

PD BCH 575
97618

CAMEROON
PROJECT ASSISTANCE COMPLETION REPORT

A. BASIC PROJECT IDENTIFICATION DATA

- 1. **PROJECT TITLE:** PVO-NGO/NRMS Project
- 2. **PROJECT NUMBERS:** Regional Project: 698-0467 (September 1989-March 1993). USAID/Cameroon through the Project Design and Support Project 631-0510 (April 1993-March 1994).
- 3. **MODE OF IMPLEMENTATION:** Regional Project: A.I.D. direct contract to a Consortium of Non-Governmental Organizations. USAID/Cameroon bilateral activity: Grant to CARE/Cameroon.
- 4. **PROJECT DESIGNERS:** AID/Washington, the Consortium of Non-Governmental Organizations, USAID/Cameroon, CARE/Cameroon.

5. **PROJECT GRANT AMOUNTS**

- a. Project No. 698-0467 \$437,000
- b. Project No. 631-0510 \$150,000

6. **TOTAL PROJECT FUNDING - actual:**

a. Project No. 698-0467	\$437,337
Personnel	50,557
Commodities	9,480
Communication	4,795
Office Space	9,005
Travel	13,250
NGO Training	15,250
Sub-Grants/Project	335,000
b. Project No. 631-0510	\$150,000
Personnel	43,000
Administrative cost	24,500
Seminars and Training	31,500
Networking	14,000
Newsletter	8,000
Overhead	29,000
c. UNDP/Cameroon	\$209,000
Office Space	9,000
Global Environmental Facility	200,000

7. **RESPONSIBLE MISSION OFFICIALS (Life of Project):**

- a. **Mission Directors:** Jay P. Johnson
Peter Benedict
- b. **Project Officer(s):** David Songer
Elzadia Washington
Ambe Tanifum

8. **EVALUATION DATE:** January 1992

B. PROJECT GOAL/OBJECTIVE, ACCOMPLISHMENTS, LESSONS LEARNED, ETC

9. Project, Goal, Objective and Evolution of the PVO/NGO Natural Resources Management Activities in Cameroon

Goal: The overall goal of the USAID/W centrally-funded Private Voluntary Organization-Non-Governmental Organization/Natural Resources Management Support (PVO-NGO/NRMS) project was:

- to enhance the institutional and technical capacities of NGOs in natural resources management (NRM), and
- to improve policies and programs to restore and maintain the environmental stability and natural resources in Cameroon.

Specific focus was placed on Cameroon, Mali, Madagascar, and Uganda. Central funding for field-level activities in Cameroon terminated on March 30, 1993. In early 1993, USAID/Cameroon received a proposal from CARE/Cameroon (the lead international NGO implementing the project) requesting continuation of the PVO-NGO/NRMS Project activities for five years at a cost of \$1.7 million. USAID/Cameroon was unable to fully weigh the merits of this request pending completion of its new program strategy for FY 94-96.

Also in early 1993, the United Nations Development Program (UNDP) expressed interest in developing close collaboration with the USAID PVO/NGO natural resources program during implementation of the Global Environmental Facilities (GEF) Small Grants Program which was just getting underway. The GEF Small Grants Program is a pilot program of the Global Environmental Facility to help developing countries protect the global environment. The Program provides support for small-scale activities in the GEF problem areas which are carried out by NGOs, NGO networks, people's associations, and community groups.

Based on USAID's recognition of the national, regional, and global importance of Cameroon's natural resources, along with the urgent need to address accelerating environmental degradation, USAID Cameroon's FY 94-96 strategy included as one of its three strategic objectives "improved conditions for sustainable natural resources utilization". The Mission's intention of having local NGOs play a major role in the implementation of this strategy, in addition to the accomplishments of the PVO-NGO/NRMS project, led the Mission to provide \$150,000 to Care/Cameroon to continue NRM activities through March 1994 pending startup of the new USAID bilateral project. Given the similarity of goals and objectives of the PVO-NGO/NRMS project and the GEF Small Grants Program, USAID and UNDP agreed that both activities should be managed through a unified structure. The overall goal of the USAID/Cameroon Grant to CARE/Cameroon was to continue to enhance the institutional and technical capacities of NGOs in natural resources management (NRM).

In November 1993, the USAID Administrator announced the closure of USAID Cameroon along with 20 other missions worldwide over the next three years. Prior to this announcement the Mission had planned to launch a major new natural resources management (NRM) program in FY 94. This program would have relied heavily on international and indigenous non-governmental organizations (NGOs) in carrying out NRM interventions. It would have built upon a well established NGO network and ongoing NGO environmental programs, discussed below, which had been supported by AID/W and USAID Cameroon over a four year period.

The strategic objectives of the PVO-NGO/NRMS activities in Cameroon were the following:

- to create a broader awareness among NGOs of natural resources management policies, needs and priorities and to increase commitment to effective NRM action;
- to enhance the technical capabilities of NGOs in natural resources management (i.e., soil conservation, agroforestry, and biological diversity);
- to strengthen the organizational capacities of NGOs involved in national resources management initiatives (i.e., training programs in project management, design, monitoring, and evaluation);
- to play a full-fledged role in policy discussions and policy advocacy as they relate to the environment and natural resources management;
- and the creation and management of a Structure/Unit in which the USAID-financed PVO-NGO/NRMS activities and the GEF Small Grants Program would be implemented.

Evolution of the PVO/NGO Activities in Cameroon

Prior to the late 1980's the indigenous PVO/NGO sector in Cameroon played little role in national development.

The country had a long history of government centralism, leaving little room for NGO initiatives. The government maintained stifling restrictions on associations, including PVO-NGOs, which tended to discourage the full development of civil society. This reflected in part the colonial legacy, and also served the purpose of protecting the government from perceived challenges to its authority. Consequently, political considerations dominated the relationship between government and non-government organizations during most of the period since independence.

The situation began to change as a result of the economic crisis that settled upon Cameroon in the mid-to-late 1980s, which forced the GRC to accept the need for reforms in its economic policies. This trend was reinforced by global political events of 1989-91. Cameroon was one of

many Africa countries which found itself struggling to adapt to change and quickly responded with a series of concessions to calls for more democratic leadership and greater freedom within the society. This period marked the beginning of Cameroon's transition toward a multi-party political system along with a freer press and expanded rights of associations. The 1990 Law of Associations eased somewhat the control of the Ministry of Territorial Administration over the creation of associations and community organizations in Cameroon. The exodus of civil servants from the public sector through retirement or governmental downsizing represents another impetus for the creation of NGOs. Many such individuals have become interested in establishing organizations to help in the development of their home village or region, as well as to provide employment for themselves or for family members. In many cases they possess valuable professional skills as well as values oriented toward development.

Since 1990 there has been a rapid increase in the number of NGOs, which now number 500 or more, and current trends suggest a continuing expansion in Cameroon's indigenous NGO community at the grassroots level in addition to national organizations.

10. Status of Completion of Project Elements:

Based on information from the PVO-NGO/NRMS coordinator and information available to USAID/Cameroon, all elements of the regional project, bilateral activity and UNDP contribution were completed. But because of the nature of these elements, which in many cases were integral parts of the objectives, they will be discussed in more detail in the following section. List of commodities transferred to CARE/PVO-NGO/NRMS are listed in Attachment 1.

11. Review of Project Accomplishments and Status in Attaining Objective

Objective 1: To create a broader awareness among NGOs of natural resources management policies, needs and priorities and to increase commitment to effective NRM action.

Objective 2: To enhance the technical capabilities of NGOs in natural resources management (i.e., soil conservation, agroforestry, and biological diversity).

Accomplishment/Status: To accomplish objectives 1 and 2, the project created chapters in three agro-ecological zones: dense forest, dry savannah, and the tropical highlands. These chapters enabled NGOs, the Government of Cameroon and donors to better understand the issues and priorities at the community level within the various zones and to assess Cameroon's natural resources potential from both policy and operational perspectives. Areas of concern that were identified as major concerns were: fuel wood, slash and burn; desertification; land and tree tenure; and protected areas/integration of surrounding protecting areas. To address these concerns the activities would include: extension-type activities; demonstration and research; education; and introduction of alternative technologies.

Within these chapters, existing NGOs working in the environmental sector were identified and new ones formed. Collaborative training and technical assistance were provided to these NGOs to improve Cameroonian capacity to conserve natural resources. During the life of the project a total of fifteen training workshops, seminars, and meetings were organized, bringing together about 3,000 participants from indigenous NGOs/Community Based-Organizations (CBOs), GRC representatives, and international organizations. Training having a regional thematic interest included: identification of NRM problems, solutions, and alternatives (participatory rural appraisal); environment protection in general; agroforestry management; soil conservation; buffer zone management; improved cooking methods; enhancement of researcher/farmer linkages; and environmental awareness through education and the media.

In addition to the workshops, seminars and meetings, to meet the objective of supporting environmental and NRM related information-exchange, the PVO-NGO/NRMS Project developed and published the following:

- PVO-NGO/NRMS/Cameroon Newsletter
- Directory of NGOs carrying out NRMS related activities in Cameroon
- PVO-NGO/NRMS/Cameroon brochure

Ten issues of the newsletter were produced over the four-year period on a quarterly basis. The essence of the newsletters was to inform NGOs, GRC officials, donors, and individuals of new NRM technology developed in Cameroon and elsewhere, of policy related concerns, of sources of funding, of training opportunities, etc.

In 1991, the Project developed a resource directory of Cameroon NGOs working on natural resources management related activities. This directory, the first of its kind in Cameroon, identifies who is doing what and where in the NGO community. In the first six months of publication, the demand for the directory exceeded 1,000. In 1994, the directory was updated and includes the names, addresses, focused area, and some general information about capability. Since the publication of this document, NGO activities in Cameroon have increased dramatically. These NGOs now form a "Cameroon NRMS Network System". As a direct result of this networking, NGOs are interacting and communicating more effectively with each other and with collaborating international NGOs/PVOs.

The PVO-NGO/NRMS/Cameroon brochure provides general information about the project: goals, objectives, focus, funding availability, and a list of key NRM issues in Cameroon. Other publications that were funded by PVO-NGO/NRMS through grants to NGOs includes the development of a training and information manual on environment for the tropical highlands.

In addition to the publications, the Project established two environmental information resource centers, one in Yaounde and the other in Maroua (northern part of Cameroon). These centers provide written information on the current environmental situation in Cameroon and the world in general; the technology that is being generated by research institutions, donors, and NGOs activities in Cameroon; etc.

Objective 3: To strengthen the organizational capacities of NGOs involved in national resources management initiatives (i.e., training programs in project management, design, monitoring, and evaluation.

Accomplishment/Status: Through the training, capabilities in project management, design, implementation, and evaluation of NRM initiatives are being strengthened. In practice, capacity building exercises in Cameroon often occur in "on-the-job" contexts. As NGOs receive grants from donors to carry out field activities, they are presumably learning by doing, gaining experience in project design, administration, evaluation, as well as technical skills.

Funds under the PVO-NCO/NRMS Project were made available to support small projects that incorporate natural resources management and environmental protection. These sub-projects incorporated special training components which qualify as "capacity-building" measures. During the life of the project over 50 proposals were received. Unfortunately, due to the limitation of funds, only six were supported:

- Entoveterinary Medicine and Improved Pasture
- Pilot HPI/Cameroon Paraveterinary Animal Health Control and Environmental Protection
- Anti-Erosion Training
- External Factor Affecting Protection of the Environment Training
- Methods of Managing Natural Resources Training Project
- Establishment of Public Park in Garoua Project

As many Cameroonian NGOs are very young in institutional terms, they are convinced that their capacities will improve over time, and that this maturing process could be greatly enhanced by means of sufficient capacity-building support.

Even though NGOs are being trained in proposal writing, and the skills are being used, in many cases they still lack good management practices. Unfortunately, these types of skills, e.g. financial and personnel management, were not focussed on in-depth in the Project.

Objective 4: To play a full-fledged role in policy discussions and policy advocacy as they relate to the environment and natural resources management.

Accomplishment/Status: During the last two and a half years of the project, policy advocacy was aggressively pursued. In November 1991, the project jointly-financed a national seminar to develop "The Yaounde Common Policy" which provided major guidelines for NGOs and organizations involved in natural resources management in Cameroon. The 70 representatives of NGOs and other organizations participating in the seminar also prepared the "Cameroon's NGO Position Paper on the Environment". This paper was presented at the United Nations Conference on Environment and Development (commonly referred to as the Earth Summit)/'92 Global Forum which was held in Rio de Janeiro, Brazil in June 1992. The '92 Global Forum was organized to discuss issues related to non-governmental organizations. At this Forum, the PVO-NGO/NRMS coordinator presented two papers entitled "NGO Approaches to Natural Resources Management: The Case of Cameroon" and "North-South NGO Partnership in Natural Resources Management in Cameroon: Strengths, Weaknesses and Issues". Both papers stressed the PVO-NGO/NRMS innovative approach to protecting Cameroon's natural resources and made recommendations for incorporation of such approaches in other countries. Conclusions of the Summit were shared in the June 1992 newsletter.

The project also played a major role in persuading the Government of the Republic of Cameroon (GRC) to revoke licenses from people who were irrationally exploiting an indigenous tree called *Pygaeum africana*, which is traditionally used for medicine. The project also co-sponsored a national-level seminar on environmental issues as a key initial step in the participatory development of a national environmental action plan.

This seminar in addition to some of the ones mentioned above, provided opportunities for policy discussions as they relate to Cameroon environmental issues. In Cameroon, there tend to be a mutual lack of trust and suspicion between NGOs and the GRC. NGOs argue that they do not fully participate in setting policies on issues that concern them directly. The meetings, seminars, and workshops organized by the Project provided a forum for GRC officials and representatives from NGOs to exchange information and to explain their respective positions on environmental issues. All participants from these organizations agree that these interactions have provided rare opportunities for discussion and exchange of different points of view. The overall impact of these exchanges have led to greater respect and acceptance by the GRC for NGOs and other such organizations, and vis-a-vis these organizations for the GRC.

In addition to seminars and workshops to stimulate policy discussions, the quarterly newsletters also served as an important medium to disseminate information on NRM policy issues.

Objective 5: The creation and management of a Structure/Unit in which the USAID-Financed PVO-NGO/NRMS activities and the GEF Small Grants Program would be implemented.

To implement the PVO-NGO/NRMS Project three structures were created: the Country Working Group (CWG), the three agro-ecological chapters, and the Joint Environmental Unit (JEU). As part of the project design, in each country where the PVO-NGO/NRMS Project was being implemented, a CWG was established to determine country specific activities, using the overall project purpose and objectives as the guide. In Cameroon, the CWG was made up of representatives from twelve non-governmental organizations, two international organizations, and indigenous organizations. During the life of the project, the group provided guidance to the Project Coordinator, set policy guidelines, determined specific project activities, reviewed and selected sub-projects to be financed by the PVO-NGO/NRMS Project, and monitored and evaluated these sub-projects.

As mentioned above, three chapters in each of the three agro-ecological zones were created: dense forest, dry savannah, and the tropical highlands. These chapters were responsible for implementation of the project activities at the regional level. NGOs and grass-root, community-based organizations are members of the Chapters. Within the Chapter, an Executives Committee is elected for a two year period to coordinate the activities of the PVO-NGO/NRMS Project at the regional level. Activities have included: identification of NRMS issues specific to their areas; identification of training needs; implementation of training sessions; screening of sub-projects prior to submission to the Project Coordinator; and monitoring of sub-project activities. These chapters also function as policy advocacy groups. As these Chapters are committed to protecting Cameroon's natural resources, they have all decided to continue to function after the termination of the PVO-NGO/NRMS Project.

The third and most recent structure created by the PVO-NGO/NRMS Project is the Joint Environmental Unit (JEU). On April 13, 1993, USAID and UNDP signed a Memorandum of Collaboration to function as partners in the implementation of the PVO-NGO/NRMS Project and the GEF Small Grant Program. Given the interest of USAID, UNDP, and possibly other donors to coordinate donor activities under a recognized, legal structure, the JEU was created to serve and promote the interests of non-governmental organizations, grass-root level organizations, and donors in their partnership to promote environmentally sustainable development in Cameroon. JEU facilitates and provides opportunities for cooperation between donors to select and supervise micro-projects. JEU serves as a channel of communication among NGOs, donors, grass-root organizations, and the GRC in the exchange of information, experience, and skills. In order to fulfill its mission as an honest broker, JEU remains scrupulously neutral and avoids acting in competition with donors, NGOs, and other organizations. JEU does not initiate projects that could be seen as diverting funds from NGOs. UNDP will continue to use the JEU to implement the GEF activities. UNDP has also decided to utilize this unified administrative structure for program coordination of UNDP's Africa 2000 activities and the Partners in Development Program. Any future funds from USAID to PVO-NGO/NRMS will most likely be implemented by the JEU. Other donors such as the World Bank, CIDA, and the British Development Agency have expressed interest in the JEU.

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Overall Accomplishment:

Cameroon's NGO sector is presently in a period of rapid change due to the economic and political transitions underway in the society as a whole and in part to the dynamism of the PVO-NGO/NRMS project. A few years ago, the indigenous NGO sector in Cameroon played little role in national development, natural resources management and environmental protection. For example, ten years ago only a handful of indigenous NGOs operated in Cameroon. Today, there are more than 100 indigenous NGOs and 100 rural associations involved in natural resources management and environmental protection. The PVO-NGO Project has been one of the key actors influencing the formation of these groups through regional seminars and awareness improvement activities. These groups are made known through the publication of the NGO-PVO directory highlighting who they are, where they are located, and their objectives.

Awareness, knowledge, and commitment to natural resources management at the grassroots level in Cameroon is also one of the most significant contributions of the PVO-NGO/NRMS Project. Natural resources management issues are now being discussed at the grassroots level, particularly within communities that have benefitted from workshops, seminars, and meetings sponsored by the project. A fundamental tenet of the development philosophy of most NGOs is the belief that a change of values and attitudes among the members of a community is often as important as the physical output achieved by the project. Because of PVO-NGO/NRMS participatory approach to development, values and attitudes are changing to support conservation of Cameroon's natural resources.

Interest in the role of NGOs as agents of sustainable development is now apparent even in areas of the country which historically have had less of a tradition in this form of organization for delivery of services. As a result, donors are now channeling an increasing proportion of development assistance through NGOs. The impetus is due to the high level of achievement by the PVO-NGO/NRMS project.

However, despite the dramatic growth of indigenous NGOs, the GRC continues to harbor ambivalent attitudes. It is clear that a historic shift is taking place in the balance between public and private responsibility for development. Because of this shift, some government officials appear to resent the fact that the growing importance of NGOs is accompanied by a decline in the role of government. In addition, some officials see the NGO community as a competitor for donor funds, for control over the development process, and less tangibly, for the right to claim to be working on behalf of the people of Cameroon. However, the GRC is searching for ways to implement a more tolerant approach toward NGOs while at the same time assuring that their activities are compatible with official policies and priorities.

For more information on the overall impact, an analytical assessment of the project is currently underway by AID/W. Results of that assessment will be available in September 1994.

12. Summary of Lessons Learned

- a. The importance of participation, awareness raising, and attitude change represent an important rationale for a stronger role for the NGO sector in efforts to improve a nation's environmental management and for changing public attitudes toward stewardship of the environment.
- b. Both internal and external pressures will need to be exerted on the GRC to bring about a change in official attitudes and behaviors toward NGOs, which is necessary to ensure substantive and inclusive participation of NGOs in all aspects of protecting Cameroon's natural resources. However, if national NGOs can evolve strong organizational structures and solid technical capacities, the chance that governments will eventually accept them as serious agents of national development, including policy formulation, are much higher.
- c. Policy reform is an area in which Cameroon and many Africa countries are in the early stages of shifting from historical tendencies towards centralization. The long-term trend toward liberalization, decentralization, and greater transparency and accountability in public life offers significant opportunities for Cameroonian NGOs to make a greater impact in national development. As observed in the PVO-NGO/NRMS Project, more can be achieved when issues and concerns are presented as a group rather than as an individual.
- d. Sub-projects/field level activities in the Project were originally excluded from the Project. But in the case of Cameroon, it was decided that limited field activities would be funded in order to provide needed financial resources to NGOs to accomplish their objectives, while building institutional capacity. Future projects in this sector should include funds for financial NGOs field level activities and funds to provide technical assistance when needed.
- e. The majority of Cameroonian NGOs are heavily dependent upon external resources. Very few of these organizations sponsor activities which generate revenue. As a result, the financial diversity of these NGOs limits their effectiveness.

Future projects should focus on developing NGOs capacity to raise funds locally to ensure a measure of financial stability.
- f. The success of projects such as the PVO-NGO/NRMS will depend on the organizational structure of the local communities and the citizenry as a whole. Activities tend to be successful if the opinion leaders support the overall concept of sustainable utilization of natural resources in their particular localities.

- g. Economic and political stability of a country will determine the extent to which a population or government is serious about protecting its natural resources. Because of economic shortfalls, resources are often exploited to make-up this shortfall. During the design of a NRMS type project, such phenomena should be well documented and alternative sources of income identified.
 - h. The flexibility built into the PVO-NGO/NRMS Project allowed it to be redesigned to take into account the changing environment. Future projects should also include such flexibility.
13. **Proposed Future USAID-Funded Natural Resources Management NGO Activities in Cameroon:**

Building upon the accomplishments to-date, AID/Washington has agreed to resume funding of the PVO-NGO/NRMS activity for an interim period of one to two years pending the start-up of the planned centrally-funded "Central Africa Regional Program for the Environment" (698-0548). The proposed purpose of the project is to identify and begin to establish the conditions and practices required for the conservation and sustainable use of the natural resources of the Congo Basin, in a manner which addresses local, national, regional, and international concerns. One of the proposed activities is to support NGO efforts in the sustainability of the Congo Basin's natural resources, which could include many of the PVO-NGO/NRMS activities.

AID/W interim funding to PVO-NGO/NRMS would be used to:

- Strengthen Cameroonian NGOs' institutional and technical capacities,
- Promote information dissemination and policy advocacy,
- Support the Joint Environmental Unit,
- Clarify the legal context and institutional identity of NGOs in Cameroon, and
- Improve financial stability and long-range strategic planning of NGOs.

14. Reference documentation:

1. Ndeso-Atanga/CARE, "End of Project Report: PVO-NGO/NRMS Cameroon September 1989-March 1994" March, 1994.
2. Swartzendruber and Njovens, "NGOs, Environmental Awareness and Policy Advocacy in Cameroon" December, 1993.
3. "Central African Regional Program For the Environment" (CARPE 698-0548), Draft Project Implementation Document, April 1994.

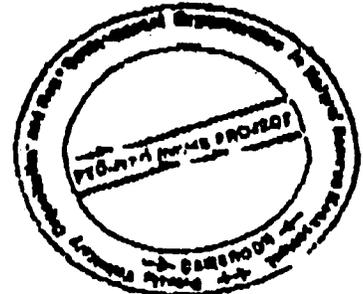
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CONT:RJacobs RJA Date 5/27/94
PMPD:TBratrud TB Date 5/28/94
D/DIR:RHarvey RH Date 5/26/94
DIR:PBenedict PB Date 5/25/94

ARD:EWashington:cea:5/6/94
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INVENTORY - PVO/NOHS/CAMEROON OFFICE
AS OF 1st APRIL 1993

ITEM	ITEM	SERIAL NO	CONDITION	U.S. COST
01	IBM COMPUTER PS30.....	6411771	GOOD	
02	EPSON PRINTER LQ-1050.....	DTG1023435	"	
03	INVEL TYPEWRITER DOWNEY.....	N/A LINES 28	"	
04	DESK CALCULATOR (CITIZEN).....	8YD602	FAIR	
05	VOLTAGE REGULATOR.....	N/A	GOOD	
06	STEP DOWN TRANSFORMER.....	N/A	"	
07	STANDING FAN.....	R100P19	"	
08	COMPUTER DESK (WOODEN).....	N/A	"	
09	SECRETARY'S CHAIR.....	N/A	"	
10	COFFEE MAKER.....	N/A	"	
11	ARISTON REFRIGERATOR.....	--	FAIR	
12	CHAIRS SIMPLE (12).....	N/A	GOOD	
13	OFFICE DESK? (2).....	N/A	"	
14	SMALL DESK WOODEN.....	N/A	"	
15	BOOKSHELVES (5) WOODEN.....	N/A	"	
16	FLIP CHART.....			
17	welcome kit	2/9	Good	

DONE ON THIS FIRST DAY OF APRIL 1993./-



Handwritten signatures and dates:
1 AVR. 1993
1 AVR. 1993

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01 AVR. 1993
Mr. [Signature] - [Title]
PVO-NOHS

BEST AVAILABLE COPY

VEHICLE INVENTORY/HAND OVER

PVO/NGO/NRMS
XXXXXXXXXXXX

MITSUBISHI PAJERO V32 VINDL
N° DE SERIE 03700
IMMATRICULATION N° IT 07855 RC

RECEIVING: KM READING 28890

1. D-18 N° 9101069073 U
2. CARTE GRUE VALID 03/07/93
3. STICKER N° 00319167
4. INSURANCE CONTRACT EXPIRING 19/07/93
5. INSURANCE CARD 309671 A
6. BDN DE LIVRAISON
7. OPERATIONAL MANUAL
8. MAINTENANCE BOOKLET
9. USED TRANSMISSION FLUID 1 LITRE
10. JACK
11. COMPLETE SET OF SPANNERS
12. PEDAL LOCK
13. FIRE EXTINGUISHER (SMALL)
14. SPARE TIRE & COVER
15. & FLOOR CARPETS
16. 1 CONTACT KEY
17. 1 LOCK KEY.

VALID THIS BOX UNTIL 01 APRIL 1993

CARE



NRMS



Mrs. Ndoro-Ndanga Adamma
National Coordinator
PVO-NGO/NRMS PROJECT

Handwritten notes:
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