over 1,950 Cameroonians have been trained in the U.S., Cameroon and in other African countries. At least 20% are working in the private sector and 30% are women.

Cameroon Opportunities Industrialization Center (COIC)
Total $3,200,000 Grant (1990-1993)

The goal of the project is to establish a comprehensive, non-formal vocational skills training center in Buea, Cameroon. The Center is modelled after the Philadelphia Opportunities Industrialization Centers International (OICI) which helps school drop-outs and other underprivileged young people. The training develops skills needed for productive employment with public or private enterprises or self-employment. The Center provides vocational skills training in the following areas: auto mechanics, building construction, hotel/catering, small enterprise development and furniture making.

In collaboration with the UNDP, ILO, FAO and the World Bank (National Employment Fund), COIC also serves as a center for the training and retraining of laid-off workers under the Social Dimensions of Adjustment (SDA) program.

HEALTH AND POPULATION

USAID's main objective in this sector is the establishment of a nationwide primary health care program based on the following principles:

- community co-financing and co-management (with the government) of health care;
- the availability of essential drugs;
- the full integration of preventive, curative, and promotive services;
- decentralization of health planning and management to the level of the health district; and
- family planning services for all.

Maternal Child Health/Child Survival (MCH/CS)
Total $11,500,000 Grant (1987-1993)

This project assists the Ministry of Public Health (MOPH) to implement community co-financed and co-managed health care in the Adamaoua and South Provinces. To this end, the project will assist the MOPH to decentralize health planning to the level of the health district; establish community co-managed and co-financed health areas surrounding functioning health centers; launch community-managed pharmacies; and develop integrated supervision, referral, and information systems. Community co-management and co-financing is being achieved through the development of community health and health management committees. Key child survival interventions such as immunizations, control of diarrheal diseases, nutrition promotion, and child spacing are being integrated into the primary health care program.

Maternal Child Health/Child Survival (MCH/CS) II
Total $18,000,000 Grant (1993-1997)

The MCH/CS II Project, which has been recently designed, will continue to expand the primary health care activities begun under both the MCH/CS and the Reform of the Health Delivery System Projects. The MCH/CS II Project will extend community co-financed and co-managed health services to approximately 70% of the populations of the Adamaoua and South Provinces and four divisions in the Far North Province. In addition, the project will strengthen existing logistics, supervision, financial management, and health information systems in the project-supported areas. Finally, the project will launch improved information, education, and communication activities in order to improve community participation in the primary health care program.

National Family Health
Total $8,050,000 Grant (1991-1996)

This project's objective integrates quality child spacing and maternal health services into the national primary health care program in the Adamaoua, South, Centre, and Far North Provinces and expands the availability of these services through parastatal, religious, private for profit, and employee-based health facilities. Almost 1400 public and private health workers are to be provided in-service training under the project. Child spacing/maternal health services are being introduced in over 300 public and private sector facilities. In addition, low-priced condoms are being made available through the ongoing national condom social marketing program. Finally, the project's reform component assists the MOPH to resolve two critical policy constraints 1) to the nationwide expansion of the primary health care program and 2) to the introduction of child spacing and maternal health into this program.

Support for the National AIDS Control Program
(Cameroon AIDSCAP Project).
Total $2,050,000 Grant (1992-1996)

The Cameroon AIDSCAP Project assists the National AIDS control service to control the spread of AIDS and HIV infection in Cameroon. Because of Cameroon's relatively low HIV infection rate, AIDSCAP target interventions are those at highest risk of infection including prostitutes and their clients in 4 major cities, the military, transportation workers, and university students in Douala and Yaounde. In addition, the AIDSCAP Project provides support for the social marketing of condoms, and the control of sexually-transmitted diseases.

Health Constraints to Rural Production (Schistosomiasis Research and Control).
Total $8,132,900 Grant (1983-1993)

Tulane University provided technical assistance to the Institute for Medical Research and Medicinal Plant Studies (IMPM) from 1983 to 1990. During

that period 11 Cameroonians were trained to the PhD level. In addition, the project established a regional schistosomiasis research facility in Yaounde. Since initiation, this research center has accomplished the following:

- Mapping of the prevalence and intensity of schistosomiasis infection.

- Development of effective schistosomiasis control activities that are economical, environmentally sound, and socially acceptable.

- Training of nationals in laboratory and field research methodology and serving as a major regional center for schistosomiasis research in francophone West Africa.

Under the second phase of the project (1990-93), Tulane and the MOPH are undertaking a pilot project to apply techniques developed during the research phase. The pilot activity is located in Kaele Division, Far North Province. The objective of the pilot phase is to develop a cost-effective model to integrate schistosomiasis control into the national primary health care program.

Reform of Health Delivery System
Total $2,600,000 Grant (1990-1993)

This project's objective is to assist the MOPH to implement its primary health care program based on community co-financing and co-management of health services in 4 divisions of the Far North Province. Modelled after USAID's MCH/CS Project, this project funds establishment of community pharmacies, community health committees, and integrated management systems in the targeted areas. The project also includes the introduction of immunization, diarrheal disease control, nutrition promotion, and child spacing services into functioning community managed health centers.

Diarrheal Disease Control (PRITECH II)
(Cameroon PRITECH II Project).
Total $1,117,000 Grant (1988-1993)

The objective of the PRITECH II project is to strengthen the national diarrheal disease control program by providing long-term technical assistance, in-service training, operations research, and commodity support. The long-term objective of the project is to fully integrate PRITECH II activities into the national PHC program.

PRIVATE SECTOR

The mission's strategic objectives in this sector are:

- develop a market-oriented private sector, and
- reduce the role of the GRC in the private sector.

Fertilizer Sub-Sector Reform Program (FSSRP)
Total $20,000,000 grant of which $17,000,000 is Non-Project Assistance (1987-1994)

The purpose of this program is to establish a private sector fertilizer marketing system, including importation, distribution and financing, that is competitive, sustainable, and subsidy-free. Liberalization of fertilizer marketing and the withdrawal of direct government intervention have already occurred. Subsidy rates have already been cut to 15% and will be withdrawn altogether in 1993. These measures are providing the necessary foundation for an effective private fertilizer market.

To support private sector development in the fertilizer sub-sector, the program has established a revolving credit fund which provides loans to importers and distributors through commercial banks. The program also supports studies and surveys to monitor the program and the impact of liberalization and privatization on farmers, cooperatives, private distributors and importers, and banks. To date, under the FSSRP, the GRC has reduced its annual subsidy cost from $20 million to $2 million, private sector importers and distributors have lowered the delivered cost of fertilizer by 40 percent, and farmers have reported improvements in the distribution system. In October 1992, USAID authorized the GRC to use funds of the FSSRP Special Local Currency Account to provide funds for the 15% subsidy, the last under the FSSRP program to reduce fertilizer subsidies to zero, while minimizing social costs.

Program of Reform in the Agricultural Marketing Sector, Phase I (PRAMS I)
Total $23,500,000 grant of which $18,000,000 is Non-Project Assistance (1990-1994)

The goal of PRAMS I is to promote, without undue social costs, the introduction of private, competitive market forces at all levels of the arabica coffee marketing chain. Toward this end, the three-fold purpose of PRAMS I is to: (a) remove marketing impediments and pricing constraints in arabica sector; (b) strengthen the North West Cooperative Association (NWCA) capacity to compete with other cooperatives and private traders/processors; and (c) establish an institutional environment for autonomous and accountable marketing cooperatives. To achieve the purpose, the four-year PRAMS I includes two complementary forms of assistance: (a) an $18 million non-project assistance (NPA) sector cash grant which is tied to the implementation of specific policy reform measures aimed at fully liberalizing and privatizing the arabica coffee markets in the West and North West Provinces and (b) $4 million in project assistance which supports the restructuring of the North West Cooperative Association (NWCA) to improve its capacity to compete in a fully liberalized market. The two forms of assistance will finance two major components under PRAMS I -- the policy reform component and the cooperative restructuring component -- and several smaller, supporting components.

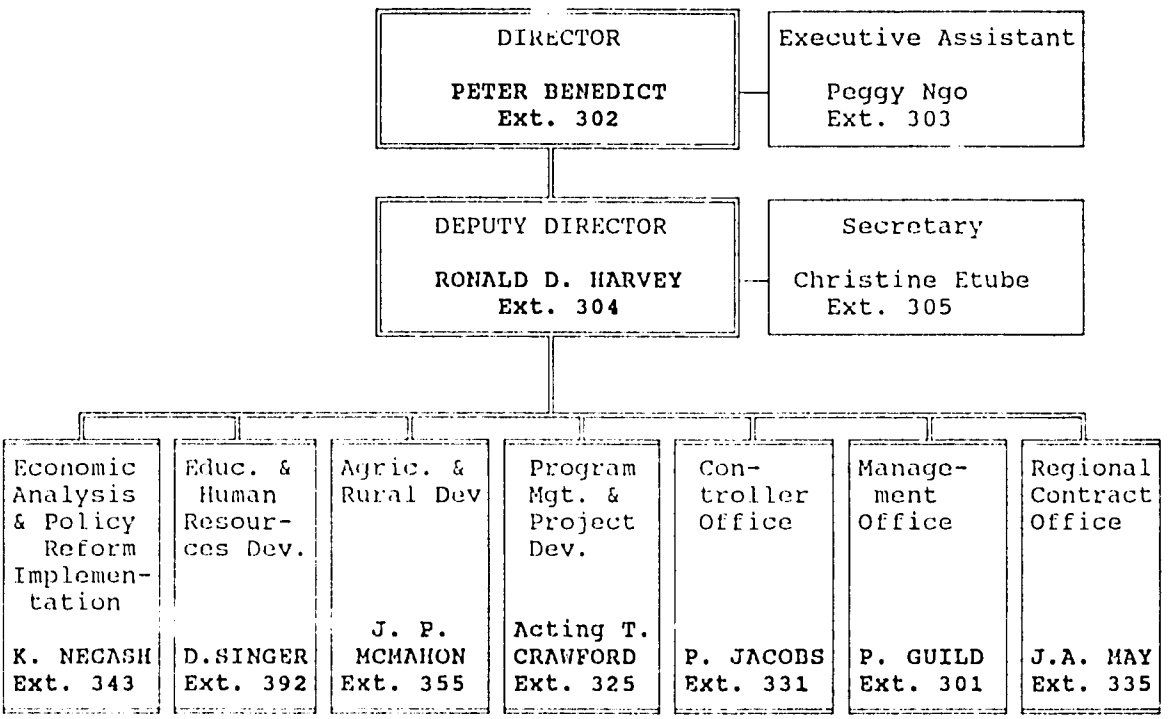
Policy Reform in the Export Processing Sector (PREPS)
Total $6,660,000 grant of which $3,100,000 is Non-Project Assistance (1990-1995).

The purpose of this program is to assist the GRC in attaining sustainable, broad-based economic growth by creating a distortion-free environment within which export-oriented businesses can successfully compete in world markets at world prices. To this end, PREPS assists the GRC in fully implementing an export processing or "Free Zone" Regime. This Regime streamlines investment approval and on-site customs procedures and provides an attractive package of fiscal and regulatory incentives. The Government has delegated all regulatory powers regarding the Free Zone Regime to a professionally-managed, private body which will serve as a "one-stop shop" for the Free Zone Regime. The NPA component of PREPS is in three tranches based on the successful implementation of the Free Zone Regime by the GRC. The Project Assistance component provides long-term technical assistance in the form of technical advisors to the National Office of Industrial Free Zones (NOIFZ), and in the future, to the Free Zone Investment Promotion Center. In addition, a personal services contractor to the Mission oversees the implementation of PREPS and the Free Zone Regime. Training and short-term technical assistance will be provided to key players involved directly and indirectly in the implementation and operation of the Regime. Project funds will also finance evaluation and monitoring exercises and/or special studies related to Free Zone development.

III. MANAGEMENT OF USAID/CAMEROON

USAID/Cameroon manages its program with a mix of U.S. direct-hire employees, personal services contractors, foreign service nationals (both direct-hire and personal services contractors), and institutional contractors. USAID/Cameroon is organized as indicated in Figure 5.

ORGANIZATION OF USAID CAMEROON



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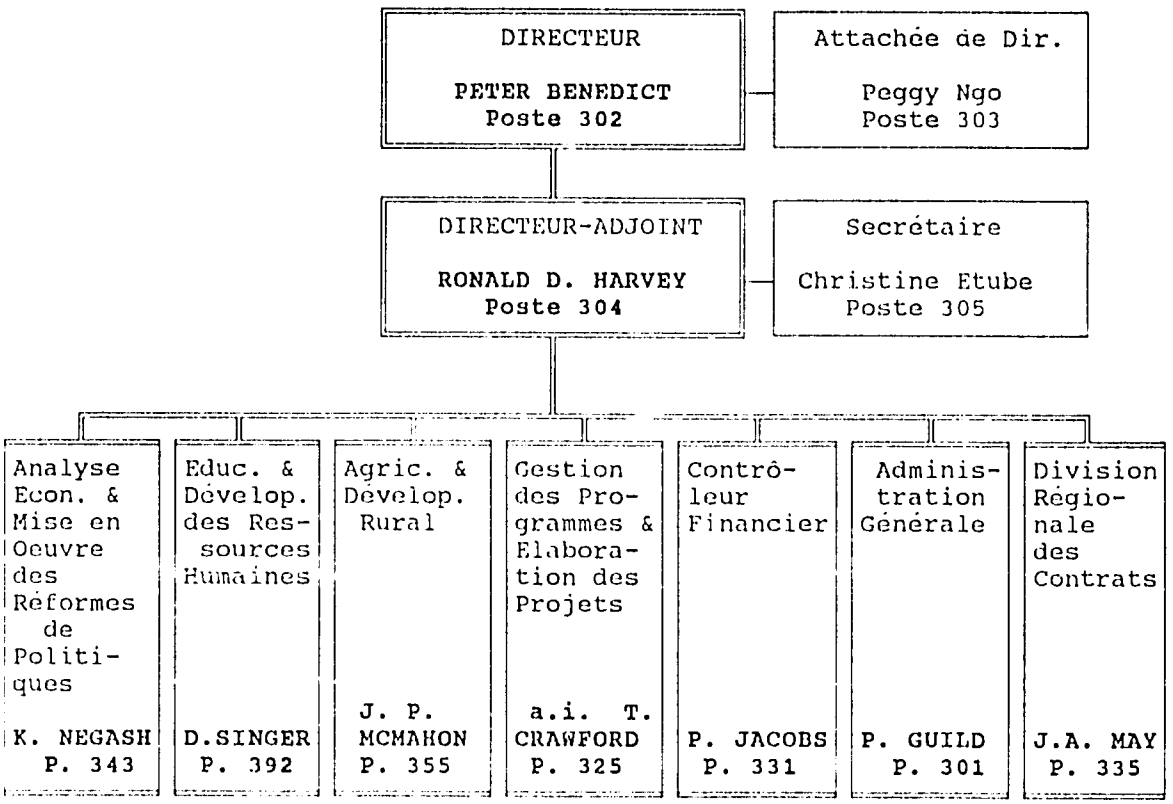
ORGANIGRAMME DE L'USAID CAMEROUN



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