UNCLASSIFIED

PD-ACC-781

AGENCY FOR
INTERNATIONAL
DEVELOPMENT

ANNUAL BUDGET SUBMISSION

FY 1977

YAOUNDE

BEST AVAILABLE

DEPARTMENT
OF
STATE

JULY 1975

UNCLASSIFIED

ANNUAL BUDGET SUBMISSION

RDO/YAOUNDE

FY 1977

June 1975

RDO/YAOUNDE

FY 1977 ANNUAL BUDGET SUBMISSION

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I. CERTIFICATION OF DAP VALIDITY

A) AGRICULTURAL SECTOR: CAMEROON

The current agricultural sector analysis appears to remain valid and consistent with development trends within the Cameroon. Agriculture contributes approximately 37% to the Gross Domestic Product. This figure (37%) should be used instead of the 40% stated in the DAP agriculture sector analysis, in order to be consistent with the macro-assessment and the supporting documentation for that sector contained in Table 1, page J-9.

RDO/Yaounde feels that inadequate coverage was given to agricultural institutions in the DAP and thereby requests that a reassessment of such institutions be undertaken. This reassessment can be carried out by a 1-2 man assessment team beginning the first week of August 1975. Total length of the assessment should be approximately 2-3 weeks. This reassessment of agricultural institutions would be the first step in designing an agricultural Management and Planning project. This area of concern is consistent with the DAP strategy although the sector assessment does not have sufficient data or analysis to establish project parameters. The team should be composed of specialists in agricultural economics and credit, administration/manpower planning and rural education/extension.

B) AGRICULTURAL SECTOR: CENTRAL AFRICAN REPUBLIC

The Agricultural Sector Analysis of the C.A.R. is a fairly good assessment of that country in reality. There is a dire shortage of baseline data in the country and this is reflected to some degree in the DAP. However, notwithstanding, the DAP assessment is perhaps the best document to be found on development problems and development potentials in this landlocked country. The DAP therefore is a reliable document for utilization as a planning tool.

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C) HEALTH SECTOR - CAMEROON, C.A.R., AND GABON

The Health Sector Analyses for Cameroon, C.A.R. and Gabon in the FY-75 DAP submission are essentially valid with the most likely areas for effective AID support in each country being:

1) Contributing to the information base through surveys, studies and other research.
2) Development of low-cost demonstration projects in preventive and curative services.
3) Enhancing the administrative and planning capacities of the various elements of the Health Sector Infrastructure.
4) Manpower training at all levels.

The DAP recommendation to concentrate on existing projects in Cameroon should be modified to respond to the Ministry of Health's new emphasis on the above areas as reflected in the Fourth Five-Year Plan currently being drafted with assistance from both AID and HEW personnel.

It is anticipated that the Health Sector Analysis for the Chad DAP, to be conducted early in FY-76, will also reveal needs which fall within the above categories.

D) EDUCATION AND HUMAN RESOURCES - CAMEROON

The Education and Human Resources sector goal in the Cameroon DAP-substitute remains valid. This goal is to develop human resources by adapting the educational system to national realities and by emphasizing the training of technical and professional personnel. The priority need is to support Cameroonian efforts

to develop continuing evaluative mechanisms addressing the external efficiency of the system, i.e., the question of how relevant the outputs of programs (formal or non-formal) are to the development problems of Cameroon. The strategy being adopted is composed of the following elements:

1) Giving priority to support for in-service training related to other AID projects in Cameroon or in the region;
2) responding to requests from organizations with effective expertise to expand their capacity to other areas in the region; and
3) supporting efforts to develop the capacity to peform operational research on development issues.

E) EDUCATION AND HUMAN RESOURCES SECTOR - C.A.R.

The Education and Human Resource sector goal in the C.A.R./DAP-substitute remains valid. This goal is to improve the coordination and correlation of applied research efforts and direct training activities in order to assure that the total educational system is related to the country's development needs. The priority need is to encourage the development of an effective development outreach program responding to human resource needs in the traditional rural areas. The strategy adopted differs from the DAP in both timing and magnitude but incorporates the same components. These are:

1) Supporting the community development program in its efforts at the village level; and,
2) providing support for in-service training and re-training of government and parastatal organization personnel whose performance is critical to development.

The DAP recommended the initiation of two projects in this sector in FY 1977 and the reservation of $4 million for this area. No new projects are included in this submission as experimental efforts will be undertaken on a smaller scale within an existing regional project, Accelerated Rural Learning.

F. NORTH CAMEROON CONCEPTS PAPER

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NORTH CAMEROON CONCEPTS PAPER

I. Background

During the AID/W reviews of a series of project activities for north Cameroon, a dual concern was expressed. Primarily, as stated in State 110329 which is attached as Annex B, the major activity did not contain sufficient information for a full PRP review and, secondarily, there was some confusion regarding the inter-relationships among proposed activities and the most appropriate means of assuring co-ordination.

This concepts paper has been prepared in response to these concerns and to try to provide a common framework for future discussions between AID, GURC and other donors.

II. Summary of the Problem - Its Priority and Relevance.

The key to understanding the development strategy of the Government of the United Republic of Cameroon (GURC) is the unique physical and cultural diversity of Cameroon. Physically the country spans the range of eco-climatic zones from rain forest to semi-arid range land. Culturally the country is also divided into differing regions, notably the west, with its British colonial heritage; the southeast, where French influence was strongest; and the northeast, where the originally immigrant but now traditional Moslem rulers still maintain control.

Cameroon can be divided into five large regions, each characterized by different climate, relief and soil features, and each having a different agricultural economy. The regions comprise the Northern plains, the Western highlands, the Western and Coastal lowlands, the rain forest area of the South, and the Central savannah.

Traditional peasant farming dominates all five zones, with approximately 93 percent of farm output originating in this sector. Commercial plantation agriculture, largely state-owned, accounts for the other 7 percent. Population density tends to be relatively high in the north and west, but with exceptions: it is also relatively high around Yaoundé, the capital city. The remainder of the country, particularly the eastern zone of the rain forest and the central savannah, are very sparsely populated. Annual per capita farm incomes are highest in the lowlands and forest areas (about $90-100), and lowest in the Northern plains ($40-50); they are about $50-70 in the Western Highlands.

Differences in latitude -- from 2° to 13° North -- and in relief have created a variety of ecoclimatic zones in Cameroon. From south to north, there is first a tropical rain forest plateau at altitudes of 500-800 m followed by a Savannah area of rising elevations that culminates in the high plateau of Adamaoua at altitudes of 1,200-1,800 m. North of this plateau lie the northern plains, at less than 200 m altitude; these plains are bordered

to the west by the hilly area of the Mandala mountains, and end in the flood plains of Lake Chad. West of the Adamaoua range, running southwest, rise the highland of the Mamboutous and Manengouba ranges; these highlands slope down abruptly to the western and coastal lowlands with less than 300 m altitude. Amid the lowlands, Mount Cameroon, the country's highest mountain (4,070 m), rises in isolation.

With increasing latitude, total rainfall and length of the rainy season generally decline, from more than 2,500 mm over a single long rainy season in the coastal lowlands, about 1,500 mm with two rainy seasons in the central savannah, to about 400 mm and a single long dry season in the upper reaches of the Lake Chad plains.

Ethnic and religious factors contribute an additional element of variation, giving a markedly different character to the North. Partly for historical reasons - flight from slave traders, according to some - the distribution of population is heavily biased towards mountainous areas, not only in the fertile Western highlands, but also in the barren Northwestern hills. Ecological factors, however, are the primary reason for the prevailing regional differentiation in cash and food crops, particularly the former. Cotton is the main cash crop in the North, arabica coffee in the Western highlands, cocoa and robusta coffee in the forest area, oil palm and rubber in the Coastal lowlands, and cattle and wrapper tobacco in the Central savannah.

Interregional trade in farm products is largely confined to supply of the main urban centers of Douala and Yaoundé: foodcrops and cattle from the Western highlands; and cattle from the Central savannah.

Given this diversity in ecological zones, ethnic and cultural patterns, agricultural production practices, and administrative heritages, the GURC has, in its three five-year development plans, addressed the problems of regional development. The government, in establishing national goals, has sought to build on this diversity and to encourage various regions to make use of their comparative advantage. One of the major national objectives is "to reduce regional income disparities and to increase and improve production of food crops and livestock."

Because of the Congressional mandate to channel assistance to the poor majority and because the GURC has made specific requests for assistance in the area, the U.S. assistance strategy for Cameroon elaborated in the CWR/DAP- substitute recommended the initiation of several new programs in North Cameroon. Table I, which indicates the area, population and density by region, shows that North Cameroon contains 21% of the total area and 23% of the total population of Cameroon. By criteria of education, health or employment the area has the least to offer. Table II, which should be read in conjunction with Table I, indicates that, using estimated per capita rural income as a guide, the northern area lags considerably behind other areas. It should also be noted that average per capita income based on all sectors is about $200.

TABLE I

Area, Population and Density, by Region

Region	Area		Population		Density
	'000 sq. km.	Percentage of Total	Millions	Percentage of Total	Persons/ sq. km.
N. Plains	100	21	1.4	23	14.0
Central Savannah	135	29	.5	8	3.7
W. Highlands	30	6	1.8	30	60.0
W. and C. Lowlands	65	14	1.1	18	17.0
S. Forest	145	30	1.3	21	9.0
Cameroon	475	100	6.1	100	12.8

Source: IBRD

T A B L E II

Number of Farms' Principal Crops, and Rural Per Capita Income, by Region

Region	Estimated Number of Farms	Percentage of Rural Population	Principal Crops	Estimated Rural Per Capita Income
Northern plains	275,000	29	Millet Sorghum Cotton Groundnuts Cattle	$40-50
Central savannah	85,000	9	Sorghum Maize Cassava Tobacco Sugar Cattle	$90-100
Western highlands	280,000	29	Maize Groundnuts Beans Arabica Coffee Cattle	$60-70
Western and Coastal lowlands	110,000	12	Plantain Maize Cassava Robusta Coffee Oil palm Rubber	$90-100
Southern forest	200,000	21	Plantain Cassava Cocoyams Cocoa Robusta Coffee	$90-100
Cameroon	950,000	100		$75

Source: IBRD

III. Description of the Area.

A. Area characteristics

Administratively Cameroon is divided into seven provinces. The Northern Province includes the Adamaoua plateau as well as the northern plains but, for the purpose of this discussion, the Adamaoua is excluded. The Northern Plains of Cameroon (the Departments of Bénoué, Margui-Wandala, Diamaré, Mayo-Danai, and Logone et Chari) form a distinct region that is physically isolated from the rest of the country. The region is characterized by a relatively flat relief, high temperatures during a long dry season; and declining rainfall from South to North. Almost a fourth of the country's population lives here. Ecologically the region can be roughly divided into three zones. These are:

zone I which includes the Logone et Chari Department;

zone II which includes the Departments of Margui-Wandala, Diamaré, and Mayo Danai; and,

zone III which includes the Bénoué department.

Zone I contains two subzones, the Serbewel subzone and a subzone of seasonally flooded land lying between the Logone and Chari Rivers and the Nigerian border known locally as Yaeres. Rainfall averages about 600 mm annually. Livestock resident in the zone area are owned by settled Shua Arab farmers who cultivate millet and sorghum as food crops. They graze their herds of sheep, goats, and cattle on the fallow croplands during the rainy season and migrate short distances toward Lake Chad or the Yaeres flood

plains during the dry seasons. There are an estimated 120,000 cattle of Shua Arab type resident in the subzone. An estimated 200,000 Mbororo cattle on transhumance from Nigeria and Chad enter the Yaeres flood plains during the dry season in search of water and grazing.

Zone II may also be divided into two subzones. The first, the Margui-Wandala, is a mountainous area with dense human population and few livestock, except a few sheep and goats. Because of intensive cultivation and food shortages, there is little if any potential to improve or expand livestock production in this subzone. However, severe protein malnutrition complicated by a caloric shortage occurs in the subzone. Attention must be given to improving the protein quality and quantity in the diet from non-animal sources.

The Diamare and Mayo-Danaï subzone is an extensive plain with comparatively dense human and livestock population. In the central part of the subzone, the livestock owners are of the Fulani tribal group while those in Mayo-Danaï are of non-Fulani Sudanic groups. Most livestock owners are also cultivators of sorghum, millet and cotton. Ox-cultivation is very common, particularly among the non-Fulani cattle owning groups and is the most widespread of any area in Francophone Africa. Ox-cultivation has been encouraged by both government extension activities and by the CFDT.[1/]

1/ Compagnie Française pour le Developpement des Fibres Textiles, now Cameroonized as SODECOTON, Société pour le Développement du Coton.

The widespread acceptance of ox-cultivation is believed to have contributed significantly to both the area under cultivation per household and to farm incomes. During the dry season cattle herds are sent on transhumance short distances either to the Yaeres area in Zone I or to other seasonally flooded areas along the Logone River and in Chad. Rainfall in the area averages about 700-900 mm, over a six to seven month period.

The first two zones are at the southern edge of the Sahel where a precarious balance exists between resources and population. Under these conditions, it becomes imperative to plan future development in a comprehensive way, avoiding uncoordinated actions that create further strains on a tenuous natural balance. Development programs in the north should take the form of integrated rural development projects where infrastructure development is implemented alongside the promotion of balanced farming systems to include food and cash crops and livestock.

Zone III or the Bénoué department, may also be divided into two subzones. Population in the subzone north of the Bénoué River is moderately heavy with cropping patterns similar to the Central zone. Rainfall averages about 900 mm over a seven month season. Most livestock are owned by Fulani who are also cultivators. Cattle, the dominant species, are grazed in herds of 100 head and more; sheep and goats are less numerous. Nomadic herds do enter the area during the dry season. This zone is also an important

cereals, cotton and groundnut growing area which exports some sorghum to Chad and Nigeria. Ox-cultivation is less well established. The subzone north of the Bénoué has been largely cleared of tse-tse, as has been an adjacent area in Nigeria under a cooperative program effort.

In contrast to the other subzones, the subzone south of the Bénoué and Mayo-Kebi Rivers, has a low human and cattle population. The subzone contains two national parks and game and hunting reserves. Tse-tse fly of both riverine and savanna species are present. There are about 3,000 resident cattle in the subzone and the area is visited twice annually by nomadic Mbororo herdsmen with an estimated 20,000 cattle en route from rainy season grazing in the Yola area of Nigeria to dry season grazing areas in the Central African Republic. Small flocks of sheep, which are used primarily for family meat and milk consumption, accompany the migratory herdsmen.

B. Production Patterns

Crops

Farm sizes are largely determined by the labor capacity of the family. The average family contains five persons, with 2.8 active members over 14 years old, who cultivate 2.3 ha; about 1.5 ha are usually devoted to food crops, mainly sorghum and millet with some groundnuts and beans. When ox-cultivation is used, the average farm size increases to about 3 ha with a higher share of cash crops, mainly cotton and groundnuts. The relative importance of crops is estimated as follows:

Crop	Cultivated Area (%)	Production Marketed (%)
Millet and Sorghum (wet and dry season)	67	5
Cotton	15	100
Groundnuts	11	20
Other Crops	7	5
Total	100	

Yields are generally low. So far, supply of inputs for intensive cropping, such as improved seed and fertilizer application, has made a significant impact only on cotton production.

From about 1967 to 1970, the trend was an increase in plantings of Muskwari sorghum (a variety transplanted in seasonally inundated areas at the end of the rainy season), groundnuts and maize, while cotton production stagnated. Previously, from the early 1950's to the late 1960's, cotton showed a remarkable increase in area, production and yields. But since 1969/70, the area under cotton has decreased, due in large measure to unfavorable weather conditions. Competition with other crops, such as groundnuts and maize, was a contributing factor. In the future, cotton is likely to become concentrated in areas of Bénoué where yields over 1,000 kg./ha. can be achieved, leaving other regions to more profitable crops.

Sorghum and millet are staple food crops widely grown on small holdings of 2 to 3 hectares. Peanuts and cotton are also wide-

spread. Corn, rice, and manioc are secondary crops produced for home consumption. In the dry season, most of the bas-fonds are planted to a transplanted dry-season sorghum (Muskwari). In the face of mounting rice imports, which have been growing at the rate of 6 percent per year, and domestic production that has stagnated at a level of 10,000 MT, Cameroon has begun a major production activity (financed largely by IBRD) in the North at Yagoua (the SEMRY project), and has anticipated achieving a total production of 27,000 MT paddy (around 18,000 MT of rice) by 1980. Demand for rice in urban areas could absorb this output and more.

The average area tilled per farm under typical alternative farming systems in the North is as follows:

	Farming System		
Crop	Traditional	Animals Traction	Irrigated
	hectares/farm		
Cotton	.05	1.60	--
Peanuts	.05	.07	.25
Sorghum/millet	1.00	.78	1.00
Rice	--	.09	.75
Other	.14	.26	.24
TOTAL	1.24	2.20	2.24

Although the Northern plains region is undoubtedly the poorest region in Cameroon, considerable potential exists for improving the production of both food (millet, sorghum, corn, rice, manioc) and cash crops (cotton and peanuts) in rationally conceived farming systems based on logical crop rotation schemes. In addition, there is considerable potential for associating livestock and food crop production both by the introduction and/or diffusion of draft animals and also by incorporating farmer managed cattle fattening in the farm enterprise.

Livestock.

In some parts of the North, there are already pressures on the carrying capacity of pastures. The natural grazing area is estimated at 3 million ha or only 3.3 ha per head of cattle. In addition, there are about 18 million sheep and goats and 20,000 equines. Thus, pasture endowment is far less than required for extensive grazing in many of these areas.

Animal production methods range from nomadic to sedentary. Transhumance, the practice of moving cattle from wet season to dry season grazing areas, is a common practice with the Foulbés. Pure nomadism, as practiced by the Mbororo, can be found in the Mora area, the South East of Diamaré and Bénoué. Under this system cattle also pass over the border to Nigeria and Chad.

Transhumance herds from Chad and Nigeria graze the Yaeres area of Logone et Chari and there are unofficial estimates of 80,000 cattle transiting Logone et Chari from Chad to Nigerian markets. The area south of the Bénoué River is also a migratory route of transhumance fulbé herds from the Yola area of Nigeria to the Central African Republic. Southward movement of cattle from the area is prohibited to prevent the spread of disease to the Adamaoua Plateau.

The three zones of the Northern plains have similar core problems of production. The Logone et Chari is characterized by semi-sedentary Shua Arab producers who cultivate millet and sorghum for food crops and graze their livestock on areas interspersed with crops during the rainy season and migrate short distances to dry season grazing near Lake Chad or the Yaeres flood plain along the Logone River. M'Bororo producers from Chad and Nigeria migrate to the Yaeres for dry season grazing with some 200,000 cattle annually.

Zone II of Margui Wandala, Diamaré, and Mayo Danaï is characterized by a high percentage of the land being cultivated in a bush fallow system. Livestock grazing is on fallow land, areas not suited to cultivation and crop residues. The increasing demands on available land for production continue to restrict available land for grazing of livestock. The net result is a heavy overpopulation of the same area with livestock and rapid deterioration of the productivity

of the land. Traditional producers are settled Fulbé who graze herds of about 100 head per family. Sedentary Sar producers along the Logone cultivate rice and grain sorghum and graze herds of about 20 - 30 cattle along with sheep and goats. This central belt probably has the highest ratio of sheep and goats to cattle.

Zone III consists of the Bénoué Department and offers good potential for development, given the removal of constraints such as the presence of tse-tse fly. The majority of the area north of the Bénoué River which was formerly infested with tse-tse fly has been cleared in a parallel program with Nigeria. The first block (125,000 ha) south of the Bénoué River is scheduled for tse-tse fly eradication in 1975. Two types of producers exist in this area - the semi-sedentary Fulbé and the nomadic M'Bororo. The Fulbé produce both cash and food crops as well as graze sizeable herds of cattle (100 heads or more) and sheep and goats. Cattle are the more dominant species. The M'Bororo are almost exclusively nomadic. They traverse the area twice each year in their migration from wet season grazing in Nigeria to dry season grazing in the Central African Republic. Cattle are grazed by the M'Bororo in herds of 100-500 by family groups of 10 to 50 people. Small flocks of sheep are grazed by the M'Bororo primarily for consumption. One third to half of the cattle stay in the village throughout the year, and feed mainly from trees and crop residues during the dry season. These animals also supply traction. Some 27,000 ox-plows have been sold during the last 10 years; the

total number of work oxen, following some decline during the years of drought, is probably around 15,000 pairs. Apart from work oxen, the Northern herds supply the local meat consumed in the Northern area, estimated to be equivalent to 115,000 cattle. There is a canning factory at Maroua which brought about 450 head in 1971. Some live cattle are exported to Nigeria in addition to canned meat exports . Thus, the very large cattle population of this region makes only a small contribution to the economy. Moreover, husbandry improvement is becoming more crucial as the animal population grows, and as cropping expands significantly.

C. Socio-Cultural Factors

The Overseas Scientific and Technical Research Organization (ORSTOM) has published several studies on the population of the north. Among these studies, the following are particularly relevant:

Les Matakam du Cameroun, J. Y. Martin, 1970

La Dynamique des Principales Populations du Nord-Cameroun, A. M. Poslewski, TOME I, 1966.

Additional relevant studies include:

Area Handbook for the United Republic of Cameroon, 1973, American University.

Les Kirdi du Nord-Cameroun, Yves Schaller, 1973.

Assalé-Serbewel Study, Stephen Reyna, 1974.

These studies emphasize the tremendous variety that exists in the North. No attempt is made herein to discuss the societal patterns and beliefs of the various groupings since summaries, by their very nature, encourage generalization. The major finding is that the attitudes toward food crops, cash crops, and livestock are directly related to cultural groupings. Attitudes regarding the acceptability of change and innovation are similarly related. The conclusion is that micro-specific sociological studies should be conducted in conjunction with project design.

The following descriptions of the major groupings, taken verbatim from the Area Handbook, is provided solely in order to indicate the range of cultural/ethnic groupings.

1.- The Fulani

Although numerically a minority group in the north, the Fulani represent the ruling class in that area. Of West African origin, their ancestors spread slowly eastward from the Senegal River Valley in search of grazing land for their herds. Small groups reached the Chadian basin at the end of the thirteenth century, and by the early eighteenth century several Fulani settlements existed on the plateau south of the Bénoué River. They came as conquering warriors on horseback spreading Islam by the sword. They subdued the region of Maroua, the valley of the Bénoué, and the central plateau where they took over large tracts of grazing land. Maroua, Garoua, and Ngaoundéré became - and still are -

important as capitals of Fulani chiefdoms.

The local people either fled into less accessible areas such as the Mandara Hills or they accepted defeat and continued to live among the Fulani on the plains. Eventually a precarious equilibrium developed between the relatively unified Fulani, who had solid hierarchies and large administrative towns, and the diverse groups of conquered people who lived in tiny dispersed hamlets. Those who have adopted Fulani ways and the descendants of slaves together constitute about 15 percent of the people who are counted as Fulani and who consider themselves as such. Although many Fulani elsewhere have remained nomads or semi-nomads, most of those in Cameroon have become sedentary. About 80 percent get their livelihood from stockraising and farming, but they usually do not actually cultivate their fields unless forced to do so by changing circumstances. Only 6 percent of the Fulani are completely nomadic herders. They are called M'Bororo and live in a symbiotic relationship with cultivators, exchanging goods and services.

The name Fulani, used by the Haussa of Nigeria, is most widely accepted by English speaking people. The Fulani, however, call

2.- The Arabs

Most of the Arabs live in the far north between Fort-Foureau and Mora, but some are as far south as the region around Maroua, and are called Shua or Arabs - shua meaning lamb in Arabic. Presumably this name was given to distinguish them from sedentary Arabs. They have mixed considerably with indigenous peoples.

The Shua Arabs are cattle raisers who combine herding with cultivation. From February to June each year they move north but never more than a distance of about thirty miles. During those moves they often meet Nigerian Shua Arabs either within or beyond the Cameroonian border. In the east the prevalence of tse-tse flies prevents them from crossing into Chad.

3.- Northern Hill Groups

About twenty-three different groups can be distinguised among the people who fled to the hills of the departments of Diamaré and Margui-Wandala rather than submit to Fulani rule and accept Islamic beliefs. The Fulani refer to these peoples as mountain kirdi, kirdi being their term for pagan. Although of different origins, these various groups share the awareness of their ancestors' flight; a still vivid resentment against the Fulani invader; and a similar style of living evolved in adaptation to their physical surroundings. They manage to grow millet and other foodstuffs on the steepest slopes by careful terracing.

No large-scale political organization exists among the hill people, who live in autonomous, fortress-like hamlets. On the national scale they play a minor social and political role, although they vastly out-number the Fulani in their densely settled region. Because of the poverty of their land, some left the northern hills during the French colonial period and returned to the plains to employ their considerable agricultural skills on better land.

Largest of the hill groups is that of the Matakam who live around the city of Mokolo. Their region in the Mandara Hills is one of the most densely settled in northern Cameroon and attains as many as 490 people per square mile.

The Mandara live north of the Matakam, between the towns of Mora and Mokolo. Unlike other neighboring hill peoples, the Mandara, whose name was given them by the Fulani, have adopted Islam. This is one reason that Arab herders like to pasture near them.

Having adopted Islam at a relatively recent date, the Mandara serve as a bridge to non-Islamic people who come to work for them as servants for a few months or years. These non-Muslims learn new techniques, another sort of social structure, and a different attitude toward death and burial. Young Mofou, for example, like to work in Mandara country.

Other hill people include the Kapsiki, who live near Mokolo together with related groups. Several thousand live across the border in Nigeria. They are said to have come from the East about three centuries ago.

The Fali live near Garoua; about three-fourths of them live in the hills and the rest live on the plains where they are beginning to forego some of their traditional ways. The Mofou live mostly in the hills of northern Diamaré Department, but more and more are coming down to the plains. There are a number of other small groups speaking different languages and keeping alive their separate traditions but generally sharing the same cultural features.

4.- Peoples of the Northern Savanna.

The Fulani use the term plains kirdi for those peoples who accepted defeat and continued to live in their homeland but who refused to accept Islam. Among others they include the Guidar, the Guiziga, and the Daba, all of whom speak Chadic languages. They cultivate millet and, more recently, groundnuts (peanuts) and cotton. They keep some cattle.

The Guidar in the northeastern corner of Bénoué Department are a conglomerate of various groups who mixed after they refused to accept Islam and had fled from the Fulani. Another 11,000 Guidar live in Chad.

The Mboum are also noted for their fierce resistance to the Fulani invasion in the nineteenth century; however, they were driven from their original area and forced to pay tribute. Present day Mboum live dispersed in isolated groups, mainly north east of Ngaoundéré. These are largely cultivators of millet, but many are also fisherman.

Between the towns of Garoua and Ngaoundéré - usually on the summit of hills that dominate river valleys - live the Dourou, who speak an Adamawa language. In recent times they have begun to adopt some features of Islam. Christian missions are also established among them.

Toward the eastern border live the Baya (Baja, Gbaya), who are said to have come long ago from East Africa. Their Adamawa language, which has a great number of different dialects, is chiefly spoken in the western part of the Central African Republic, where it is spreading as a lingua franca. It is also understood by many Fulani at Ngaoundéré, who in earlier times frequently owned Baya slaves. Some Dourou and Baya groups became vassals of the Fulani.

5.- <u>Peoples of the Northern Flood Plains</u>.

The peoples living in the far northeast near the Chari and Logone rivers include, from north to south, the Kotoko, the Mousgoum, the Massa, and the Toubouri. All of them speak

In the western part of Diamaé Department, near Méri and Maroua, live the Guiziga, who were hunters and masters of this region before the Fulani arrived. The Guiziga have been influenced by the Fulani, but they have refused to become Muslims. The Daba are spread throughout the three departments of Bénoué, Margui-Wandala, and Diamaré. There are other smaller heterogeneous groups living in the area.

After scattering the western peoples and seizing their lands, the Fulani moved east and south. One of the groups in their path was the Moundang, who live near the Chadian border in the area around the tenth parallel, one-third of them in Cameroon and the rest in Chad. The people suffered under frequent Fulani attacks but were never subjugated. Nevertheless, they adopted Fulani principles of political organization and habits of dress.

The Moundang are farmers who grow millet for subsistence. They have adopted cotton as a money crop, sometimes at the expense of foodstuffs that they must often buy in the market. They also raise livestock for use as bridewealth for religious sacrifices, and for payment of fines. They generally entrust their herds to the pastoral Fulani who live among them. The Moundang are believed to have come from the Mandara Hills about thirteen generations ago. Christianity has gained some converts among them, as has Islam. A high proportion of their children go to school.

Chadic languages. Their recorded histories begin with the time of the Fulani conquest of the Adamaoua region, although they are probably indigenous to the northern flood plains. Because of the geographical features of their region, they were better equipped than their southern neighbors to withstand Fulani attacks and the incursions by slavers from the north and east. They are fishers and cultivators, and they keep cattle, mostly for marriage payments.

The Kotoko live on both sides of the Logone and Chari rivers, from Lake Chad south to about the eleventh parallel. They are believed to be descendants of the Sao, the legendary early settlers in the Logone.

The Kotoko are skillful fishermen who obtain their catch by using large butterfly nets. They are also noted as builders of boats that are made of planks literally sewn together. They formerly engaged in cultivation only for their own consumption and left cattle raising to Arab herders. In more recent times some Kotoko have become cattle raisers as well. The men are also renowned as dyers of cloth and the women, as makers of pottery.

Islam also is making inroads among the Mousgoum, who live south of the Kotoko. The Mousgoum have adopted the flowing dress of the Muslims and the Fulani type of house. For the past thirty years or so they seem to have been spreading in a northerly direction toward Kousseri. An equal number of them live across the river in Chad, where they are called Moupoui.

The Massa

The densely settled Massa south of the Mousgoum have their administrative and geographic center at Yagoua. The name Massa designates groups of varying ethnic origins who speak the same Chadic language, have the same customs, and worship the same rain god, Olona. They are also known as the Banana. Bana in their language means "comrade," and banana means "being in a state of fellowship."

The Toubouri (Toupouri, Tupuri) south of the Massa are also very densely settled, and there are up to 388 people per square mile in some areas. They, too, seem to be spreading northward. About 53,000 Toubouri live in Chad. They are skilled as farmers and stockraisers. Their paramount chief, called ouankoulou, has essentially religious functions.

In addition to the variety of cultural groupings in the north, it should also be noted that government administrators, teachers, extension staff, etc., frequently come from other regions and have little common ground with local inhabitants.

D. Impact of the Drought

1. Land Resources

The major affect of the drought on land resources in the area has been one of virtually leaving both crop and rangeland in a

denuded state. The consequences of which are both wind and water erosion. Although 1974 was a normal year for rainfall, excessive run-off occurred through lack of protective vegetative cover. This, in turn, caused a higher than normal peak flow in the rivers, particularly the Logone and Chari, but of a shorter duration.

Range on the majority of the wet season grazing area has deteriorated to a poor condition with mostly annual grasses remaining in the middle and northern sectors. Some deterioration has occurred in Northern Bénoué, but little or no deterioration has occurred South of Garoua. Dry season grazing areas, subject to flooding primarily from the Logone and Chari Rivers, did not receive additional moisture from flooding during the 1972 and 1973 drought years. Consequently, lower range production, heavy burning and overgrazing has drastically reduced the volume of forage produced by the more palatable and nutritious species. In 1974 above-normal flooding occurred in the area. An apparent rapid expansion of Muskwari (grain sorghum) production on the Fadamas (flood plains) is reducing further available dry season grazing for livestock. The opening up of new lands south and east of Garoua offer potential relief for both human and animal pressure on the northern area.

2. Food Crops

During the 1972-1973 drought period a reduced acreage of land was devoted to production of food crops. This was largely due to the inability of the farmer to prepare a seed bed for planting due to lack of soil moisture. Thus, larger areas were fallowed for the grazing of livestock. Those areas planted to food crops experienced a high percentage of failure to produce grain. Thus, the crop was grazed by livestock. The 1974 rainfall has been average or above-normal over most of the area. The result has been production of millet and grain sorghum with considerable crop residue for livestock forage. However, an apparent increase in production of Muskwari is reducing the amount of dry season grazing areas for sedentary herds in the zone.

3. Cash Crops

Cotton is the major cash crop, but primarily in the middle zone. Acreage increased from 22,000 ha in 1953 to a peak of 180,000 ha in 1969, falling to 61,000 ha in 1973 with a slight increase to 64,000 ha in 1974. The net result was diverting land from food crop production and available grazing for livestock to the production of cotton. The current reduction in production represents increased production of food crops and fallow land which is available for grazing of livestock. Some production of fiber crops and peanuts for cash crops occurs, but peanuts are largely utilized as a food crop.

The maintenance or possible expansion of cash crops in the future will largely depend upon opening up new land suited to cotton and other cash crops. The production of these crops at an economic level over a long time period will require an integrated program including crop rotation with liguminous forage crops and livestock production to maintain the productivity of the land. It is doubtful if the present approach to cotton production will maintain production, but rather deteriorate the land resources and terminate in non-productive land capable only of supporting scavenger sheep and goats on abandoned farmland.

4. Livestock

Although some death losses reportedly occurred from the drought total numbers of animals have not materially decreased in the area. The herd structure is in a healthy condition in that non-productive animals have been culled from the herds and marketed.

The flow of animals to southern markets has remained fairly uniform with little or no shortage of available animals for slaughter. This is probably a result of two conditions: first, there has been heavier than normal culling and sales of non-productive animals; and, second, the southern migration of large numbers of animals made them more accessible to southern markets. The latter may have had the reverse effect of availability of

animals for slaughter in the Sahel and Sudan Zones.

Longer than normal migrations of primarily M'Bororo herds from Nigeria, Niger, and Chad have occurred. Heavy migrations to the shores of Lake Chad and the Yaeres flood plains of the Logone and Chari Rivers also occurred. Some herds from as far away as Niger reportedly pushed as far south as the Bénoué River. Drought conditions caused tse-tse fly to receed back to riverain vegetation along streams, thus opening up areas where livestock was able to penetrate for dry season grazing south and east of Garoua. The shoreline of Lake Chad receded as much as 25 km. and opened up additional dry season grazing along the shoreline of the Lake. Some herds are reportedly not returning north in their normal migration pattern which could result in a net increase in cattle in the area.
In the middle and northern zones sedentary cattle herds are now forced to become semi-nomadic in search of available wet and dry season grazing areas. The net result is a gradual long-term shift in importance of the livestock species. As range condition deteriorates, cattle become less important and sheep and goats become more important. This phenomenon is largely a measure of survival of the species as available forage decreases.

5. Adaptive Strategies

Nomadic livestock producers have pushed much further south than their normal migration patterns. Heavy migrations have occurred

to well-known dry season grazing areas such as the Yaeres flood plains and the shoreline of Lake Chad. Relatively low losses of livestock occurred during the drought where movements were timely. Nomadic producers have entered more into the cash economy through the sale of livestock and the purchase of food crops whereas the past tendency was to barter or sell milk in exchange for food crops.

The sedentary and semi-sedentary producer is gradually being forced to shift from the production of cattle to sheep and goats or become more migratory over longer distances in search of available wet and dry season grazing for his livestock. The quality of his livestock has deteriorated to the point where little or none of the quality carcasses for export comes from his herds. Thus, the value of the animals he produces is much less than that of the larger animals produced by the migratory M'Bororos and Shua Arabs. The sedentary producer places more importance on the production of food and cash crops, and looks on livestock production, particularly sheep and goats as scavengers, as the source from which a meat supply is obtained. The semi-sedentary producer places more importance on his cattle herd, with the production of food crops and scavenger sheep and goats as the means to meet his food requirements.

The cash crop producer has been hard hit by the drought and increasing prices for fertilizer and equipment. Few farmers

were able to repay loans during the drought and, thus, little credit is currently available for purchase of fertilizer and equipment. The net effect has been sales of draft animals rather than an increase in the use of draft animals for cultivation of cash crops.

The food crop producers, as a pure production system, are usually limited to the mountainous areas where population densities are as high as 250 persons per square kilometer. Here the production system, even in normal rainfall years, is largely one of survival with the majority of production consumed by the producer, and the marketing of small excesses over and above his own needs. Few, if any, livestock are kept, due to scarcity of available grazing areas and scarce water supplies. Sedentary and semi-sedentary livestock producers also produce the majority of their food requirements with some sales of excess above their requirements. Little or no excess grain is produced which could be economically fed to ruminants in a fattening operation. It is estimated that these were some areas of severe food shortage and donors provided some emergency relief grain.

E. Institutional Factors

Perhaps because of its dual colonial heritage or because of its post-independence political development, the GURC has supported a variety of institutional arrangements for agriculture and rural development. Formal governmental responsibility is allocated, frequently with overlapping jurisdictions, to the Ministry of Agriculture, the Ministry of Livestock and Animal Industries, the Ministry of Plan and Territorial Management, Provincial Authorities, independent research institutions co-ordinated by ONAREST, FONADER, and a variety of para-statal companies such as SODECCTON, SEMRY, and MIDEVIV.

Co-ordination of planning and budgeting, especially one overview, is frequently non-existent, manpower shortages are limitless, and problems are compounded by the inexact delineation between line and staff functions which is common to many Francophone areas. In the case of North Cameroon there is a provincial governor appointed by the President. Normally the Delegates of Ministries, e.g. the Ministries of Agriculture, Plan, Livestock, etc. are on the staff of the provincial governor and are responsible to him. While they are members of his staff, on the one hand, they are also responsible to the organization from which they are delegated, i.e. different autonomous Ministries/Agencies in Yaoundé. They receive instructions and budgetary support from their parent agency but, at the same time, also work for the governor. Thus, the potential is great for divided

loyalties and misunderstandings; the IBRD has noted this institutional fragmentation as the most critical over-all constraint to agricultural development. Although in the case of the Northern Province, the governor is both personally and politically a strong figure, there is neither co-ordinated planning nor consolidated staffing and budget, and, certainly, no integrated overview which would assure the optimum utilization of all resources in an ecologically fragile but potentially productive region.

IV. Programatic Approach and Analytical Methodology.

A. Programatic Approach.

Having decided, on the basis of the sector assessments and RDO/Y discussions with the GURC, that the development of the northern area of Cameroon was a core development problem as noted in Section I, "Priority and Relevance," the next step was to define the programatic strategy for U.S. assistance. The extreme diversity within Northern Cameroon in relation to climate, soils, vegetation, production patterns, population characteristics and shifting land use patterns had to be kept in mind. The institutional fragmentation of the government due to its dual colonial heritage and its propensity to experiment with semi-governmental and para-statal organizations was also a critical factor.

The northern plains constitute one of the poorest regions in Cameroon, a region in which the natural environment is not as

favorable as in other regions. This is especially true of Zone I and Zone II which are within the lower reaches of the Sahel and where a precarious balance exists between resources and populations. Under these conditions it becomes imperative to plan future developments in a comprehensive way, avoiding uncoordinated or competitive actions that may create further demands on a fragile resource base.

A.I.D. has, thus, determined to base its programmatic strategy on an analysis of the region in its totality. Although individual sector assessments have greatly contributed to our knowledge of the dynamics of the region, they have not provided clear-cut programmatic guidance. What is needed is a conceptual framework which facilitates identification of development needs, keeping in mind the competitive and complementary role of food crops, cash crops and livestock. Ideally such a conceptual framework would lead to the design of a series of project activities, administered and implemented pragmatically in response to the nature of the development need and the host government institutional arrangements. The conceptual framework should also provide a base on which continuing analysis could be made to refine, redesign or initiate projects.

In the process of defining the objectives of such a framework, it became clear that the first step was to establish an environmental framework. If AID's sector objective is to assist the GURC to

reduce regional income disparities, then AID must focus on the formulation of policies and programs for planning, implementing, managing and evaluating activities which will enable small producers to increase agricultural production at the highest level sustainable by the land base. To do this requires a systematic inventory of land resources.

A land resource inventory which establishes a land capability classification becomes the initial critical tool in assigning to specific areas their comparative advantage in the economic production of agricultural commodities at a sustainable rate. Since economic demand is explicitly included in such calculations, the highest priority is placed on using suitable land for food crop production. Equally high priority is given to balanced and complementary land use patterns in which food crops, cash crops and livestock can be mutually supportive.

B. Analytical Methodology.

A land resource and capability survey defines the optimum relationship of people to land. This means that, where resource bases are known, the land resource team can plan land use according to the capability of a given geographic area. Land use capabilities dictate certain limitations and management practices which must be adhered to if the natural resources are to remain capable of providing man and his domestic animals with

a livelihood. The problem becomes one of treating each unit of land according to its capability and the consequent distribution of both human and animal populations to that level which the land is capable of supporting under proper management.

The land use planner provides for the highest beneficial single use or combination of uses the land is capable of supporting without decline in productivity and deterioration of the land resource base.

It has, therefore, been decided that land resource planning will be a major tool employed in dealing with the medium-term and long-term recovery program of Northern Cameroon. Land use planning would require basic data on the resources of the geographic areas for future development and distribution of human and animal populations for maximum long-term use of the region, while at the same time minimizing the probability of future recurrence of the present degree of devastating conditions caused by sub-normal precipitation. The land capability - land use survey could utilize all existing data which could be converted to a land capability survey with a minimum of field correlation and filling in gaps where they exist.

A joint FAC/AID/GURC land resource inventory/land use classification team began implementing this study in May 1975. It is anticipated that that this six month study will provide the environmental framework for a comprehensive conceptual approach to agricultural development in North Cameroon.

V. Sector Goals and Project Proposals.

A. Sector Goal

The sector goal is to assist the GURC to reduce regional income disparities by supporting activities aimed at small producers which result in increased agricultural production at the highest level sustainable by the land base. Given the dependent relationship between the environment and potential income, an alternate way of stating the same goal is that AID will assist the GURC to arrest and reverse the progressive deterioration of the physical resource base in northern Cameroon in order to promote increased agricultural production by small producers. It should be noted that the emphasis upon small producers not only reflects the congressional mandate, but is also a necessity if land use patterns are to be harmonized with the environment.

Tokenism?

The sector goal is based on the following assumptions:

1. The GURC will continue to place high priority on agricultural development in the north;

2. The GURC and major donors will join in a collaborative effort to improve living standards in the north; and,

3. Agricultural production can be increased in Northern Cameroon in ways that simultaneously improve the plight of the region's low income groups and enhance the resource base.

B. Project Proposals.

The location of production-oriented projects, for either food crops or livestock activities, is dependent upon the results of the land resource study. It would be self-defeating to move prematurely to that stage. At the same time, general constraints and project parameters can be identified and we anticipate being in a position to move rapidly through the stages of project design.

It is the general consensus of all studies of the northern area that integreted rural development programs would provide the optimum means of assuring that complementary land use patterns are developed. It is also the general consensus that the institutional environment is not conducive to this approach. The IBRD, FAC and FED have opted for the creation of additional semi-autonomous agencies. It is our opinion that such approaches further fragment the institutional base and that creative ways of integrating programs without necessarily adopting a single administrative structure should be sought. For similar reasons we have not concurred in the proposal that all AID activities in in north Cameroon be implemented under the rubric of a single project. The fact that we must, and want, to encourage all government bodies to utilize the land resource study means that it is to our advantage to work collaboratively with those Cameroonian agencies concerned with rural development and agriculture. This

means that projects move at different rates through the identification - approval - implementation process and that we should assure that activities and management responsibilities are kept in balance.

There are three general categories of projects under consideration. These are the following:

1. Agricultural or rural development services which are not necessarily geographic-specific. This includes such activities as the Seed Multiplication and Center for Training Farm Families projects which have already been submitted to AID/W for approval. The need for such activities is critical and their existence does not pre-judge the receipt of recommendations from the land resource study.

2. Production-oriented agricultural and livestock activities. The proposed Livestock and Agricultural Development (North Cameroon) project, previously known as North Cameroon Livestock and Land Use and/or North Cameroon Integrated Rural Development, would be the vehicle for undertaking such activities. The project, based on the land resource study, would be developed sequentially beginning with livestock. Livestock would be designed first because the land resource concept has, to date, only been adopted by the Ministry of Livestock and because of the priority

placed on this sector by the GURC in requesting U.S. assistance. Activities would address critical problems in Zone I and II but might involve complementary activities in the under-exploited regions of Zone III. Extension training programs would be a key element of those activities.

3. Resettlement projects aimed at specifically developing the under-exploited resources of Zone III - the area south of the Benoue River. The subzone south of the Benoue represents the last area remaining for agricultural expansion in the region. Population density, about five persons per square kilometer, is low in relation to agronomic potential. A prerequisite for developing separate livestock production projects or for including livestock in the farming system will be an extensive program of tse-tse fly eradication and land use/land capability studies. Fly eradication will be extremely difficult because of the absence of natural barriers to reinvasion, the high rainfall and vegetation cover, and the sizeable and growing game population. Despite the difficulties, the first block of 125,000 hectares in this subzone is scheduled for tse-tse eradication in 1975. This same block is a gazetted hunting reserve and is being surveyed by IBRD as a potential area of resettlement for settlers from the over-populated Margui-Mandala. Although the potential for development is good, national policy as it relates to agriculture, livestock, tse-tse eradication, game, and tourism needs to be clarified as a prerequisite for defining

development projects in the subzone. The program vehicle, if it is accepted, would be the new FY 77 West Benoué Development project.

4. There is a fourth category of project activity which would include rural health, education and infrastructure. Although the need for these complementary activities is clearly recognized, project identification has only recently been initiated. Two new projects are relevant, the relatively small scale PVO - "Rural Health Education" project is a promising initiative. The proposed "Education for Rural Development" project would be a vehicle for further project developments. Infrastructure requirements will most likely be analyzed within the context of specific projects and could include feeder roads, village water development, credit and storage requirements or marketing needs.

Because considerable work has already been carried out in relation to the livestock component of "Livestock and Agricultural Development" (North Cameroon), an annex providing greater detail is attached.

VI. GURC and Other Donor Activities.

The GURC's specific requests for development of the livestock sector in the north and the land resource survey as well as the Seed Multiplication project, Center for Training Farm Families, Rural Health Education, LCBC Livestock, and West Benoué Development projects, is a reflection of the region's continuing high priority in national development plans. This priority reflects not only the government's desire to spread the benefits of national economic growth to all regions of the country and to fully exploit the region's development potential, but also a desire to reinforce the south's links to a region of the country which is ethnically and religiously distinct. Over the past 10 years this priority has been reflected by the construction of the Transcameroon Railroad into the north, improved health and education services, major investments in cotton and rice production, a major program to improve livestock production in the Adamaoua region, and other activities.

Agricultural development of the Northern Province has been influenced by two institutions which provide extension, marketing and input supply services: the Compagnie Française pour le Developpement des Fibres Textiles (CFDT), a French parastatal body, and the Secteur Experimental de Modernisation Rurale du Nord Cameroun (SEMNORD) under the Ministry of Agriculture. CFDT, now known as SODECOTON, is concerned mainly with cotton promotion; its extension officers

also receive some training in foodcrop extension. SEMNORD is supposed to deal with all other crops of the farming system. Both sell work oxen, ox equipment and other inputs on cash and credit to farmers.

Coverage of the two services compares as follows:

		SEMNORD	SODECOTON
Total number of field agents		203	1,000
Cultivators per field agents		1,400	150
Ox plows sold on cash and credit since 1969		3,395	10,585
Fertilizer distributed (71/72)		neglible	380 t
Seed distributed	Groundnuts	1,000 t	-
	Cotton	-	4,500 t
	Sorghum	113 t	-
	Maize	2 t	-
Credit repayment for ox equipment (1969)		67%	99%

SODECOTON'S field staff is estimated on the basis of its target of one field agent for 100 ha cotton. It should also be noted that credit repayment performance has since dropped to 79% as a result of the drought. The noteworthy feature, however, is that SODECOTON has a well trained service staff and a high extension density. In contrast, SEMNORD has a thinly spread and poorly trained extension service, heavily involved in marketing, input distribution and credit collection. While cotton remains the

leading cash crop for the North, and other crops benefit to some degree from the residual effects of fertilizers and plowing, there is a danger that the strong emphasis on cotton could lead to insufficient production of foodcrops.

SEMNORD[1/] had FED financing for a 1965-71 groundnut program, with CFAF 260 million going into research, price supports, storage, vehicles, seed treatment, and subsidy for ox-cultivation equipment. Production of groundnut oil, however, has run into difficulties, as it has to compete with cheaper cottonseed oil. Further research by IRAT has produced improved confectionary groundnut varieties (GH 119-20) yielding 2,000 - 3,000 kg./ha of unshelled groundnuts under intensive cultivation. With a CFAF 8 million grant from FAC, SEMNORD started an initial production and multiplication program. Of 300 tons produced in 1972, 200 tons were retained for seed. As export prospects appear good, production of confectionary groundnuts should be encouraged in suitable zones.

SODECOTON is a parastatal organization with the purpose, as indicated by its name, of promoting cotton production. It is responsible for all aspects of cotton production, from developing superior seed stock through assisting the farmers in growing cotton to processing and selling the final products. The heavy government representation

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1/ SEMNORD was abolished in August 1973.

on SODECOTON's board of directors has resulted in a broadening of its interest from cotton to other crops in the crop rotation of cotton farmers. Thus, SODECOTON has multiplied, distributed, and helped the farmers grow some sorghum and peanuts in the past year. To carry out its extension work with farmers SODECOTON has formed a highly trained extension force selected according to rigorous standards and trained under a strenuous one year program that features ample amounts of hard work in the fields, as well as formal instruction.

In anticipation of increased yields, and consequent marketing and storage problems, the Office of Cereals was established by Presidential Decree in May 1974. The UNDP is sponsoring a project to help the Office establish a marketing and storage system. Basically, the Office is overseen by an interministerial board of directors, and is charged with creating a reserve stock and stabilizing prices. Price levels are fixed by the Ministry of Commercial and Industrial Development based on proposals made by the Office. Operations are just now getting under way.

The ONAREST station at Maroua is in charge of producing foundation seed and for purchasing, developing, and maintaining stocks of breeder seed. The station is an operational arm of the Cereals and Textiles Institute of the National Office for Scientific and Technical Research. The Institute has been made responsible by Presidential Decree for cereals crops research, including the

development of improved seeds and approved cultural practices relevant to the growing of the crops. Once it has developed an improved seed or method of cultivation the Institute is to turn over the item without charge to the appropriate agency for use among the populace at large.

The Mission for the Development of Food Crops (MIDEVIV) is responsible, under a directive of 31 January 1975, for multiplying the seed and establishing a program for disseminating the seed and other inputs to the farmers. MIDEVIV has a staff attached to the office of the provincial delegate for agriculture in Garoua. This staff has an independent revolving fund that receives funds by means of regular obligations from the national government's operating budget, special subventions from the national government, borrowings, interest on loans and sales of various items, including seeds. The fund is operational.

Ranking third among cash crops in the North, rice production is being increased by the SEMRY project at Yagoua. Utilizing pumped water from the Logone river, this project aims at cropping 4,300 ha in the wet season and 2,000 ha in the dry season, giving an annual production of 27,000 tons of paddy. The yield potential is good, given good management: 4,000 - 5,000 kg./ha in the dry season and 3,000 - 4,000 kg./ha in the wet season. Any further expansion would require additional water from the Logone river. Subject to negotiations with Chad, the GURC estimates that water

resources may be made available for another 2,000 ha. More precise cost data are likely to become available at the end of the 1973/74 season. However, irrigated rice has rather high production costs, and will have to compete in future with rainfed rice, for which there seems to be ample potential in the West and South of Cameroon. Expansion of this project would, therefore, depend on relative costs and the availability of market outlets in North Cameroon and neighboring countries.

There is a possibility of promoting rainfed rice production in the North on about 200,000 ha of sol harde (hardened alluvial) soils, which are flooded during part of the year. Preliminary experiments by IRAT yielded 2,500 - 3,000 kg./ha of paddy after three years of cropping during the wet season. These results are promising, especially considering the low inputs required.

Two ongoing resettlement projects aim at moving people from over-populated mountain areas[1/] into the more fertile surrounding plains: the Perimetre de Colonisation de Daulo-Gane near Mora, financed by FED, and the Operation FAC/Plan Guider. Both projects have settled some 2,000 families. These projects are called "integrated" projects: they provide basic services, both infrastructural (roads, wells and soil conservation) and agricultural, for cotton as well as food crops. Several agencies have extension staff working in the project area; however, the abundance of land has

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1/ J. Boutrais "Une Enquete Agricole sur un perimetre de colonisation" (Nord Cameroun). P. 16.

had a retrogressive influence, as peasants switch from intensive cultivation to extensive methods with no land preparation.[1/]

A more comprehensive and intensified effort is planned in the new North East Benoué project, which will be undertaken with FED assistance. Targets are ambitious, as the project lies in an area with good agricultural potential. A 13-fold increase is foreseen for cotton production, and six-fold for groundnuts. Basic services will be provided by SODECOTON and research reoriented toward promotion of balanced farming system; otherwise, this project may run the risk of not realizing its full potential for alternative crops such as groundnuts, maize and possibly others, plus livestock.

The so-called Lagdo scheme, now at the feasibility study phase, has a vast potential for rural development. With Chinese assistance, Government is undertaking a dam project for the Benoué, southeast of Garoua. The assumed storage capacity would be sufficient to irrigate about 200,000 ha. According to preliminary estimates, at least 50,000 ha would be suitable for irrigation, open to the possibility of growing rice, sugarcane, and fresh vegetables, especially tomatoes which might be air freighted to Europe in the off season. Considering the scope of this scheme, a detailed action program is necessary, so it is important to complete the necessary soil surveys, market surveys and pilot experimentation, if possible through pumping from the Benoue river. This project could absorb a large number of families from the overcrowded areas.

1/ J. Boutrais "Une Enquete Agricole sur un perimetre de colonisation" (Nord Cameroun). P. 16.

Livestock investments have been relatively few. The Society for the Development of Animal Production (SODEPA) was formed by the Government of Cameroon in 1974. Its objective is to promote cattle production and marketing in the south central and western production and marketing regions. It will be the implementing agent for the recently approved IBRD loan of $11.3 million in support of livestock development. Activities supported by the loan include:

1. Credit facilities and technical assistance to 35 mixed farmers and 115 settled grazers (Bamenda and Adamaoua);
2. Eradication of tse-tse in about 800,000 ha. and control of the southern advance of G. morsitans into Central Cameroon;
3. Establishment and operation of three government-owned 20,000 ha. ranches;
4. Construction of slaughter houses in Douala and Yaoundé and assistance to retail meat marketing;
5. Training of ranch and slaughter plant managers, animal production - extension officers, credit officers, and tse-tse fly extermination and survey teams;
6. Preparation of a second stage project for livestock development which will include measures to ensure the effective use of areas cleared of tse-tse flies, expansion of credit facilities to the traditional sector and continuation of tse-tse fly eradication.

There are two principal livestock research stations in Cameroon - the Bambui Station in the western highlands and the Wakwa Station on the Adamaoua Plateau. Both stations have the necessary facilities and senior staff for basic production and breeding research programs for the south production region. Senior research staff at Bambui are Cameroonian, those at Wakwa are expatriate.

The Bambui Station is considered to be part of the FAC supported I.E.M.V.T. research network. It has been conducting trials on the dairy production characteristics of African breeds of cattle and pasture/forage related trials for the highland environment. In June of last year 21 head of Holstein and Jersey heifers were imported as a gift of the U.S.-based "Heifer Project Incorporated." Although climatic conditions should not prevent the successful introduction of exotic cattle, the new introductions are said to be suffering from a number of adoption related problems and probably tick and respiratory disease. Introduction of exotic dairy cattle, particularly to small farms, while technically feasible, will face many management and marketing related problems.

The agrostological and genetic research at Wakwa has also been supported by IEMVT, but the breeding herd is maintained by the Ministry of Livestock. The breeding program at Wakwa has included the development of the Wakwa breed, a cross between American Brahman and local Adamaoua and Red Fulani breeds. Recently,

crosses of other exotic breeds, including Charolais and Black Angus, have been made. The crosses (including the Wakwa) have suffered considerable problems with striptothricosis. It is clear that selection among the local breeds is the preferred breeding program for beef production given their greater tolerance to local conditions. Both stations have conducted various cattle feeding trials using locally available forages and agricultural by products.

In 1973, the Ministry of Livestock constructed a new research station at Louggere - Fulbe, located near Guider in North Cameroon, a mixed farming area. Basic infrastructure of senior staff housing and treatment facilities have been constructed. The Ministry plans to use this center to support mixed farming activities, including the training of farmers in ox-cultivation and related fodder and pasture production and to use the breeding herd to multiply steers for sale as oxen. This kind of development activity represents the highly realistic view of the Ministry that if cattle production is to continue in this region, it must become more closely integrated into the agricultural system. A senior project manager and an agronomist are to be provided by FAC. Some 3,000 ha. are available at the station and an initial herd of 160 Shua Arab cattle have been purchased as the foundation herd.

Less important livestock research stations are the Kounden Livestock Investigation Center for sheep and Ndama cattle and the National Advanced School of Agriculture for Brown Swiss, Ndama - Wakwa crosses and forest sheep.

The National Office for Scientific and Technical Research (ONAREST) was created in June 1974. Its objective is to coordinate all research conducted within Cameroon. Of the nine institutes within ONAREST, three have elements related to development in the North:

1. Institute of Social Science Research - social and economic research.
2. Institute of Forestry and Land Fisheries Research - forestry management.
3. Institute of Zootechnique, Pastoral and Veterinary Research - veterinary medicine agrostology and livestock husbandry. (Formerly I.E.M.V.T.).

The UNDP has also financed a major ground-water survey in north Cameroon. The results of this survey will be relevant for both crop production and livestock activities.

VII. Proposed Course of Action

A series of project proposals and funding requests related to development of North Cameroon are included in the FY 77 ABS submission. These include the following:

Project	Period	Funding
North Cameroon Seed Multiplication	FY 76 - FY 81	$ 1,673
*Center for Training Farm Families	FY 76 - FY 79	$ 1,441
Livestock and Agricultural Production (North Cameroon)	FY 76 - FY 81	$10,000
West Benoué Development	FY 77 - FY 81	$ 2,152
LCBC Livestock[1/]	FY 71 - FY 77	$ 1,400
*Rural Health Education	FY 76 - FY 80	$ 469

All project papers for FY 76 activities have been submitted to AID/W with the exception of Livestock and Agricultural Production. Due to our inability to field a design team until after the rainy season, we anticipate forwarding the revised PRP in December, 1975, and the PP in March, 1976.

A revised PP for LCBC livestock will also be drafted during November - December, 1975.

A request for a design/feasibility team for West Benoué Development has been made in anticipation of completing the PRP by October 1975.

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* PVO projects.

1/ Included in the CDO/Chad submission but incorporated here because of the geographic location of project activities in the Serbewel sector of Zone I in North Cameroon.

It is our hope that this concepts paper provides sufficient detail regarding our strategy, programmatic approach and analytical methodology to facilitate the identification design and approval of these, and subsequent, projects. If a consensus does not exist, this paper has attempted to set forth our strategy in sufficient detail and clarity so that it can establish a base for a continuing dialogue among AID, GURC and other donors.

NORTH CAMEROON CONCEPTS PAPER

Annex A: Planning Parameters for the livestock component of "Livestock and Agricultural Production" (North Cameroon)

I. GURC Livestock Development Strategy

The main objective of the Government's livestock plans is to satisfy Cameroon's beef requirements through increased domestic production; a subsidiary objective is the improvement of slaughter facilities in the interest of hygiene and the minimization of waste. As a first stage of development, the Government intends to develop the subsector in areas of high pasture production potential, where pastoral development will not conflict with crop production. In pursuit of its subsidiary objective, the Government plans to provide modern slaughter facilities at Yaounde and Douala.

The Government's primary strategy is to encourage production by private graziers and farmers. At present cattle production has almost reached its full potential under the existing constraints of the low cost extensive grazing system practiced by most cattle owners, and the limitations on grazing areas imposed by tsetse-fly infestations. The Government plans, therefore, to assist producers in two important ways; first by helping progressive farmers and graziers to intensify their production methods, and secondly by safeguarding grazing lands for livestock through tsetse-fly extermination campaigns. Means for intensifying production by private graziers and farmers have been proven elsewhere in Africa. It is essential that their introduction on any large scale in Cameroon should be preceded by a sufficiently large program of pilot operations to test and determine technical parameters and financial returns as well as livestock owner responses.

For more than 20 years, tsetse-fly extermination has been carried out successfully in Nigeria, including areas bordering on Cameroon. The Government appreciates that similar programs are needed in Cameroon to check the advance of tsetse-flies into trypanosomiasis-free areas, and to release the new pasture lands that are essential for any substantial long term increase in cattle production.

While the GURC's primary strategy is to assist private graziers and farmers, it recognizes that changing production systems will involve risks and that innovations will need to be tested and demonstrated before they would be adopted by large numbers of pastoralists. For this purpose, the Government plans to complement its direct assistance to the private sector by developing a small number of state-owned ranches. In addition to testing and demonstrating new cattle production systems, these ranches would aim to produce good quality breeding and fattening animals for stocking private ranches and farms. Moreover, the technical experience gained on these ranches would provide a sound base for the development by the private sector of areas cleared from tsetse-flies. The major IBRD project will support the GURC's strategy by financing development of private ranches and farms, by developing three state-owned ranches that would be readily accessible for demonstrations to most pastoralists in the leading cattle producing areas of Cameroon, by exterminating tsetse-flies from an area that would provide grazing for herds of up to 1,000 pastoral families, and by improving slaughter facilities.

Within this context in June 1974 the Cameroonian Minister of Planning asked the US to assist the GURC in the modernization of the livestock sector to the north of the Adamoua Plateau, i.e. north of the IBRD project. Citing the effects of the drought on the traditional livestock producers, the Government indicated that new methods of animal production - such as ranching and mixed farming - should be introduced in the north to maintain the importance of livestock in the north and to guarantee an increased income for the livestock producers in the area. As a first step the Minister asked AID and FAC to review a draft terms of reference for a study of the livestock sector in North Cameroon and to finance the study. Subsequently AID technicians in concert with FAC officials expanded upon the Cameroonian's terms of reference and are now preparing to field a joint team to carry out the study in early 1975. AID will also finance a detailed land use study and resource inventory of North Cameroon in order to provide the basis for future government land-use and project planning (for both livestock and crop production).

II. AID Strategy

The strategy is to develop plans resulting in expanding present land capability to support the human and animal population at a sustained high level. This implies the design of long-term plans for the economic development of natural resources in accordance with their capability to produce food, timber, fuel, fiber, water, and recreation at a sustained high level. The development of national infrastructure to allow human, animal, and plant resources to express themselves in terms of production is also critical to the long-range economic utilization of replenishable natural resources.

The strategy of the approach is to conduct a baseline survey of land, water, livestock, economic and social aspects of Northern Cameroon from which two reports will be prepared.

First, a preliminary report from the land resource team, following which identification and project design can be undertaken on pilot models for intervention in the range/livestock industry of Northern Cameroon.

Second, a more comprehensive report with accompanying maps which would allow sound policy decision and development planning for a long-range program to expand present land capability to support the human and animal population of Northern Cameroon at a sustained high level.

The joint AID/FAC/GURC livestock design team would have two objectives:

1) The development of a long-term livestock strategy for North Cameroon based on a determination of principal constraints and development potential. The recommended development program would describe objectives which could be obtained over a 5 and 10 year period. The livestock development program would be aimed at correcting limiting constraints in the five basic production phases-breeding, nutrition, husbandry, health and marketing.
2) The recommendation of a series of project activities which would lead toward achievement of the objectives stated in the development program.

III. Known Constraints

There are several basic constraints to increased livestock production in Northern Cameroon. The most serious and formidable constraint is the availability of land for grazing. With the gradual expansion of cropping and the decreasing quantity and quality of forage (accelerated by the drought), the carrying capacity of the land has diminished. Means must be found to arrest ecological deterioration of land suitable for grazing and to transform heretofore extensive grazing systems into more intensive systems (rotational grazing, reseeding, water development, community grazing reserves, etc).

South of the Benoue River, considerable land with agricultural potential remains in escrow due primarily to the presence of tsetse. The forthcoming land-use study should determine what portion of the land would be best used for livestock production. Eradication of tse-tse in this area might provide considerable opportunity for increasing livestock production and relieving animal pressure on the land to the north.

Traditional livestock husbandry practices are a related constraint. With improved husbandry and animal nutrition, calving rates could be increased, calf and adult mortality decreased, offtake and steer weight at slaughter augmented. Agricultural by-products such as cottonseed cake, peanut meal as well as salt and mineral supplements might be economical additions to animal diets.

A third major constraint is animal health. While CBPP and brucellosis are major health problems in the north, trypanosomiasis is the major health-related constraint to livestock production.

In the region, the area north of the Benoue River has largely been cleared of tse-tse in recent eradication campaigns carried out in cooperation with small programs in Nigeria. The area south of the Benoue, as previously noted, remains to be cleared. However eradication will be progressively more difficult and risky as programs move from north-to-south. The vegetation is more suited to tse-tse, there are not suitable locations for tse-tse barriers and the game parks and reserves create natural fly and tse-tse havens. A national policy related to the complex of issues - game, tourism, cattle and settlement - is yet to be defined. Such policy definition would be greatly assisted by studies of land use/land capability which would take into consideration alternative land use claims and systems of agricultural/livestock production.

For the north region, two tse-tse fly eradication field units with spray equipment, transport vehicles and one road grader are available. Six additional technicians are being trained. Additional equipment will be required for any expanded program in the area south of the Benoue River.

A fourth major constraint is the limited institutional capacity of the livestock service to deal with major livestock problems in the north. The region is greatly understaffed and existing personnel have little training in subject matters other than animal health (range management, livestock production, soil conservation, etc.). Assistance is required in upgrading local training institutions and providing supplementary training (third country training in Africa) for middle and upper level cadre. In addition the livestock service needs to find new improved ways of providing livestock extension services to both sedentary and migratory herders in the region.

Finally, a fifth major constraint is marketing. Marketing is, perhaps, the most complex and difficult of all and will be a major factor in dealing successfully with the other constraints cited above. The present marketing system is traditional; variable among ethnic groups, of which there are many; devoid of recorded transactions; and generally is such as to not encourage, in and of itself, the evolution of livestock production from traditional customs to the modern economic sector.

IV. Concerned Institutions

The Ministry of Livestock and Animal Industires was created in 1972 and has directorates of veterinary services, livestock production, sea fisheries and a secretariat general which, besides administrative and related tasks, is charged with coordinating research and training activities and in formulating development programs and projects in collaboration with the Ministry of Planning and Territorial Development.

While the Ministry's staff in the north is adequate in size and training for a traditional animal disease control program it is not adequate to implement a major development-related program without substantial technical assistance. However, AID will probably choose to work through the Ministry's structure, improving its capabilities gradually over time through training and technical assistance rather than create an automonous parastoral organization to implement the program in the North.[1/]

1/ SODEPA (Society for the Development of Animal Production) was formed in 1974 to implement the IBRD project in the south.

The Animal Health Division provides free vaccinations and treatment and is staffed by 16 veterinarians (mostly Cameroonian), about 65 veterinary assistants (technical school level), 110 animal health assistants and 70 innoculators. Staff shortages exist for field veterinarians to supervise subordinate staff. In 1972, CFAF 50 million ($200,000), about CFAF 20 (8 cents) per animal, was allocated for disease control of which 80 percent was spent in the Adamaoua zone alone. The efficiency of the Division could be improved by increasing funds available for field staff, drugs and transport.

The Animal Production Division was created in 1973 with responsibility for animal production, marketing, processing and extension services. Livestock extension activities are essentially non-existent.

Veterinarians have training abroad in Belgium, France, USSR and the United States. In 1975 some will be trainedin Senegal. Training for animal health assistants is provided at the Centre National de Formation Zootechnique et Veterinaire (C.N.F.Z.V.) at Maroua which graduates 20 "nurses" (post primary education) every two years. The CNFZV receives staff support from FAC and the French Volunteer Program. Veterinary assistants (post brevet) are no longer trained because of their poor performance in the field in vaccinating and simple record keeping. Veterinary nurses may now be upgraded after five years of field experience to the assistant category following a competitive examination.

The present staff, while adequate in numbers and training for routing epidemic disease control, is not adequate for expanded programs of extension activities,

tse-tse eradication, range management and other development related activities. Executive junior staff do not receive additional formal training before promotion although such training is planned. The suitability of existing USAID technical bulletins (in French) as self-training manuals for junior staff should be investigated. Training for middle level needs could be assisted by scholarships for training at the proposed Mali Range Livestock School or at Mando Road school in Kaduna, Nigeria. Animal husbandry and development officers are now being drawn from graduates of the National Advanced School of Agriculture at Yaounde. But upper level staff are lacking in range livestock production, ruminant nutrition, entomology and soil conservation - land use planning.

The implementation of specific development projects will require a training component in most if not all of these specialized areas.

V. Preliminary Program Recommendations

The potential for the development of the livestock sector in Cameroon is a substantial one. There have been few development projects by donors in the sector prior to the recently approved IBRD loan yet there are large areas which could be developed for grazing or where production could be intensified. On the other hand, there are also large areas where overgrazing is a severe problem which threatens the long-run ability of the land resource to support a growing population.

The livestock sector recommendations center on the portion of North Cameroon lying north of the Adamaoua Plateau. The reasons for this focus are related

to the recent request by the Ministry of Livestock for specific development assistance in this priority region adversely affected by the drought but for which adequate trained staff are not available for development-related activities.

Identification of specific production-related activities is handicapped by the absence of comprehensive land use and livestock development plans, wide variability in soils, topography, rainfall, population density, extent of overgrazing, and production/management system. The prevailing patterns of livestock ownership coupled with crop production have favored the development of ox-cultivation and enhance the possibilities and success of programs to strengthen and improve the association of livestock with food production.

Sub-regional development priorities differ substantially depending upon present production patterns and the intensity of agricultural cropping and grazing use. In the Serbewel division and the central portion of the region, severe overgrazing is evident over large areas. The range/pasture resource is deteriorating and crop yields are said to be declining. Programs must focus upon relieving grazing pressure by the closer integration of crops and grazing and, where necessary, possible establishment of community grazing reserves as a soil and water conservation measure. A broader approach to development assistance in the LCBC Serbewel sector to include range/pasture management and crop forage production seems desirable.

Given the existing cropping and livestock ownership patterns, rural development programs which include assistance to both crop and livestock enterprises on individual farms and communities are required.

In Zone I, development of wet and dry season grazing areas with appropriate grazing management plans. Possible areas would include the Yaeres and adjacent wet season grazing areas should be considered. The program would include water development to implement the grazing management plan and possible reseeding of wet season grazing areas with Andropogon gayanis. The areas to be reseeded would be treated with an offset disc range pitting machine and the grass seed broadcast just prior to the rainy season. Improved animal production through breeding, nutrition, husbandry, health and marketing functions would be essential components.

In Zone II, creation of grazing reserves in connection with village livestock producers should be considered. The Ministry of Livestock has conducted a survey of possible sites for creation of grazing reserves. The reserves would be reseeded to Andropogon gayanus and protected from burning with water development in accordance with a grazing management plan. The program should encourage the production of fodder crops and feeding of livestock on crop residues. Improved livestock production programs through breeding, nutrition, health, husbandry and marketing would be essential components.

In Zone III, opening "new" lands by eradication of tse-tse fly south of the Benoue River should be considered. Four models of livestock production should be considered:

1. Mixed farming with ox cultivation and production of fodder crops for fattening livestock. The IBRD has done a preliminary reconnaissance regarding the implementation of an Integrated Rural Development Project in the districts of Poli and Garoua (known as West Benoue).

2. Growing fattening ranches where immature animals are moved from the north and middle zones for fattening.

3. Dry season grazing units in connection with wet season grazing units, north of the Benoue River.

4. Year-long grazing of livestock in a breeding/growing/fattening operation.

In these less intensively used areas, such as those south of the Benoue and Mayo-Kebi Rivers, and certain flood plain areas, land use surveys are required as an aid to choosing between alternative land uses which include conservation of water and grain, mixed farm development and grazing reserves. Additional prerequisites for development include tse-tse eradication and a coordinated national policy related to game, hunting, tourism, livestock and crop production in these areas. The development of pilot integrated rural development zones and a livestock sector program in support of specific development activities to include tse-tse eradication, water development and conservation of land and grazing resources are recommended.

VI. Specific Areas of Potential Assistance Requirements

1. Provision of technical staff for project planning design and implementation.

2. Training necessary Cameroon technical staff.

3. Assist in equipping, staffing and operation of the Livestock Development Center at Lugene Fulbe.

4. Assist in equipping, supplying commodities and operational funds of the tse-tse eradication teams.

5. Assist in equipping and supplying of operational funds for a water development unit.

6. Assist in development of physical facilities on range livestock project areas.

7. Assist in equipping and operation of the reseeding program.

8. Assist in equipping, supplying and operation of the Animal Health Program.

9. Assist in obtaining credit for expansion of the program in a second phase.

DEPARTMENT OF STATE

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NORTH CAMEROON LIVESTOCK AND AGRICULTURAL DEVELOPMENT

AIDAC

CONCEPTS PAPER: ANNEX B

E.O. 11652: N/A
SUBJECT:PRP AND PROJECT PAPER FOR NORTH CAMEROON INTEGRATED RURAL DEVLOPMENT (LIVESTOCK AND LAND USE)

1. PRP SUBMISSION REVIEWED BY AID/W ON MARCH 5, 1975. REVIEW COMMITTEE NOTED THAT SUBMISSION DOES NOT CONTAIN MANY OF THE ELEMENTS OF STANDARD PRP FORMAT AND THAT INFORMATION REQUIRED FOR INCLUSION OF THOSE ELEMENTS WOULD BECOME AVAILABLE ONLY DURING WORK OF LAND AND RELATED RESOURCES SURVEY TEAM AND PROJECT DESIGN TEAM BEGINNING IN MAY.

2. THEREFORE, SUGGEST THAT FOR PRESENT FIELD PREPARE PROGRAMMATIC CONCEPTS PAPER FOR SUBMISSION AID/W MID- MAY. PAPER WOULD DRAW UPON ABERCROMBIE TERMS OF REFERENCE, PRP SUBMISSION, AND COMMENTS MARCH FIFTH REVIEW (HAND CARRIED BY BAHL/JOHNSON). CONTAINING AS MANY ELEMENTS OF PRP AS POSSIBLE, PAPER WOULD FOCUS ON OUTLINE OF PROGRAMMATIC APPROACH WHICH, BRIEFLY, IS ANALYTICAL DESCRIPTION OF PROJECT AREA, IDENTIFICATION OF PROJECT NEEDS OF THE AREA, PARAMETERS OF AID INVOLVEMENT, SEQUENTIAL DESIGN OF SERIES OF PROJECT ACTIVITIES TO MEET THOSE NEEDS, AND CONTINUING ANALYSIS WHICH REFINES IDENTIFICATION OF NEEDS AND LEADS TO FURTHER DESIGN OF ADDITIONAL PROJECT ACTIVITIES. PAPER SHOULD INCLUDE METHODOLOGY OF CARRYING OUT ANALYSIS OF RESOURCES AVAILABILITY AND USE. SHOULD ALSO CONTAIN ULTIMATE PROJECT GOAL AND ILLUSTRATIVE OBJECTIVES, OUTPUTS, AND INPUTS WHERE POSSIBLE, AND RELATION TO OTHER DONOR ACTIVITIES. THOSE READING PAPER SHOULD BE LEFT WITH CLEAR UNDERSTANDING NEED FOR ACTIVITY IN AREA, DEVELOPMENT PRIORITIES, AND HOW PROGRAMMATIC APPROACH WILL LEAD TO APPROPRIATE PROJECT ACTIVITIES. PURPOSE OF PAPER IS PROVIDE APPROPRIATE GUIDANCE TO ALL INVOLVED IN PROJECT ACTIVITY ANALYSIS AND DESIGN AND TO GAIN NECESSARY BUREAUCRATIC SUPPORT.

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FORM FS-412
REV. 6/73

DEPARTMENT OF STATE

TELEGRAM

3. FURTHER SUGGEST THAT RDO/YAOUNDE CONSIDER POSSIBILITY FINAL PREPARATION PRP THIS SUMMER AT POINT WHERE STUDY TEAMS PRESENT THEIR INITIAL FINDINGS AND RECOMMENDATIONS FOR PROJECT ACTIVITY TO GURC. PRP COULD THEN BE REVIEWED AID/W IN AUGUST WITH FINAL PROJECT PAPER TO BE PREPARED FOR REVIEW BY LATE FALL. WE WOULD TRY MAKE AID/W DESIGN PERSON AVAILABLE TO ASSIST PRP PREPARATION SHOULD RDO/YAOUNDE DECIDE THIS APPROPRIATE.

4. ADDITIONAL COMMENTS RAISED DURING MARCH FIFTH REVIEW INCLUDE:
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A. NEED TO INSURE THAT PRODUCTION ACTIVITIES NOT LIMITED TO LIVESTOCK IN VIEW ECOLOGICAL/ENVIRONMENTAL PROBLEMS OF AREA AS COMPLICATED BY RECENT DROUGHT.

B. NEED FOR AREA PLANNING EXPERTISE ON PROJECT DESIGN TEAM TO EXAMINE PHYSICAL AND SOCIAL INFRASTRUCTURE IN THE LAND, ANIMAL AND HUMAN RESOURCE SETTING.

C. RECOGNIZING AND ACCEPTING UNDERSTANDINGS ALREADY REACHED WITH GURC, WOULD BE DESIREABLE TO DELAY ARRIVAL DESIGN TEAM UNTIL SURVEY TEAM FURTHER INTO ITS WORK.

D. NEED TO INSURE COORDINATION ACTIVITIES COMMON TO PROJECTS, FOR EXAMPLE, EXTENSION TRAINING UNDER THIS PROJECT AND NORTH CAMEROON SEED PROJECTS.

E. EXPENSE AND HEAVY INSTITUTIONAL DEMANDS OF TSE-TSE ERADICATION REQUIRES CAREFUL ECONOMIC ANALYSIS OF CONTROL/ ERADICATION ACTIVITIES BE INCLUDED IN FINAL PROJECT DESIGN.

F. NEED TO HAVE ADEQUATE ANALYSIS OF GROUP AND SOCIAL DYNAMICS IN PROPOSING VILLAGE OR TRIBAL GRAZING ACTIVITIES WHICH INCLUDE LIMITING ANIMAL UNITS TO THE CARRYING CAPACITY OF THE RANGE AND DESTOCKING.

5. RDO/YAOUNDE COMMENT DESIRED. INGERSOLL
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II. RESEARCH OPPORTUNITIES

A. AGRICULTURAL SECTOR

One of the key problems facing Cameroon's development efforts is a lack of benchmark or baseline data originating at the farm level. Programs and projects should be designed with the interests and aspirations of the small farmer and rural populace in mind; however, decisions on projects are often made without the benefit of the small farmers' direct perceptions. RDO/Yaounde recognizes the problem and has called attention to it in one of its reports on research opportunities in the area which was submitted during 1974. AID research contracts with U.S. universities and other institutions do not, however, typically seem geared to this problem. Perhaps what is needed is practical farm management studies, the kind that farm extension agents conducted in the U.S. prior to the birth of the computer age and linear programming models; however, we view this as a second step after completion of the basic studies. The average planner in Cameroon who will utilize the data from such studies will probably have never seen a linear programming model.

The problem above has also been recognized by government agencies interested in developing workable programs. For instance, FONADER, the National Rural Development Fund, which is charged with implementing a credit program aimed at the rural sector, found it difficult, if not almost impossible, to assess the credit needs of applicants, as they did not have any data upon which to analyse a credit request. Consequently a lot of their initial requests are probably overfunded while others are underfunded. RDO/Yaounde has provided informal assistance in developing farm budgets and input/output data. This data is currently being used by this organization but is based upon farm studies conducted in other African countries rather than in Cameroon. However, while these data are the best available at this time, it is mutually recognized that the primary need is for data that are more specific and in the Cameroonian context. In

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addition there is little data on rotational systems, cropping patterns and the best utilization of these on fragile tropical soils. It would appear that the University consortium concerned with tropical soils under a 211-D Grant from AID could offer some assistance in this area, since their technical capacity lies in practical farm systems for tropical soils, savannah ecology, conservation and protections of tropical soils and soil fertility, and are in line with what we envisage.

The time constraint is recognized by RDO/Yaounde in that, ideally, a good study is time-consuming and requires frequent farm visitation and consultations. On the other hand there are studies that are based upon recall that cannot be completely discounted. There are pros and cons for both methods; however, from this vantage point baseline data are exactly that, data from which one can establish a point of departure.

Other areas in which centrally-funded research institutions could engage are those concerned with water resource management. At present the Government of Cameroon is putting forth an effort to develop the northern part of the country. This is an area that has one of the lowest per capita incomes in the country, a scarcity of water resources and an economy that exists on very fragile tropical soils. Though a large part of the area falls within the sudano-sahelian zone, there, nevertheless, are some large river basins which present substantial development potential.

B. Health Sector

Within the Health Sector, as in all sectors, there is a critical lack of basic information concerning morbidity, mortality, nutrition

status, demographic characteristics, health facilities and personnel, traditional medicine, etc. While the main contribution AID should make in response to this institution is to help build the capacity to collect and maintain this data in the health infrastructure, certain specific areas of research might be carried on under direct AID support. These include:

1. Cost-benefit Analysis of Alternative Combinations of Preventive Medicine and Curative Medicine Programs.
2. Economic Evaluation of Rural Populations' Ability to Contribute to Support of Own Health Delivery System.
3. Analysis of Legislative and Political Environment Influencing Implementation of Title "X" Projects.
4. Evaluation of Infertility and its Relationship to Attitudes Toward Title "X" Services.
5. Effectiveness of Mass Media Use in various Health Education Efforts.
6. Analysis of Countless Traditional Medicines vis-a-vis Alleged Pharmacological Effects.
7. Comparative Analysis of Urban and Rural Health Status.

The Health Sector offers a virtually limitless opportunity for basic research in which priorities are best set by the LDC's. AID's best input will be helping create the expertise required to respond to recognized research priorities.

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table--1

Fiscal Year 1976[1/]

($000)

	FN	PH	EHR	SDP	BR	TOTAL
ON-GOING GRANTS--REGIONAL						
National Advanced School of Agriculture 625-11-110-530	310					310
Regional Public Health Training 625-11-540-510		260				260
University Center for Health Sciences 625-11-550-531		1,654				1,654
Training for Project Design and Management 625-11-790-905			770			770
Sub-total	310	1,914	770			2,994
New Grants--REGIONAL						
NONE						
TOTAL	310	1,914	770			2,994

1/ No Obligations planned for Interim Quarter

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table--2

Fiscal Year 1976[1/]

($000)

	FN	PH	EHR	SD	DR	TOTAL
On-going Grants--Cameroon						
North Cameroon Rural Health Services 631-11-590-201		95				95
Sub-total		95				95
NEW GRANTS--Cameroon						
North Cameroon Seed Multiplication 631-11-130-202	655					655
Center for Training Farm Families 631-11-XXX-XXX	493					493
Livestock and Agricultural Development (North Cameroon) 631-11-XXX-XXX	435					435
Cameroon Low Income Housing 631-11-830-203				319		319
Sub-total	1,583			319		1,902
TOTAL	1,583	95		319		1,997
PL-480 (Cameroon) (non-add)						
Title I	---					---
Title II	(130)					(130)

1/ No Obligations planned for Interim Quarter

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table--3

Fiscal Year 1976[1/]

($000)

	FN	PH	EHR	SD	DR	TOTAL
On-going Grants--C.A.R.						
NONE						
New Grants--C.A.R.						
Seed Production Center (C.A.R.) 676-11-130-XXX	221					221
Rural Village Wells 676-XX-XXX-XXX					500	500
TOTAL	221				500	721
HIG					---	
PL-480					---	
On-going Grants--Gabon						
NONE						
New Grants--Gabon						
NONE						
HIG					(5,000)	
PL-480					---	

1/ No Obligations planned for Interim Quarter

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table--4

Fiscal Year 1977

($000)

	FN	PH	EHR	SD	TOTAL
ON-GOING GRANTS--REGIONAL					
National Advanced School of Agriculture 625-11-110-530	150				150
University Center for Health Sciences 625-11-550-531		842			842
Training for Project Design and Management 625-11-790-905			460		460
Sub-total	150	842	460		1,452
NEW GRANTS--REGIONAL					
Rural Development Analysis and Training 625-11-XXX-XXX			800		800
Accelerated Rural Learning (C.A.R.) non-add			(50)		(50)
Sub-total			800		800
TOTAL	150	842	1,260		2,252

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table-5

Fiscal Year 1977

($000)

	FN	PH	EHR	SD	TOTAL
ON-GOING GRANTS--Cameroon					
North Cameroon Seed Multiplication 631-11-130-202	312				312
Centers for Training Farm Families (PVO)	316				316
Livestock and Agricultural Development--North Cameroon	1,500				1,500
North Cameroon Rural Health Services		100			100
Cameroon Low Income Housing 631-11-830-203				304	304
Sub-total	2,128	100		304	2,532
NEW GRANTS--Cameroon					
West Benoue Integrated Rural Development	559				559
Practical Training for Health Educators		1,040			1,040
Agricultural Management and Planning			402		402
Education for Rural Development			200		200
Sub-total	559	1,040	602		2,201
TOTAL	2,687	1,140	602	304	4,733
NEW LOAN--Cameroon					
Agricultural Sector	10,000				10,000
TOTAL	10,000			10,000	10,000

ANNUAL BUDGET SUBMISSION

RDO/Yaounde

Summary Table-6

Fiscal Year 1977

($000)

	FN	PH	EHR	SD	TOTAL
ON-GOING GRANTS--C.A.R.					
Seed Production Center (C.A.R)	155				155
Sub-total	155				155
NEW GRANTS--C.A.R.					
C.A.R./D.E.I.D.S.		500			500
Accelerated Rural Learning			50		50
Sub-total		500	50		550
TOTAL	155	500	50		705

TABLE 7

CONSOLIDATED PRIORITY LIST - Grants

FY 1976

A.	Ongoing Projects	
	1.) National Advanced School of Agriculture	310
	2.) Regional Public Health Training	260
	3.) University Center for Health Sciences	1,654
	4.) North Cameroon Rural Health Services	95
	5.) Training for Project Design and Management	770
	Total Ongoing	3,089
B.	New Projects	
	1.) North Cameroon Seed Multiplication	655
	2.) Centers for Training Farm Families	493
	3.) Livestock and Agricultural Development (North Cameroon)	435
	4.) Seed Production Center (C.A.R.)	221
	5.) Cameroon Low Income Housing	319
	Total New Projects	2,123
	TOTAL FY 1976 Presentation	5,212

TABLE 8
CONSOLIDATED PRIORITY LIST - Grants

FY 1977

A. Ongoing Projects	
1.) National Advanced School of Agriculture	150
2.) North Cameroon Seed Multiplication	312
3.) Centers for Training Farm Families	316
4.) Livestock and Agricultural Development (North Cameroon)	1,500
5.) Seed Production Center (C.A.R.)	155
6.) University Center for Health Sciences	842
7.) North Cameroon Rural Health Services	100
8.) Training for Project Design and Management	460
9.) Cameroon Low Income Housing	299
Total Ongoing	4,134
B. New Projects	
1.) West Benoue Integrated Rural Development	559
2.) Practical Training for Health Educators	1,040
3.) C.A.R./D.E.I.D.S.	500
4.) Agricultural Management and Planning	402
5.) Education for Rural Development	200
6.) Rural Development, Analysis and Training	800
7.) Accelerated Rural Learning (C.A.R.)	50
Total New	3,551
TOTAL FY 1977 Presentation	7,685

TABLE 9
FY OBLIGATIONS - COMPARISON BY FUNCTIONAL CATEGORY

	FY 75	FY 76	FY 77
Food and Nutrition			
National Advanced School of Agriculture	340	310	150
Central Africa Livestock and Meat Marketing	339	x	x
Northern Cameroon Seed Multiplication	-	655	312
Centers for Training Farm Families	-	493	316
Livestock and Agricultural Development (N. Cameroon)	-	435	1,500
Seed Production Center (C.A.R.)	-	221	155
West Benoue Integrated Rural Development	-	-	559
Agricultural Sector Loan	-	-	10,000
Total Food and Nutrition	679	2,114	2,992
Population and Health			
Regional Public Health Training	660	260	-
University Center for Health Sciences	170	1,654	842
North Cameroon Rural Health Services	212	93	100
Practical Training for Health Educators	-	-	1,040
C.A.R./D.E.I.D.S.	-	-	500
Total Population and Health	1,042	2,007	2,482
Education and Health Resources			
Agricultural Management and Planning	-	-	402
Education for Rural Development	-	-	200
P.A.I.D.	56	-	-
Training for Project Design and Management	362	755	460

TABLE 9 - Continued

	FY 75	FY 76	FY 77
Education and Human Resources (continued)			
Rural Development, Analysis and Training	-	-	800
Accelerated Rural Learning (C.A.R.)	-	-	50
Total Education and Human Resources	418	755	1,912
Selected Development Problems			
Cameroon Low Income Housing	-	319	299
Gabon Roads	5,000	-	-
Transport Corridor	-	-	10,000
Total Selected Development Problems	5,000	319	299
GRAND TOTAL ALL CATEGORIES	7,139	5,195	7,685

x Transferred to N'Djamena

IV. ONGOING GRANT NARRATIVES

A. University Center for Health Sciences (C.U.S.S.) 625-531

Project Target and Course of Action: This multidonor project is to assist the development of a multi-disciplinary health training institution in Cameroon to train physicians, nurses and allied health workers from this and surrounding countries. The emphasis is on preventive medicine and rural health, with the A.I.D. component focusing especially on combined family planning and maternal/child health care. Child spacing will be included in the teaching and service programs for all levels of medical personnel trained at the Center. The project objective is to develop a team approach to the delivery of medical services which will result in maximum benefits from the limited African health personnel available in Central African countries. The Center for Health Sciences is part of the Medical School of the University of Yaounde, which began a limited program (training of doctors) in October 1969. Construction includes teaching facilities, an outpatient clinic, a small teaching hospital and public institute to serve as a research and retraining unit.

The U.S. contribution is providing funds for construction of the community health complex, a four-member contract team to serve as temporary faculty, advanced training for Cameroonians in the U.S. and elsewhere, and scholarships for the non-Cameroonian African students. The U.S. faculty team includes an obstetrician/gynecologist, a pediatrician, a nurse/midwife and a public health nurse or nurse practitioner.

OUTPUT No. 1:

(CUSS Maternal and child health demonstration program developed and functioning as an integral part of the medical training service and research program.)

The Harvard Medical School contract was not signed until November of 1973, resulting in the late arrival of the Four-Member MCH Faculty team. The entire team has been in place for the past academic year (1974/75), the curriculum has been prepared, the teaching program is underway and basic research has begun. As stated in the 1976 FBS, it will be necessary to extend the project through FY-78 to provide a full four years of academic support as planned.

OUTPUT No. 2:

(Cameroonian Maternal and Child Health faculty trained and effectively functioning at CUSS.)

With the difficulty in getting CUSS and the Government of Cameroon to submit candidates for the degree and specialization-oriented training described in last year's FBS, the Harvard COP and the A.I.D. Project Officer have added short-term training and institutional visitation to the scope of the participant training goals. While fewer than the original budgeted number of 178 man/months may be actually used, the cost should be about the same due to the increased proportion of air fare costs associated with short-term training.

OUTPUT NO. 3:

Family Health Outpatient (PMI) and Inpatient (Maternity and Pediatric wings) facilities built and functioning as integral parts of the CUSS Community Teaching Hospital.

Documentation, bidding and contracting delays resulted in ground being broken three years later than expected in the original PROP. Construction began in May '74 and has progressed satisfactorily since. With respect to the AID input, the outpatient department should be operating early in 1976 and the maternity and pediatric wings a year later. Increased costs of the construction are discussed below.

The change in the life of the project to extend through FY 78 does not directly increase the funding required, but the delays resulting in the need for an extension have also placed the entire project in a later time frame in which cost of commodities and services have risen substantially. (And the value of the dollar has decreased.)

Present project cost overrun estimates include an increased construction cost of $1,800,000 due to price increases, plus $587,000 due to a drop in the value of the U.S. contribution (against the local currency), $100,000 due to higher-than anticipated cost of the technical assistance contract, $28,000 (4 m/m at $7,000 ea.) for a major AID-sponsored project evaluation in FY 77 called for by the new M.I.S. system, and $50,000 for RDO-directed Participant Training related to the sector goal.

If A.I.D. were to finance 25% of the $1.8 million due to higher construction costs, as well as the other items cited above, the total funding of the

project will increase by $1,515,000 to a new total of $5,013,000. The sum requested in the FY-76 congressional presentation was $4,663,000, which leaves an additional $330,000 necessary to meet currently projected expenses.

B. Regional Public Health Training (625-510)

OUTPUT No. 1. Personnel trained in methods of integrating health education into all local health services:

Attached is a chart showing the number and categories of personnel having received training and projected to receive training. Relative to the indication given in the PROP, 116% of the training has been given to date. The unexpected impact of this project component derives from the project technicians' heavy involvement with the National Institute for Medico-Social and Public Health Training (INEMS). Training will continue at all levels throughout FY 1976.

OUTPUT No. 2. Equipped and functioning training facilities for health education at OCEAC and in demonstration zones:

All three training annexes have been completed and are in use.

OUTPUT No. 3. Health education training materials evaluated, adapted, and disseminated:

The collection and evaluation of materials for the OCEAC Public Health Library are under way and are expected to be completed on schedule.

OUTPUT No. 4. Africans qualified and employed at middle and upper level to direct health education activities, and to continue training and supervision:

70% of training has been completed, and 30% is still uncertain. A shortfall up to 30% is possible if a suitable upper-level health education program is not identified before the end of the project (June 1976). Both Gabon and Congo have submitted qualified candidates.

OUTPUT No. 5. A defined and evaluated set of alternatives for approaching populations with health information:

The manual of guidelines for rural health education in Central Africa is to be a major output of the final year of the project. Work has only just begun, but it is a focus of resources for the coming year and should be completed on schedule.

OUTPUT No. 6. A contribution to the establishment and implementation of the CUSS training center for health education at Yaounde:

A discourse has begun between project staff, OCEAC, WHO and CUSS which is expected to lead to extensive involvement of the OCEAC Center for Training in Health Education in the WHO/CUSS Regional Health Education Center for Francophone Africa. A PID is being prepared for submission with this ABS.

OUTPUT No. 7. Two conferences on health education for the health workers of the member countries:

The first conference was successfully held in February 1974 and the second is planned for 1976. Preliminary planning is well under way and the conference will be held on schedule.

Each of the project outputs listed above still relates directly to the project goal and purpose and overall progress is such that the life-of-project period, as stated in the PROP, should be adequate.

REGIONAL PUBLIC HEALTH TRAINING PROJECT 625-510

CHART FOR OUTPUT No. 1

Personnel trained in integrating health education into their work, as of 6/30/75

CATEGORY	CAMEROON	C.A.R.	CHAD	TOTAL/GOAL
Nurses	72	842	106	1020/900 = 113%
Midwives	0	78	0	78/50 = 156%
Social Workers	2	50	0	52/50 = 104%
Sanitarians	4	60	39	103/100 = 103%
First Aiders	36	240	0	276/200 = 138%
Teachers	41	12	24	77/90 = 86%
TOTALS	155	1282	169	1606/1390= 116%

C. National Advanced School of Agriculture (625-530)

This is a five-year project (FY 71 - FY 76) designed to provide assistance to the National Advanced School of Agriculture located in the United Republic of Cameroon. The project was envisaged as being regional in scope as NASA was, and still is, the only agricultural school of higher studies in the French-speaking Central Africa area.

Project Objectives and Progress to Date:

The original objectives of the PROP called for AID to provide assistance to NASA in the following ways:

1. Establish and staff a Department of Agricultural Economics with three American agricultural economists.
2. Select and train eight participants in the U.S. to the M.A. level, in agricultural economics.
3. Provide limited supporting commodities including the establishing of a small reference library in agricultural economics.

Other implied objectives, though not stated in the PROP, called for:

4. Developing an agricultural economics curriculum.
5. Training of local personnel in research methods.
6. Research by staff members on Cameroonian development problems.

Progress To Date

1. Faculty: The first objective of creating a Department of Agricultural Economics and staffing it with American agricultural economists has been achieved. The first staff member arrived in May 1971 and since that

time, except for brief periods, the project has supported three Ph.D. agricultural economists in carrying out this objective. As a Department within the University system, the Department of Agricultural Economics (Rural Economy) has been fully institutionalized and functions as an integral part of the National Advanced School of Agriculture.

2. Participants: Under the terms of the Grant Agreement and as stipulated in the PROP, the project was to provide the opportunity for eight Africans to be trained to the M.A. degree level, and in some cases, to the Ph.D. degree level, in agricultural economics. The results of the participant training program have been as follows:

PARTICIPANT TRAINING PROGRAM

PARTICIPANT NO.	STARTED	COMPLETION DATE	DURATION	DEGREE	CURRENT STATUS
1	May 1972	May 1973	12	Ph.D.	Unknown
2	June 1972	June 1974	24	M.A.	On Faculty
3	Sep. 1973	Sep. 1975	24	M.A.	In Training
4	Sep. 1973	Dec. 1976	39	Ph.D.	In Training
5	Jan. 1974	June 1975	18 of 24	M.S.	In Training
6	March 1974	Sep. 1976	30	M.A.	In Training
7	June 1975	June 1977	24	M.S.	Departed 4 June
8	Sep. 1975	March 1977	30	M.A.	Awaiting departure

The original intent of the participant training program was to train a sufficient number of agricultural economists in order to staff the Department and replace the three Americans currently on board and to provide a nucleus of agricultural economists which the Government of Cameroon could utilize in the development process.

According to the above table, by the end of June 1975 two participants will have returned, of whom one is currently on board. By the beginning of the school year, October 1975, a total of three Cameroonians will have returned and be available for staffing the Department of Agricultural Economics. In September 1976 a fourth participant should return and in December 1976, a little less than two months into that shool year, a fifth participant with a PhD degree should also be back. Thus, for all practical purposes, the participant training program will have accomplished its objective of providing the trained staff necessary for the Department by October 1976. The full objective of providing eight trained Africans, including those for the department, will be realized by March 1977.

3. Library Facilities: In fulfilling its third objective, as envisaged in the original PROP, the project has acquired and catalogued more than 1250 items for the agricultural economics reference library. This reference library at present represents a little more than 10% of the total books available at the National Advanced School of Agriculture.

C. Curriculum Development: The U.S. contractor staff has produced a complete curriculum syllabus in agricultural economics. The curriculum will need only updating from time to time in order to take advantage of new material as it becomes available.

5. Training of local personnel in research: This program was inaugurated this year when the first research assistant came on board. It is expected that this avenue will continue to be used in the future.

6. Research by staff members: This is, perhaps, the weakest segment of the project. The original research objectives, as stated by the team members, were ambitious. Accordingly, in the PAR covering the period 1971 - 1973, an attempt was made to set obtainable goals in the research area. Notwithstanding, through December 1974, including all prior years, only five items originated from staff members. The program of work for Calendar Year 1975 lists six areas of research which the staff has shown interest in pursuing. As of June 1975, however, there has not appeared a single research item.

A project of this nature presents problems in the selection of qualifiers. However, for all practical purposes, the following output indicators present a fairly true picture of the project status.

Output Indicators	Prior FY's Cumulative	FY 75	Estimated FY 76	End of Project Total
Graduates Receiving Training in Agr.Ec.	123	27	28 1/	178
Library Materials	1250	384 2/	-	1634
Curriculum Develpt.	Completed	Updated	Updated	Completed
Staff Research Compl.	5	0	0 3/	5
Participant Trainees	6	1	1 4/	8
Local Research Asst.	0	1	3	4

NOTES

1/ Average of graduating class 1971/72 - 1974/75

2/ Based on average book cost if bought at wholesale of $12.50 for total cost of $4800 and allowing $200 for packing and shipment. Amount budgeted for FY 75 $5,000.

3/ Based upon prior efforts and actual productivity

4/ Participant selected in FY 75 will depart FY 76

Thus, as indicated by the objectives as originally envisioned and by the output indicators above, the project will have essentially fulfilled its goal, purpose and objectives by June 1976.

DISCUSSION

Though it has been argued that the project has not been 100 percent successful, it is the opinion of this office that the project is achieving its major objectives. There have been real short-comings in research and, of a different nature, in the participant program. The participant training program has improved and, as indicated earlier, will provide the number of trained personnel necessary to staff the Department by the beginning of the school term in October 1976. It appears, however, that most of the personnel trained under this project will not be available to the NASA, and the Department of Rural Economy might have only one trained faculty member when the contract team departs in June 1976. The objective of the project was to train 8 Africans to the M.A. level and, in some cases, to the PhD level in agricultural economics, implicitely to staff the Department of Rural Economy. The fact that the participants came from the Ministry of Agriculture as well as from the Ministry of Education, mainly because of the NASA's inability to provide candidates, is basically a problem internal to the GURC. If the GURC and administration at the National Advanced School of

of Agriculture are truly interested in obtaining the services of these returning participants, we believe it can find ways to do so. From 1971 through 1975, only one teaching position in agricultural economics was created at NASA. A second position was added only in 1975. NASA has developed a policy of trying to create teaching slots only when it suits its purpose. For instance, both of the positions presently created are held by NASA graduates who were recruited after their graduation. One left after one year as a participant in the U.S. The other was not selected as one of the 1975 participants since his name was not submitted for consideration on time.

We appreciate the fact that it is possible the Department of Rural Economy may have only a single qualified faculty member, notwithstanding the participants trained under this project, when the contract team departs in June 1976, and this may, according to the chancellor of the University, result in the demise of the Department. On the other hand, we feel the GURC bears a measure of responsibility for not utilizing the participants trained as implicitely intended and, in spite of the investment made in this effort to develop agricultural economics, we cannot justify further expenditures to subsidize a Department in which the government has shown so little interest.

Nevertheless, we are prepared to consider recommending a single year's extension of this project, as provided for in this ABS, to facilitate the integration of Cameroonian faculty members, provided the University of Yaounde and GURC take specific measures to staff the Department of Rural Economy with participants trained under this project, or their equivalent, by January 1, 1976. Otherwise, the project should be concluded, as scheduled, in June 1976.

D. Training for Project Design and Management (625-905)

1. Description of the Project

The purpose of the project is to strengthen the capacity of African personnel and institutions to plan and manage development projects. Selected middle-management officials from African governments and para-statal organizations are provided training in management methods through a series of short-term seminars. The basic cycle consists of four seminars conducted over a two year period, including a 6 week introductory seminar, a 3 week specialized seminar on marketing, a 3 week specialized seminar on financial/cost-benefit analysis, and a 4 week synthesis seminar. A key assumption is that participants attend throughout the series thus permitting follow-up of their activities and re-inforcement of the learning process. The seminars are managed and implemented by the Center for Project Management in Douala, an affiliate of the Pan African Institute for Development, an international organization headquartered in Geneva but with its operational facilities in Cameroon. Because of its effective efforts during two years of operational experience, the Center for Project Management, and its concept of specialized short-term training, are considered one of the more significant activities in the field of human resource development in the developing world.

2. Project History

a. Summary

The original PROP, approved June 13, 1973, is no longer valid. A revised PROP, submitted in December, 1974, was never finalized, and the project has since been modified by subsequent events. PROP revision No. 2, as outlined in this submission, would, if approved, be an interim PROP which would authorize

release of the first tranche of FY 76 funds. A firm PROP revision, number 3, will be submitted no later than October 1975 which would include release of the second tranche of FY 76 funds as well as funding approval for FY 77 - FY 79. This interin submission reviews the changes which have taken place to date, the changes now under consideration, the major issues related to the program, staffing and funding changes and the course of action proposed by RDO/Y.

b. Background

In the original PROP, dated June 13, 1973, the life of project was to by FY 1973 - Fy 1977 with an estimated life of project cost of $1,400,000. Approval was limited to the estimated budget for 3 years, FY 1973 - FY 1975, which was $847,000. The course of action and final funding for FY 76 and FY 77 were subject to subsequent project evaluation and approval of a PROP revision.

A revised PROP, for the same time period (FY 73 - FY 77) and for the same total cost ($1.4 million) was submitted by TOAID A-125, dated December 19, 1974. The AID/W review committee requested several minor modifications following the meeting of January 31, 1975. (State 028407). This revision has been overtaken by subsequent events which were reported in April 1975 (Yaounde 1456).

c. Proposed Course of Action

RDO/Y has had extensive consultations with the Director of the Center for Project Management (CPM) in regard to current and planned activities for the purpose of determining what should be AID's continuing role as (a) participating countries increase their contributions; (b) other donors are phased into the program; and (c) the scope of activities is significantly expanded. Based on these discussions, and on documents submitted by CPM, it is apparent that most of the issues identified as relevant to AID's decision regarding the continuation of AID support will be addressed at the colloquium, sponsored by the Pan African Institute for Development, to be held in Yaounde June 30 - July 5, 1975. We anticipate being in a position to submit a revised PROP by October 1975. In order to integrate this schedule with the AID planning/ budgetary cycle, we have developed budgetary estimates reflecting the total scope of CPM8s planned seminars through FY 1979. This submission provides a description of the changes which have occurred since the original PROP and the further changes anticipated. Funds requested for FY 76 are divided into two categories. These are (a) funds required to complete activities originally envisioned and (b) funds required for the start-up costs and implementation of expanded activities.

Up to the present time, the CPM has been an experimental and collective effort of PAID and AID. The principles of projcet design and management and the methodology used by CPM have impressed leaders of several African countries and led to requests to CPM that it expand its present regional series format to include a national series of seminars. The thrust of the future orientation of CPM is an expanding series of national seminars to provide individual countries

an opportunity to concentrate on specifice problems and to develop a capacity to continue such training.

The question raided in this submission is how to provide continuity from the present regional orientation, which is the AID project, to the projected national orientation. This continuity necessarily involves a degree of overlap and gives rise to funding requirements related to future activities.

3. Program changes

The original PROP called for 28 seminars/orientation sessions during a two-year period: four general seminars of 6 weeks each; 12 specialized seminars of two weeks each; 4 case study seminars of three weeks each; and eight orientation sessions of three days each. However, when the Center staff began to organize their program it became quickly apparent that such a schedule could not be kept. The lead-time required to plan and organize regional seminars was much more than expected. Also, the contracting for suitably qualified consultants and the preparation of materials for the seminars was time-consuming. Moreover, the small Center staff was not capable of implementing such an ambitious program before gaining experience.

In the PROP revision proposed in December 1974, the schedule of seminars/orientations was reduced to provide for two general seminars of six weeks each; 6 specialized seminars of two weeks each; two synthesis seminars of four weeks each; plus two orientation sessions for top-level personnel over the two-year period. Already there has been some modifications of this schedule. Instead of having six specialized seminars of two weeks each, it has been found desirable to combine elements of some seminars. Thus, these

would be 4 specialized seminars of 3 weeks each. This will reduce seminar costs, particularly the transportation and logistic support.

Present plans call for the completion of 3 series of regional seminars, rather than two as outlined above, by the end of FY 77. With the completion of the 3 series of regional seminars, a series will have been given in Central Africa, West Africa and the Entente countries. In FY 1976 there would begin four series of national seminars of the same type (4 general, 8 specialized and 4 synthesis) plus a number of one-day seminars for top-level officials. The countries which have expressed an interest in having a series of national seminars are: Congo, Cameroon, Ghana and Zaire.

The four national series of seminars, while similar in content to the regional seminars, will be host country oriented in order to provide training specifically designed to meet the country's special requirements, particularly in connection with the development, examination and evaluation of case study materials. The national seminars offer an opportunity to increase the number of participants at a much lower cost. The host country will be required to provide all logistic support for the trainees and the CPM teaching staff. If participants from neighboring countries are to attend these national seminars, their government or sponsoring organization will be expected to assume all costs connected with their participation. Thus the national seminar series will be conducted at a greatly reduced cost to CPM while at the same time encouraging more consistent attendance at the seminars by senior officials. The quality and quantity of attendance would therefore be improved.

4. Personnel changes related to program changes

The original PROP for this project envisaged the assignment of two U.S. technicians; the Center Director and a Project Officer, plus the contract services of an evaluation specialist as required. Local staff would consist of the Assistant Director, an Administrative/financial expert, a bilingual admin/secretary, plus necessary support personnel.

It early became evident that a revision of the PROP would be required to reflect modifications in staffing and program necessitated by the rapid progress and expansion of activities being carried out by the African Assistant Director.

First, the position of Project Manager was to be eliminated. RDO/Y would assign a project manager to monitor the Center's activities. Second, since a suitable qualified bilingual U.S. Center Director could not be located, the Assistant Director, who was doing an excellent job of getting the Center program underway, was to be the Acting Director. He would later be confirmed as Director if his exemplary performance continued, which it has.

During the first stages of project implementation it was necessary to contract for U.S. andother foreign consultants to handle the seminar program along with the Assistant Director. However, as African resource personnel were identified and brought into the program, the requirements for foreign consultants have been greatly reduced. It became necessary to employ two lecturers for the permanent local staff to conduct the seminars. They are supported by contract consultants to the extent required. It is worth noting that the contract consultants have included the services of the AID-trained evaluator, Luther Banga. Banga is on the staff of PAID's Center for

Applied Research but is made available for continuing pre-seminar and post-seminar evaluations.

The present staff composition is as follows:

Atangana, Director	Cameroonian
Diouf, Lecturer in Sociology	Senegalese
Pettitat, Lecturer in Economics	Swiss
Moynat, Administration/Finance	Swiss

Support Staff — Cameroonian

- Bilingual Secretary
- Typist (2)
- Chauffeur
- Watchman
- Accountant (new but not related to expansion)

Expanded staff requirements would include:

- Assistant Director
- Lecturer in Business Management
- Lecturer in Agricultural Economics
- Lecturer in Engineering

5. Participant Training:

In addition to the evaluation training received by Luther Banga in the United States and at the Dakar seminar, there has been additional training activity not charged to participant training.

Mr. Diouf, lecturer at CPM, attended a seminar on the Training of Trainers which was held in Libreville, Gabon during FY 1975.

Mr. Ongolo was recruited in July 1974 for training in the evaluation of agricultural projects. He is to attend the IBRD training program in Washington during the summer of 1975. Necessary funding is being provided outside the project.

Mr. Moyta, of Chad, was trained and used in the 6-weeks Yaounde seminar in January/March 1974, and is now available as a teaching resource for future seminars.

Messrs. Essama and Cherif, of Ecole de Cadres in Douala, participated in the Dakar, Bangui and Bamako (Segou) seminars as participant/animateurs. They are expected to have an input in future seminars as their schedules permit.

The Center trained a teaching aide, Dr. Tapche, Djibril, for the Cameroon Ministry of Elevage, who with the assistance of IPD, conducted a seminar for lower-level cadres on the preparation of projects. These agents are to assist FONADER to make better use of funds available to the rural population.

FY 76 Participant Funding Request is based on 5 participants who will attend AID's management/evaluation seminar.

Other contract participants will be selected to participate and receive training related to various aspects of the seminar program.

Costs for training connected with the seminar program have been charged to the seminars rather than to participant training, thus reducing the training component of the Center's budget.

6. Commodities:

It is estimated that the following additional commodities will be required if the project is extended and expanded to include four series of national seminars.

Quantity	Specifications
20	Pocket calculators
2	Overhead projectors
4	Refrigerators (WACASC) for 4 new staff
6	Airconditioners (WACASC
1	Electric typewriter
	paper for Model 45 DB "Secretary" copier

Office furniture:

4 desks

6 chairs w/o arms

3 chairs, swivel

2 chairs, arm

4 tables

1 typewriter desk

5 bookcase bases

10 bookcase sections

5 bookcase sections

5 bookcase tops

3 file cabinets, legal size

4 sets household furniture

Estimated total cost $30,000

7. Magnitude of Outputs:

a. i. Eight Professional staff recruited, trained and functioning in the seminar program: Director, Assistant Director, Administrative/financial expert, five lecturers (two already on Board).

ii. Six staff personnel: accountant, bilingual secretary/admin., 2 typists, chauffeur, and watchman.

iii. Center facilities, equipment and teaching materials in place and being utilized.

iv. Regional seminar curricula established. Two regional series of four seminars completed at end of FY 1976 and two seminars of the third series completed. Scheduled as follows:

1) Central Africa Regional

Yaounde	January - March 1974	- General, 6 weeks
Bangui	October 1974	- Marketing, 3 weeks
Brazzaville	July 1975	- Financial, 3 weeks
Buea	January 1976	- Synthesis, 4 weeks

2) West Africa Regional

St. Louis	July - September 1974	- General, 6 weeks
Bamako	February 1975	- Marketing, 3 weeks
Nouakchott	September 1975	- Financial, 3 weeks
Dakar	May 1976	- Synthesis, 4 weeks

3) Entente Regional

Abidjan	November 1975	- General, 6 weeks
Abidjan	May 1976	- Marketing, 3 weeks
Abidjan	December 1976	- Financial, 3 weeks
Abidjan	July 1977	- Synthesis, 4 weeks

v. Five series of national seminars similar to the regional series, but with country orientation, are to be begin in FY 1976/FY 1977. They are scheduled as follows:

(1) Congo

April 1976 - General, 6 weeks

Nov. 1976 - Marketing, 3 weeks

May 1977 - Financial, 3 weeks

Nov. 1977 - Synthesis, 4 weeks

(2) Cameroon

June 1976 - General, 6 weeks

Jan. 1977 - Marketing, 3 weeks

Aug. 1977 - Financial, 3 weeks

Feb. 1978 - Synthesis, 4 weeks

(3) Ghana

Aug. 1976 - General, 6 weeks

Mar. 1977 - Marketing, 3 weeks

Nov. 1977 - Financial, 3 weeks

May 1978 - Synthesis, 4 weeks

(4) Zaire

Jan. 1977 - General, 6 weeks

Sept. 1977 - Marketing, 3 weeks

Mar. 1978 - Financial, 3 weeks

Sept. 1978 - Synthesis, 4 weeks

(5) Tanzania

Jan. 1978 - General, 6 weeks

July 1978 - Marketing, 3 weeks

Dec. 1978 - Financial, 3 weeks

May 1979 - Synthesis, 4 weeks

8. Budget Request under three Different Assumptions

a. Assuming that AID funds only the completion of the existing two series of regional seminars.

	Cum. prior obl.	FY 76	FY 77	Total
U.S. Contract Personnel	36	13	-	49
Local Contract Personnel	211	97	-	308
Participants - Direct	11	10	-	21
Commodities - Direct	19	-	-	19
Other Costs - Direct	345	228	-	573
	622	348		970

b. Assuming that AID funds two existing plus one new series of regional seminars for a total of three regional series, plus expanded staff and contract consultants, but excludes the cost of the five national seminar series.

	Cum. obl. 6/30/75	FY76	FY 77	subsequent years	Total FY 73-FY '79
U.S. Contract Personnel	36	65	45	90	236
Local Contract Personnel	211	289	254	578	1332

Participants - Direct	11	10	10	20	51
Commodities - Direct	19	30	-	-	49
Other Costs - Direct	345	376	151	96	968
	622	770	460	784	2,636

c. Assuming that AID funds total cost of three regional and five national seminar series for FY 73 - FY 79.

	cum. obl. 6/30/74	FY 76	FY 77	subsequent years	Total FY 73-FY 79
U.S. Contract Personnel	36	65	45	90	236
Local Contract Personnel	211	289	254	578	1,332
Participants - Direct	11	10	10	20	51
Commodities - Direct	19	30	-	-	49
Other Costs - Direct	345	593	383	524	1,845
	622	987	692	1,212	3,513

For purposes of forward budgeting we have shown the budget estimate in assumption number 2 in this ABS submission. CPM, in its negotiations with national governments, has been assured that the host government will provide funds for participant and related support costs. We have also indicated to CPM our concern that AID is supporting a recurrent budget for CPM activities of about $500,000 annually and that steps must be taken to broaden the financial base of support. Although this question will be discussed at the summer colloquium, it will obviously not be resolved over a short time period. We therefore propose releasing FY 76 funds in two tranches. The first tranche of $348,000 will be provided to complete existing activities. The second tranche of $422,000 would be made available following approval of a revised PROP which

will contain the agreed upon financial strategy.

9. Changes in Implementation Arrangements

At the present time, funds are obligated by signing of a Grant Agreement approved by AID/W. There are two major problems with this procedure. The first is that since cost components are established in the Grant Agreement and changes must be reviewed and approved by AID/W, the implementing agent, CPM, has extremely limited flexibility to adjust to changing project requirements. The second problem is that the normal implementation documentation system (PIO/T, PIO/P, PIO/C) is an appropriate mechanism for less than 20% of the total funds. It would be administrative nightmare, for example, to attempt to show seminar costs under a standard PIO/P, and they are appropriately considered other costs as defined by AID criteria. We are convinced that the budgeting of such a high proportion of the project without use of a formal implementation document, however, is not in the best interests of the Agency.

The following implementation arrangement, combining, inter alia, elements of the traditional contract forward funding and the Sahel R/R documentation system, is therefore proposed.

a. Because PAID is an international organization, we would continue to use the Grant Agreement, approved by AID/W.

b. At the time the Grant Agreement is issued, we would negotiate a work plan indicating the use of local contract and other cost funds.

c. The work plan would be formalized by issuance of a letter by the RDO, similar to the Activity Implementation Letter used in the R/R program, which would establish funding parameters.

d. If, during the course of the year, it became necessary to adjust the cost components of the Grant Agreement, the RDO would be authorized to make such changes. Only if the amendment involved an upward increase in funding or the initiation of a major new activity within the project would AID/W review and approval be required.

10. Summary Recommendations

a. That the unconditional release, when FY 76 funds are available, of $348,000 be approved.

b. That the schedule for submitting a revised PROP in October 1975 be approved.

c. That the release of the second tranche of FY 76 funds be subject to approval of the revised PROP.

d. That the revised implementation arrangements be approved.

V . NARRATIVES AND TABLES FOR PL.480 TITLE II

PL 480 Title II donations have been programmed in Cameroon through the Catholic Relief Services (C.R.S.) since 1970. C.R.S.' Cameroon headquarters are located in Victoria, Southwest Province, which is convenient to the ports of Victoria and Douala, where most of the commodities enter the country. The office is headed by a Program Director, an American citizen.

The Program Director's program plan for FY 1977 is attached as Annex VII-A. It provides a well-detailed description and rationale of the present program. The RDO/Yaounde has been generally satisfied with this program. The Title II commodities are used to promote maternal/child health within the context of the school-feeding program in western Cameroon. MCH is an important facet of AID's current program in the health sector. AID is participating in the financing of the MCH and outpatient portions of the new University Medical Hospital in Yaounde and is providing technical assistance to the University Center for Health Sciences in the form of a four-member team of health professionals who are members of the faculty of the School. These are a pediatrician, an obstetrician-gynecologist, a nurse-midwife, and a public health nurse. Specific targets of this project are discussed in Section V.A. of this ABS.

AID has also promoted the establishment of pilot zones for health education under the auspices of a regional health organization located in Yaounde. The nature of health education demands an important role for the mother and her children. This project is discussed in Section V.B.

In addition, AID is proposing further involvement in the health sector in Cameroon in its new proposals for rural health education in North Cameronn (in an Operational Program Grant submitted jointly by C.R.S. and the RDO) and in the PID for Practical Training for Health Education which is contained in this ABS.

The C.R.S. Title II project described in the Program Plan contributes to AID's strategy to assist the G.U.R.C. in its Five-Year Plan goal within the health sector to direct the focus of services to preventive medicine directed at the rural population.

The DAP-substitute Health Sector Assessment for Cameroon cites the 1973 WHO study which discovered that malnutrition was the seventh most frequently encountered health problem in the country (after dysentery, respiratory infections, measles, malaria, pregnancy/childbirth complications and intestinal parasites). This is due to widespread ignorance of protein requirements and a penchant for low protein tubers, like manioc and plantain, garnished with hot, spicy sauces which give volume and taste satisfaction long before an adequate protein level can be reached.

The G.U.R.C. is aware of the nutrition problems throughout the country but, as is typical in many developing countries, its health budget (7% of the national budget) is insufficient to meet all the goals of the Plan. Thus, the health sector is heavily dependent upon foreign assistance. Because of the weakness of the health sector, the G.U.R.C. has not elaborated a nutrition strategy, which would require closer collaboration with other ministries concerned with food production (Agriculture and Livestock) than that which

presently exists.

At present, nutrition concerns in Cameroon are coordinated by a National Committee of the World Fight Against Hunger which is under the control of the Minister of Planning and Development. Each large MCH center includes a milk distribution program and a diet demonstration room where mothers with their young children go to learn how to feed the children correctly with dishes prepared from local products. There is also a milk distribution area in each pediatric hospital ward.

The RDO regional public health officer is participating in the Ministry of Health's preparation of health section of the Fourth Plan. He is exploring ways with Ministry officials to evolve a realistic, viable nutrition strategy which can be realized with local and external resources over the long term.

The C.R.S. Title II program attempts to compensate for indigenous nutrient deficiencies by providing additional protein the form of corn meal, bulgar, corn-soy blend, corn-soy milk and vegetable oil. This program has been very successful; it serves even more recipients than are programmed because demand for its benefits are so great. The Regional Development Office/Yaounde fully supports the objectives of the Program Plan. It is based on realistic and attainable goals and clearly contributes to nutritional improvement of the population served.

While it would be desirable to recommend extension of the program to other, more agriculturally disadvantaged portions of the country, especially

the northern region, several constraints mitigate against implementing such a recommendation. The northern region is between 1000 and 1800 kilometers from the port of Douala. The cost of transporting the foodstuffs is exorbitant. The G.U.R.C. has not even fully met its agreement to cover transportation and storage charges for the present program, whose area is relatively close to the ports of Douala and Victoria, and, in the most extreme corner of the western region, no further than 450 kilometers from the port of entry. Thus, it is presently unrealistic to expect the G.U.R.C to cover the added expenses which would be incurred under such an extension. In fact, the proof of the G.U.R.C.'s present will to continue the existing program at the same level is being tested by the transportation charges issue . If the G.U.R.C. is unable to perform better during FY 1976, the Program Director will be prepared, and the RDO would concur therein, to reduce its request for FY 1978.

Other project proposals presented in this ABS aim to improve agricultural productivity and health conditions in the northern region. These are: (i) Seed Multiplication (North Cameroon); (ii) Centers for Training Farm Families; (iii) Rural Health Education (North Cameroon) (PVO - C.R.S.); and (iv) West Benoue Integrated Rural Development. These projects propose to assist the region achieve self-sufficiency in food production and to raise health standards based upon a more realistic strategy than that which a Title II - type activity typically follows. For the northern region, land-locked and arid, such a strategy as we propose in this submission makes eminent sense.

PL 480 Title II FY 77
GENERAL INSTRUCTIONS

CAMEROON
(Country)

1.) List pounds, dollars and recipients in thousands. Carry recipient data to one decimal place i.e. 10,138 equals 10.1.

2.) Volag information is basically the same as that contained in lines 1 - 8 of an Annual Estimate of Requirement (AER).

3) To estimate dollar values use CCC prices in FY 76 guidelines (State 039119 dated Feb. 21, 1975.)

4) Provide the following data for each individual sponsor, e.g., I. CARE, II. CRS and III. Government to Government.

I. Sponsor's Name (Catholic Relief Services (CRS))

A. Maternal and Child Health..... Total Recipients 14

No. of Recipients by Commodity	Name of Commodity	(Thousands) Pounds	Dollars
14	Veg. Oil	168	57.6
14	CSM/CSB	672	74.3
14	Bulgar	336	26.7
14	Corn Meal	168	10.7
Total MCH		1,344	169.3

B. School Feeding.....0..... Total Recipients 0

No. of Recipients by Commodity	Name of Commodity	(Thousands) Pounds	Dollars

CATHOLIC RELIEF SERVICES

United States Catholic Conference

ANNEX V - A

The Cameroon Program

Post Office Box 55
VICTORIA
United Republic of Cameroon

Telephone: VICTORIA 33 82 17
Cable: CATHWEL VICTORIA

CAMEROON PROGRAM PLAN

FISCAL YEAR 1977

For U.S. donated PL 480 Title II food commodities

I. Elements of Operation:

A. Identification

Distributing Agency:	Catholic Relief Services - U.S.C.C.
Headquarters:	1011 1st Avenue, New York, New York, U.S.A.
Cameroon Address:	P.O. Box 55, Victoria, United Rep. of Cameroon.
Program Director:	Richard L. Venegoni
Supervisory staff:	Preschool Supervisor - Mrs. G. Body-Lawson
	Preschool Supervisor - Awaiting appointment by Ministry of Health.

B. Agency Agreements:

A written agreement, signed 29 November 1960, and reconfirmed and extended to the entire territory of Cameroon on 18 April 1966, by Presidential decree. This agreement provides for:

Duty free entry of Title II food commodities and all other materials imported by the Catholic Relief Services in Cameroon.

Government responsibility for payment of charges for port-handling, warehousing, transportation, and distribution of relief supplies.

Freedom of action for CRS/Cameroon to execute its distribution and supervisory responsibilities.

The review, inspection, audits, and examination of records by CRS, USAID, and other competent personnel.

The release of adequate and appropriate publicity as to the source of the United States donated foodstuffs.

C. Area-Scope-Conditions of Operation

Description of Program

The CRS Preschool Program (MCH) for children 0-5 years of age and pregnant mothers, was started in June 1970 in a few clinics in FAKO Division of the Southwest Province of Cameroon (then West Cameroon). These were already established government clinics (physical structures with limited facilities) but had no CRS support.

The CRS Preschool Program contains three vital elements, all of which are necessary and must be put to practise constantly and regularly. They are:

1. Weighing of the child; interpretation of the childs weight for the mother, recording of the child weight on a weight chart which covers a five year period.

2. Food and cooking demonstrations, using PL 480 food. Showing correct way to cook each commodity and how to eat it and incorporate with local foodstuffs. Accompanying this demonstration, is a lecture on nutrition, diet, proteins, calories etc. Lectures are also given on hygiene, sanitation and useful home economics. Nutrition and health awareness in brought to the attention of the mothers.

   Food demonstrations tables are a very important part of these lectures, because they indicate the value of PL 480 food compared with local foods available. These foods are all placed on a table so that the mother can see that so many cups of CSB is the same as so many eggs or "X" pounds of fish or meat etc., and so much cornmeal or bulgur wheat is equal to so many cassavas or plantains. This is very important in teaching the mothers about proteins and the relationship between protein and healthy children and normal growth. It shows them what proteins are around them and how to use these.

3. The distribution of a "supplementary" months supply of PL 480 foods to the mothers to take back to their homes for their children.

   CRS/Cameroon is requesting in this program Plan that a good and correct ration be given to children as laid down in original USAID guidlines and as stipulated by CRS Nutrition advisors. (This to be covered under 3. J.)

CRS/Cameroon has now exact figures on clinic attendance for Calendar Year 1974, January to December. Our attendance for this period was just over 17,000 per month.

Description of Program - continue/

During the first three months of Calendar Year 1975, our average monthly attendance was 20,000. We have also made adjustments in the field by closing clinics that were not correctly run or managed and by opening others. We now have 58 clinics in operation in former West Cameroon. Our former figure of 64 included "feeder clinics" that only operated monthly and are not included in this total of 58.

There are five dispensaries in very needy areas which have facilities and wish to start our program. These will no doubt be opened just after the rainy season in October. This will bring our total to 63. The revised decision by the CRS/Cameroon Program Director, in consultation with the Preschool Supervisor, is to limit our clinics to 65. The Program Plan for FY 76 stated 70, but it is felt that since we are already administering to over 17,000 children, that we cannot increase our load. 17,000 children represents 7½% of the preschool age children in former West Cameroon, the region in which we operate, and it is felt that this is a sufficient percentage to have a local and national impact over a period of time.

Further constraints that limit our expansion are roads and great distances to cover, long rainy seasons, storage, two preschool supervisors who can only do so much, and, most important of all, limited funds for paying transport and port-handling costs. (We are still waiting official word from the Ministry of Health about our second supervisor).

Needs and Objectives

There was at the beginning of the project a situation in Cameroon where 50-60% of children aged 0-5 years were malnourished, this accord- to WHO statistics. Severe malnutrition occurred in 2% to 6.3% of these children. The primary cause was lack of protein in the diet which seldom reached 50% of the normal daily requirement. Starchy foods such as plantain, cassava, yams and corn made up 70-90% of the caloric intake. The mortality rate for infants 0-5 years was well over 50%. 30% of the deaths alone was attributed directly to malnutrition.

The objectives of the CRS Preschool Program are briefly; to lower infant mortality; to maintain in children to the age of six, a normal and constant growth rate thus ensuring better mental and physical developed adults who can be more productive; to make parents and families aware of the value of nutrition, diets, sanitation procedures and proper hygiene; and to alter eating habits which are preventing children and adults from getting proper diets and sufficient proteins. Poor diets are often the results of taboos and superstitions.

The distribution of the PL 480 food is controlled by CRS and done in private trucks from the Port of Douala to the CRS warehouse in Victoria. From there it is sent out again by truck to the individual clinics where it is stored. On given clinic days, usually 2 or 3 per week, the food is weighed and given to each mother in her own container.

At present, 38 of our clinics are in government facilities and the programs are run by over 200 government salaried nurses, doctors and midwives. Their cooperation is excellent and vital to the success of the program. The other clinics are staffed by missionary personnel.

Since September 1973, CRS/Cameroon has been fortunate to have the services of Sister Geraldine Body-Lawson, an English-and USA-trained nurse and midwife. She was "seconded" to us by the Minister of Health to be the assistant Preschool Supervisor to Miss Josephine Harder who started the program in 1970. After Miss Harder's transfer to Mauritania in January 1975, Mrs. Body-Lawson became the Preschool Supervisor.

As of this writing, the CRS Program Director is awaiting "official" word from the Minister of Health concerning the "secondment" of a second Cameroonian preschool supervisor to the program. An official request was made in November 1974 and word was given that the appointment was imminent. In February 1975, the CRS Director was told that a choice was made and that he would be hearing shortly who the new supervisor was to be. The appointment has been made, but because of a bureaucratic tie-up and certain documents found to be missing, there is a further delay.

After the new supervisor (who will be used in the Northwest Province) is functioning in her capacity, the CRS Preschool Program will be completely indigenized, with the single exception of the CRS Director.

There is no fear of duplication of efforts or commodities since CRS has the only Preschool Program in Cameroon. WFP also handles PL 480 food in Cameroon, but it is used in a different manner and usually in other regions of the country.

D. Control and Receipting: Records, Procedures and Audits.

Complete documentation is kept on each consignment from the time it is off-loaded (end of ships tackle) until it reaches the mother and children. Warehouse, loading and transport records are used by CRS Victoria until the goods arrive in the Victoria warehouse.

Then the food is again counted and stacked on pallets. Stock cards are kept as well as a warehouse book and entries are made each time there is a movement in or out. The person, usually a midwife or nurse, incharge of each clinic signs the delivery vouchers upon receipt of food at the clinic and record are kept there and sent to CRS monthly.

Finally, "end-use checks" are made by the supervisor when visiting clinics to see that the food is going where intended, being stored correctly, etc,.

Ocean ffeight losses are evidenced by short landing certificcates, and surveys. These are sent to CRS/NY after the arrival of each consignment to the CRS Victoria warehouse.

Any losses in off-loading or loading, in the port or in transit from Douala to Victoria are evidenced by a survey sent to CRS/NY.

Losses in the internal distribution system while stored at CRS warehouse or the clinic store rooms are reported to USAID/Yaoundé and permission is normally granted to sell contaminated or spoiled food to farmers for animal feed, usually pigs or chickens. A health or contamination certificate is also requested from the local health officer. The funds received from the sale of spoiled food is put back into the CRS project account and used to defray handling and transport costs.

E. Port Facilities - Practices

The port facilities at Douala are adequate for CRS needs. The warehouses are not as clean as we would like them to be and the off-loading and warehouse handling is not as careful as it could be, but these are variables we cannot control.

There is no problem with duty-free entry and our relations with Customs and the private shipping agencies are very good.

Survey reports are done by a Lloyds contractor, SOCOPAO.

In the FY 1976 Program Plan, a page and a half was used to spell out the difficulties CRS sometimes encounters at the port regarding "rents". This problem appears to be solved in that the Ministry of Finance has instructed the Customs that because of the high priority rating of all CRS imports, we are not to be charged storage. In actual fact, we now are able to circumvent much of the red tape normally required to import goods.

Because of the structure of the storage system in Douala in which half of all the rents goes to the private shipping agents and half to customs, we are still at the mercy of these agents and must approach them seperately each time we have goods accuring rents. So far the shipping agents have been sympathetic and willing to waiver rents.

The only way this problem could be completely eliminated is for the government to take over the duties of importing and distributing our goods and food. This they are not willing to do unless we directly turn the goods over to them at the port and virtually step out of the picture. This, for obvious reasons, we cannot do.

F. Storage Facilities

Storage facilities in Cameroon vary greatly. The warehouses (magasins) at the port of Douala are for the most, part well constructed and well insulated, in that they are thick concrete. They are however, very dirty and rat infested and if a shipment has to remain at the port for any length of time, losses greatly increase. Sometimes wooden pallets are used for stacking but not always. The handling (off-loading) is also very rough and careless. I'm afraid these are conditions we have to live with.

F. Storage Facilities - continue/

The CRS warehouse in Victoria was built by the Germans and is very solid with 2 feet thick concrete walls, which also insulate to the degree possible in the tropics. They are disinfected on regular intervals and are maintained in a constant clean state. The warehouse area is large enough to meet present and increased demands. It is also adjacent to the CRS office so control is easy.

The storage facilities "up-country" in the clinics, sometimes presents a problem because of lack of space. There is very little loss from spoilage in clinic store houses because of rapid and constant turn over.

CRS retains control and ultimate responsibility for food stored in clinics.

G. Inland Transportation

All inland transport is done by private trucks which are hired on a per-ton basis, the price varying according to the distance travelled. This is usually a dependable way of transporting food stuffs and CRS has over the past years chosen drivers and trucks from a pool in Victoria and Douala who have proven to be honest and reliable.

The only problem CRS/Cameroon is encountering with regards to transportation is that in the last 18 months charges per ton have increased by 50%. A year ago, for example, it cost 1400 francs CFA to transport a ton of food from Douala to Victoria. It now costs 2000 francs per ton.

When the CRS Program Director confronted the Ministries of Finance and Health with this problem they simply shrugged their shoulders and said they hadn't the money. Even though the CRS agreement with the Government of Cameroon states that: (Article 4) "the government is responsible for transporting all commodities to point of distribution," they have never done so and it is not thought that they will be able or willing to in the near future. CRS will continue to prod GURC for transport money, even though at this time the outlook is negative.

An unassociated charge of 25 francs CFA (about 10¢) per child per month is charged at each clinic to pay for inland transportation, loading and unloading and porthandling. For this fee, the children and mothers are given (over and above the PL 480 food ration) vitamins, malaria prophylaxis, worm pills and other needed drugs and medicines.

H. Processing - Reprocessing - Repackaging

N/A.

II Finances:

To finance the cost of clearing charges and inland transportation, the following funds are used:

1. The 25 francs CFA collected monthly from each mother is what supports the Preschool Program in Cameroon. All port handling, clearing, storage and inland transport costs come from these monies. Also vaccines and drugs are purchased and some vitamins, aspirins, anti-worm pills, malaria prophyaxix etc. These are used in the preventive medical side of the program.

2. Sale of empty containers: a nominal amount is charged by each center for the containers. This gives the centers a small income margin that can be used to defray the cost of transport or the purchases of medicines; and at the same time it assures the full utilization of the empty containers.

3. Cameroon Government Allowances: We have not received any money from the Central Government since FY 1973. Much work was done by the Director in past months to secure a grant for FY 1975, but the request was turned down. The grant for FY 1973 was only $2,000.

J. Acceptability of Available Foods.

All PL 480 foods, with the single exception of WSB, have a high degree of acceptability in Cameroon where the staple diet is normally corn, manioc or plantains. It is hoped that no more WSB will be sent to Cameroon. It is deleted from the AER and only CSB or CSM is requested along with Bulgar and Cornmeal. The oil continues to be the most sought after commodity.

Computation of Food Requirements

For FY 1977, CRS/Cameroon is requesting food for 14,000 recipients at the ration specified by USAID and CRS to be a good ration-- that is a ration which will have a measurable effect on the child. The guidelines for a good ration are: 4.7 lbs of protein per month, 70 grams per day; 3 lbs of cereals per month, 45 grams per day; and 1 lb of oil per month, 15 grams per day.

The figures on the forth coming FY 1977 AER will be: 168,000 lbs of oil; 672,000 lbs of CSM/CSB; 336,000 lbs of Bulgar Wheat; 168,000 lbs of Cornmeal. This is a total of 1,344,000 lbs of PL 480 food, 336,000 lbs more than the AER for FY 1976.

The changes are that the recipient level has been increased by 2000 and the rations corrected. In the past, our AER's have reflected a poor and inadequate ration, which would have little if any effect on an undernourished child. The recipient level has been well below the actual number of children reached. (The recipient level is still below the actual level, see concluding comments).

K. Program Publicity

Each time the mothers bring their children to the clinic, they are given lectures, showed how to prepare high protein foods and/or have discussions over a food demonstration table which catagorimes and groups foods into proteins, calories and vitamins. They are shown how PL 480 food compares to local food grown and what quantities are required for their children to grow normally.

The educational element of the program is vital in teaching the mothers the relationship of proper diet to normal growth.

Mothers are well aware of the source of the PL 480 foods.

L. Estimate of Program Duration

The duration depends on the continued availibilty of PL 480 foodstuffs. As is by now well known, it takes longer than expected to make mothers and fathers aware of the need for a properly balanced diet for their children and other aspects of nutrition, hygiene and sanitation as we know it in the Western World.

It has been observed that there is not the extent of malnutrition in former West Cameroon that existed at the onset of this project and the incidents of endemic diseases such as polio, whopping cough and measles has decreased. Malaria, tetanus, diarrhea, worms and other parasites still cause great problems in young children. It is believed, also, that the child mortality rate has decreased, but this cannot yet be substantiated or documented.

If food was withdrawn from the program at this time, the attendance would certainly fall drastically, as it did when NFDM was discontinued. Food is still the tool that is needed to bring the mothers out of the fields and the great distances to the clinics. In many cases it is still vital to the survival of her child and in most cases still the only source of protein available or obtainable.

There is no question that without PL 480 food this program would be reduced to a small skeletal structure with low attendance figures. The GURC would certainly not be able to supply the needed food.

III Plans of Operation for Specific Types of Projects.

It is planned by CRS Cameroon to continue to improve, in FY 76 and FY 77, the quality and quantity of all elements of the Preschool Program.

By increasing the recipient level and rations to what they should be, the program will become more meaningful and valid so that proper evaluation methods can be introduced to measure the degree to which we are achieving our goals - to improve and maintain the health and normal growth of the preschool child.

III Plans of Operation for Specific Types of Projects. - continue/

We will have two full-time supervisors and the educational element of the program will be enhanced. We plan to continue our system of seminars and training courses for the clinic staffs, constantly trying to upgrade their level of competence.

A system of evaluation will be introduced into the clinics, slowly at first, until we have valid data on all our clinics. This will indicate how successful we are in educating the mothers and maintaining healthy normal children. It will indicate the degree of competence also of our clinic staffs and will point to where we need corrections and adjustments.

Only in this way will we be able to correctly assess the program and have an indication of the required duration of the program.

Our future plans, at this time, do not include any projedts other than the preschool program.

Concluding Remarks

In FY 1977 we wish to increase our recipient level to 14,000 which will still be about 3,000 below our actual attendance. We also hope to give a good and proper ration to each child attending the clinic, though this is impossible if we only have food for 14,000 with actual attendance of 17,000.

The answer is therefore to either increase our recipient level to 17,000, decrease the actual number of clinics or limit attendance. The problem is a pure and simple one: CRS/Cameroon has not the financial resources, without GURC assistance which has not been forthcoming, to import and distribute more than food for 14,000 children at full rations. The CRS Program Director has asked the Government of Cameroon, written letters to the Ministers of Health and Finance, and spoken to the Chief/Provincial Medical Officers and Governors, in attempts to get financial assistance (as stated in our agreement with GURC) for inland transportation, but to no avail. The efforts are continuous, but at this point the outlook is rather grim.

The 25 francs mothers' contribution simply will not bring in enough revenue to enable CRS to import more than food for 14,000 children. As a matter of fact, at 14,000 we are in a marginal situation and have very little money left for any unforseen circumstances. The fact that the more the attendance figures increase, the more revenue, is not sufficient because 25 francs does not pay for the costs of getting food to new and distant clinics.

The CRS Program Director and Preschool Supervisors have thought of limiting the attendance to children up to 5 years of age and gradually eliminating any child over five and keeping new registrations below the 5 year age limit. This would drop our attendance by over 1000 children per month but we would still be reaching a substantial segment of the preschool population of former West Cameroon.

Ultimately, we would hopefully reach the point when 100% of our children would be getting a full ration.

The support and recognition given to this program now by the Government of Cameroon is considerable when one realizes that over 200 nurses and midwives staff our clinics and dispensaries and a few doctors, all of whom are government employees and are essential for the running of the preschool program. Also, we have had the services of Sister Geraldine Body-Lawson, who was seconded to CRS in September 1973. CRS is responsible for her travel expenses only. At this moment, we are awaiting the appointment of yet another Cameroonian midwife to our program by the Ministry of Health. So there is substantial government support and recognition. The next step is to obtain financial assistance from an already strained Health budget.

Richard L. Venegoni
Program Director
CRS/Cameroon
11 June 1975

Richard L. Venegoni

VI SUMMARY TABLE

A.I.D. Financial Support for Private Voluntary Organizations

($ 000)

Country CAMEROON

By Project Title if Possible	FY 1976	INT. QTR.	FY 1977
ONGOING GRANTS:			
A. Ongoing OPG (initiated FY 75)			
No. 1 Rural Health Education (North Cameroon) (Catholic Relief Services) (D)	93	0	100

Subtotal	93	0	100
of which cooperatives (non-add)	(-)	(-)	(-)
*B. Non-OPG	-	-	-
No. 1 (D)			
No. 2 (R)			

No. N			
Subtotal	-	-	-
of which cooperatives (non-add)	(-)	(-)	(-)
NEW GRANTS:			
A. OPGs			
No. 1 Centers for Training Farm Families (D)	493	0	316

Subtotal	493	0	316
of which cooperatives (non-add)	(-)	( )	(-)
B. Non-OPG	-	-	-
No. 1			
No. 2			

No. N			
Subtotal	-	-	-
of which cooperatives (non-add)	(-)	(--)	(-)
LOANS: NONE	-	-	-
No. 1			
No. 2			

No. N			
Subtotal			
of which cooperatives (non-add)	(-)	(-)	(-)

* Indicate whether project primary focus is development (D) or relief (R)

NOTE: If applicable note ~~relationship between Title II~~ and specific OPGs

FY 1977 PROJECT IDENTIFICATION DOCUMENTS (PID)

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ('X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE [ ] ADD [ ] DELETE

PID DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
OCEAC (Regional Health Organization for Central Africa)

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [X] PRP [ ] PP B. DATE MO. 10 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
Practical Training for Health Educators

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 80

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	2,560
B. OTHER U.S.	--
C. HOST GOVERNMENT	1,400
D. OTHER DONOR(S)	640
TOTAL	4,600

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
PH			1,040		2,560	
		TOTAL	1,040		2,560	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To increase the ability of the Cameroonian rural poor to participate in development activities by providing comprehensive curative, preventive and health education services.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

To develop a working health education program to serve the rural poor of the Mefou zone and to serve as the field training site for the WHO/CUSS and OCEAC health education training centers.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Three man /months of consulting services to prepare PRP ($24,000)

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: John W. Koehring

TITLE: Regional Development Officer Yaoundé

DATE SIGNED: MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

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PRACTICAL TRAINING FOR HEALTH EDUCATORS

SECTION I.- SUMMARY OF THE PROBLEM TO BE ADDRESSED AND THE PROPOSED RESPONSE TO THE PROBLEM

The FY 1975 DAP cites a primary objective of the health policy of the Third Five-Year Plan of Cameroon. It could easily be applied to any African nation as it defines the goal "to increase the ability of the people ... ... to participate in development activities by providing comprehensive curative, preventive and health education services." Resources are so limited for programs aimed at the rural poor of Africa that the resource represented by the population itself is probably the key to relieving the rural poor of their disease burden.

Health education of the rural poor and of those serving the rural poor in any sector is the process of imparting a basic awareness of health, health problems, and approaches to problem resolution which can establish within the rural population a self-deterministic capacity to improve their own health environment.

With an eye to resolve the critical shortage of trained health educators throughout Africa, the Regional World Health Organization Office in Brazzaville has developed a project to create two regional centers for training health education professionals at several levels. A center to provide trained health

educators for Anglophone countries will be established in Lagos, Nigeria, and a center for Francophone countries at the CUSS center in Yaoundé, Cameroon. The aims of the CUSS training center for education for health are:

(1) To provide academic preparation of personnel in education for health at two levels.

(a) Undergraduate to the level of bachelor degree;

(b) Post-graduate - masters level program.

(2) To initiate activities in research in:

(a) the domain of social sciences and the process and techniques of education for health in social change.

(b) education for health applied to specific health problems in the African milieu.

(3) To provide in-service education through offering short courses and workshop in education for health to personnel already employed in health services;

(4) To provide a consultation service in education for health to all the departments in CUSS and to other programs of training of health personnel.

These will be implemented in two phases as follows:

(1) Undergraduate training in education for health to commence in September 1975 with not more than 10 - 12 students.

- Entrance requirements will be the same as for medical students.
- The duration of the course will be three years and will lead to a bachelor's degree.

(2) Post-graduate training course to commence in September 1976.

- Entrance requirements for specialists in education for health for master's level.

(a) B.A., B.Sc. in sociology, education, nursing, psychology, biology, lab technology or an equivalent diploma.

- The duration of the course will be 2 years.

(b) With M.B., B.S., or M.D. or B.Sc. in health education.

- The duration of the course will be one year.

With respect to the education aims of the WHO/CUSS program, the following apply to both levels of students:

At the end of the course the students should have acquired:

1) Certain fundamental concepts of health education;
2) An understanding and a skillful use of methods and media used in health education;
3) Knowledge of educational psychology, and teacher-learner process;
4) An appreciation of the role of health education in community development (educational sociology);
5) An understanding of human relations and group dynamics;
6) Skills in working with people;
7) Problem-solving techniques as applied to health education;
8) An understanding and skills in program planning and evaluation;
9) The team approach in all levels of education for health;
10) An understanding of and skill in the techniques of research.

Specifically, at the end of two years of training the undergraduate educators should be capable of:

1) Preparing and implementing with other members of the team, plans for educational programs at the provincial/divisional and load level;
2) Coordinating plans with other agencies;
3) Training health workers in the use of educational methods and media;
4) Preparing simple audio-visual aids;
5) Guiding and assessing the educational work of field staff;
6) Assisting school teachers to plan for the teaching of health in the schools and to organize activities for students, teachers and parents related to health problems prevalent in the area.

Similarly, the graduate-level education specialists should be capable of:

1) Planning, implementing and evaluating educational programs;
2) Analysing and studying health problems in the community and diagnosing health education needs;
3) Carrying out community organization and group work; involvement of voluntary and professional agencies;
4) Training personnel in education for health; developing curriculum, methodology and aids;
5) Planning for mass communications and the use of indigenous educational methods and media;
6) Protesting, producing and distributing printed and other

audio-visual materials;

7) Carrying out behavioral studies, both diagnostic and operational;

8) Stimulating, planning and carrying out student's education for health in the national educational system.

In addition to the above training programs, the WHO/CUSS project anticipates carrying on operational research designed to test and evaluate alternative approaches to the development of community-tailored health education programs, especially re maternal and child health, family planning and nutrition needs. It is hoped that the Health Education division of OCEAC will be able to contribute significantly to these research efforts.

Although the inclusion of health educators as a component of a "health team" is an important progressive step, there is a need to assure that the training has a practical orientation. OCEAC (the Organization for the Coordination of the Struggle against Endemic Diseases in Central Africa) is the only institution, at the present time, with operational experience in delivering health education services to rural areas. The GURC Ministry of Health has participated in the rural program by providing salaries for lower level health workers in the OCEAC demonstration zone but OCEAC has sponsored the development of teaching manuals and the collection of reference materials.

It is therefore proposed that practical training be provided in addition to the didactic or formal aspect of training for baccalaureat and graduate level health education students which would be provided by the WHO/CUSS project within the Health Education Section of the Public Health Unit of CUSS.

The field or practical education and operations research would be carried out in the Mefou Department demonstration zone (DASP) where OCEAC operates an active village level health education program. Although OCEAC has trained lower and middle level personnel, it will have neither sufficient personnel nor experience to direct the proposed field training and operational research program.

This project proposes to provide OCEAC with four technicians:

1.- Project Coordinator/operational research specialist.

2.- Field program coordinator.

3.- Educational methodology specialist.

4.- Educational materials specialist.

These technicians would serve for four years (perhaps with two teams for two years each) during which time OCEAC personnel would be groomed to assume project responsibility and additional participants trained. OCEAC would continue its courses to train low level health workers in education for health, and to operate its health education programs in the Mefou. The

integration of the WHO/CUSS and OCEAC field training will enhance the team-building influence of CUSS training, and of collaborative research.

One of the priority goals would be the integration of OCEAC activities with the CUSS program, and now with the WHO/CUSS health education program preparing to receive its first students in FY 76, both the CUSS and OCEAC directions are aware of the benefits of collaboration. The Ministry of Health will also be collaborating with this project and will continue to fund salaries of the lowest level health education working in the DASP zones.

The disbursement period for this health manpower project would be from FY 77 through FY 80.

The major assumptions are that health education will continue to be recognized as an important component to any integrated delivery system and that this continued recognition will be reflected by continued support. Another important assumption is that it will be possible to create an environment of collaboration between CUSS, OCEAC and the MOH.

The alternatives to this approach include direct support to the WHO/CUSS project, expanding the CUSS staff to contain the

ability to maintain the activities described above. However, this approach would not take advantage of the capacity already established at OCEAC and would miss the opportunity to provide a vehicle for collaboration between CUSS and OCEAC.

The direct beneficiaries of the project will be the trainers and students trained while the indirect beneficiaries will be the communities of the Mefou whose ability to cope with their environment is enhanced by health educatinn. And finally, a spread effect of the project will occur when those elements of the project tested in the Mefou and found to be effective are replicated in other parts of Cameroon and Francophone Africa.

SECTION II.- FINANCIAL REQUIREMENTS AND PLANS

The best estimate of the overall project cost is $ 4,600,000 which will be shared by GURC, USAID and other donors as follows:

AID grant	$ 2,560,000
Other U.S.	0
GURC	1,400,000
OCEAC	80,000
CIDA	240,000
WHO	320,000
TOTAL	$ 4,600,000

The AID budget is broken down into component costs as follows:

Cost Component	FY 77	FY 77 - FY 80
Personnel		
U.S. institutional contract	750	1,500
Consultants	40	200
Participants		
Long term	60	160
Short term	10	40
Commodities		
Vehicles	20	20
Misc.	10	40
Other Costs	150	600
	$ 1,040	$ 2,560

SECTION III.- DEVELOPMENT OF THE PROJECT

The WHO/CUSS element of the project has been developed through a series of meetings between MOH officials, CUSS direction and WHO consultants. The elements of this project have been tentatively identified in separate meetings between RDO staff and MOH, CUSS and OCEAC.

The next stage of project development would require a design team to work closely with WHO, CUSS and OCEAC to prepare a PRP by October 30, 1975. The RDO/Y Regional Health Officer will act as Team Leader. Additional requirements of 3 m/m of

consulting services will include a program/design officer, and health education specialists familiar with operational research, educational methodology & human resource development, and public health education. Estimated cost is $24,000 if specialists are obtained under contracts.

The final PP should be prepared during FY 76 to permit FY 77 funding and implementation.

SECTION IV.- ISSUES OF A POLICY OR PROGRAMMING NATURE

The question of whether it is desirable to reinforce an institution which, to date, has been dominated by the French military must be addressed. In the view of the RDO this is highly desirable since this reinforcement contributes to the Africanization of OCEAC while taking advantage of past good works and stimulating collaboration between heretofore independent institutions addressing the same issue of health education and manpower development.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ('X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE
[ ] ADD [ ] DELETE

PID
DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
CENTRAL AFRICAN REPUBLIC

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER
TO BE ASSIGNED

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [X] PRP [ ] PP B. DATE MO. 10 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
D.E.I.D.S./C.A.R.

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 84

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)
Development and Evaluation of Integrated Delivery Systems for Health in the Central African Republic.

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	4,000
B. OTHER U.S.	-
C. HOST GOVERNMENT	1,300
D. OTHER DONOR(S)	-
TOTAL	5,300

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
PH			500		4,000	
TOTAL			500		4,000	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To improve the general level of health in rural areas of Central African Republic, especially for mothers and young children.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

To develop an effective health delivery system that will increase the accessibility and acceptability of health services, including MCH, nutrition and family planning services in rural areas of CAR, primarily for mothers and children, within the resources of the country so that it can be replicated elsewhere in CAR.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)
None; planning and project development to be performed by the American Public Health Association under Contract AID/csd-3423.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE
John W. Koehring JWKoehring

TITLE
Regional Development Officer, YAOUNDE.

DATE SIGNED
MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

PROJECT IMPLEMENTATION DOCUMENT

C.A.R./DEIDS

CENTRAL AFRICAN REPUBLIC: DEVELOPMENT AND EVALUATION OF INTEGRATED DELIVERY SYSTEMS FOR HEALTH, FAMILY PLANNING NUTRITION - (DEIDS)

I. SUMMARY OF THE PROBLEM TO BE ADDRESSED AND THE PROPOSED RESPONSE TO THE PROBLEM

The Central African Republic, located near the geographic center of the continent, has a population estimated at 1.7 million of which over 75% is rural. This population suffers from the diseases of the tropics compounded by poor sanitation and a health delivery system which is barely operable in remote areas.

As reflected in the 1975 DAP, the major factors affecting health problems which have rendered ineffective previous attempts at health services delivery to the rural areas include:

1.- Lack of an adequate organizational infrastructure to administer an effective health delivery system to the remote areas;

2.- Lack of trained health personnel at all levels;

3.- Lack of sufficient health facilities to serve as a base for comprehensive rural health services;

4.- Lack of adequate medications and materials;

5.- Lack of attention to preventive medicine;

6.- Lack of adequate transportation and communication facilities;

7.- Lack of a sufficient data base to permit effective health planning; and

8.- Lack of environmental sanitation.

The Government of the Central African Republic is concerned with the lack of quantity and quality of health services in the rural areas, especially those services geared toward mothers and children who comprise a disproportionately large fraction of the population. With the assistance of the World Health Organization, the government has begun the BIMBO health services demonstration zone near the capital city, Bangui. In the Bimbo zone health facilities have been built, a variety of levels of health workers trained, and preventive medicine techniques introduced such as a sanitation program, school health programs, and health education.

The main objective of this project is to take some of the lessons learned in the BIMBO zone and provide a low cost, integrated health delivery system to two thirds of the women of fertile age and children under six years of age in a defined geographic area such as the combined provinces of Ouham and Ouham-Pende to the north and east of Bangui. The proposed integrated health delivery services will include

family planning, nutrition and maternal child health as well as other preventive and curative care. Key features of the project would eventually be replicated throughout the Central African Republic without external assistance.

Specific project outputs would include the following:

1.- Collection of baseline data;

2.- Development of training methods and materials;

3.- Training of trainers and of health workers;

4.- Construction and equipping of Village Health Posts;

5.- Establishment of specific comprehensive services at the health posts;

6.- Establishment of a system of management and evaluation to insure the integration of the project elements into the national health program.

These outputs would be aimed at creating an integrated rural health delivery system which would include both services and a management infrastructure as follows:

(1) Two effective Prefecture Health Offices in the project area. In accordance with the plans of the Ministry the project will assist in the development of capabilities for planning, programming and directing the development of health activities under the jurisdiction of the Prefecture Health Offices in the project area. The following steps will be taken in this regard:

(a) Establishment of a program for training and retraining of personnel. Apart from the professional staff, very little formal training is given to the personnel in the Prefecture Health Offices. Even professionals are trained in separate unrelated institutions without much consideration to subsequent roles they will be fulfilling. The project will establish training and retraining programs which are job-oriented and which foster a team approach. (Each individual member of the team knows what the other members are doing and so is in a position to refer or defer responsibility to the appropriate member of the team). This would be accomplished by the relevant training of new personnel and setting up regular in-service workshops and seminars for existing staff.

(b) Integration of all levels of health personnel into planning and programming. Working on the premise that if staff are involved in planning and programming, their co-operation and commitment to the implementation will be more readily available.

(c) Establishment of an effective system of budgetary programming and auditing. Setting up of programs in keeping with the budgetary restraints will bring such programs closer to reality and the process of auditing will guard against preventable losses and promote maximum output of the programs.

(d) Enhancing the effectiveness of administration within all levels of the Ministry of Public Health. In the project area, areas of responsibility and the chain of command will be clearly established from the national level through the regional Prefecture, sub-prefecture, communal and village levels.

(e) Establishment of effective and functional system of personnel administration and supervision at all levels. As needed, new job descriptions will be written for personnel in the project area. Supervision will ensure that minimum standards of performance are maintained.

(f) Cooperation with other health providers, including traditional health practitioners (midwives, guérisseur, druggists, herb doctors, etc.) and western-oriented practitioners to try to integrate them into the delivery system. Every effort will be made to win the confidence of the traditional health practitioners. A working relationship would be established between the community health workers and the traditional health practitioners in such a way that rivalry will be minimized. The possibility of giving formal training to the traditional health practitioners will be explored.

(g) To achieve coordination and cooperation with other agencies and institutions which are working in the health, family planning and nutrition field in the same area, the Prefecture Health Offices will identify all health agencies and institutions and an effort will be made to coordinate in the Province.

(h) Community involvement in the process of health planning, programming and evaluation. A health delivery system which attempts to effectively serve the community must have participation by the community for success. Community involvement and participation will be fostered and encouraged.

(2) An effective evaluation unit in the Prefecture Health Offices. At present, evaluation of programs and services at the Prefecture level is non-existent. The DEIDS project could make a much-needed contribution by establishing this capability. Among other things, it would give direction to the programming and planning for health services. An evaluation component is needed to enable correction and adjustments in programs on a dynamic basis. This unit will be responsible for data collection, processing and evaluation of programs. The establishment of an evaluation unit will involve the following:

(a) Trained Staff

At present there is no personnel with the knowledge or skill in evaluating programs. Candidates within the Ministry will receive the requisite training in the concept and skill evaluation.

(b) System for health data collection

At present there is no systematic method of collecting health data. A standardized system for the collection of health information will be established by the project. This system will involve compatible data collection in health centers, health subcenters and health posts, although modified according to the kind and level of services offered.

Training of health personnel will include record keeping. Supervision will be maintained to ensure that records are kept up to date in all health facilities.

(c) Rapid data processing and provision of feedback information

The evaluation unit will collect and analyze the data and provide rapid feedback information for planning and management.

(3) Reorganization of rural health subcenters in the project area. The rural subcenters are inadequate in terms of both

numbers and scope of services provided. The project will reorganize the subcenters and retain the personnel in order to improve the quality and quantity of services offered. The current Five-Year Health Plan mentions proposed building of Village Health Posts which will be smaller editions of Health Subcenters designed for the small villages. Where these exist in the project area, their functions would be regarded as similar to the subcenters and their reorganization will be along the same lines. However, the establishment of the community health worker category functioning in the health post furnished by the community may preclude the need for large-scale construction of the Village Health Posts and training personnel to make them. This activity would be very expensive. Reorganization will include the following:

(a) Adequate supervision for the village health workers. The subcenters will serve as the support base for health workers. It is from the subcenter that adequate provision will be made for the supervision of village health worker activities. This requires training of supervisory staff, transportation, and other facilities. It is proposed that part of the stipulated duties of the nurse operating at the subcenters will be to make regular supervisory visits to the village health posts.

(b) Referral center for the village health workers. The village health workers, the primary health care providers, require readily available referral centers for

their patients' problems. The subcenters will fulfill this function.

(c) Supplies for the village health workers.

The subcenters will serve as a center for the distribution of medicines and supplies to the village health workers. The village health workers will account for the medicines and supplies which they use.

(d) Emphasis on preventive services.

The present activities in the subcenters are largely curative. Greater emphasis will be given to preventive service, counselling and health education activities.

(e) Increased scope of services.

Added services will include MCH, family planning, nutrition and environmental components. Pre-natal and post-natal care and midwifery services for the uncomplicated cases as well as counselling, immunization and curative services will be included.

At present, in the rural subcenters, family planning services are virtually non-existent. As part of the integrated health system of the project, family planning counselling and services would be made available not only to post-partum or post-abortal women but also on a voluntary basis to all users of the health subcenter.

Nutrition counselling will be among the activities of the subcenters, with special attention to the needs of children at the time of weaning. Food donated by CARE and similar organizations will be distributed more discriminately, the malnourished children having the highest priority. In areas where malnutrition is prevalent, nutrition rehabilitation centers (out patient and/or residential types), should be set up in connection with the health subcenters.

Environmental health information would also be provided at the health subcenters, including demonstrations on latrine construction and maintaining safe supplies of water.

(4) Establishment of a network of village health posts, manned by a trained rural village health worker.

The most practicable means of taking health services to the majority of the rural population is through the establishment of a network of rural village health posts manned by trained village health (outreach) workers integrated into the regular Ministry of Public Health system. The following steps are proposed:

(a) <u>About 500 communities will be equipped with health posts</u>. This number has been derived from a formula provided by the Ministry of Public Health, which stipulated that a health worker would serve a population of about 1,000.

(b) A trained rural village health worker will direct each village health post. (These village health workers will be selected from the community by the community. It is hoped that by so doing the workers are more likely to stay in the community and be accepted and respected by its members. Training would be conducted at the local health subcenter rather than in Bangui in order to avoid the high staff turnover created by the lure of the city life and to help make training more relevant to rural needs).

(c) Functions will include home visits and the organization of Mothers' Clubs as a means of performing health counselling and health education. The villages health workers will deliver the following services:

1.- Maternal and child health counselling and curative services which would include pre-natal, post-natal care and midwifery services (for the uncomplicated cases).

2.- Child health counselling.

3.- Immunizations.

4.- Nutrition counselling and curative services.

5.- Family planning information, motivation and services.

6.- Environmental health information.

7.- Minor curative and first aid emergency treatment.

8.- Referral to health subcenters and to the regular doctors of the patients.

9.- General health education.

Definition of more specific inputs required for the project will depend largely upon the project development process described in Section III below. The input categories will include A.I.D. contract personnel, local hire, consultants, training courses participant training, commodities and other costs costing approximately $500,000 each year. The period of disbursement would be from FY 77 through FY 84.

Several major assumptions affect ultimate project success; these include:

1.- that rural health services continue to be a priority of the Government of C.A.R.;

2.- that political instability will not be disruptive;

3.- that rural communities will cooperate and collaborate in the project;

4.- that the Government of C.A.R. will respond to the findings of project studies and modify the delivery system accordingly;

5.- that the Public Health professionals will accept the usefulness of paramedical personnel in providing basic health services;

6.- that sufficient personnel are identified and available for training; and

7.- that the Government of C.A.R. contributes its share of project support.

The Government of C.A.R., with the assistance of WHO and a USAID Health Education project (625-510), has developed a demonstration zone, described earlier, in which several of the approaches of this project have been tried out on a small scale.

The alternatives to a low-cost, preventive program which depends largely upon paramedical personnel and addresses itself to the rural poor are discussed in the DAP and include disease-control projects, facility-building, provision of curative services, etc. For reasons of replicability the approach taken by this project was selected for C.A.R.,which has extremely limited resources.

The major intended direct beneficiaries will be those individuals who are trained or served by the project. The entire communities served by the project will benefit from improved awareness of diseases and health, improved sanitation and decreased incidence of transmissible diseases. Later, a spread effect will be realized as the key effective elements of the project are replicated elsewhere in C.A.R. and throughout Africa.

II. FINANCIAL REQUIREMENTS AND PLANS

The definitive financial requirements of the project will be determined during the APHA reconnaissance visit described in Section III. The rough outline provided on the facesheet follow:

Total Project Cost	$ 5,300,000
C.A.R. contribution.....	1,300,000
A.I.D. contribution.....	4,000,000

At this stage of project development other donor contributions have not been identified and the trade-off represented by additional funds vs. maintaining a minimal-resource approach will be weighed by the APHA study team next month.

III. DEVELOPMENT OF THE PROJECT

The first study leading to this PID was the 1975 DAP exercise in which the state of health delivery systems in rural C.A.R. was described and the recommendation first made that AID can make a valuable input to the needs of C.A.R. by maintaining programs directed at health manpower development, and by assisting the Government of C.A.R. in developing a BIMBO-like demonstration rural health delivery project.

On the basis of C.A.R. needs and knowledge of the DEIDS project, the project was discussed informally with the C.A.R. Ministry of

Health. The MOH was enthusiastic about collaborating with the APHA in an effort to establish, through detailed planning, trial and evaluation, a practical program for the development of a low cost delivery system through which maternal and child health, family planning and nutrition services can be made available to the majority of the population of Ouham and Ouham-Pende.

The Director General of the MOH then formally invited the APHA to send a feasibility team to evaluate C.A.R. as a site for a DEIDS project. This Reconnaissance visit, or Phase I, of the project will begin early in FY 76 when the APHA sends a team of 1 public health physician/epidemiologist, 1 health education specialist, and 1 environmental health/public health administrator to C.A.R. to evaluate:

1.- the existing data base;
2.- the current accessibility of the public at large to health care;
3.- the existing programs in the proposed project area;
4.- the level of other donor assistance;
5.- the level of resources necessary and available to support the demonstration area project;
6.- the extent to which the proposed project area has enough characteristics in common with other areas of C.A.R. and Africa to make lessons learned in the project applicable to other areas;

7.- the quantity and quality of institutional development in the country and the availability of an adequate institutional base for the project;

8.- the status of the country's health and family planning policies; and the level of interest and commitment to the project evidenced by the government.

If Phase I analysis results in a decision to proceed, the APHA shall, during phase II, develop a specific project to test and evaluate an integrated delivery system in C.A.R. and shall submit a technical and cost proposal (PRP) or project design. This document would be revised and, pending continued approval by all participants, lead to a Project Paper (PP) in time to begin Phase III implementation of the project during FY 77.

The AID resources required for project development should be minimal as the APHA is under contract to perform all Phase I and Phase II aspects of project definition. AFR and RDO health staff will play a cooperative and collaborative role.

IV. ISSUES OF A POLICY OR PROGRAMMATIC NATURE

The basic question is whether C.A.R. provides an appropriate environment to implement the DEIDS program. This issue will be addressed by APHA and AID during initial phases of feasibility and design work.

There appear to be no other basic issues of this nature apart from those reflected in the list of assumptions in Section I.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ('X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE [ ] ADD [ ] DELETE

PID DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
CAMEROON

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER
TO BE ASSIGNED

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [X] PRP [ ] PP B. DATE MO. 01 YR. 76

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
[WEST BENOUE INTEGRATED RURAL DEVELOPMENT]

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 80

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)
[ ]

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA 200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	2,152
B. OTHER U.S.	-
C. HOST GOVERNMENT	17,652
D. OTHER DONOR(S)	6,217
TOTAL	26,021

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
FN			559		2,152	
TOTAL			559		2,152	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

[The agriculture sector program goal is to (1) reduce regional income disparities; (2) contribute to import substitution; and (3) alleviate domestic staple food scarcities.]

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

[The project purpose is to develop and implement an integrated development scheme in a heretofore undeveloped, sparsely inhabited region that will encourage resettlement from adjacent heavily populated areas; significantly improve the livelihood of the rural poor; assist with the protection of fragile northern soils; reduce the income disparities between the North and other portions of the country and increase overall food production in the region.]

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Ten (10) man/months at approximate value of $80,000 will be required to prepare the PRP.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE
John W. Koehring

TITLE
Regional Development Officer, YAOUNDE

DATE SIGNED MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

WEST BENOUE INTEGRATED RURAL DEVELOPMENT PROJECT IDENTIFICATION DOCUMENT

I. SUMMARY OF PROBLEM:

Northern Cameroon, as defined in the DAP as well as in other sectoral analysis, is one of the poorest regions of Cameroon. It is an area which has traditionally lagged noticeably behind the rest of the country in virtually every aspect of development criteria, i.e. per capita income ($50 p.a.), health and health facilities, education, transportation and distribution systems, trained manpower, etc. It is also an area with a fragile ecology which has been further deteriorated by human, animal and natural elements such as overgrazing, the systematic elimination of trees and other vegetation, soil depletion, due to a lack of planned crop rotational systems, and the drought. At the same time the region presents some paradoxes which have been detrimental to development efforts. For example, the poorest soils found in the upper northern part of the region support the majority of the human and animal population, while the southern portion of the northern region, containing river valleys with fertile alluvial soils, is underpopulated, having a population density of approximately 5 persons per square kilometer.

This PID has been prepared on the basis of the dossier contained in the Minister of Plan's letter of January 13, 1975 and forwarded to AID/W by YAOUNDE TOAID A-6. It will be the task of the PRP team to analyse the proposed project in detail and develop appropriate recommendations.

1. Purpose of Project

The overall purpose of this project is to develop and implement an integrated development scheme in a heretofore undeveloped, sparsely

inhabited region that will encourage resettlement from adjacent heavily populated areas, significantly improve the livelihood of the rural poor, assist with the protection of fragile northern soils, reduce the income disparities between the North and other portions of the country and increase overall food production in the region.

Project Area

The project will be located in the Benoue valley in an area falling within part of the Department of Benoue. It will cover approximately 13,000 square kilometers when fully operational. The northern boundary of the project will extend to Demsa, located above the Benoue River, with the southern boundary slightly above the mountain range leading to the Adamaoua plateau. On the East it will be bounded by the Garoua-Ngaoundere road while its western boundary will terminate at the Nigerian border along the Atlantika mountains. The Benoue River is normally navigable from the river port of Garoua only two months out of the year. Over time, vast amounts of alluvial deposits have been transported from the east and deposited along the valley floor where it has virtually stopped the flow of the Benoue, especially during the dry season in some areas. These alluvial soils are quite fertile with substantial production potential. At the same time the area is capable of supporting large numbers of cattle if the tse tse fly which exists in the heavy vegetation found in valleys can be eliminated. West Benoue region is very sparsely populated. Amenities could profitably support a greater population.

2. Description of Project

This project is designed to concentrate an extensive development effort of an integrated nature in an area in the West Benoue Valley, which has the potential of alleviating many of the harsh conditions facing the masses of the rural poor in more densely populated regions of the northern portion of Cameroon. The project area will encompass

the major portions of the Departments of Garoua and Poli. The area has good soils, a rainfall of 1,000 mm to 1,400 mm per annum, the potential for small scale irrigation and a low population density. When compared with most of the rest of the north with its fragile ecology, the area offers immense advantages. The project proposes to address the problems facing the region (which are essentially to open the area) and the rural populace by offering a proper mixture of inducements in the West Benoue that will attract the sedentary element of the population further north which has been reluctant to move out of their deteriorating environment and to improve the productivity of the small numbers presently living in the West Benoué region.

Because of the nature and vastness of the project it is envisaged that this will be a multidonor endeavor that will utilize the resources of both bilateral and multilateral agencies. Potential contributers to such a project are the IBRD, FAC, FED and UNDP as well as some other bilateral donors.

(a) Project Outputs

(i) Resettlement and training of 20,000 farm families;

(ii) 40,000 hectares of idle land put into cultivation;

(iii) 50,000 hectares cleared of tse-tse fly;

(iv) increase in resident cattle population from 3,000 to 20,000 heads;

(v) 30,000 hectares of land in low productivity and fragile ecology areas taken out of cultivation;

(vi) 1,500 tons of improved seed distributed to project farmers;

(vii) 200 agricultural extension workers trained and operating throughout project area; and

(viii) An improved infrastructure base including roads, bridges,

dispensaries, schools, marketing and distribution outlets.

(b) Technical and Physical Resources Required

(i) Technicians

2 agricultural economists
2 agricultural extension/agronomists
1 agricultural information specialist
1 well digger
2 plant and pest control experts
2 agricultural engineers
1 civil engineer
2 credit/cooperative specialists
2 rural health specialists
1 social anthropologist

16

The following personnel assigned to other projects in close proximity to the area could be called upon for additional assistance:

Range management specialist
Veterinarian
Seed multiplication expert
Livestock specialist
Human resource development expert

(ii) Commodities/Equipment (land clearing equipment, tractors, pumps, etc.)

(iii) Training:

Staff training courses
Farmer training
Third country - 50 mm (non-academic short courses)

(iv) Infrastructure

Feeder Roads - 500 km roads at average cost $1,750/KM.

Dispensaries - 2

Water wells - 200

(c) Disbursement Period (5 years)

Begin FY 1977 - End FY 1981

3. Major Assumptions

(a) Farmers and rural populace will be willing, through inducements, to relocate to project area.

(b) Host Government will be able to find and field required personnel.

(c) Host Government will be able to meet financial commitments on a timely basis.

(d) Host Government is able to provide basic infrastructure (e.g. buildings, warehouses, offices, housing, roads, etc.)

(e) Host Government and donor organizations can agree upon exact project site, timing and scope.

(f) Donor organizations will be able to recruit technicians with required skills (including language).

(g) Donor organizations can agree upon administrative arrangements under which technicians will function.

(h) Donor organizations will be able to provide continuing support for five year life of project.

4. Present Activities

(a) The Cameroonian Government, in conjunction with AID and FAC, is presently embarking upon a resource inventory in the northern province. This study will cover the project area and should pinpoint various development factors vital to the success of the proposed project.

(b) A livestock project identification and design team, also supported by AID and FAC, is scheduled to begin work in the

Northern Province during the latter part of 1975, including possible livestock activities in the project area since, inter alia, the Cameroonian government has scheduled a tse tse fly eradication program in the Benoue valley, covering 125,000 hectares. Even though the area is considered a livestock sub-zone, this much land, freed from tse tse fly infestation, contains rich potential for livestock development.

(c) FED has been financing a modified integrated area development scheme in the East Benoue region. Information gained from their activities will greatly facilitate development of this proposed project for the West Benoue. In addition the FED has also financed a completed hydrological study of the Benoue valley. Data from this study will be of immense importance.

(d) An IBRD (Permanent mission for West Africa) project identification mission proposed a preliminary project proposal for development of the West Benoue to the Cameroonian government in May 1974. The government has not heretofore advanced this proposal, for several reasons. First, development of this vast project area will require heavy financial commitments. Second, it could be reasoned that the GURC would like to include as many donors as possible in the project so as not to tie such a development effort to any one donor. Now, however, greater attention is being given to the potential of North Cameroon. Consequently, on 13 January 1975, RDO/Yaounde received a letter from the GURC requesting assistance from AID in developing a feasibility study of the project previously identified by IBRD.

(e) The UNDP/financed Cereals Office in Garoua is designed to foster marketing and distribution as well as storage of grains in the Northern province.

(f) A seed multiplication project for the North is currently being

planned for implementation within the near future. The Project Paper, submitted in March 1975, calls for the first obligation in FY 76.

(g) SODECOTON, an organization developed to promote the production of cotton, also operates in the northern province. Although this organization is cash-crop-oriented, it has a great potential for assisting with the implementation of a food crop production program and the proposed livestock and agricultural development project since it has some of the better trained extension agents in the country.

5. Realistic Alternatives

Within the framework of the presently-defined objectives for the West Benoue area development, there appear to be no other alternatives which can be called economically and/or substantively feasible. Nor does it seem judicious to advocate modifying the presently-defined parameters of the problem description and project objectives. Development of the West Benoue area, according to these objectives, requires either an integrated scheme which relates all the requirements into one package - farming, livestock, water resources, basic infrastructure, health, etc. - as this project proposes to do, or it requires a disparate series of discrete projects which would, by their nature, be less logically and temporally related, with the consequent likelihood of uneven implementation progress.

The project's basic objective of resettling 20,000 families from the densely populated area further north fits into AID's strategy to contribute to the improvement of the living standards of all the rural poor in the North. Measures to accomplish this goal are being carried out by AID, the GURC and other donors as described above. This project's basic merit consists in removing some of the population pressure from the more densely populated areas further north, thereby

rendering these areas more malleable for development projects, and in developing a potentially rich area for general improvement which, until now, has been sparsely settled.

These and other alternatives should be considered by the design team and not accepted as basic premise.

The alternative therefore chosen for AID consideration is this proposal. First, there exists an economy of scale in which a large integrated development scheme such as this is more advantageous than smaller pilot schemes, no matter how diffused. Second, a larger scheme will attract more donors since the returns to scale are much greater and there is a much greater chance of success, resources will not be diffused and the number of variables, although large, will not be as large as if, for example, five or ten such schemes were developed in different localities. Third, there is an expressed interest by the government and donors in such a development undertaking. Fourth, the project appears to be feasible.

6. Beneficiaries:

Direct beneficiaries of the project will be those small impoverished farmers living in the northern province. Income among the majority of the farmers in the area has been estimated to be 13,000 francs CFA, or approximately $50 per annum. This is about 1/4 of the national PCI average of $200.

Other beneficiaries will include herdsmen living both within and outside of the project area.

Consumers in the North and throughout the country will benefit from the increased production of food stuffs which the project will generate.

Indirect benefits will accrue to those farmers who are not settled in the project area but live in areas from which settlers originate and population pressure is reduced. For example, the land that could go out of cultivation as a result of settlers moving south, if permitted to remain out of cultivation and/or grazing for a period of time, will become more productive since natural vegetation, if permitted to grow, will add to the process of fertilization.

7. Spread effect

There are possibilities for replication of the project since the project will cover only a portion of the potential areas suitable for exploitation. Within the project area itself there will be the possibilities for second and third stage add-ons. Training given to project participants in such areas as crop rotation and the use of improved seeds and cultural practices will, of course, spill over into other sections of the North. The multiplication effect of the project will be such that the majority of farmers and herdsmen living in this section of the country will be affected one way or the other. Formal imitation will be stimulated by extension agents working in other areas who will transmit project results to their constituents.

The project is important and relevant if balanced development is to take place in the North. It is also important if income levels in the area are to be raised and the disparities that exist at present, between the north and South, are to be reduced. From an ecological point of view, this may well be one of the few ways that a correction in the imbalance of nature, arising in part from uneven population densities, can be addressed.

II. FINANCIAL REQUIREMENTS

The best estimate of the total project cost over a five-year period is $26.02 million. This is an average cost of $1,301 per family for relocating and re-establishing 20,000 farm families. When compared with the potential benefits that would accrue to area farmers, the region and the country on a whole, this would appear to be a feasible undertaking.

Donor organizations would contribute a total $8,369,000, with the host government providing $17,651,500. Though the government outlay appears to be high it is recognized that many of the costs that are included in the project are already being borne by government at this time, i.e. salaries, infrastructure development etc. The project attempts to channel these resources into a concentrated area.

The total cost to be borne by AID during the five year project life is estimated to be $2,152,000. This will consist of $870,000 for technicians, $631,000 for supervised Credit, $120,000 for training, $162,100 for commodities and infrastructure and $369,000 for technical support. (See Table 4).

Other donor costs are estimated to be $6,217,000 during the life of the project.

TABLE I MAN MONTH REQUIREMENT FOR SUCCESSFUL PROJECT COMPLETION (ALL DONORS)

Number	Technicians	FY 77	FY 78	FY 79	FY 80	FY 81	TOTAL MAN MONTHS
2	Agricultural Economists	9	24	24	12	3	72
1	Agr. Info. Specialist	12	12	12	-	-	36
2	Extension/Agronomists	24	24	12	12	3	75
1	Well digger	12	12	-	-	-	24
2	Plant Protection Experts	24	24	12	12	-	72
2	Agricultural Engineers	24	24	24	-	-	72
1	Civil Engineer	12	12	12	-	-	36
2	Credit Coop. Specialists	12	12	24	24	4	76
2	Rural Health Specialists	24	24	24	12	6	90
1	Social Anthropologist	12	12	12	-	3	39
	TOTAL MM/FY	165	180	156	72	19	592 MM
16	TOTAL DOLLAR COST	$825,000	$900,000	$780,000	$ 360,000	$95,000	$2,960,000

Average Dollar Cost is computed at $5,000 per mm or $60,000 per man year.

Since donors have varying yearly costs,actual figure may be somewhat at variance.

TABLE 2 CONTRIBUTING DONORS COST COMPONENTS

TYPE	Dollar Cost
Commodities, Equipment, Credit	3,000,000
Training (Third Country) 50 mm	200,000
Infrastructure support	
Feeder Roads 500 km at $1750/km Avg.	875,000
Health Dispensaries 10 at $4,000 ea.	40,000
Water wells 200 at $200/well	40,000
Support Costs	
Vehicles 10 at $7,000 ea.	70,000
Other Cost at $2000 mm	1,184,000
T o t a l:	$5,409,000

TOTAL DONOR COST (TABLE 1 and TABLE 2) $8,369,000

TABLE 3 HOST GOVERNMENT COSTS

TYPE	Donor Cost per FY	Total $ Cost
Counterparts - 32	$160,000	800,000
Other Technicians 240	288,000	1,440,000
Skilled workers - 50	50,000	250,000
Laborers - 100	25,000	2,500,000
Construction-building, offices, housing and upkeep	792,300 avg.	3,961,500
Transport (Personnel)	80,000	400,000
Transport (Goods)	60,000	300,000
Relocation & Credit at $350 per family	1,400,000	7,000,000
Infrastructure cost	200,000	1,000,000
TOTAL COST		17,651,500

TOTAL PROJECT COST $26,020,500

TABLE 4 - AID PROJECT COST BY COMPONENTS

Type	(MAN MONTHS) AND TOTAL COST BY FISCAL YEAR OF DISBURSEMENT ($000'S)					
TECHNICIANS	FY 77	FY 78	FY 79	FY 80	FY 81	TOTAL
Agricultural Economist	(4)20	(12)60	(12)60	(5)25	(3)15	(36)180
Extension/Agronomist	(12)60	(12)50	(6)30	-	-	(36)150
Plant Protection Expert	(12)60	(12)60	(12)50	-	-	(36)180
Credit/Coop Specialist	(6)30	(12)60	(12)60	(14)70	(4)20	(48)240
Rural Health Specialist	(12)60	(12)60	-	-	-	(24)120
TOTAL TECHNICIANS (MM) $	(46)$230	(60)$300	(42)$210	(19)$95	(7)$35	(174)$870
Commodities	36.5	30	-	-	-	66.5
Supervised Credit	83.5	210	337.5	-	-	631
Trng. Third Country	(12)48	(18)72	-	-	-	120
Infrastructure Support	47.75	47.75	-	-	-	95.5
Technician support						
Vehicles (3)	21	-	-	-	-	21
Other Tech. Support	92	120	84	38	14	348
TOTAL OTHER COSTS	$328.75	479.75	421.5	38	14	1,282
TOTAL AID COSTS	$558.75	779.75	631.5	133	49	2,152

III. DEVELOPMENT OF THE PROJECT

1. The project will relocate and reestablish a total of 20,000 farm families in the project area over a five year period according to the proposed schedule below. Farm families will be admitted into the project area at a rate of 4,000 families per year. This rate of absorption will permit the project to develop in an orderly fashion and be able to develop the required infrastructure overtime.

TABLE 5 NUMBER OF FARMERS ENTERING PROJECT BY FISCAL YEAR

RESIDENCY	FY 77	FY 78	FY 79	FY 80	FY 81
New Farmers	4,000	4,000	4,000	4,000	4,000
Old Residents	-	4,000	4,000	4,000	4,000
"	-	-	4,000	4,000	4,000
"	-	-	-	4,000	4,000
"	-	-	-	-	4,000
ALL FARMERS	4,000	8,000	12,000	16,000	20,000

FARMER SUPPORT

Each farmer entering the project under its auspices will receive a $350 relocation and establishment allowance. The relocation allowance will be a grant of $183 to offset costs involved in making the transition. The farm establishment allowance will be in the form of supervised credit for approximately $167 repayable over a three year period. Most of this credit will be in kind. The bulk of the establishment allowance will be devoted to hired labour for clearing, stumping and underbrushing. For each year that a farmer remains in

the project area he will be entitled to receive up to $127 in credit for the purchase of inputs supplied via the project.

Each farmer upon entering the project will be required to put a minimum of two hectares of land into cultivation. For his efforts he will be supplied with improved seeds, improved cultural practices adapted to the area, agricultural production and marketing information as well as basic health facilities and other amenities.

Project Feasibility

The project will draw upon basic data and conclusions originating from the land resource utilization survey, the hydrological studies already completed and project agents of a similar project in the Eastern Benoue.

In addition, the agricultural economist, extension agronomists and credit/cooperation specialists will have as an initial task the job of refining and further developing basic farm management studies of the project area.

2. Documentation Submission Schedule
   (a) Submit PRP January 1976
   (b) Submit PP September 1976

3. AID Resources Required for PRP
   1 Agricultural Economist (Farm Management) (45 days)
   1 Extension/Agronomist (45 days)
   1 Social Anthropologist (60 days)
   1 Agricultural Engineer (Farm machinery/construction - 30 days)
   1 Hydrologist (30 days)
   1 Program/design officer (90 days) who would be the team leader and therefore should be a senior development officer (R-1) with experience with resettlement projects.

The PRP development team should consist of the above individuals. Since the project will involve relocating large numbers of farmers, a social ahthropologist will be required to study and analyse the factors which would facilitate this displacement. He will also try to determine, as far as possible, the reasons why farmers in most of the North refuse to move off land and out of areas that have become depleted and increasingly unproductive. It must be determined at this time what mixture of inducements is required to encourage migration to the project site or to other areas as they are opened up. The individual selected for this assignment will probably be a consultant. It is proposed that the social anthropologist arrive 15 days prior to the rest of the team since his job will be a complex one requiring that he develop a rapport with farmers of the area which will facilitate the work of the other team members upon their arrival.

The farm management specialist and extension agronomist will develop baseline farm management studies both within the project area and in those areas adjacent to it. They will also visit and conduct studies in potential areas where the initial group of farmers will migrate from. Working alongside of the social anthropologist, they will then try to determine the exact period of the year that relocation of farmers should take place.

The agricultural engineer should be well versed in farm construction and be able to initiate studies designed to ascertain the best procedures for readying the project area for occupation, including possible farm layouts, machinery and tools required by the project and small farmers, feeder roads, etc.

The project site has a large portion of its surface area located in an alluvial river bed. A determination will have to be made

as to where should the project begin its initial operation. Data will have to be updated on flood stage, water table levels and methods of water control and management. Possible sites for well construction and irrigation should be delineated.

C. It is assumed that if the PRP team is fielded, most of the basic data required will have been obtained and that the PP can be further developed by RDO/Y with less assistance from AID/W.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (IX' APPROPRIATE BOX)
☐ ORIGINAL ☒ CHANGE
☐ ADD ☐ DELETE

PID DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
PAN AFRICAN INSTITUTE FOR DEVELOPMENT

3. DOCUMENT REVISION NUMBER 1

4. PROJECT NUMBER
TO BE ASSIGNED

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. ☒ PRP ☐ PP B. DATE MO. 11 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
RURAL DEVELOPMENT ANALYSIS AND TRAINING

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 79

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	2,415
B. OTHER U.S.	
C. HOST GOVERNMENT	
D. OTHER DONOR(S) To be identified	
TOTAL	N/A

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
EHR			800		2,415	
TOTAL			800		2,415	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To improve and expand the administrative and management capacity of officials in Sahelian countries.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

1. To conduct operational research and evaluation on ways of resolving priority social and economic development problems in the Sahel.
2. To provide consulting services to Sahelian governments on designated problems.
3. To provide short-term and long-term training to the middle and senior level officials concerned with development problems.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

RDO/Yaounde to provide manpower and funds.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: John W. Koehring — JWKoehring

TITLE: Regional Development Officer, Yaounde

DATE SIGNED: MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

PROJECT IDENTIFICATION DOCUMENT

RURAL DEVELOPMENT ANALYSIS AND TRAINING

I. SUMMARY OF THE PROBLEM

Development assistance places an extraordinary management demand on all levels of national and local government institutions since the achievement of project objectives depends upon the capacity of key technical and administrative personnel. Much has been written about the irrelevance of the formal educational systems inherited from the colonial powers in Africa. These systems imported from Europe were too academic and were primarily geared to foreign examination systems rather than to the needs of predominantly rural African societies. But attempts by colonial governments to localize curricula were often perceived as efforts to offer Africans an inferior education. In Africa the demand for education on the part of parents and governments grew rapidly during the 1960's. Following independence, governments responded to these demands to the point where expenditures on education grew far more rapidly than did national budgets. The dynamics of the formal education process were closely linked to the creation of urban elites. That education provided the key to "upward mobility" became an article of faith and this belief was reinforced by the enormous differential between the salaries one could expect in urban wage employment and the average per capita income. So long as less than 20% of the age group in a country complete secondary school, schools will be elitist regardless of what they teach. And as long as the incentive structure is reflected in 5 to 20 times higher urban income than rural, parents and students will continue to regard urban wage employment as the just reward for graduation. The dilemma faced by most developing countries is that without expanded human resource development, the probability for expanded economic growth and development is low;

yet without the economic expansion, most governments can ill afford to allocate a higher percentage of their resources to training nor can they continue to absorb the available trained personnel.

II. AID RESPONSE TO THE PROBLEM

One means of responding to this problem is to emphasize in-country retraining so that the existing staff can be provided with more relevant skills and so that better utilization is made of existing staff resources. This means that activities need to emphasize operational skills in order to (i) assure that the manpower required to translate development plans into action programs exists and (ii) to assure that development programs are conceived and implemented in ways that render them relevant to the majority of the population whose lives should be affected by such development programs.

The countries of the Sudano-Sahel zone of West Africa suffer from shortages of technical and managerial manpower that are extreme even by LDC standards. These shortages, which exist both at the middle and upper levels, limit what the governments of these countries can undertake in all sectors. AID and other donors usually provide overseas and on-the-job training directly related to the purposes of their projects. However, as African Governments, other donors and AID direct their efforts increasingly to key problems at the sector and sub-sector level, they will increasingly encounter manpower constraints related to resource management at a macro rather than project level. Skills gaps at this level have received relatively little attention from the donor community. This proposed project will address these deficiencies.

III. DESCRIPTION OF THE PROJECT

The Pan African Institute for Development (PAID), a non-profit international association located in Geneva, operates in Africa

from a base in Cameroon. The purpose of PAID is to train Africans to undertake essential tasks in furtherance of economic, social and cultural development. PAID has created and supported the following institutions:

1) Ecole de Cadres, in Douala, which is a two-year training institute with a maximum enrollment of 128. There is a staff of 15 which has trained 432 students from 17 African countries since 1965. Training, provided for medium-grade officials from Francophone areas, is based on actual development projects and field experience in which the principles of community development, animation, and popular participation are stressed.

2) Du Sautoy College, in Buea, which is a one-year training institute with a maximum enrollment of 48. There is a staff of 9 which has trained 170 students from 15 Anglophone African countries since 1969.

3) Centre of Applied Research, in Douala, which works in close collaboration with the training institutions. Its primary task is to facilitate the adaptation of training courses to the development needs of Africa and to evaluate the practical results of training programs. Research undertaken is operational with an emphasis upon evaluation and adaptation. The Center was started in 1972 and has a permanent staff of seven.

4) Centre for Project Management, in Douala, is designed to provide short-term training for senior and middle level African staff. Training is given through a cycle of 4 seminars over a two year period with seminars ranging from 3 to 6 weeks. Training is directed at problems of project design and management and presents both qualitative aspects (theory of decision-

making, leadership styles, communications, etc.) and quantitative aspects (technical skills, financial analysis, evaluation, etc.) of management. Six seminars have been held since 1972. There is a permanent staff of four.

The field work, seminars, case studies and evaluations conducted by PAID have resulted in the accumulation of significant knowledge and practical experience related to development problems and alternative solutions in Africa. Although PAID is primarily a training organization for development officials, it also acts as a laboratory for applied research and, at the request of African governments and international donors, it is acting in an advisory capacity with respect to the preparation of policies, initiation of training and research, and the exchange of knowledge and views between donors and countries.

AID has provided support for PAID activities since 1971 through the provision of technical assistance and scholarships at the training institutions (625-11-690-521), through financing for the Center for Project Management (625-11-790-905), and through financing for special training seminars/colloquums and evaluations.

PAID receives assistance from some twenty different donors including some African governments. It has become one of the leading international organizations for the training of African development officials. Thirty-two African Governments now collaborate with the Institute and it is recognized by the principal regional organizations (ECA,OUA, IDEP etc.) PAID training is not aimed at technical specialization but seeks to introduce students to participative, integrated, multi-purpose and co-ordinated development, qualifying them to make use later of their local technical services. PAID has recruited a particularly effective and highly qualified cadre of competent African teachers. It is, thus, a unique organization

in its developmental orientation, its staffing, and its relationships to governments and regional bodies in Africa.

It is now proposed to initiate a new relationship with PAID, directing its institutional capacities toward problems consistent with the new AID directions, both in research and training. This fits AID strategy aimed at improving and expanding the administrative and management capacities of local institutions to meet the priority social and economic development needs of the populations. A priority focus for AID is concerned with human resources development with maximum concentration on issues of social and economic equity. This entails an investigation of ways in which human resource development could be made an integral part of new or revised programs.

One aspect of the new project will be to assist PAID in directing its research and evaluation capabilities toward Sahelian problems. PAID's competence and access to African governments suggests that this is an extremely promising approach. AID will provide financing for PAID to study Sahelian development problems agreed to by the PAID and AID. The resources of PAID's Center for Applied Research (supported in part by the Ford Foundation) can be drawn on for this activity as well as the Center for Project Design and Management.

Secondly, PAID has the capability to provide consulting services to Sahelian countries on given problems, particularly in planning and project design, management and implementation. It is envisioned that this activity will involve U.S. consultants under PAID auspices to assist Sahelian governments in solving particular development problems. In a wider context, PAID is prepared to consider itself as an appropriate institution to assume responsibility for the AID-initiated directory of the growing number of qualified African consultants and to provide a referral service enabling potential users to draw on this talent reservoir.

Thirdly, the project will assist PAID to organize short training seminars in Sahelian countries. These short training sessions would be specifically directed at improving the capabilities of government officials to cope with drought-related problems. For their content, the materials and teachers of the Center for Project Design and Management will be available.

Finally, the project will provide funding for the training at the PAID of approximately 20 officials from Sahelian countries annually for each of three years. This will serve to increase the competence and level of Sahelian government officials in working with development problems. Thus, this project will contain four elements: (1) research and evaluation; (2) consulting, including maintaining a network of African consultants; (3) in-country training of government officials;and (4) training at PAID.

During the past two years AID has directed its attention, through PAID, to the problems faced by African governments in the planning, design, implementation, control and evaluation of development projects suitable for presentation to external donors. This is an area in which assistance had been lacking. As a result, serious frustrations were experienced by both governments and donors in the development of mutually acceptable project criteria. The AID-financed Center for Project Design and Management (PAID) has been established to meet the widespread need for assistance in project development activities.

This project, (Rural Development Analysis and Training) is intended to provide a concentrated effort toward the solution of Sahelian problems. It will involve planning, design, management, implementation and evaluation of development projects selected by the Sahel countries. It will involve training programs and seminars for government officials to enable them to cope with drought-related problems. This project has been designed in accordance with the new Congressional strategy and DAP

policies which call on AID to emphasize improving conditions in the Sahel countries affected by the drought.

The immediate beneficiaries of this activity will be civil servants from Sahelian countries. Upon completion of the training programs and seminars in which they will participate, it is expected that these officials will be better equipped to cope with drought problems and to plan, design, implement, manage and evaluate projects to meet those problems. To this extent the ultimate beneficiaries of this project will be the people whose lives are improved as a result of their government's improved planning and administrative (or "absorptive") capacity.

IV. FINANCIAL REQUIREMENTS AND PLANS (Three Year Project Life)

AID Inputs

1.	Personnel:	
	a. U.S. short-term contract consultants	$150,000
	b. African Contractors/Manager	250,000
	c. Local Hire	15,000
2.	Commodities:	
	a. Audio-visual equipment	15,000
	b. Teaching materials, books	10,000
	c. Office equipment	10,000
	d. Vehicles	15,000
3.	Other Direct Costs:	
	Travel	75,000
	Operating Expenses	75,000
	Host Country training, seminars	1,500,000
	Scholarships	300,000
	TOTAL	$ 2,415,000

Other Inputs

Personnel - PAID and other donors

Land and/or facilities - country having Institute

Operating Expenses - PAID and other donors

Construction - PAID and other donors

Commodities - PAID and other donors

Training - PAID

V. DEVELOPMENT OF THE PROJECT

This project has been discussed with the Secretary General of PAID and the Director of the Center for Project Design and Management. PAID's Secretary General has received a mandate from his Board of Directors to reorganize in order to play a greater role with emphasis on the Sahelian drought. Since PAID will be taking the lead in coordinating and organizing the project we have not made any direct approaches to other donors.

The future development of this project will be greatly influenced by the discussions at the PAID colloquium to be held June 30 - July 5 in Yaounde.

It is anticipated that the Education and Human Resource Advisor, to be assigned NLT June 30, will prepare the PRP by October 1975.

VI ISSUES OF A POLICY OR PROGRAMMATIC NATURE

The basic question would be to determine whether the activities proposed should be managed by a new division of PAID or by expansion of existing divisions. The Government of Niger, for example, has indicated to PAID that it would like to have a PAID Sahel Training Institute located in Niamey, and would provide support within its capabilities. If the project is to create and support the development of an institution with the capacity to continue this program beyond

the initial period of AID support, a financial strategy should be developed at the start for such a goal.

A different financial strategy would be appropriate if the project goal is to use the existing institutional capacity of PAID to achieve a specific quantifiable objective.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE
[ ] ADD [ ] DELETE

PID

DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
CAMEROON

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

5. BUREAU
A. SYMBOL: AFR
B. CODE

6. PROPOSED NEXT DOCUMENT
A. [XX] PRP [ ] PP B. DATE MO. 0 1 YR. 7 6

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
Agricultural Management and Planning

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 7 7 B. FINAL FY 7 9

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA 200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	1,209
B. OTHER U.S.	-
C. HOST GOVERNMENT	961
D. OTHER DONOR(S)	2,170
TOTAL	

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
EHR			402		1,209	
		TOTAL	402		1,209	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

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

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

To develop as a common service for agricultural agencies and related autonomous organizations in the agricultural sector, an agricultural economic and planning unit with the capability to plan, design, assist in implementation and evaluate overall agricultural and rural development which bears in mind the rural sector and takes into account its thousands of small farmers, herders and disadvantaged rural groups of Cameroonian society. 2) To train effective agricultural project managers

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)
about four man/months services will be required including some resources outside A.I.D., valued at $32,000 (see section III.3)

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: John W. Koehring

TITLE: Regional Development Officer/Yaounde

DATE SIGNED: MO. 0 6 DAY 2 4 YR. 7 5

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

IV E. AGRICULTURAL MANAGEMENT AND PLANNING

PROJECT IDENTIFICATION DOCUMENT

I. Summary of Problem:

The Government of the United Republic of Cameroon, in particular its Ministries of Agriculture, Livestock and autonomous agencies such as FONADER, MIDEVIV as well as other agriculture - oriented organizations are faced with problems in conception,design, implementation and management of development programs in the agricultural sector. They all require capable staff for the preparation of project plans, conducting economic surveys, developing credit programs, providing assistance to their operating divisions in marketing and production, evaluating existing projects as well as in presenting projects for internal and external financing. They do not at present have the capability or capacity to contribute as effectively as they should to the planning process for the agricultural and rural economy sectors.

1. Purpose of Project

The purpose of this project is to develop, as a common service for the agencies and autonomous organizations in the agricultural sector, an agricultural economic and planning unit with the capability to plan, design, assist in implementation and evaluate overall agricultural and rural development that, inter alia, bears in mind the rural sector, takes into account the thousands of small farmers, herders and disadvantaged rural groups of Cameroonian society. Another purpose of this project is to train effective managers for projects and programmes in order that planning and evaluation is a continuing process from the drawing boards to the end users.

2. Description of Project

This project is designed to focus upon the major impediments facing the development of agriculture in the Cameroon; realistic planners and managers of those plans. It will do this by the training of agricultural economists, managers, statisticians, and planners in all aspects of program and project design, implementation and evaluation. It will provide the required planning data and management skills upon which better decisions can be taken by those involved in agricultural development both at the Ministerial, operational and farm levels. Some of the problem areas, as pointed out in the DAP, that such a project will address, are the following:

i. Inadequately documented evidence that overall food crop yields are declining.

ii. Problems in production marketing and distribution systems as evidenced by shortages of foodstuffs from time to time in urban and even in rural markets.

iii. The economic effect of the drought in the North on the country's agriculture, human, livestock and ecological resources as well as how this has affected its export earnings.

iv. Problems originating from a lack of input delivery system for food crop production.

v. Functional relationship between the existing extension services and the rural populace.

vi. Role of animal traction, improved tools and improved seeds in increasing food crop and overall agriculture production.

vii. Storage and marketing constraints.

viii. Problems associated with the exodus of the rural populace to urban areas.

ix. Potentials for mixed farming and cattle fattening under alternative farming systems.

x. Impact of farm to market roads on area development.

xi. Tse-Tse fly eradication and its role in developing freed areas.

xii. Agro-economic and socio-economic problems associated with the resettling of sedentary farmers now living in high population density, low-productivity areas to areas with favorable potentials.

a. Project Outputs

1. An Agricultural economics, planning, management and evaluation unit will have been established and functioning.
2. At least 20 agricultural planners will have been trained to staff the central planning unit and field offices.
3. 40 enumerators will have been trained and available for field work.
4. 100 managers of all types will have been trained.
5. Supporting equipment will be in place for the maintenance and efficient operation of the planning unit.
6. The planning unit will have become institutionalized and functioning as a service to all agencies and organization involved in the agricultural and rural sectors.
7. Regional farm resource studies will have been completed and in use by the Ministries concerned.
8. 1 Major study on marketing, storage and distribution problems will be complete.
9. At least one study covering the major urban areas and centered on the farm exodus problem will have been completed and its recommendations considered for positive action.

10. The design work for a cocoa sample survey will have been finished.

b. Technical and physical inputs required

1. One agricultural economist, qualified in project planning, evaluation and in the administration of an agricultural planning unit.
2. One Farm Management and land-use expert.
3. One Agricultural Marketing Expert
4. One Credit/Cooperative Expert
5. One Agricultural Statistician
6. One Social Anthropologist or rural sociologist.

Physical Inputs

1. Five print out calculators
2. Ten pocket calculators
3. One programmer and card sorter
4. Three all terrain vehicles
5. Assorted books, publications
6. Other specialized equipment

c. Estimated Disbursement (obligation) period

Begin FY 77, End FY 79

3. Major Assumptions

a. Host Government will accept the concept and support an Agricultural Economics Planning, Management and Evaluation Unit.
b. Host government will provide qualified counterpart and supporting staff.
c. Host Government will select qualified participants when appropriate.
d. Host Government will provide adequate office space, equipment, supplies, logistical and office support on a timely basis.

e. AID can recruit and field qualified technicians when called for.

f. AID can provide physical inputs as needed.

4. Current Activities

The host government has a Ministry of Planning which is charged with overall planning, although it has no particular expertise in the agriculture sector. This Ministry could nevertheless facilitate the implementation of a planning unit for the agriculture sector by the secondment of certain categories of planners and enumerators for retraining. It can also provide raw data in some instances. The Ministry of Agriculture has a small Agricultural Statistics section which could be incorporated into such a unit. This section at present is a gatherer of data and, except for various reports submitted to higher authorities, is not an end user of such statistics for planning purposes.

At present a Land Resource Inventory is under way in the Northern part of the country and should provide baseline data upon which more detailed plans in the agriculture sector can be undertaken.

AID has for several years assisted with the establishment of a Department of Rural Economy (Agriculture Economics) at the National Advanced School of Agriculture, which might, under certain circumstances, be an appropriate institutional framework for such a unit. This project could provide some of the personnel trained in basic agriculture economics. In addition, one of the features of this project has been its participant training program in which eight agricultural economists will have been trained in the U.S. to the M.S. and in some cases to the PhD levels. At least seven of these will be returning

to the National Advanced School of Agriculture and the Ministry of Agriculture. Both groups could serve as a nucleus for the professional staff and as counterparts for technicians assigned to the project.

5. Realistic Alternatives:

The alternative that looks most promising, at first glance, would be to strengthen the Ministry of Plan by assisting with the creation of an agricultural planning unit within that Ministry. Realistically, when one considers the present ministerial structure, this would not be the most desirable nor in the best interests of the Ministries of Agriculture and Livestock and others involved in agriculture.

This project was chosen as it appears to be the most logical way of developing the capability for the agricultural sector to develop projects and programs aimed at and for the rural populace. The DAP recognizes the need for this type of training but it does not elaborate how such an effort is to take place. Particular points in this regard are made on pages J-40, 41, 46 and 48 of the current DAP.

6. Beneficiaries

The most important group of beneficiaries, over time, will be the thousands of small farmers, herdsmen and rural populace in general, who will benefit from realistic projects, programs, training and farm management assistance designed with their interest, as well as the country, in mind.

Direct beneficiaries will include the Ministries of Agriculture, Livestock, Plan, the numerous autonomous organizations and agencies engaged in agricultural development and planners and managers of projects and programs. The development of a planning capability

will minimize duplication of projects and uncoordinated efforts, which often increase personnel and development costs, foreign exchange losses and a host of other practices which have often resulted in the financing of uneconomic projects.

7. Spread Effects

The project if successful, could be replicated on a smaller scale throughout the country. It is foreseeable that each Provincial and Departmental Agricultural Unit and even agricultural or livestock posts at the village level will have at least one person who will have been trained in project design and implementation under the auspices of the project. This spread effect could greatly facilitate the development of projects from the lower levels. It will also enable baseline or benchmark data to be kept current, and, at the same time, enable the government to evaluate the effects of its programs and policies at the farm level. It will also permit the general rural populace to contribute to the overall planning effort.

II. Financial Requirements

The best estimate of project cost is $2,169,500 dollars over the five year period 1977-1980. These costs are broken down as follows: Technicians and other personnel $1,927,800; Commodities $100,000 and Other Costs $141,700. (See Tables 2 - 5).

Host government costs are estimated to be $960,700 over the same period with the following cost components: Personnel $787,800; Commodities $64,200, and other costs $108,700 (See Table 7)

AID cost will be approximately $1,208,800 with the following cost components: Technicians - $1,140,000; Commodities $35,800 and other costs $33,000.

TABLE I. TOTAL PROJECT PERSONNEL BY FISCAL YEARS 1977 - 1980

TYPE	FY 77	FY 78	FY 79	FY 80
Agricultural Economists	3	3	3	3
Farm Management Specialists	3	3	3	2
Credit Cooperative "	3	3	3	2
Agricultural Statisticians	3	3	3	2
Rural Sociologists	2	2	2	1
Agr.Marketing Specialists	3	3	3	2
Support Staff				
Enumerators	5	10	15	20
Clerks	3	3	4	4
Typists	4	6	8	8
Other (drivers, etc.)	5	5	6	6
T O T A L	34	41	49	50

TABLE 2 PROJECT PERSONNEL COSTS BY FISCAL YEARS $(000's)

TYPE	FY 77	FY 78	FY 79	FY 80	TOTAL
Agricultural Economists	74.4	74.4	74.4	74.4	297.6
Farm Management Specialists	74.4	74.4	74.4	14.4	237.6
Credit Cooperative "	74.4	74.4	74.4	14.4	237.6
Agricultural Statisticians	74.4	74.4	74.4	74.4	297.6
Rural Sociologists	67.2	67.2	67.2	7.2	208.8
Agr.Marketing Specialists	74.4	74.4	74.4	14.4	237.6
Support Staff					
Enumerators	28.8	57.6	86.4	115.2	288.0
Clerks	12.1	12.1	16.1	16.1	56.4
Typists	7.2	10.8	14.4	14.4	46.8
Other	4.5	4.5	5.4	5.4	19.8
T O T A L C O S T:	491.8	524.2	561.5	350.3	1927.8

TABLE 3 PROJECT COMMODITY COST BY FISCAL YEARS $(000's)

ITEM	FY 77	FY 78	FY 79	FY 80	TOTAL
Calculators, Print out	2.4	1.8	-	-	4.2
Calculators, Pocket	.6	.4	-	-	1.0
Programmer/Card Sorter	-	4.0	-	-	4.0
All Terrain Vehicles	42	21	-	-	63.0
Assorted Books/Publications	1	1	.2	-	2.2
Specialized Equipment	2.5	2.5	-	-	5.0
Office Equipment	15.4	5.2	-	-	20.6
TOTAL COMMODITIES	63.9	35.9	.2	-	100.0

TABLE 4 PROJECT OTHER COSTS $(000's)

COST ITEM	FY 77	FY 78	FY 79	FY 80	TOTAL
Office Supplies	2	2.5	3.0	3.2	10.7
Travel Economists (Host Country Staff)	8.5	8.5	11.3	11.3	39.6
Travel Enumerators	6.0	11.3	16.9	22.5	56.7
Participants	22.0	11.0	-	-	33.0
Printing/Binding	.2	.4	.5	.6	1.7
TOTAL OTHER COSTS	38.7	33.7	31.7	37.6	141.7

TABLE 5 TOTAL PROJECT COSTS BY FISCAL YEARS FY 77-80 $(000's)

COST ITEM	FY 77	FY 78	FY 79	FY 80	TOTAL
Personnel	491.8	524.2	561.5	350.3	1927.8
Commodities	63.9	35.9	.2	-	100.0
Other Costs	38.7	33.7	31.7	37.6	141.7
TOTAL PROJECT COSTS	594.4	593.8	593.4	387.9	2169.5

TABLE 6 AID TOTAL PROJECT COSTS BY FISCAL YEARS $(000's)

COST ITEM	FY 77	FY 78	FY 79	FY 80	TOTAL
TECHNICIANS	360	360	360	60	1140
Agr. Economist	60	60	60	60	240
Farm Management Specialist	60	60	60	-	180
Credit/Cooperative	60	60	60	-	180
Agr. Statistician	60	60	60	-	180
Rural Sociologist	60	60	60	-	180
Agr. Marketing Specialist	60	60	60	-	180
COMMODITIES	19.7	15.9	.2	-	35.8
5 - Calculators, Print	1.8	1.2	-	-	3.0
10 - Calculator, Pocket	.4	.2	-	-	.6
1 - Programmer/Sorter	-	4.0	-	-	4.0
3 - All Terrain Vehicles	14.0	7.0	-	-	21.0
Assorted Books/Pub.	1.0	1.0	.2	-	2.2
Specialized Equip.	2.5	2.5	-	-	5.0
Other Costs	22.0	11.0	-	-	33.0
Participants	22.0	11.0	-	-	33.0
t o t a l A.I.D. costs	401.7	386.9	360.2	60	1208.8

TABLE 7 HOST GOVERNMENT COSTS BY COST ITEM AND FISCAL YEARS $(000's)

COST ITEM	FY 77	FY 78	FY 79	FY 80	TOTAL
Personnel	131.8	164.2	201.5	290.3	787.8
Commodities	44.2	20.0	-	-	64.2
Other Costs	16.7	22.7	31.7	37.6	108.7
TOTAL HG COSTS	192.7	206.9	233.2	327.9	960.7

TABLE 8 PERCENTAGE OF TOTAL PROJECT COSTS BORNE BY HOST GOVERNMENT BY FY

	FY 77	FY 78	FY 79	FY 80
Host Government	33%	35%	40%	85%
AID	67%	65%	60%	15%
T O T A L :	100%	"	"	"

The following cost computations were utilized in deriving cost figures for tables 2 - 6.

Host Government Costs

1. Salaries are based upon the current scales being paid by GURC on the average

Category	Base (monthly)	20% in Allowances	Total
Agr. Economists	100,000 CFA	20,000	120,000 CFA
Cooperative Officer	100,000	20,000	120,000
Statisticians	100,000	20,000	120,000
Clerks	56,000	11,200	67,200
Enumerators	80,000	16,000	96,000
Typists	25,000	5,000	30,000
Agriculture or Livestock Superintendents	90,000	18,000	108,000

Above salaries are based upon a minimum of two years of experience in the professional levels.

2. Travel

Economists and professional staff	1500 CFA per day for 75 days/yr.
Enumerators and subprofessional	750 CFA per day for 150 days/yr.

AID COSTS

1. Salaries are based upon fielding an FSR-4 with wife and one child. Average cost is estimated to be $60,000 per annum.

COMMODITY COSTS

1. All Terrain Vehicles $7,000 each procured locally.

III Development of the Project:

1. The project will be an attempt to develop a planning capacity to serve those Ministries and organizations closely allied with the development of agriculture. Informal discussions along the lines of the project have been held with representatives of the Ministry of Agriculture, the National Advanced School of Agriculture and FONADER. These discussions were, of course, exploratory, but they have pointed out that the need for such a project exists. An in-depth study will have to be undertaken to determine the feasibility and means of creating such a planning unit. In addition to the Ministries of Agriculture, Livestock and Plan, there is also the possibility that the National Advanced School of Agriculture could play a significant part in the development of such a planning capability since it has the capacity to train locally agricultural economists and other local staff.

2. Documentation Submission Schedule
   a. Submit PRP January/1976
   b. Submit PP FY 76

3. Estimate of AID Resources for PRP preparation

As stated earlier in this PID, and as noted in the DAP, agricultural

development in Cameroon is carried out by two predominant Ministries, Agriculture and Livestock, and a multitude of autonomous organizations. It is hereby recommended that the PRP team have the capability to analyse all facets of the agriculture and rural sector. The team should be composed of the following personnel:

a. Agricultural Economist (Planner). This person must have had experience as an Agricultural Planner in a similar situation.
b. Farm Managemet Expert. Preferably with some planning experience outside of the U.S. environment.
c. Livestock Specialist - with overseas experience.
d. Agricultural Statistician.

Consultancy services will probably be required for the Agricultural Economist position and a short-term PASA for the agricultural statistician position. RDO/Y has knowledge of persons suitable for both of these.

IV. Issues of a Policy or Programmatic Nature

None.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ('X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE [ ] ADD [ ] DELETE

PID DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
CAMEROON

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [ ] PRP [X] PP B. DATE MO. 11 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
EDUCATION FOR RURAL DEVELOPMENT

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 81

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)
APPLIED RESEARCH FOR HUMAN RESOURCE DEVELOPMENT.

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA 250)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	1,000
B. OTHER U.S.	
C. HOST GOVERNMENT	500
D. OTHER DONOR(S)	
TOTAL	1,500

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
EHR			200 (est)		1,000	
TOTAL			200	-	1,000	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To support popular participation at the village level in the design and evaluation of rural development programs.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

1) To strengthen the GURC's ability to analyze and guide the social and economic process of development.
2) To provide socio-economic data required for human resource development.
3) To increase the effectiveness of the human resource component in development projects.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Four man/months services as specified in Section IV at an estimated cost of $15,000.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: John W. Koehring (W Koehring)

TITLE: Regional Development Officer

DATE SIGNED: MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

I Summary of the Problem

Cameroon is often referred to as "Africa in Miniature" Because it incorporates most of the physical and cultural patterns noted throughout the continent. During Cameroon's transition from traditional village society to independent statehood, the area was the scene of innumerable human migrations. There are 24 major languages, countless dialects, approximately 200 identifiable ethnic groups and, due to a checkered history of European administration, two official languages, English and French. The country's climate is as varied as its topography and there are four distinct ecological zones. These differences are reinforced by the existence of a variety of economic and social patterns, and the national government is still seeking ways to accommodate the diverse needs of the total population.

It is perhaps because of this diversity that Cameroon has experimented with a variety of institutional models in efforts to bring about improvements in the condition of traditional rural life. Provincial development agencies, cooperatives, single crop promotion programs, development societies and multi-purpose government ministries have all been established with varying degrees of effectiveness.[1] Because its Development Plan is based on an analysis of the resource base and development potential of the different regions, the government has evaluated these rural development efforts on a pragmatic basis and has continued to support one, or more, in some regions. Agricultural and rural development activities have been distributed among a large number of governmental and quasi-governmental agencies with varying degrees of autonomy.

1) The history of these institutional experiments is provided in the IBRD Agricultural Sector Survey carried out in May 1973.

The IBRD has pointed out that this history of experimentation has shown that the institutional format and administrative arrangement can not be correlated with success. The key variables have been effective management and adequate motivation for villager participation. Through other projects described in this ABS submission, AID is providing support for approaches to improved management. The problem addressed herein is that of motivation and popular participation.

Rural development is defined as improving the living standard of the low income population residing in rural areas and making the process of development self-sustaining. This concept of "self-sustaining" explicitly means that rural populations are involved in the creation, management and evaluation of rural development programs rather than merely reached by the services contained in the program. Education in its broad sense of human resource development is the key to assuring popular participation and motivation. Educational efforts are required to increase the receptivity of the rural population, to increase the technical and administrative capacity of field staff and to re-orient national administrators. Such educational and human resource development objectives are not new. They are implicit in most agricultural and rural development programs as well as in most educational reform programs. The pre-conditions for effective education for rural development can be summarized as follows:

1) The trainers are technically competent;
2) The trainers are knowledgeable regarding the specific constraints and environmental potentials which their target population must face; and,

3) The trainers can communicate their knowledge in ways that are relevant to the population.

It is the second factor, knowledge of specific constraints and environmental potentials, that has been weakest in most development programs. In Cameroon, given the diversity in terms of physical, institutional manpower, cultural and demographic factors, this lack of knowledge has been critical to the plans of the government and of donors. A rural development program is a design for change - social and economic - in a given area. It must therefore be geographically, culturally and resource specific. There is a need to know the internal economic and social structure, institutional relationships and behavioral attitudes of the target population. This knowledge can only be obtained through applied field research and accumulation of data at the village level.

II Proposed AID Response

The purpose of this proposed project, Education for Rural Development, is to increase the effectiveness of rural development programs by an active program of applied research regarding the socio-economic human resource base. These micro-level studies would provide the environmental knowledge required for effective human resource development and would strengthen the GURC's ability to analyze and guide the social and economic process of development. In the process of implementing these studies, the project would provide support for a continuing dialogue between village representatives and administrative/technical officials of the government. It would also support a continuing inter-action among technical ministries and other government institutions.

The areas and problems to be addressed would be defined during the course of further project design. It is intended that the design and implementation of this project would be fully collaborative and, to the greatest extent possible, Cameroonian researchers would guide the actual studies. It is, in fact, the desire to maximize GURC participation that has led us to present the substantive concept in such broad terms. The purpose of this PID is to obtain AID/W concurrence regarding the validity of need for this type of program and to provide a description of the general institutional framework within which the program would function.

The idea of the present project of socio-economic research for development goes back several years. It was the result of an identification mission made by Mr. John Blumgart from AID/W. The mission took place in June/July 1971 and covered 9 African countries: Senegal, Liberia, Ghana, Nigeria, Kenya, Tanzania, Uganda, Cameroon and Ivory Coast.

A budget of $7,000 was authorized in May 1972 by AID to the Cameroonian Government to permit 4 Cameroonian experts to make an information gathering mission in three African countries (Kenya, Ethiopia, and Nigeria) where social science research was particularly well developed. The idea for the present project was thus reinforced.

With the creation of the National Office for Technical and Scientific Research (ONAREST) by Decree No. 74/539, 6 June 1974, taken in application of Law 64/LF/5 of 22 May 1965, the creation of nine research institutes attached to ONAREST (Decree No. 74/890 of 31 OCT 1974), and the creation of the Education Institute (Decree No. 74/891 of 31 Oct 74) it becomes evident that the proposed project will take its place within ONAREST and more particularly within the Institute for Human Sciences (I.S.H. - Institute des Sciences Humaines) and the Institute for National Education (INE).

ONAREST is a public body of scientific character having a legal personality and financial autonomy. It is under the sponsorship of the Ministry of Plan. Its headquarters is in Yaoundé.

The purpose of the Office, within the framework of the development plan, is:

- to orient, coordinate and control all research in the national territory;
- to encourage and facilitate scientific and technical research designed to promote economic and social national development;
- to oversee the execution of such research and, insofar as possible in its own laboratories, to unite collections and constitute scientific documentation and publish the results of study and research;
- in the name of the Government to assure liaison with foreign and international scientific bodies; and
- to provide for the training of researchers and technicians needed to accomplish its mission.

ONAREST is administered by a Board of Directors, presided over by the sponsoring ministry and composed of representatives of various interested ministries. The Office is headed by a Deputy and four central Division Chiefs:

- Division for the Promotion of Science and Technology
- Division of Study and Program
- Division of Documentation and Publications
- Division of Finance and Administration

In addition, the Office has the following Institutes under it:

- Institute of Perennial Crops
- Institute of Food and Textile Crops
- Institute of Forestry and Fisheries Research
- Institute of Zootechnological, Pastoral and Veterinary Research
- Institute of Industrial and Technological Research
- Institute of Hydrological and Geological and Mineral Research
- Institute of Medical Research and Study of Medicinal Plants
- Institute of Human Sciences
- Institute of National Education

The Director of each institute is under the authority of the General Director of ONAREST. ONAREST has the following fiscal year 74/75 budget (CFA Francs):

Operations of General Directorate	167,000,000
Operations of Institutes	608,000,000
S/Total 1	775,000,000
Equipment of General Directorate	15,000,000
Equipment for Institutes	160,000,000
S/Total 2	950,000,000

To this national budget some exterior assistance will be added.

Research bodies in social and human development are of two types:

1. Research bodies:

   Institute for Human Sciences (ONAREST)

   Institute for National Education (ONAREST)

2. Teaching and Research Bodies:

   Faculty of Letters and Human Sciences (University)

   Faculty of Law and Economic Science (University)

   National Advanced School of Agriculture (University)

   Pan African Institute for Development (PAID - Regional)

The Institute for Human Sciences (I.S.H.), with headquarters in Bamenda, has the mission of developing programs and carrying on research and experiments aimed at promoting the human potential and enhancing the human element in national development by several means:

- through a better knowledge of the national personality and its historical and cultural heritage;
- through greater comprehension of the human environment as well as the physical, geographic, economic, social, ethnic and cultural environment;
- through the study of economic and social laws, analysis of factors and bottlenecks in development as well as by experimental promotion through specific, controlled experiments.

I.S.H. has three Divisions:

Division I: History, Languages, African Thought and Civilization

Division II: Geographic Studies and Research

Division III: Development Forecasts and Studies, Applied Mathematics

The Institute for National Education (I.N.E.), whose headquarters is in Yaoundé, has the mission of elaborating research programs, and carrying out research and experimental development studies with a view towards improving and renovating the whole educational system, as needed by the exigencies of the development plan and in conformity to the wishes expressed by the National Educational Counsel for Higher Education and Scientific and Technical Research, notably:

- by scientific and sociological study of the relations and inter-actions between education and socio-economic and cultural life with a view to integrating the individual into society and promoting a permanent process of national and individual development;

- in the conception, drafting and harmonization of educational reform programs;

- through theoretical knowledge and practice of the whole educational process as well as all institutions involved in transmitting knowledge and training, starting from initiation into family life and school through continuing education in view of social cohesion and the respect of human principles and the national personality;

- through qualitative and quantitative evaluation of the educational system in its relationship with other systems: demographic, scholastic, socio-economic, cultural etc. with a view towards fostering coordination, coherent planning and efficiency of resources and through means to be devised for educational ends in training and education throughout the national territory.

I.S.H. and I.N.E. are, in addition, charged with publishing the results of their work in liaison with the appropriate organisms. They also provide for the training of researchers and technicians for their own needs and those expressed by other national organizations or in other sectors.

As for other teaching and research organizations in the University, in conformity with the law creating ONAREST and the decree organizing that Office, and particularly Title IV of the decree, their research programs are to be integrated, insofar as possible, into those of ONAREST within the framework of a cooperative program elaborated and executed jointly by the organizations: exchange of personnel, reciprocal exchange of study results, exchange of information, common facilities, university sponsored publications and financing by the Office of research carried on by the University.

The execution of the program thus defined cannot be carried out by ONAREST alone. Part of the program will be carried out by the University and by the higher establishments of teaching which are attached to the University, within the cooperative framework between ONAREST and the University. Another part of the research will be the subject of research contracts with organizations outside the University and ONAREST such as PAID, ENAM, SEDA, etc.

As for the use of research results, care will be taken so that:

(a) the research carried on corresponds to the needs and requests of the governmental authorities (Ministries and provincial administrations) and public and private organizations involved in development;

(b) to better attain that objective it is foreseen that different organs of ONAREST (Scientific Board, Administrative Committee, Board of Directors) will be open to representatives of different user sectors of results;

(c) the scientific publications will be developed and articles which are most adaptable to be used by administrative authorities or developmental organizations will be synthesized in simplified texts for that purpose; an index of work and publications will be prepared to guide users; the creation of a National Center for Research, Documentation and Scientific and Technical Information (CEDIST) is planned by ONAREST for this purpose.

(d) the coordination of research with expressed needs and a large written diffusion of results will not guarantee their application to development. The diffusion of studies and ideas must repose in large part on oral communication either through personal contact, in specialized seminars, public conferences, or/be taught to students about to enter active life;

(e) finally, there will probably be a need to plan for increased mobility of personnel between research organisms, schools and administrative personnel in the area of economic and social development. Such an exchange of personnel could effectively complete the other mechanisms of diffusion.

There are two critical assumptions involved in this project proposal. The first is that the subject matter will be selected in such a way as to avoid the accumulation of only marginally useful data and that, prior to undertaking a study, there would be general agreement on how the results of such studies would be used. The second assumption is that research findings will result in changed policies and programs and that such changes make a positive contribution to the impact of rural development programs.

The alternatives to this approach are not mutually exclusive to this proposal. There are essentially three ways of obtaining the kind of micro-level data under discussion. These are the following:

1.) One-time funding for a particular study through use of feasibility funds or through regional projects such as the Africa Regional Social Science Research project (698-11-999-402/9);

2.) Providing funds for special studies within the framework of a particular project; and,

3.) Establishing an integrated program of studies within the structural framework and criteria of a separate project.

The advantages of choosing the third alternative is that it establishes, and in fact necessitates, a collaborative approach to specific problems within a system geared to the AID budgetary/planning cycle. One-time studies are either at the instigation of the donor and are not necessarily perceived by the government as relevant or they are host government initiatives which are difficult to accommodate within the AID budget cycle. Working with an institution such as ONAREST on a continuing basis permits adequate planning time to evaluate priorities and assures that results of such studies are channeled to a central decision-making ministry once they are completed. Specific studies within a project context are valid but they are often limited to one ministry and to the plans of one donor. The proposed program would cut across ministerial and donor programs and would thus have a greater impact on the total rural development process.

The immediate beneficiaries would be ONAREST and those institutions receiving staff support or funds for programs. Secondary benefits would accrue to the rural population affected by development programs and, as an indirect benefit, it is assumed that the decision-making role of Cameroonian officials concerned with human resource development would be enhanced.

Although it is intended that the institutional capacity of concerned agencies will be enhanced and that effective use of applied research will mobilize additional resources, both domestic and external, for expanded socio-economic studies, the project would be evaluated on the basis of the studies undertaken during the five year life of the project. The studies should lead to specific recommendations for (a) policy changes; (b) changes in project component; or, (c) proposals for experimental projects. It is therefore envisioned at the outset that this project would lead to additional funding requests although there would be no commitment. Such proposals would be submitted as separate projects for AID/W review and Congressional approval. For example, ONAREST (I.S.H. or I.N.E.) could be used to evaluate and recommend programs for funding under existing projects such as Accelerated Rural Learning or for new projects.

III Financial Requirements and Plans

It is envisioned, subject to further project design, that there would be three component elements as follows:

1.) Support for ONAREST at the secretariat level which would include participant training for related agencies, short-term consultants specialized in managing and planning research, and, perhaps, an institutional link with the U.S. National Academy of Sciences;

2.) funds for operational research conducted primarily by Cameroonians with some short-term consultants beginning at a level of three per year and expanding to eight annually; and,

3.) a system of collaborative program development and evaluation involving U.S. specialists and Cameroonian specialists, funded by the GURC although the U.S. might pay internal travel and per diem.

The estimated cost of the total project from FY 77 through FY 81 would be $1,000,000.

IV Development of the Project

It is proposed that the project design be carried directly to the PP stage by a joint U.S.-GURC design team. The paper, to be completed by November 1975, would establish the set of criteria which would govern the selection of studies and agree upon the first year's course of action. Thereafter, on an annual basis, the studies agreed upon would be submitted in the ABS for budgetary approval within the agreed upon criteria. The U.S. team members would include the Education and Human Resource Advisor assigned to the RDO, a specialist in research management, a rural sociologist and a program/design officer. Upon notification of AID/W acceptance of the PID, the RDO Human Resource Advisor would meet with ONAREST (I.S.H. and I.N.E.) to agree upon the terms of reference and the GURC design team members. The actual design would be carried out in September 1975 and, if contract specialists are required, would cost $15,000.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE (X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE [ ] ADD [ ] DELETE

PID
DOCUMENT CODE 1

2. COUNTRY/REGIONAL ENTITY/GRANTEE
CENTRAL AFRICAN REPUBLIC

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER
TO BE ASSIGNED

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [ ] PRP [X] PP B. DATE MO. 09 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
ACCELERATED RURAL LEARNING

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 76 B. FINAL FY 78

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)
TRAINING FOR COMMUNITY DEVELOPMENT

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	150
B. OTHER U.S.	
C. HOST GOVERNMENT	N/A
D. OTHER DONOR(S)	N/A
TOTAL	N/A

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
EHR			50		150	
TOTAL			50		150	

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To increase the productive capacity of traditional farming units by developing effective outreach programs in agr. health, nutrition at the village level.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

A) To provide development services directly at the village level.
B) To motivate villagers to use such services.
C) To expand the number of villages with access to such services.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

RDO/Yaounde to provide staff and funds.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE: John W. Koehring

TITLE: Regional Development Officer, YAOUNDE

DATE SIGNED: MO. 06 DAY 23 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

PROJECT IDENTIFICATION DOCUMENT

ACCELERATED RURAL LEARNING

CENTRAL AFRICAN REPUBLIC SUB-PROJECT PROPOSAL

I.- SUMMARY OF THE PROBLEM

The Central African Republic, physically land-locked and economically isolated, has considerable development potential due to favorable eco-climatic conditions, significant natural resources and the current positive balance between existing resources and population. This growth potential will be difficult, however, to realize because of a number of constraints, including:

a) The low level of education and the lack of trained manpower;

b) the precarious internal and external financial situation;

c) limitations imposed by the small size of domestic markets in conjunction with the lack of an adequate, inexpensive, transportation network which would provide access to larger regional markets; and,

d) the relative lack of developmental interest in the CAR on behalf of international or bilateral donors.

The problem highlighted by the CWR/DAP team in CAR was the embryonic, if not non-existent, state of any effective development outreach or grass roots development program serving people in the traditional sector. The attitudes, behavior or aspirations of people in the traditional sector have scarcely been examined in socio-economic terms. Estimates of the number of farming units

in the CAR vary from 250,000 to 350,000. Approximately 70% of their production is auto-consumed. Training and support services oriented toward increasing the productive capacity of these units is the key to realizing the development potential of CAR.

At the central level, institutions are weak and their effectiveness is limited by financial and administrative problems. The CAR contains a population of approximately 1.7 million, sparsely scattered over 623,000 sq. km. The present population density is 2.7 per sq. km. with a very uneven distribution in favor of Bangui and the western region. Approximately 85% of the population is rural with the remainder located in six urban areas, of which Bangui, with a population of 300,000, is the only one larger than 50,000. The eastern half of the country is virtually uninhabited with less than 6% of the total population. Almost all visible signs of development are limited to Bangui with its myriad construction projects and employment opportunities. Data on wage-employment for CAR in 1970 indicates that expatriates filled as many as 75 percent of professional and technical positions, 24 percent of middle level supervisory positions, and 17 per cent of semi-skilled positions.

The institutional base for providing services to rural, traditional, areas does not exist. For example, in the Grimari district, there are 19 extension agents who are theoretically responsible for 8,758 farmers. The estimated livestock population of 1,290,000 cattle, sheep, goats and swine is dependent upon the services

provided by 5 veterinarians and 21 veterinary assistants on duty through-out the country. The educational system must service an area larger than France with more than 40% of the population under 14 years of age. Over crowded classrooms (pupil-teacher ratio is about 63:1), under-trained teachers (over 75% do not meet official qualifications), and the practically unchanged French primary school curriculum characterize the existing system. Comparable statistics could be cited for almost every field of social and economic development.

II.- AID RESPONSE TO THE PROBLEM

The problem of increasing the productive capacity of the traditional farming unit is the "core problem". Through other projects and activities, the USG is exploring ways of improving agriculture and health. A promising area for support of grass-roots development efforts is the community development training and adult education program under the Ministry of Social Affairs. This program is designed to provide training for community development personnel who will work at the village level. The program deserves external support not only because it concentrates on one of the key manpower needs but also because of the innovative way in which the Ministry is developing the content of the training program.

The program involves two-year training in the fields of health, nutrition, community development and agriculture at Damara. The program continues with follow-up supervision for 3 years at the assigned village. The program is based on involving villagers, students, teachers and prefects in joint planning and evaluation seminars to assure program relevance. The program, initiated in 1972, has placed its first 20 graduates in three communes in the Base-Kotto district in the central region. The Ministry, assisted by personnel from the Pan-African Institute for Development's Ecole des Cadres, in Douala organized a seminar for farmers, local administrators and students to develop a program of work for the new community development workers. The program is designed (a) to provide services directly to the village level, (b) to motivate villagers to use such services, and (c) to expand the number of villagers with access to such services.

The design and experience of this project seem particularly relevant to the intent of the Accelerated Rural Learning concept of "improving and extending rural out-reach programs which contribute directly to the solution of rural problems through efforts at the rural level." Other non-formal and/or formal educational activities directed at rural problems are reviewed in the CWR/DAP for C.A.R. This program has been selected from among these alternatives because of its direct impact upon and involvement of traditional village residents. The UNDP has provided specific support to this project through the provision of staff at the training facility at Damara,

as well as providing support to other educational initiatives which tend to re-inforce this type of approach.

A.I.D. support can not be specifically identified at this time but we would anticipate being involved in the continuation of follow-up activities with graduates at the village level and in developing a means of replicating and expanding project coverage.

III.- FINANCIAL REQUIREMENTS AND PLANS

It is envisioned that, subject to confirmation of further design efforts, the US would provide $150,000 to the project over a 3 year period. AID inputs would include the following:

1)	Commodities including vehicle, mobylettes, training aides, hand tools, etc...	$ 50,000
2)	Local seminars (villages, school staff, students, etc.)	$ 75,000
3)	Consultants (AID and PAID)	$ 25,000

The total cost of the present program is not known. The UNDP is providing support through a 5 year project including staff. The estimated cost of the UNDP support is not available but could be readily obtained.

IV.- DEVELOPMENT OF THE PROJECT

AID inputs for this project would be designed by the RDO/Y Human Resource Specialist working with the resident UNDP staff in the C.A.R. This advisor, expected to arrive at post NLT July 1, 1975, would (a) evaluate the effectiveness of the present program and (b) recommend the specific type of support to be provided by AID. One possibility to be examined would be whether the Community Development Training program could be re-inforced and complemented by the existing PC/Fisheries program. An alternate possibility would be to create linkage between the special Drought Rehabilitation Well Digging program and the Community Development program. The PC/Fisheries program, because of its impact on nutrition and the catalyst effect assumed by the presence of a PCV would be one means of expanding development activities. The Well-Digging program, because of its health and sanitation impact and because it may be implemented by a closely associated C.A.R. Ministry, might also provide a means of re-inforcing the Community Development program. These possibilities would be examined during the course of further project design.

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE ('X' APPROPRIATE BOX)
[X] ORIGINAL [ ] CHANGE
[ ] ADD [ ] DELETE

PID DOCUMENT CODE

2. COUNTRY/REGIONAL ENTITY/GRANTEE
Cameroon

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER
(to be assigned)

5. BUREAU
A. SYMBOL: AFR
B. CODE: 1

6. PROPOSED NEXT DOCUMENT
A. [X] PRP [ ] PP B. DATE MO. 10 YR. 75

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)
Agricultural Sector Loan

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
A. INITIAL FY 77 B. FINAL FY 77

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT)
($000 OR EQUIVALENT, $1 = CFA200)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	10,000
B. OTHER U.S.	-
C. HOST GOVERNMENT	-
D. OTHER DONOR(S)	-
TOTAL	N/A

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS ($000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR D. GRANT	FIRST YEAR E. LOAN	ALL YEARS F. GRANT	ALL YEARS G. LOAN
FN	-	-		10,000		10,000
TOTAL				10,000		10,000

11. OTHER U.S. ($000)

A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
TOTAL		

12. PROJECT GOAL (STAY WITHIN BRACKETS)

To assist the GURC to reduce regional income disparities by arresting and reversing the progressive deterioration of the physical resource base in north Cameroon in order to promote increased agricultural production by small farmers.

13. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

To support the development of agricultural infrastructure in north Cameroon, primarily feeder roads, village water development, credit, storage, and marketing programs.

14. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

Initially provided by RDO/Yaounde. Subsequent needs to be identified.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE
John K. Koehring

TITLE
Regional Development Officer
RDO/Yaounde

DATE SIGNED
MO. 07 DAY 13 YR. 75

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MO. DAY YR.

AID 1330-2 (5-75)

I. SUMMARY OF THE PROBLEM

The key to understanding the development strategy of the Government of the United Republic of Cameroon (GURC) is the unique cultural and physical diversity of Cameroon. Given this diversity in ecological zones, ethnic and cultural patterns, agricultural production practices, and administrative heritages, the GURC has stressed balanced regional development in each of its 3 five-year plans.

The U.S. assistance strategy, as elaborated in the CWR/DAP-Substitute and the FY 77 ABS builds on the GURC's national objective of reducing regional income disparities by allocating resources to the northern area of Cameroon, the least developed area in the country. This area, which contains 21 percent of the total area and 23 percent of the total population of Cameroon, has fallen dramatically behind other regional areas. Using estimated per capita rural income as a guide, Table I indicates the relative order of the different regions in Cameroon. It should be noted that average per capita national income - based on all sectors, is about $200.

II. PROPOSED A.I.D. RESPONSE

Perhaps because of this diversity, Cameroon has experimented with a variety of institutional models in efforts to bring about improvements in the condition of traditional rural live. Provincial development agencies, cooperatives, single crop promotion programs, development societies and multi-purpose government ministries have all been established with varying degrees of effectivess.[1] Because its Development Plan is based on an

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1) The history of these institutional experiments is provided in the IBRD Agricultural Sector Survey carried out in May 1973.

T A B L E I

Number of Farms' Principal Crops, and Rural Per Capita Income, by Region

Region	Estimated Number of Farms	Percentage of Rural Population	Principal Crops	Estimated Rural Per Capita Income
Northern plains	275,000	29	Millet Sorghum Cotton Groundnuts Cattle	$40-50
Central savannah	85,000	9	Sorghum Maize Cassava Tobacco Sugar Cattle	$90-100
Western highlands	280,000	29	Maize Groundnuts Beans Arabica Coffee Cattle	$60-70
Western and Coastal lowlands	110,000	12	Plantain Maize Cassava Robusta Coffee Oil palm Rubber	$90-100
Southern forest	200,000	21	Plantain Cassava Cocoyams Cocoa Robusta Coffee	$90-100
Cameroon	950,000	100		$75

Source: IBRD

analysis of the resource base and development potential of the different regions, the government has evaluated these rural development efforts on a pragmatic basis and has continued to support one, or more, in some regions. Agricultural and rural development activities have been distributed among a large number of governmental and quasi-governmental agencies with varying degrees of autonomy. In discussions with the U.S. and other donors, the GURC has indicated its interest in establishing a north Cameroon development authority which would coordinate activities and establish development priorities in the region. The proposed Agricultural Sector Loan would be in support of the development of this or similar coordinative mechanism.

A. Sector Goal

The sector goal is to assist the GURC to reduce regional income disparities by supporting activities aimed at small producers which result in increased agricultural production at the highest level sustainable by the land base. Given the dependent relationship between the environment and potential income, an alternate way of stating the same goal is that A.I.D. will assist the GURC to arrest and reverse the progressive deterioration of the physical resource base in northern Cameroon in order to promote increased agricultural production by small producers. It should be noted that the emphasis upon small producers not only reflects the congressional mandate, but is also a necessity if land use patterns are to be harmonized with the environment. As shown in Table I, the area has about 275,000 individual farms and these small farmers are therefore the focus of our programs.

The sector goal is based on the following assumptions:

1. The GURC will continue to place high priority on agricultural development in the north;
2. The GURC and major donors will join in a collaborative effort to improve living standards in the north; and
3. Agricultural production can be increased in Northern Cameroon in ways that simultaneously improve the plight of the region's low income groups and enhance the resource base.

B. Project Proposals

The location of production-oriented projects, for either food crops or livestock activities, is dependent upon the results of the land resource study. It would be self-defeating to move prematurely to that stage. At the same time, general constraints and project parameters can be identified and we anticipate being in a position to move rapidly through the stages of project design.

It is the general consensus of all studies of the northern area that integrated rural development programs would provide the optimum means of assuring that complementary land use patterns are developed. It is also the general consensus that the institutional environment is not at this time conducive to this approach. The IBRD, FAC, and FED have opted for the creation of additional semi-autonomous agencies. It is our opinion that such approaches further fragment the institutional base and that creative ways of integrating programs without necessarily adopting a single

administrative structure should be sought. The proposed development authority might be such an alternative.

There are three general categories of projects under consideration. These are the following:

1. Agricultural or rural development services which are not necessarily geographic-specific. This includes such activities as the Seed Multiplication and Center for Training Farm Families projects which have already been submitted to AID/W for approval. The need for such activities is critical and their existence does not pre-judge the receipt of recommendations from the land resource study or require the creation of a development authority prior to initiation of action.
2. Production-oriented agricultural and livestock activities. The proposed Livestock and Agricultural Development (North Cameroon) project, previously known as North Cameroon Livestock and Land Use and/or North Cameroon Integrated Rural Development, would be the vehicle for undertaking such activities. The project, based on the land resource study, would be developed sequentially beginning with livestock. Livestock would be designed first because the land resource concept has, to date, only been adopted by the Ministry of Livestock and because of the priority placed on this sector by the GURC in requesting U.S.

assistance. Extension training programs would be a key element of those activities.

3. Resettlement projects aimed at specifically developing the under-exploited resources of the area south of the Benoue River. The subzone south of the Benoue represents the last area remaining for agricultural expansion in the region. Population density, about five persons per square kilometer, is low in relation to agronomic potential. A prerequisite for developing separate livestock production projects or for including livestock in the farming system will be an extensive program of tse-tse fly eradication and land use/land capability studies. Fly eradication will be extremely difficult because of the absence of natural barriers to reinvasion, the high rainfall and vegetation cover, and the sizeable and growing game population. Despite the difficulties, the first block of 125,000 hectares in this subzone is scheduled for tse-tse eradication in 1975. This same block is a gazetted hunting reserve and is being surveyed by IBRD as a potential area of resettlement for settlers from the over-populated Margui-Wandala. Although the potential for development is good, national policy as it relates to agriculture, livestock, tse-tse eradication, game, and tourism needs

to be clarified as a prerequisite for defining development projects in the subzone. The program vehicle, if it is accepted, would be the new FY 77 West Benoue Development Project.

4. There is a fourth category of project activity which would include rural health, education and infrastructure. Although the need for these complementary activities is clearly recognized, project identification has only recently been initiated. Two new projects are relevant, the relatively small scale PVO - "Rural Health Education" project is a promising initiative. The proposed "Education for Rural Development" project would be a vehicle for further project developments. Infrastructure requirements will most likely be analyzed within the context of the creation of a development authority and could include feeder roads, village water development, credit and storage requirements or marketing needs.

III. FINANCIAL REQUIREMENTS AND PLAN

It is envisioned that the proposed Agricultural Sector Loan for $10 million in FY 1977 would be primarily for local cost financing of feeder roads, village water development, credit and storage requirements or related marketing programs.

IV. PROJECT DEVELOPMENT

Further development of this activity would be the responsibility of RDO/Yaounde. Discussions would be initiated with the GURC and other donors upon receipt of approval of this PID. The submission of additional project documentation would be tied to the GURC's own progress in elaborating its plans for a development authority for the north.