

Proj. 6310010-②
747-A1
PD-AMB-

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS PART I		1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHA <input type="checkbox"/> D DEL	
3. COUNTRY ENTITY CAMEROON COMMUNITY DEV. FND. (OPG)		4. DOCUMENT REVISION 34p	
5. PROJECT NUMBER (7 digits) [631-0010]		6. BUREAU/OFFICE A SYMBOL: AFR B CODE: [1]	
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9. EST. PERIOD OF IMPLEMENTATION YRS. [0] [3] QTRS []			

10. APPROVED BUDGET AID APPROPRIATED FUNDS (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY 77		H. 2ND FY 78		K. 3RD FY	
		C GRANT	D LOAN	F GRANT	G LOAN	I GRANT	J. LOAN	L GRANT	M. LOAN
(1) FN	200	200		142		208.7			
(2)									
(3)									
(4)									
TOTALS				142		208.7			

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		11. PROJECT FUNDING AUTHORIZED	
	D GRANT	P LOAN	R GRANT	S LOAN	T GRANT	U. LOAN	(ENTER APPROPRIATE CODE(S)) 1 - LIFE OF PROJECT 2 - INCREMENTAL LIFE OF PROJECT	A GRANT B LOAN
(1)					350.7			2
(2)								
(3)								
(4)								
TOTALS					350.7		C. PROJECT FUNDING AUTHORIZED THRU FY [7] [3]	

12. INITIAL PROJECT FUNDING ALLOTMENT REQUESTED (\$000)		13. FUNDS RESERVED FOR ALLOTMENT	
A. APPROPRIATION	B. ALLOTMENT REQUEST NO. _____		Asst. TYPED NAME (Chief, SFR, FM, ASD, FGD) Dannie Baker
	C GRANT	D LOAN	
(1) FN	142		SIGNATURE <i>Dannie Baker</i>
(2)			DATE 9-16-77
(3)			
(4)			
TOTALS		142	

14. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 LOCAL OTHER _____

15. FOR AMENDMENTS, NATURE OF CHANGE PROPOSED

FOR PPC/PIAS USE ONLY	16. AUTHORIZING OFFICE SYMBOL	17. ACTION DATE	18. ACTION REFERENCE (Optional)	ACTION REFERENCE DATE
		MM DD YY		MM DD YY

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

FROM : AFR/DR, John L. Withers

SUBJECT: North Cameroon Pilot Development Project (631-0010)

Problem: To approve incremental funding for an Operational Program Grant (OPG) for a pilot community development project in Cameroon.

Discussion: This project is proposed by the Community Development Foundation (CDF), a private voluntary agency, as a pilot program in community-based integrated rural development, providing a model that will be suitable for replication throughout Cameroon. The project term is three years and constitutes the first phase of a ten-year program sponsored by CDF. CDF is fully aware that no A.I.D. support is planned beyond the first phase.

The only substantive issue raised by the Project Committee was the inability of CDF to provide, in advance, plans for all of the individual projects to be undertaken. The reason these plans cannot be provided in advance is that no project plans are developed without the participation of the communities in which CDF will work. Local community committees complete comprehensive annual project planning documents, with the first such plan to be completed within twelve months of commencing activities in country. CDF has agreed to have Mission personnel review community project plans prior to implementation. Any individual project amounting to more than \$5,000 will receive in-depth review, with Mission participation, prior to commencement of activities. Special provisions will be written into the Grant Agreement to provide for this. (See attachment D, Grant Project Description).

To insure that adequate project and financial plans exist prior to obligation of funds, it has been agreed that the grant to CDF will be incrementally funded. The first tranche of funds will exclude sub-project funds. The sub-project funds will be obligated after CDF presents A.I.D. with detailed programs and financial plans for each sub-project. This corresponds to the CDF strategy of developing sub-projects, with the participation of local community groups, during their first year in-country.

No waivers are necessary for this project as CDF is financing all vehicle procurement.

The total cost of the project is \$784,100 with the Africa Bureau providing \$350,700 in the proposed OPG, the Population and Humanitarian Assistance Bureau providing \$36,250 in a Development Program Grant (previously granted),

6310010

PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS

PART II

COUNTRY : United Republic of Cameroon
PROJECT NAME : North Cameroon Pilot Community Development Project
PROJECT NUMBER: 631-0010

Pursuant to Part I, Chapter 1, Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a Grant not to exceed one hundred and forty two thousand United States Dollars (\$142,000) to the Community Development Foundation/Save the Children Federation to help in financing certain foreign exchange costs of goods and services for the project as described in the following paragraph.

This project has been designed to significantly improve the economic and social well-being of the 10,000 low-income rural people who live within the target area centered around Dadjamka. The Community Development Foundation hopes to achieve this through an improvement in the economic base of the region, a systematic development of its social infrastructure and assistance in the development of indigenous institutions for local-level decision-making. Major emphasis will be placed on increasing the human resource potential of the region and making best use of locally available material resources in such a way as to assist in developing a resourceful and self-reliant citizenry. This project will serve as a pilot program in community-based integrated rural development, providing a model that will be suitable for replication elsewhere. The CDF will also work closely with the Government of Cameroon in order to bring about the application of this approach within government institutions by the end of the target period. The Government has, in fact, requested that the CDF assist in the planning of community development activities on a national scale, including the extension of the present agricultural training program to provide for the national training needs. This project is for a term of three years. It constitutes the first phase of a ten year program sponsored by the Community Development Foundation.

I approve the total level of A.I.D. appropriated funding planned for the Project, a grant not to exceed three hundred fifty thousand, seven hundred United States Dollars (\$350,700), during the period FY 1977 through FY 1979, including the amount authorized in paragraph 1 above and increments of up to \$208,700 in FY 78 subject to availability of funds and in accordance with A.I.D. allotment procedures.

I hereby authorize the initiation of negotiations and execution of the Grant Agreement by the officer to whom such authority has been delegated in accordance with A.I.D. Regulations and Delegations of Authority subject to the following essential terms and covenants and major conditions; together with such other terms and conditions as A.I.D. may deem appropriate.

Source and Origin of Goods and Services

Goods and services financed by A.I.D. under the project shall have their source and origin in the United States (Geographic Code 000) except as A.I.D. may otherwise agree in writing.


Assistant Administrator
Bureau for Africa

Drafted:AFR/DR/CAWARAP:RAnderson:bfc:7/27/77

Clearances:
See Action Memorandum

PROJECT PAPER

6316010

I. PROJECT PURPOSE AND DESCRIPTION:

A. Project Description:

This project has been designed to significantly improve the economic and social well-being of the 10,000 low-income rural people who live within the target area centered around Dadjamka. The Community Development Foundation hopes to achieve this through an improvement in the economic base of the region, a systematic development of its social infrastructure and assistance in the development of indigenous institutions for local-level decision-making. Major emphasis will be placed on increasing the human resource potential of the region and making best use of locally available material resources in such a way as to assist in developing a resourceful and self-reliant citizenry.

This project will serve as a pilot program in community-based integrated rural development, providing a model that will be suitable for replication elsewhere. The CDF will also work closely with the Government of Cameroon in order to bring about the application of this approach within government institutions by the end of the target period.

B. Target Population:

The citizens of the villages falling within a radius of 20 kilometers of Dadjamka constitute the target population. Of the estimated total population of 193,000 in the Department of Mayo-Danai the project will be directed at an aggregation of villages totalling 10,000 inhabitants.

C. Project Goals and Purposes:

The goal of this project is to contribute to the development of the rural sector in Cameroon by helping to bring about the adoption of a nationwide community-based integrated rural development program. The purpose of this project is to stimulate this process in selected areas of the northern region by carrying out a successful replicable program of social and economic development, making particular use of broad-based decision-making

inter-institutional cooperation, long range planning, and other elements of self-sustained improvement.

The overall goals and purposes of this project, as they are expressed above, can be given in terms of a number of more specific targets, as follows:

1. Assist the target population to create an effective grass roots infrastructure and decision-making process for the determination of community priorities and for the implementation of programs to meet those priorities.
2. Increase available, material, financial and information resources to the community as a whole and to individuals within the community in such a way as will bring about the effective participation of all village inhabitants in improved agricultural techniques.
3. Encourage the development of financial and investment networks and policies which will assure the recycling of these resources into the economy of the local population. Particular emphasis will be given to the establishment of credit facilities which will assist those who wish to adopt improved production methods.
4. Develop incentives for cost effective, appropriately scaled programs in animal production, health services, education, and rural transportation, as well as in agriculture.
5. Attack comprehensively the basic deficiencies facing the target population through the integration of existing component services rather than through a single specialized program.
6. Involve the target community with appropriate regional and national agencies and institutions in order to encourage sustained development.

7. Work out all procedures and methodologies in conjunction with the national community development program in such a manner as to assure complete national integration and replication throughout Cameroon.

D. Project Outputs General:

This program is expected to achieve the following results.

1. The establishment of a Community Citizens' Council in each of the villages selected for the target area and such subordinate groups as are necessary for the conception of and execution of local community development planning.
2. The training of such council and subordinate group members.
3. The preparation in collaboration with the Community Citizens' Council, of an initial development plan describing the development priorities of the community and the programming necessary for achieving these priorities. A major element of this development plan and its implementation will be the increased agricultural production made possible by the agricultural training of the farm families.
4. The preparation and execution of projects which help resolve immediate social and economic problems identified by the community and which lead in the direction of a comprehensive program for resolving underlying and broader-scale problems.
5. Frequent exchanges between project personnel and government officials at all levels, including preparation of an in-depth analysis of project results that will be placed in the hands of Cameroonian National Community Development Directorate for their use in planning and implementing a national program of community development.

E. Village Selection:

It is intended that a CDF feasibility study team conduct a more detailed study of the area before final selection of the actual villages to be included in the project. Among the criteria that are used in selecting the villages for initial involvement are: type and quality of local leadership, attitude and receptivity of the people involved, distribution of land holdings, proximity of villages, and relationship to the training center at Dadjamka. Only complete villages will be considered for the program, with the result that the final population total may be somewhat greater or less than the proposed 10,000. The final selection of these villages will therefore take place at a later stage, with full collaboration between the feasibility study team and authorities of the Mayo-Danai Department and of the national government.

II. PROJECT PERSONNEL

A. Field Director and Field Coordinators

The Field Director will have direct responsibility for administering and implementing the CDF program in Cameroon. His primary function will be to act as liaison between the CDF head office, the National Community Development Directorate, the Farm Family Training Program, other participating organizations, host country government institutions, field coordinators, and the people of the impact communities. He will be responsible for supervising and reporting on the program as a whole to all interested parties and for properly presenting the program, its methods, objectives and results to appropriate government officials and the public. One of the primary concerns will be to prepare and present information in a way that facilitates the integration of this project with those to be instituted within the context of the government program. The Field Director must have a thorough understanding of all aspects of community-based integrated rural development as it has been applied elsewhere by CDF and as it must be modified in order to meet the particular circumstances of the Dadjamka area and to meet the expressed needs of the people themselves.

The Field Director will be located in Maroua for most of the three years. There he will be able to work directly with the Regional Farm Family Training Center, local government officials assigned to Maroua and the communities themselves, which will be located for the most part between Maroua and Dadjamka.

The Field Director will be chosen for his demonstrated administrative ability, experience in dealing with community development problems, understanding of the underlying social and economic issues and ability to relate to the needs of all parties concerned. Ability to speak both English and French with fluency will be a prerequisite, ability to speak any of the local languages including Fulfulbe, would be regarded as a distinct asset. In any event, the Field Director is expected to have or to learn enough of the local languages to be able to communicate directly with the people of the community.

Four Field Coordinators, two men and two women, will assist the Field Director and will be responsible for the community level work. They will all be Cameroonians, familiar with, if not native to, the region of the target population, and be able to speak the local language. The Field Coordinator will be selected on the basis of personal qualities, background, training, and above all, ability to work with the people of the target area. It is preferable that each coordinator will have competence in one or more of the development disciplines and that as a group they will have an in-depth understanding of all the important socio-economic issues and many of the needed technical skills.

Field Coordinators located in Maroua and elsewhere will help to carry out the local programs. The latter arrangement will facilitate coordination between national and local government units and will provide opportunities for direct contact with both the representatives of the individual communities and of the larger units of administration.

As a CDF staff person the Field Coordinator reports to the Field Director and shares responsibility for all administrative and financial matters. His or her only supervisory function is to make sure that the community decision-making process is democratic in nature and that there is maximum local participation. The Field Director's main role then, will be to act as a catalyst and resource agent for the community. The goal, however, is to assure that the community itself gradually takes over more and more of the responsibilities of the Field Coordinator, as it develops the necessary capabilities for decision-making and implementing community development programs.

The Field Coordinator will therefore be as much a product as a promotor of the development process. In all cases he or she will spend a period of time at the Kumba Community Development Training Center before assignment to the project.

B. Consultant Services

In certain instances additional information or expertise will be needed to reinforce the technical

and evaluative elements of the program. To the extent that consultant services are needed, every effort will be made to secure them from existing government services. A second major source of expertise will be the other non-government organizations which are operating in Cameroon.

In those cases where it would be necessary to hire consultant services, the arrangements will be made locally as far as possible. Whenever it is necessary to hire outside consultants or to provide technical information directly to field offices, these arrangements may be made through the U.S. office of the Community Development Foundation.

III. IMPLEMENTATION

A. The Community Citizens' Council

Central to the implementation of the program is the creation of the Community Citizens' Council (collectivite de base). The members of the Council should be chosen by the community in a fair and equitable manner, representing a cross-section of the village. The Council of ten to twenty members will be responsible for helping the community to identify its needs, and determine its development priorities. It will also be responsible for generating the local support necessary for the realization of the Council program. The Committee will meet with the Field Coordinators at least once a month, and even more frequently in the early stages of the project.

Often sub-committees will be established to deal with various components of integrated development that are of specific concern, such as finances, health, education, nutrition, and cooperatives. It is important to remember that these sub-committees often play a major role in the success of locally initiated projects and become part of the social fabric of the community, representing an added element of organized decision-making requisite for long-range planning.

While specific cultural constraints may inhibit universal participation in the Council structure, CDF, as does the Government of Cameroon, identifies as a primary objective the broadening of local decision-making to include all non-represented or under-represented segments of the population. With this in mind, sub-committees of special groups, such as women, children, and the elderly, may be formed.

B. The Training Component

The Field Director, the Field Coordinators, personnel from the Government agencies and other indigenous personnel will be considered for training programs designed to reinforce the community-based integrated rural development effort. This includes the planning and preparation of training programs for the Community Citizens' Council leaders,

selected community workers with special interests, and local officials. The in-country training program itself will be administered by the Field Director and other field and regional personnel. It is expected that appropriate Government personnel will frequently participate in the training programs.

The general objectives of the training component are to provide an appropriate introduction to integrated development concepts and principles; to broaden the understanding and knowledge of the trainees with respect to available technical, material and human resources; to expand the perspective of community-based development to widen involvement in area, regional, and national development; to help develop the skills in human relationships, community organization, and mutual cooperation that help to stimulate community action; and to stimulate creative, locally-adapted solutions to chronic problems of underdevelopment.

The specific objectives of the training component are:

1. Insure that the CDF Field Director, Field Coordinators and Community Citizens' Council members have the knowledge and the skills to carry out their responsibilities for an integrated development program.
2. Enable all target training groups to have the knowledge and skills needed to carry out their responsibilities in community development.
3. Enable village development workers and community committees to create innovative model programs of development that can be adopted and replicated elsewhere.
4. Instill motivation among the training participants to promote integrated development in their country, region and community.
5. Provide a forum for sharing ideas, experiences and solutions to problems.
6. Sharpen and practice skills of human relations.

7. Enable participants to observe, demonstrate and practice the training methods and skills they will need in specific work situations.
8. Help the participants acquire a new knowledge of resources and services and the procedures needed to obtain them for the benefit of the community.
9. Enable the participants to identify needs, establish priorities, and carry out short and long range project planning and evaluation.
10. Assist participants to set up and utilize a system for project administration, reporting, evaluation and analysis.
11. Strengthen the communication link between community people and government, thus creating an environment for greater responsiveness to the needs of people.
12. Encourage greater and effective use of natural resources and native materials in rural development projects.

As in all training programs for community-level people, this program will best be conducted under circumstances as close to those of every day life as possible. For this reason, training is wherever possible, brought to the community itself. Such an approach avoids the dangers of changing expectations and also provides for a maximum of transferability of the new knowledge, attitudes and practices learned through the training program.

In the case, then, of the community-based training program of CDF, this will, of necessity, mean a multi-faceted, diverse mix of training programs, much influenced by particular circumstances. There will be a need for centrally-planned curriculum inputs, but in many cases, these will be delivered at the community level. In other cases where there are especially effective regional training facilities in an area of CDF operations, certain community personnel would receive their training in these areas.

The CDF Field Staff in coordination with the Community Development Training Center at Kumba and various other technical services will organize a continuous non-formal educational program that responds to the particular interests and needs of the target population. This non-formal educational program will eventually direct itself to almost every aspect of community social and economic life. Such standard activities as 1) regular meetings of the sub-committees and groups; 2) personal contacts and home visits responsive to individual needs by the Field Coordinators and the representatives of the component technical services, and 3) informal discussions will be included. Furthermore, it should be pointed out that in meeting all its training requirements, including training of Field Coordinators, CDF will make use of and seek to strengthen the existing facilities at Kumba.

Audio-visual aids to the continuous non-formal education program are a contribution CDF will make in the interest of future replication of the community-based integrated rural development program and in order to reinforce the efforts of the Kumba Center and the component technical services. In addition to aids such as flannel boards and posters, an especially strong emphasis will be placed on slide-tape cassette audio-visual programming because of the locally-produced programming possibilities, the portability of the required equipment, and the ease of reproduction.

C. Reporting and Funding

The community will have the major responsibility for establishing community programming priorities for development funding. The Field Director will have the responsibility for the project funds which will be used to promote the achievement of specific development objectives.

Each year CDF will make project funds available to the community for its own development. The principal constraint on the funds is that at least half should be allocated for productivity improvements (agriculture, livestock, crafts, consumer co-ops, and other local enterprises) while the balance goes to the development of

social infrastructure (health, education, nutrition, etc.).

Community project plans, which have been drawn up with the help of the Field Coordinators, are sent to the Field Office and to CDF Headquarters for review and approval before funds are disbursed to implement the program.

Project plans will be recorded in the form of a contract between CDF and the local community. The contract will include statements concerning the goals and purposes of the project, and will specify quantitative or qualitative indicators to measure progress in the implementation of the project.

D. Credit and Cooperative Facilities

Over the past several years, CDF has provided assistance in the form of loans to families and to community rolling credit programs, thereby providing ongoing capital source, allowing for more rational allocation of scarce resources and developing a sense of self-reliance and financial responsibility. Loans have been given in several forms, in cash and in kind. Based on the experience of CDF in other countries, CDF has developed a rural credit program that shall be adapted to the special circumstances in northern Cameroon.

In addition, local savings and credit cooperatives have been successfully initiated in Cameroon, where there is a strong Department of Cooperatives within the central government. Based on the experiences of the Department of Cooperation and with the help of its existing cooperative structure, CDF will promote the establishment of cooperatives within the target community.

E. Evaluation

The evaluation procedures of CDF seek to provide information on three aspects of program design and implementation. It seeks to determine, first of all, whether the program has achieved maximum effectiveness, that is, whether its goals and purposes have been achieved. It seeks also to measure the significance of its program, that is, the extent

to which the program outputs have helped to produce the purpose or goal that has been achieved. Thirdly, the evaluation procedures must be able to compare programs in terms of efficiency, or the degree to which program inputs have indeed helped to produce the listed outputs. The CDF evaluation procedures shall provide detailed and timely information for analysis of all three major aspects.

Program effectiveness is demonstrated through the gathering of information through a thorough baseline survey at the beginning of CDF involvement, at periodic intervals, and at the end of CDF's involvement. This will be accomplished with the help of the Community Citizens' Council themselves, under the direction and supervision of the Field Coordinators. With the cooperation of the Council, it is possible to draft more realistic and pertinent questions, to "field test" the survey questions in order to spot potential difficulties, and to train and coordinate a survey team.

F. Self-Financing Capability:

It is a major objective of this project to establish within the community the ability to manage its own financial resources in such a manner as to assure the recycling of those resources back into its own economy. The Community Citizens' Council must be set up in such a way that it is able to carry on development efforts on its own authority and using funds generated from the community itself. Projects such as a consumer cooperative, storage facilities, and health facilities will be established by CDF funding, but most certainly they cannot be sustained without an institutionalized, self-financing component built in. Self-financing must be integrated into multi-year development plans from the very beginning, with provisions made for the gradual phasing out of outside funding.

G. Local Communication Linkages:

It has been CDF's experience that often neighboring villagers, government officials and other concerned groups will contact CDF after having seen

some of the visible results of development in CDF-assisted communities.

Important to the success of the program is the function of the Field Coordinators as communication links between villages. Villagers in CDF project areas are often asked by outsiders how they can improve their communities, how they can grow crops of higher yield, or how to set up a community-owned rice processing mill, etc.

The field staff of this CDF project will be responsible for encouraging the communications process between villages. Primarily this will be accomplished through personal contact and group discussions. However, a slide and tape cassette audio-visual programming component has been included in order that presentations of community development and technical themes might be prepared more easily and effectively.

IV. PROJECT COMPONENTS

A. General

The final determination of projects which together will constitute a development plan for the community lies in the Community Citizens' Council, which will work closely with CDF personnel and local government representatives. It will be an important task for all of these representatives to balance the various factors that must come into play in selecting between alternative project emphasis:

- the felt needs of the people themselves,
- the requirements of balanced development and self-sustaining growth,
- available financial resources,
- technical possibilities of the region.

The final selection of projects will then reflect the total social, economic and environmental situation which prevails in Northern Province and in the particular villages. Although it is, of course, not possible to predict the exact projects which will be selected, it is possible to describe in general the major components which must in some way be brought into any comprehensive plan of integrated rural development. The eight major program components which CDF's past experience and a preliminary study of Cameroon's potential show to merit such special consideration are:

- A) Community Organization
- B) Agriculture and Animal Husbandry
- C) Rural Industry and Marketing
- D) Health and Nutrition
- E) Formal and Nonformal Education
- F) Employment and the Role of Women
- G) Housing and Community Improvement
- H) Land, Water and Forest Management

Within each of these program components many different projects can be and surely will be proposed. The following pages present a preliminary, tentative effort to describe projects which may well be chosen for inclusion in design, implementation and evaluation of the total program. Note that the following description of program components and specific

projects is not intended to be prescriptive or binding at least until such time as the Community Citizens' Council, the Cameroon Government, and the Field Director have had the opportunity to fully consider them.

B. Community Organization

A Community Center may be seen as a necessary element for promoting a consciousness of the benefits to be gained from participation in community life. Initially, the center may function as a forum for discussion and planning. Later, as projects are implemented, it may become a comprehensive multi-purpose center of services and activities serving whatever purposes the people choose.

The very flexibility of the Community Center recommends it for consideration. Youth activities, designed especially for those who are not in school, can be centered around it, as well as after-school activities, adult literacy classes and women's sewing classes. Recreational and cultural events can also be held at the Community Center, which can serve as a focus for efforts to preserve the local cultural heritage. For example, it might be possible to organize the local musicians and storytellers, encouraging them to give performances at the Center. It is also possible to use the Center for economic activities such as marketing of handicrafts, storing of seeds, meetings of the credit cooperatives, etc.

C. Agriculture

Since the target area includes the villages from which candidates for the Farm Family Training School will be selected, a major preoccupation of the project will be the development of incentives and the introduction of other measures to assure the maximum utilization of the training program. These will include both the families who have completed the training and other villagers. Discussion groups led by the trainees, observation of the new methods, special efforts to make improved seed, fertilizer and farm utensils available will all be encouraged. In this connection the Field Coordinators will work closely with the

Dadžamka Farm Family Training Center as well as the agricultural agents available in the area.

Faced with the all-encompassing modernization effort that agricultural development will require, the CDF suggests an experimental approach which will make use of an agricultural sub-committee. Four or five families, including former trainees would be designated responsible for innovative agriculture under the guidance of the Agricultural Service, the representative of the Farm Training Center and CDF representatives. These families would, through an arrangement established by the Council, be guaranteed a level of support in case the experimental fields failed. Such a committee would be helpful in implementing the new seed program and other initiatives which may result from AID studies and programs.

Gardening also is well established in the target area and the activities of the Farm Family Training Center have further enhanced the possibilities. The principal interests of a CDF program would be in variety selection and in improved marketing practices and presentation and use of harvested crops. Although a program of variety improvement is a legitimate concern of the CDF-sponsored program. This function should properly be considered in this instance as reinforcement of the work of the Farm Family Training Center and the Government agricultural agents. Improved marketing practices would provide much in terms of improving and stimulating gardening and horticultural practices in general. The CDF suggests the founding of a gardening cooperative tied to the national cooperative service.

Present animal production practices must be studied and new procedures and practices adopted, consistent with the recommendation of the experts in this field. In view of the number of studies now going on in the area it is anticipated that substantial material will shortly become available on which plans may be based. Even at this early stage of research, however, it seems evident that "intensive" animal production must replace the former "extensive" patterns. Fewer cattle having greater chance of survival must replace the old production patterns if the potentials of the

Sahelian zone are to be realized. Without it, the unmanaged competition between water, agricultural and animal needs will work toward the detriment of all.

The implications of shifting to intensive animal production are many and affect cultural, agricultural and commercial patterns. The particular emphasis of CDF on ecologically sound, systematic, flexible, on-site analysis of complex social and economic variables will be of great value in dealing with the immense problems involved in animal production.

The CDF-sponsored training program would fit in well with any government activity designed to improve animal production. Such a training program would include livestock breeding and marketing techniques, sanitary methods such as vaccination and anti-parasitic treatment which affects animal health, and better animal nutrition especially of cows and their calves. The training program could lead into a loan program for the purchase of improved cattle and goats. Increased use of fencing, more scientific use of manure for agricultural purposes, improved feed storage techniques for hay and silage (pit silos), and improved milk production methods could result from a CDF-sponsored training program.

D. Rural Industry and Marketing

An increase in agricultural yields will make further improvement in storing, drying and canning techniques necessary, if such an increase in yields is to have an optimum effect upon income and nutrition levels. Demonstrating practical techniques in this domain could be a major element in any nutrition education program.

Consideration should also be given to sponsoring storage facilities for cereal-grain and garden produce. In both the short and the long run, storage facilities will help the target population. In the short run, consideration would be given to the storage of reserve grains and an emergency grain reserve for the community. At some point, refrigeration might also be considered in order to produce and to take advantage of market patterns.

The encouragement of handicraft and cottage industries will be part of the CDF program. Critical to the development of these industries is the product marketing system.

A result of introducing new techniques and creating new needs in any community-based integrated rural development program is the need to maintain a stock of supplies to support them. A commercial cooperative effort in the interest of the community would provide for such items as cattle salt licks, seeds, fertilizers, fungicides, tools, etc.

E. Health and Nutrition

A CDF program would promote a health and nutrition sub-committee of the Community Citizens' Council. The focus of such a committee would be the preparation of village-level health centers in each village of the target community. Such a center, staffed by local, para-professional personnel, would provide minor medical services, distribute certain medicines and promote such programs as the Government might sponsor. They would also serve to identify and advise as to the medical problems that exist and the recourse actions available.

CDF would expect to discuss with the Government medical services the elaboration of any specific plan with respect to health and nutrition. In some other projects undertaken by CDF, sister organizations such as the British Save the Children Fund have been interested in a collaboration effort with particular reference to health and nutrition. CDF would undertake to explore the possibility of similar kinds of cooperative endeavors in connection with the present project.

A nutrition program could be designed that related to the particular needs of the people of northern Cameroon. At a very basic level, a nutrition education program might promote a cereal-grain to garden produce food substitution program. Linkages could be made between the nutrition program and the various production and marketing strategies.

F. Formal and Nonformal Education

The need exists for a much improved educational, system both formal and informal. The CDF program

would be able to strengthen the existing system, helping to organize the people of the community for the construction of additional facilities, to the extent that this is consonant with government priorities. To the extent that the community feels that the quality of their children's education suffers from lack of books, materials, proper nutrition, etc., a way often can be found to remedy the difficulty on a collective basis.

Even more important in many respects is an adult literacy program, since only a small percentage of the people are literate in any language. If as in many such communities, the need is expressed for functional literacy and for the availability of reading materials. CDF, in cooperation with World Education, is prepared to adapt a literacy program to the needs of the people of the Dadjamka area. Such a program would focus on topics that are of interest to the daily lives of the participants and that are important to the development process: nutrition, child care, sanitation, gardening, and others, etc. It could also be adapted to the immediate functional needs of the people, preparing them to read whatever kinds of documents are important to their lives: land deeds, driver's tests and road signs, credit applications and bank statements, etc.

G. Employment and the Role of Women

An important consideration in every aspect of an integrated development program is to improve the life opportunities of both men and women. Non-formal education programs should be designed to train men and women to be able to assume new roles and to develop new sources of income. Such functional skills as sewing, gardening and handicrafts are often seen as important, not so much because they create new occupations, but because they can supplement a farm family's income and make use of non-productive time.

The assumption of new roles is an important step in any effort to improve the status and increase the role of women in the community. In this, as in other aspects of the integrated approach, CDF stresses the importance of women within the developing community. Except where they are overriding

cultural blocks, women are expected to participate equally in the Councils' decision-making process and to form special sub-committees to deal with the particular concerns of women. Working with women to solve social and economic problems is emphasized in CDF training for Field Staff and is the special program responsibility of a Headquarters administrator.

The culture of the target area offers women roles having considerably more independence of action within some areas of the community framework than in other neighboring societies. The CDF program foresees the use of a woman Field Coordinator in the execution of this project.

H. Housing and Village Improvements

Considerable interest has been generated in new, locally-fabricated construction materials that represent upon previously used local building materials. The CDF program will consider introducing some of the ideas and techniques involved in improved housing that have been encouraged by the Government. In addition, the Community Council can help to organize workers for cooperative endeavors, such as the construction of cisterns and latrines or the improvement of village roads.

I. Land, Water and Forest Management

It is implicit within the CDF integrated approach that a fully-developed community is a balanced ecological system--both physically and socially. CDF personnel are encouraged and expected to consider the environmental impact of each new project which is planned and the ecological implications of the overall program. In the target region, ecological considerations are of primary importance. The preservation of the soil, the climate, health conditions; the balance between water, fields, pasture-land and cattle are inescapable necessities. The disruption of any one element has serious consequences locally, nationally, and internationally as evidenced by studies of the Sahelian drought. Successful project implementation will require that the local citizens appreciate that ecological stability will be at least maintained.

In addition to maintaining the ecological balance, there are many indications that steps must be taken to restore it. A program of reforestation would be an essential part of this effort. The purpose of such a program would be 1) to replace trees that hold water and allow ground vegetation to multiply; 2) to provide wood for firewood, for construction and for by-products such as seeds, leaves, and fruits for food and 3) to anchor soil and hold water against wind and water erosion. Ways can be found to gain the active and enthusiastic participation of the villagers in such a program such as the choice of type of tree, (many people in the target area have asked about fruit trees.)

Another essential consideration for a total environmental program is the supply of water. The need for potable water and an absolute increase in the available water supply in the dry season seems most often cited by the people of the area as a "felt" need. It is in this area that perhaps expert assistance would be required in order that the best methods of meeting the water requirements and needs of the target population.

A CDF program would foresee the creation of a water resource sub-committee, a well brigade. This sub-committee would be responsible for digging additional wells and maintaining current ones. This sub-committee would be trained in water-resource conservation and use and would receive training as masons and mechanics, if need be. In addition a formal and non-formal education program would elaborate upon specific water-use matters in home-economics, health and nutrition, animal production, agriculture and soil conservation, and plant growth. This sub-committee might also assume the responsibility for any irrigation projects that might be approved.

V.

SPECIFIC PROJECT OUTPUTS

It is expected that CDF will be able to measure and will measure the outputs of the program in both qualitative and quantitative terms. Judging from past experience in other areas and from preliminary consultation and observation certain anticipated results for the three year period can be given. Such plans should however be taken as indicative only of the magnitude and range of expected accomplishments rather than as a set of specific predictions or promises. A more complete set of output indicators will be possible only after further study of the area under consideration and extensive consultation with the Community Citizens' Council.

Community Organization:

--(6) Community Citizens' Council established and functioning;

--(6) Community Centers built;

--Each Community Center used frequently for community programs (12 times per month: 1 Community Citizens' Council meeting, 8 sub-committee meetings, 2 youth program meetings, 1 recreational event)

--(2) Community Cooperative Stores, set up within Community Centers;

Agriculture and Animal Husbandry:

--(26.5%) increase in total agricultural yield made possible through (10%) increase in area under cultivation and (15%) increase in yield per hectare;

--Introduction of improved methods of cultivation, especially animal traction, plows and fertilizer, to most farmers (50%) in the area as appropriate;

--Establishment of (2) gardening cooperatives;

--Introduction of (3) new varieties of cash and food crops;

--Establishment of (1) experimental animal production center;

--(20%) increase in milk production;

Rural Industry and Marketing:

--Establishment of (1) handicraft cooperative;

--(20%) Increase in cottage industry income;

--Introduction of improved food conservation techniques;

--(50%) Increase in credit money available to individual citizens;

Health and Nutrition:

--(5) Community Health Centers established;

--Increase in number of paramedical personnel (6 two-person teams) capable of serving needs of all 10,000 inhabitants;

--Increase in number of medical consultations and visits (every one of the 10,000 inhabitants at least once);

--(25%) Reduction in rate of infant mortality;

--(20%) Reduction in incidence of parasitic disease;

--(15%) Increase in per capita caloric intake;

--(20%) Increase in per capita protein intake;

Formal and Non-Formal Education:

--(30%) Increase in rate of school enrollment and attendance;

--(30%) Increase in proportions of literate adults;

--Training of (500) adults for new occupational roles in handicrafts, marketing, health, education, construction, etc.

Employment and the Role of Women:

--(25%) Increase in off-farm employment;

--(25%) Increase in total number of women who are employed or who have a significant increase in their disposable income;

--(2) Day care centers set up on an experimental basis;

Housing and Village Improvements:

--All villages linked by all-weather roads to each other and to outside population centers;

--Basic sanitation facilities in place for all villages;

--Credit made available for all inhabitants to be properly housed;

Land, Water and Forest Management:

--(25%) Increase in total available water supply;

--(20%) Increase in potable water supply available in village;

--Establishment of (4) garden irrigation projects and (4) animal water projects;

--Planting of trees in and around each village.

VI.

SUBPROJECT EXPENDITURES

- A. Within 270 days of the effective date of this grant CDF will present to AID/W and to AID/Yaounde copies of comprehensive project planning documents listing projects for each community. The documents shall contain detailed information regarding inputs (including costs), community participation and relationship to sectoral objectives for each activity.
- B. The community project plans shall be reviewed in collaboration with the Government of Cameroon, USAID Mission personnel and other involved community people prior to subject implementation.
- C. Any project receiving more than \$5,000 of OPG funds shall receive an in-depth review by the USAID Mission prior to implementation.
- D. Within thirteen months of the effective date of the grant CDF shall submit a three year sector and implementation plan that provides targeted objectives within major areas such as agriculture, small enterprise, health, nutrition and education. The plan shall include specific strategies for staffing, training technical assistance and relationships with Government and USAID programs.
- E. No more than \$25,000 of subproject funds may be expended during the first year.

VII. REPORTS

- A. Interim Reports - On June 30th and December 31st of each year CDF shall submit program and financial reports to AID, both in sufficient detail for AID to determine the effectiveness of this grant subject. Ten copies shall be presented to the USAID Mission and five copies to AID/Washington (AFR/DR).

- B. Final Report - A comprehensive final report shall be submitted to AID within 60 days after the operation of the grant. This report shall address achievement of the SPECIFIC PROJECT OUTPUTS listed in the grant. Were they met? If not, why not? The report shall contain recommendations on the replicability of this type of project for other areas of Cameroon. Twenty copies shall be presented to the USAID Mission and ten copies to AID/Washington (AFR/DR).

VIII. BUDGET

	<u>8/1/77-7/31/80</u>
1. Personnel	\$ 99,000
2. Housing	18,875
3. Operations	17,875
4. Travel	1,750
5. Training	1,500
6. Consultants	3,000
7. Projects	<u>208,700</u>
TOTAL	\$350,700

Within the total amount of the grant CDF may adjust line items as is reasonably necessary to achieve program objectives.

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