

Report of Trip to Cameroon

June 13 - 26, 1992

by Susan Huke

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At the request of USAID/Cameroon, FSP Agroforestry Coordinator Susan Huke travelled to Yaounde, Cameroon for about two weeks (June 13-26) in order to prepare scopes of work for a five-person team which will be organized this fall. The team's assignment will be to prepare a document which presents a long-term natural resources strategy for USAID/Cameroon and which recommends specific project interventions to be carried out over the next five years. These interventions will include modifications to existing projects (particularly in the agriculture sector) and the implementation of a new project. The document will be utilized by the mission to prepare the concept paper for a new natural resources management project.

The scopes of work are attached. They are organized in the following order:

1 General Scope of work (providing general guidelines for all team members;

5 individual scopes of work, providing specific guidance for each team member. The team will include:

- A team leader
- An economist
- A specialist in biodiversity, protected areas and ecotourism
- A sustainable agriculture specialist
- A forestry specialist

At this point the mission plans for the team to travel to Cameroon in early October. As described in the general scope of work, the team will meet with US Government and US NGO/PVO representatives in Washington prior to travelling to Cameroon. The maximum level of effort will be eight weeks (including travel time) for the team leader and seven weeks for the other team members.

The attached are DRAFT only - there may have been slight modifications by USAID/Cameroon after Huke's departure. The finals were to be sent directly to the Africa Bureau.

# DRAFT

## GENERAL SCOPE OF WORK FOR PREPARATION OF USAID/CAMEROON NATURAL RESOURCES MANAGEMENT STRATEGY/PROGRAM DOCUMENT

### BACKGROUND

In recognition that sustainable economic growth can not be achieved in absence of a rational use of the natural resource base, USAID/Cameroon plans to expand its assistance to Cameroon in the area of natural resources management. This decision is in response to Cameroon's tremendous need for support in this area as well as USAID/Cameroon's commitment to supporting U.S. congressional mandates for biodiversity and tropical forest conservation.

A first step will be the development of a natural resources management (NRM) strategy. The strategy document will outline strategic goals and objectives to be followed by the mission over the next ten to fifteen years and will identify specific interventions for a NRM program. The interventions proposed will include modifications of present programs in the USAID/Cameroon portfolio and the initiation of a new NRM project.

Activities to be carried out under the new project will be carefully delineated and focused so as to achieve maximum impact. The mission wants to avoid funding a wide range of disparate activities.

**NRM opportunities and constraints in Cameroon.** Opportunities associated with Natural Resources Management in Cameroon include: Cameroon's tremendous variety of agro-ecological areas; wealth of biological diversity; high agricultural and forestry production potential; and potential for generating revenue from ecological-based tourism.

Cameroon's natural resource base is being degraded at a rapid rate. The country is experiencing desertification, water degradation, deforestation, loss of vegetative cover, loss of unique biological diversity, and reductions in standards of living particularly for the most vulnerable segments of Cameroon's population.

The causes of this degradation include population pressures, unsuitable agricultural practices (extensification versus intensification of production, slash and burn shifting cultivation), a high demand for fuelwood and lumber, and other forest products (both for domestic use and for export), inappropriate management and exploitation of forests, and the uncontrolled hunting of wildlife (for domestic consumption and to support trade in high value products).

The above problems have been compounded by the inadequacies of development programs to provide alternative sources of both protein and revenue, and the inability of the GRC to adopt and enforce laws that will protect the country's natural resources. The ability of the Government of the Republic of Cameroon (GRC) to satisfactorily address these problems is hampered by unsuitable development strategies and policies, serious shortages of funding for natural resources management (NRM) efforts, ineffective donor and GRC institutional coordination, and insufficiencies in improved technologies and trained personnel. If the country's natural resources are to continue to be an asset for economic growth and development, a coherent strategy and program for the rational exploitation and management of these resources are urgently needed.

The GRC, the donor community', the international conservation community and the private sector are increasingly collaborating in the promotion of a sustainable management of Cameroon's natural resources. Recent steps include the creation of a new Ministry of Environment and Forests (which consolidates and streamlines the previously disperse efforts of several ministries); the release of a draft Forest Policy; the initiation of a donor consultative group on the environment; and plans for a multidonor mission in September 1992 (to assist the GRC in the formulation of a comprehensive NRM strategy, the design of appropriate NRM policies, and the identification of NRM interventions).

**Need for coordination and expansion of USAID/Cameroon NRM Interventions.** USAID/Cameroon presently supports an array of projects/programs in the areas of health, export promotion, wildlife research and training, and agriculture. Agriculture-related interventions include support for agribusiness, agricultural research and outreach, agricultural education, and agricultural policy. Several of these efforts have direct and/or indirect relevance to NRM.

As the importance for addressing NRM-related issues and the need for sustainable economic growth in Cameroon increase, so does the necessity for a comprehensive NRM strategy. In order for USAID/Cameroon to 1) maximize the positive impacts of its activities on the management of Cameroon's natural resources and 2) continue to promote the country's economic growth, existing programs need to be reviewed for complementarily with mission NRM goals and, if necessary, redirected to address these goals. Additionally, opportunities for new interventions which complement existing interventions need to be identified and prioritized.

**Preparation of the "Cameroon Natural Resources Management Assessment"**. A Cameroon NRM assessment was prepared for USAID in late 1991 and released in final form in May 1992. The assessment presents an overview of natural resources in Cameroon and provides an array of recommendations for possible USAID interventions.

Although the assessment contains information which will be useful for the development of a NRM strategy, it can not stand alone as a planning document. Many important events have taken place since its preparation including the formation of a Ministry of Environment and Forests and other interventions described above as well as the development of plans for new NRM programs/projects by other donors.

Additionally, many of the recommendations made in the assessment were not supported by sufficient background information and analysis; it is therefore not possible for the mission to judge which of the many recommendations are of the highest priority.

Particularly in light of the mission's limited funding capacity, it is essential to streamline and prioritize the recommendations and to look for opportunities to build upon the USAID's existing portfolio. A strategic document is therefore needed to refine and prioritize mission NRM goals, objectives, and interventions.

#### **Complementarity of Cameroon NRM efforts with existing USAID strategies and policies**

The Cameroon NRM program and strategy will be designed so as to assist the GRC, PVOs/NGOs, and the private sector to develop and implement sustainable natural resources management policies and practices which are technically, economically, socially, and ecologically viable.

It will be developed in a way that complement's the Agency's Development Fund for Africa (DFA) objectives, the Africa Bureau's Plan for Supporting Natural Resources Management in Sub-Saharan Africa (PNRM), the Sahel Sub-Regional Assessment (SSRA), and other relevant A.I.D. policies and strategies. The latter will include policies/strategies concerning: food and agricultural development, agricultural research, institutional and cooperative development, local organizations in development, policy dialogue, environment, forestry, environment and natural resources, private enterprise development, agriculture, nutrition, and food security. The strategy and program will also support congressional mandates on biodiversity and tropical forests protection and preservation.

The strategy and program will be designed in accordance with two broad objectives established by USAID/Cameroon in pursuit of its development goal of generating sustained, broad-based economic growth. These are: (1) develop a market oriented private sector that can flourish, and (2) increase the efficiency of, while decreasing the role of, the public sector.

#### **Importance of Cameroonian input**

It is essential that strategy and program be designed with input from the Government of the Republic of Cameroon (GRC) as well as representatives from Cameroonian PVOs and the private sector. The mission is presently determining how this can best be accomplished. Options being considered include: 1) providing the strategy design team with Cameroonian counterparts; 2) ensuring that the consultants get ample input from Cameroonians through review of documents and meetings with Cameroonian agency/organization representatives; and 3) inviting representatives of Cameroonian agencies/organizations to review the draft strategy/program document.

#### **SOW OBJECTIVES**

The primary objectives of this SOW are to:

- 1) Determine criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM strategy/program.
- 2) Identify and prioritize goals, objectives and interventions for a USAID/Cameroon NRM strategy and program. At this point the mission has a number of ideas of interventions that it could possibly pursue, but would like additional information and expertise to assist in the process of determining which options are the best to pursue and whether those presently being considered are the most appropriate.
- 3) Define a NRM strategy and program. The definition of the NRM strategy and program will be presented in a single document. It will be written so as to provide strategic recommendations for USAID to follow over the next ten to fifteen years. It will also outline a program which will include 1) recommended modifications to existing projects and 2) recommended interventions for a new NRM project.

The strategy, program, and interventions proposed under a new project should NOT consist of a wide array of activities, but should be very focused, limited to addressing a few priority issues. The mission prefers a very focused effort that can have a strong impact, rather than one that attempts to address many problems but has

little actual impact. A final determinant of the size of the NRM project will be the staff and OE capabilities and the funding to be allocated.

#### **GENERAL SCOPE OF WORK**

##### **Finalization of criteria for determining USAID/Cameroon NRM Strategic Goals, Objectives, and Interventions.**

An important task of the strategy/program team will be to work with the mission in identifying and finalizing criteria for screening possible mission NRM goals, objectives, and interventions. Potential screening criteria include:

- Mission capabilities in carrying out the objective or interventions, in terms of staff and OE capabilities and financial resources;
- Relevance to the DFA goal of sustainable, market oriented and broad-based economic growth while maintaining the overall quality of the natural resource base;
- Complementarity with congressional mandates and legislation in biodiversity and tropical forests;
- Relevance to USAID developmental and environmental policies and strategies, including those of USAID Cameroon, USAID/Washington, and the Africa Bureau;
- Complementarity with GRC developmental and environmental strategies and policies, including the mandate of the new Ministry of Environment and Forests; the new forestry policy, and other recent policies in agribusiness, agricultural (including livestock) production, etc.
- The comparative advantage of the United States in providing assistance in that area;
- Complementarity with existing USAID/Cameroon programs (e.g. support to the Institute for Agricultural Research, the Dschang College of Agriculture, and the Free Trade Zone project); and
- Complementarity with GRC, NGO/PVO, private sector, and other donor efforts in natural resources management.

**Identification and prioritization of NRM goals, objectives and interventions.** Options for NRM interventions will be organized under the following four categories:

- Biodiversity, Parks and Reserves, and Ecotourism;
- Natural Forest Management, Forest Products, Forest Industries and Timber Trade;
- Sustainable Agricultural Production (including livestock) and Land Use Planning;
- Natural Resources Policy

Individual consultant scopes of work provided in another section provide more guidance on the selection of options under each of the above categories. Some general guidance is provided here. The identification, prioritization and final selection of project interventions should take the following issues into consideration:

1) Optimum scope of program. Should the strategy and program focus on one or two issues, nation-wide? Should it attempt to address a wide range of issues in one or more regions or ecozones (by taking an integrated development approach)? The final report should provide specific recommendations on which, of the four general subject areas listed above should be addressed by a USAID/Cameroon Program, what geographic areas should be covered, and why. If it is decided not to pursue one of the above areas, a justification should be provided. Similar justification should be provided for the selection (or de-selection) of priority interventions within each subject area.

The description of interventions should distinguish those that are to be carried out under existing projects and those to be implemented under a new project.

2) Distinction of options for future direction and options for specific interventions. Recommendations for options fall under two general categories - a) the long-term strategic direction of future assistance (in biodiversity, sustainable agriculture, forestry, and policy); and b) specific interventions recommended to form part of a new NRM program. The former will be used for general guidance over the next ten- fifteen years or so, whereas the latter will be utilized as a point of departure for a Project Identification Document and to modify existing projects.

3) Mission human and financial resources. The scope of the program as well as the financial and administrative requirements should not exceed the financial and administrative capabilities of the mission.

4) Africa/NRM Analytical Framework. The strategy/program design team should consider the use of the Africa Bureau Natural Resources Management Analytical Framework as a decision-making

tool. The framework encourages a logical approach to the selection of field-level interventions that will result in economically and environmentally desirable people-level impacts (PLI). It advocates the identification of conditions (e.g. policy, institutional, economic, governance, etc.) necessary for the achievement of the desired people-level impacts. Its use encourages program/project designers to take a holistic, analytical approach to the selection of program and project interventions.

In addition to selecting field-level interventions, the framework can be used to provide a model for the design of project impact monitoring and evaluation.

The Africa Bureau has also designed an analytical agenda, based partially on the analytical framework. The agenda is actually a program which supports studies under the following three themes:

- Policies, institutions and socioeconomic conditions for improving natural resources management;
- NRM practices and their impacts on natural resource base productivity; and
- Environmental quality issues in sub-Saharan Africa.

The design team should become familiar with the types of studies being carried out under the Analytical Agenda to determine: 1) whether the findings of studies presently being carried out are of relevance to Cameroon's situation; and 2) whether it would be useful for the mission to support similar studies in Cameroon.

The team will be provided information on the various uses of the analytical agenda and framework during their orientation in Washington and will be given copies of documents which explain the use of each. These include: 1) Africa Bureau/ARTS. 1992. Natural Resources Management Analytical Agenda; 2) Weber, Fred, 1991. NRM Indicator Catalogue, for Use with NRM Framework, Africa Bureau, Office of Technical Resources; 3) Weber, Fred, 1991. "The NRM Framework: What it is, what it does, and how it works, with an example from the field."

**Presentation of NRM strategy goals and objectives and selected program interventions in a single document.**

A suggested outline for the team's final report is presented after the methodology section. It is intended to orient the team, and should be considered as a point of departure only. The mission is open to suggestions for change from the team members, however, any major changes must be agreed to by the mission.

1. **Executive summary.** This should contain the strategic goals and objectives for future USAID NRM efforts in Cameroon. It should also summarize the strategy and for program interventions. These recommendations should not be provided in one long list but should be logically categorized.
2. **USAID Cameroon NRM Strategic Goals and Objectives.** The goals should be fairly general, applicable to the Cameroon NRM strategy as a whole (e.g. increase rural income, promote sustainable development, minimize negative impacts and maximize returns from natural resources utilization).

The objectives should indicate, in a broad sense, how the goals will be achieved (e.g. policy reform, promotion of private-sector investment, promotion of improved agricultural practices, etc.). This section should also indicate who, in a general sense, the mission should work with, e.g. will there be close collaboration with the government, or NGOs or both?. The description of the objectives should be accompanied by an explanation of why those objectives as opposed to others were selected.

3. **Directions and Priority Interventions for future NRM support.** This section will be subdivided into sections related to the four specialty areas of the team technical experts (i.e. biodiversity, sustainable agriculture, forestry, and policy/economics - see report outline).

Each of these four sections should contain the following sub-sections:

**Context.** This should provide an overview of the primary issues, constraints and opportunities for that sub-section. Examples of issues are provided in the individual scopes of work for each section.

**Goals.** The goals for each sub-section should reflect the general, strategic goals, but should be more specific to that sub-section.

**Strategic Directions.** This section should describe the general, long-term direction of a USAID/Cameroon NRM strategy for that sub-section. For example, general directions in the area of sustainable agriculture could include: support for land tenure reform or expansion of present USAID agricultural activities. Recommendations made in this section should be closely tied to the major issues outlined in the "Context" section. If it is decided not to address a major issue, an explanation should be given.

**Priority USAID interventions.** This part of each sub-section will form the basis of a Project Identification Document.

The interventions described should be as specific as possible and should be well justified. They should include new interventions as well as any modifications proposed for existing projects. Descriptions of each intervention should state which organizations/agencies should implement them and provide justification for this.

#### **METHODOLOGY/TIME FRAME**

The maximum level of effort of the SOW is seven weeks (including travel time) for each team member except for the Team Leader, with a level of effort estimated at eight weeks.

The SOW will be divided into several phases, described below. Estimates of number of days for each activity were based upon the assumption that each team member would have a six-day work week. This, therefore allows 48 days for the Team Leader and 42 days for the remaining team members. These estimates include travel time.

The work plan described below is designed to allow ample time for the team to complete each phase of the assignment. It is possible that, in fact, less time will be needed for some of the members to complete their work. The work plan should therefore be carefully reviewed during the first week or so of the assignment and adjusted to the needs/expectations of the team members. The Team Leader will be responsible for preparing the final team work plan.

- 1a) Preparation for the Washington orientation (Team Leader only - 3 days). The Team Leader will prepare for the Washington orientation (described below).
- 1b) Team orientation in Washington (2 days). Prior to departure for Cameroon the team will meet with representatives of the Africa Bureau, AID/R&D, the USDA Forest Service, other USG agencies interested in supporting NRM activities in Cameroon, and the international NGO community.

The purpose of the orientation will be to: a) advise the team of U.S. environmental and developmental legislation, strategies, policies and mandates that should be considered in the development of a NRM strategy and program for Cameroon; b) allow for input from AID/Washington, other USG agencies, and the international conservation community and c) make the team aware of various NRM tools and assistance programs available to USAID/Cameroon. Purpose "a" is of the highest priority to the Cameroon mission.

- 2) Team orientation in Cameroon (1 day). During this orientation, USAID/Cameroon staff will discuss the SOWs with the team and, if necessary, adjust them. A schedule will also be finalized for field visits and report deadlines. USAID/Cameroon staff will also provide additional information on a) their expectations of the team; b) available literature; and b) individuals/agencies recommended for the team to visit.
- 3) Establishment of criteria and goals (1 day). At the end of this period, the team and USAID/Cameroon staff should have agreed upon the general criteria to be utilized in screening potential program interventions. They should also have identified preliminary overall goals of a NRM strategy and program.
- 4) Information collection and review - Phase one (5 days). Once the strategic goals have been identified, the team will have approximately five days to take a first cut at prioritizing the strategy objectives and program interventions. This will be based upon the screening criteria and will primarily involve the review of documents in the USAID/Cameroon mission and, where needed, discussion with individuals from other agencies (e.g. GRC, donor, private sector and development agencies) based in Yaounde. The team should, where possible, draw upon the USAID NRM Assessment but not be limited to that.

The mission recognizes that the five days planned for this exercise are not enough to allow an in-depth exploration of every conceivable option. It is anticipated, however that the team will have enough time to carry out an initial screening, so that during the next phase of information collection they can devote their time to those options of greatest feasibility and highest priority.

- 5) Presentation, discussion and initial selection of priority interventions (1 day). During this period, each team member will make a presentation to mission staff of what he/she considered to be the priority strategic directions and program interventions. The presentation should focus on discussion of options and why they are or are not feasible. It is anticipated that this presentation will result in general agreement on the directions to be followed by each team member (including which possible options should be dropped, which need further exploration before a decision can be made and which are the most likely and therefore need to be expanded/refined)

This discussion will provide an important opportunity for the mission to guide and influence the team's subsequent information collection efforts.

- 6) Information collection - Phase two, and draft document paper preparation (16 days). During this period the team will gather information needed to design the strategy and program and will write the concept paper. Information collection may include more in-depth literature review and will most likely involve discussion with government, NGO/PVO, private sector, donor and USAID staff, and field visits.
- 7) Further refinement of strategy and screening of program interventions (3 days). Team members will utilize this period to work collectively and individually on refining the strategy, screening interventions, focusing on those that are the most suitable for USAID/Cameroon, and preparing a presentation for the mission.
 

If a full three days is not needed for this exercise, consultants can use this period for additional meetings in Yaounde, or can move up the meeting with the mission (described below).
- 8) Presentation of strategy and priority interventions to mission (1 day). The team will make a presentation to the mission. They will present the strategy goals, program objectives and interventions. The latter will include modifications to existing projects and the initiation of new projects. Discussion with the mission will lead to a further narrowing/screening of options.
- 9) Preparation of draft outlines and chapters (4 days). Each consultant will prepare an outline of his/her chapter. These will be reviewed by the Team Leader. Then each team member will write a draft chapter, which will be based on the outline and the team leaders comments.
 

Four days may be more time than is needed for the preparation of the draft outlines and chapters. If the team completes this phase of the work sooner, they, of course can submit the draft chapters sooner to the mission.
- 10) Draft chapter review (2 days). The Team Leader and mission staff will review the draft chapters and provide written comments on each. Team members can use this period to collect additional information and to review each other's work for consistency.
- 11) Preparation of final report - Phase one (3 days). The team members will revise their chapters, based upon the comments of the mission staff and the Team Leader. By the end of this period they will have produced the final versions of the chapters for which they are responsible. The team

leader will be responsible for drafting the executive summary, the chapter on strategic goals and objectives, and any other cross-cutting chapters deemed necessary (aside from that for which the policy specialist is responsible)

- 12) Buffer time for extra editing (3 days). This period is scheduled as a "buffer" to allow the Team Leader time to carry out any final revisions needed to assure a complete and uniform document.

**NRM STRATEGY/PROGRAM TEAM WORK PLAN**

| DAY # | ACTIVITY # | ACTIVITY                                                                                                                                             |
|-------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-2   | 1          | Washington Orientation<br>(this will actually be day four for the Team Leader, who will have spent 3 days preparing for the Washington Orientation). |
| 3-4   |            | Travel to Cameroon                                                                                                                                   |
| 5     | 2          | Cameroon Orientation                                                                                                                                 |
| 6     | 3          | Goal/Criteria establishment                                                                                                                          |
| 7-11  | 4          | Info. Collection Phase #1                                                                                                                            |
| 12    | 5          | Strategy/Intervention<br>Screening                                                                                                                   |
| 13-28 | 6          | Info. Collection Phase #2                                                                                                                            |
| 29-31 | 7          | Refinement of Strategy/Program                                                                                                                       |
| 32    | 8          | Presentation & discussion w<br>Mission                                                                                                               |
| 33-36 | 9          | Prepare draft chapters                                                                                                                               |
| 37-38 | 10         | Mission & Team Leader review<br>draft chapters & provide<br>written comments                                                                         |
| 39-40 | 11         | Preparation of final chapters                                                                                                                        |
| 41    |            | Team (except Team Leader)<br>departs;                                                                                                                |
| 42-44 | 12         | If necessary, Team Leader<br>carries out final editing.                                                                                              |
| 45-46 |            | Team Leader return travel.                                                                                                                           |

## SCOPES OF WORK FOR INDIVIDUAL TEAM MEMBERS

The team will be composed of a team leader, four technical specialist, and one policy specialist. The scopes of work for each are presented in the following pages, as listed below:

- 1) Team leader (p.16);
- 2) Specialist in forest management, forest industries, and forest products trade (p. 19);
- 3) Specialist in biodiversity, parks, protected areas, and ecotourism (p. 23);
- 4) Specialist in sustainable agriculture, watershed management and land use planning (p. 27);
- 5) Specialist in natural resources policy (p. 31)

**OUTLINE FOR USAID CAMEROON NATURAL RESOURCES MANAGEMENT  
STRATEGY/PROGRAM CONCEPT PAPER**

1. Executive Summary
2. USAID Cameroon NRM Strategic Goals and Objectives
  - 2.1 Strategic NRMS Goals
  - 2.2 Strategic NRMS Objectives
3. Directions and Priority Interventions for future NRM support
  - 3.1 Biodiversity
    - Context (Constraints and opportunities)
    - Goals (relate to general goals outlined above but specific to biodiversity)
    - Strategic Directions for USAID
    - Priority USAID Interventions  
(description of each proposed intervention to be supported by justification, based upon intervention criteria. Must distinguish between proposed new interventions and recommendations for modifications to existing projects.)
  - 3.2 Natural Forest Management and Utilization
    - (sub-categories same as above)
  - 3.3 Sustainable Agriculture
    - (sub categories same as above)
  - 3.4 Policy and Economics
    - (sub categories same as above)

**SOW'S FOR INDIVIDUAL TEAM MEMBERS  
SOW FOR TEAM LEADER**

**BACKGROUND**

Due to the tight schedule planned for the development of the Cameroon NRM Strategy/Program Document, the mission has decided not to add "Team Leader" responsibilities to the heavy workloads of the team technical specialists.

Additional background information relevant to the Team Leader position is contained in the General Scope of Work.

**OBJECTIVES**

The primary objectives of this SOW are to coordinate and facilitate all NRM team work including the following:

- 1) Determination of criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM Strategy/Program;
- 2) Identification of the goals and objectives of a USAID/Cameroon NRM strategy and program;
- 3) Identification and prioritization of options for NRM interventions.

**SCOPE OF WORK**

- 1) **Coordination.** The team leader is responsible for coordinating and facilitating all work carried out by the team. This responsibility includes: finalizing a plan of work during the first few days of arrival in Cameroon, serving as a liaison between the team and the mission; ensuring adequate opportunity for communication and coordination with the mission; ensuring mission review of and input to the plan of work, the selection of criteria, the selection of priority options, the identification of agencies/individuals to be consulted during each information collection phase, and the planning of any field visits.

This individual will also be responsible for coordinating and ensuring mission input on the outline for the draft final report and the final report.

- 2) **Facilitation.** The team leader will facilitate all larger group meetings. This will include: 1) the orientation in Washington, 2) the orientation session in Cameroon, 3) the meeting during the first week in Cameroon, where team members and mission staff will make an initial determination of NRM strategy goals and establish criteria for selecting interventions; 4) the meeting after information collection phase one to carry out an initial screening of intervention options; and 5) the meeting during the final week of the assignment when team members present their final results for input from the mission (the General Scope of Work provides more information on each of these meetings).

**Report writing.** The team leader will be responsible for producing a draft outline for the final report. A preliminary draft has been provided in the General Scope of Work; this needs to be reviewed with the team and modified according to their needs. Once team suggestions have been incorporated, mission feedback should be collected and incorporated.

The team leader will also be responsible for writing the introductory sections of the report. This includes sections 1) Executive summary; 2) USAID Cameroon NRM Strategic Goals and Objectives; and any other overview/summary sections deemed necessary.

The team leader will also review draft chapters written by the other team members for clarity, uniformity, coherence, and adherence to mission requirements as expressed in the General and Individual SOWs and as communicated by the mission during the assignment. Team members will be responsible for incorporating recommended changes (and for making sure that the final report meets USAID requirements).

#### **QUALIFICATIONS**

Must have a minimum of five years experience working in natural resources management in developing countries (at least three in Africa) and broad familiarity with the natural resources sector. Must have excellent facilitation and inter-personal skills, strong report-writing skills, and 3.0 level French.

#### **OUTPUT**

- 1) The facilitation of meetings as described above;

- 2) The outline for the final report;
- 3) All introductory and overview sections of the final report.
- 4) Any editing required to complete the final NRM Strategy/Program document.

**SOW FOR  
SPECIALIST IN NATURAL FOREST MANAGEMENT, FOREST INDUSTRIES, AND  
FOREST PRODUCTS TRADE**

**BACKGROUND**

The USAID Cameroon NRM Assessment highlighted a number of key issues concerning this subject area. These include:

- The negative impacts of timber production on the health/biodiversity of Cameroon's natural forests;
- Increased pressure on timber and fuelwood resources caused by the present economic crises and resulting in the increased mismanagement of the natural forests;
- Legislation which does not adequately address the need to manage timber resources in a more sustainable manner. Draft legislation prepared in July 1991 has several deficiencies, which are explained in the NRM Assessment. The draft Forest policy may address some of these.
- Lack of a comprehensive, logical forest management policy and plan. Since the completion of the NRM assessment, the GRC has begun to address this - a draft national forest policy has been produced but may require further modification.
- Need for increased private sector involvement in forest industry;

The assessment also provided recommendations for types of interventions, at the field and policy level, that would address some of the above issues. These include:

- Assist in the development of a forest policy manual;
- Provide assistance in evaluating draft forestry legislation;
- Assist in the preparation of timber inventories and in the production of reliable timber volume estimates;
- Support and participate in AID/Washington's work in Global Climate Change;
- Provide leadership in the coordination of policy and institutional reform;
- Support/expand upon research and training concerning forest

management, and forest products processing;

- Work with industry and university research groups to establish basic silvicultural prescriptions;

The USAID/mission staff requires more guidance on which of the above options, if any, should be included in a mission NRM strategy and program and whether or not there are other appropriate options (particularly given new donor initiatives and GRC institutional changes since the preparation of the NRM Assessment). The mission would also like guidance on which, if any, of the projects in its present portfolio, should be revised and/or expanded to make a greater contribution to Cameroon's forestry needs. If modifications are proposed, the nature of each modification should be clearly described.

#### **OBJECTIVES**

The primary objectives of this SOW are to:

- 1) Assist the team in determining the criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM strategy/program.
- 2) Assist the team in identifying the goals of a USAID/Cameroon NRM strategy and program.
- 3) Identify and prioritize options for objectives and interventions in the area of "forest management, forest industries, and timber trade" (hereafter referred to as "forestry").
- 4) Define the forestry component of the USAID/Cameroon NRM strategy and program.

Additional detail concerning the above objectives is provided in the "General Scope of Work".

#### **SCOPE OF WORK**

- 1) **Determination of criteria for identifying and prioritizing goals, objectives and interventions.** The consultant will assist the team in this effort by ensuring that the criteria are relevant to the area of forestry (see general SOW for potential criteria).

- 2) **Identification of NRM goals and objectives.** Again, the consultant will ensure that the goals and objectives selected are relevant to forestry concerns.
- 3) **Identification of priority interventions related to the area of forestry.** The consultant should utilize the Cameroon NRM Assessment as a starting point for this exercise, but should also supplement this with documents that have been written since the NRM assessment was prepared (now being collected by the mission) and with discussion with key individuals who are knowledgeable about forestry-related activities in Cameroon.

The interventions proposed should not form a long "wish list" of recommended projects/activities. They should consist of a few, well justified interventions that compliment the interventions proposed by other team members. If it is eventually decided that the mission should not support any interventions under a certain sub-category, the reasons for this should be clearly explained. The team members should work closely together to prepare a package of recommended interventions that are well justified and in line with mission financial and administrative requirements.

**Mission interest.** The mission is particularly interested in the following:

New National Forest Policy Document. The mission would like the consultant to carefully review the newly prepared National Forestry Policy document and provide recommendations on how/whether USAID could assist in refining and/or carrying out the plan.

Activities of other donors. It is essential that the consultant for this component of the strategy learn what other donors are doing or planning to do in this sector (the NRM Assessment was not able to provide sufficient detail on this) so that any recommendations made advocate activities that compliment, rather than repeat, what others are doing.

U.S. legislation restricting U.S. government support for activities involving tropical forest timber harvesting. The consultant should inform the mission of the ramifications of this legislation and any restrictions that it places on forestry -related project activities.

Forest Product Processing. The mission is interested in an exploration of potential assistance in the processing of primary and secondary forest products as the promotion of more efficient processing technologies can potentially reduce the waste of timber resources and increase the value of and revenue from forest products.

Development of markets for non-timber forest products. The consultant should provide advice on what role, if any the mission could play in this.

- 4) **Coordination with other team members.** The consultant should coordinate his/her work closely with that of other team members as there will be several areas of overlapping interest.

It is particularly important to coordinate with the Policy specialist. The policy specialist will have the lead for any proposed interventions in the area of policy reform. It will also be important for the policy specialist to review any proposed field-level interventions to assure that they are achievable, given present policies and donor plans for policy reform.

#### **QUALIFICATIONS**

Must have a minimum of three years working in a developed country and three years in a developing country (preferably at least two years in Africa) in natural forest management. Must also have strong knowledge of forest products processing and familiarity with forest inventories, forestry legislation and forest product trade. Must have had experience working directly for a forest industry. Knowledge of non-woody forest products is desirable. The assignment requires 3.0 level French.

#### **EXPECTED OUTPUTS**

- 1) Oral presentation of intervention options during the second week of the assignment (described in the methodology section of the "General SOW");
- 2) Chapter concerning "Forest Management, Industry and Trade" of the Strategy/Program document (see General "SOW"). A draft chapter is to be submitted to the Team Leader and the mission for comment. Their suggestions are to be incorporated into the final.

**SOW FOR  
SPECIALIST IN BIODIVERSITY, PARKS, PROTECTED AREAS,  
AND ECOTOURISM**

**BACKGROUND**

The USAID Cameroon NRM Assessment highlighted a number of key issues concerning this subject area. These include:

- Natural habitat degradation due primarily to agricultural encroachment and, additionally, to timber harvesting;
- Large mammal populations (elephant, rhinos and others) threatened by poaching;
- Conflicts between habitat protection and human uses/customs;
- Inadequate park management plans and budgets;

The assessment also provided recommendations for types of interventions, at the field and policy level, that would address some of the above issues. These include:

- Support the expansion of the PVO/NGO Cameroon NRMS project so that it may devote more resources to finding alternative, non-destructive uses of protected areas (e.g. ecotourism-related activities), and to finding/promoting buffer-zone management technologies which reduce pressure on protected areas;
- Establish a Debt-for Nature Swap to finance/encourage better management of parks and protected areas;
- Support the development of nature-based tourism;
- Support the management of parks and reserves;
- Provide additional support for training and/or research related to biodiversity;
- Support conservation education.
- Conduct biodiversity and wildlife inventories;

The USAID/mission requires more guidance on which of the above options, if any, should be included in a mission NRM strategy and program and whether there are other appropriate options (particularly given new donor initiatives and GRC institutional changes since the preparation of the NRM Assessment). They would also like guidance on which, if any, of the projects in their present portfolio, should be revised and/or expanded to make a

greater contribution to Cameroon's biodiversity needs. If modifications are proposed, the nature of each modification should be clearly described.

#### **OBJECTIVES**

The primary objectives of this SOW are to:

- 1) Assist the team in determining the criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM Strategy/Program.
- 2) Assist the team in identifying the goals of a USAID/Cameroon NRM strategy and program.
- 3) Identify and prioritize options for objectives and interventions in the area of "biodiversity, parks, reserves and ecotourism" (hereafter referred to as "biodiversity").
- 4) Define the biodiversity component of the USAID/Cameroon NRM strategy and program.

Additional detail concerning the above objectives is provided in the "General Scope of Work".

#### **SCOPE OF WORK**

- 1) Determination of criteria for identifying and prioritizing goals, objectives and interventions. The consultant will assist the team in this effort by ensuring that the criteria are relevant to the area of biodiversity (see general SOW for potential criteria).
- 2) Identification of NRM goals and objectives. Again, the consultant will ensure that the goals and objectives selected are relevant to biodiversity concerns.
- 3) Identification of priority interventions related to the area of biodiversity. The consultant should utilize the Cameroon NRM Assessment as a starting point for this exercise, but should also supplement this with documents that have been written since the NRM assessment was prepared (now being collected by the mission) and with discussion with key individuals who are knowledgeable about biodiversity-related activities in Cameroon.

The interventions proposed should not form a long "wish list" of recommended projects/activities. They should consist of a few, well justified interventions that compliment the interventions proposed by other team members. If it is decided that no interventions should be proposed under this subject-area, the reasons for this should be clearly explained. The team members should work closely together to prepare a package of recommended interventions that are well justified and in line with mission financial and administrative requirements.

The mission is particularly interested in:

Ecotourism. The mission would like some exploration of Cameroon's ecotourism potentials and its comparative advantage relative to other African countries. Work in this area needs to be closely coordinated with the "Policy/Economics" team member as it is likely that, in order for ecotourism to succeed in Cameroon, certain policy reforms would be necessary.

The consultant will refer to a recent study carried out for the Africa Bureau (AFR/ARTS/FARA), entitled "Ecotourism: a viable alternative to sustainable management of natural resources in Africa?" (PDC-5517-00-I-0104-00). A copy is available at the USAID/Cameroon mission.

GIS. The mission would also like the biodiversity specialist to look at the potential use of GIS for identifying high priority areas for protection. This should be coordinated with the team member working on "Sustainable Agriculture and Land-Use Planning".

Parks/protected areas. The consultant should provide recommendations on which parks/protected areas, if any, should be recipients of USAID assistance and whether present activities in Korup should be continued, revised or expanded and under what conditions.

Activities of other donors. It is essential that the consultant for this component of the strategy learn what other donors are doing or planning to do in this sector (the NRM Assessment was not able to provide sufficient detail on this) so that any recommendations made advocate activities that compliment, rather than repeat, what others are doing.

- 4) **Coordination with other team members.** The consultant should coordinate his/her work closely with that of other team members as there will be several areas of overlapping interest.

It is particularly important to coordinate with the policy specialist. The policy specialist will have the lead for any proposed interventions in the area of policy reform. It will also be important for the policy specialist to review any proposed field-level interventions to assure that they are achievable, given present policies and donor plans for policy reform.

#### **QUALIFICATIONS**

Must have a minimum of four years working in a developed and a developing country (at least two years in Africa) in the development and management of parks and protected areas. Must also have some experience working on ecotourism issues, familiarity with wildlife research and at least a 3.0 level in French. The mission prefers a consultant who has strong experience with the NGO/international conservation community.

#### **EXPECTED OUTPUTS**

- 1) Oral presentation of intervention options during the second week of the assignment (described in the methodology section of the "General SOW");
- 2) Chapter concerning "Biodiversity, parks, protected areas and ecotourism" of the Strategy/Program document (see General "SOW").

**SOW FOR  
SPECIALIST IN SUSTAINABLE AGRICULTURAL PRODUCTION,  
WATERSHED MANAGEMENT, AND LAND-USE PLANNING**

**BACKGROUND**

The USAID Cameroon NRM Assessment highlighted a number of key issues concerning this subject area. These include:

- Loss of soil fertility and increased soil erosion due to over-cultivation/overgrazing, and lack of appropriate technologies for agricultural intensification;
- Mismanagement of fertilizers and pesticides;
- Declining crop yields due to decreasing soil fertility and problems with crop pests/diseases;
- Inadequate land and tree tenure serving to discourage land owners from investing in land-conserving technologies;
- Reduced markets for cash crops (e.g. coffee and cocoa);
- Lack of government assistance for non-industrial sustainable agriculture (most government assistance is utilized to support the production of export crops);
- Inadequate soils data;
- Lack of land use management plans

The assessment also provided recommendations for types of interventions, at the field and policy level, that would address some of the above issues. These include:

- Support the expansion of the PVO/NGO Cameroon NRMS project so that it may devote more resources to extending intensive agricultural practices to subsistence-level farmers;
- Provide additional support for research, extension and education in sustainable agriculture (including agroforestry);
- Build upon and/or revise existing USAID interventions in sustainable agriculture and agroforestry (e.g. the Agricultural Education Project 631-0031; the National Cereals Research and Extension Project 631-0052; the Tropical Root and Tuber Research Project 631-0058; and the Fertilizer Sub-Sector Reform Project 631-0053).

- Develop alternative markets and develop local products;
- Provide more support in the area of soil stabilization and fertility enhancement;
- Support ethnopediological soil surveys;
- Provide assistance in the area of land tenure reform;
- Provide assistance in land-use planning.

The USAID/mission requires guidance on which of the above options, if any, should be included in a mission NPM strategy and program and whether there are other appropriate options (particularly given new donor initiatives and GRC institutional changes since the preparation of the NRM Assessment). They would also like guidance on which, if any, of the projects in their present portfolio, should be revised and/or expanded to make a greater contribution to Cameroon's sustainable agricultural production needs. If modifications are proposed, the nature of each modification should be clearly described.

#### **OBJECTIVES**

The primary objectives of this SOW are to:

- 1) Assist the team in determining the criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM Strategy/Program.
- 2) Assist the team in identifying the goals of a USAID/Cameroon NRM strategy and program.
- 3) Identify and prioritize options for objectives and interventions in the area of sustainable agricultural production.
- 4) Define the sustainable agriculture component of the USAID/Cameroon NRM strategy and program.

Additional detail concerning the above objectives is provided in the "General Scope of Work".

#### **SCOPE OF WORK**

- 1) Determination of criteria for identifying and prioritizing goals, objectives and interventions. The consultant will

assist the team in this effort by ensuring that the criteria are relevant to sustainable agriculture concerns (see general SOW for potential criteria).

- 2) Identification of NRM goals and objectives. Again, the consultant will ensure that the goals and objectives selected are relevant to sustainable agriculture concerns.
- 3) Identification of priority interventions related to the area of sustainable agriculture. The consultant should utilize the Cameroon NRM Assessment as a starting point for this exercise, but should also supplement this with documents that have been written since the NRM assessment was prepared (now being collected by the mission) and with discussion with key individuals who are knowledgeable about sustainable agriculture activities in Cameroon.

**Mission interest.** The mission is particularly interested in:

Potential/need for modification of existing programs. The consultant will review USAID/Cameroon agricultural production (including research, education and training) programs for complementarity with the new NRM goals and will recommend modifications, if any are advisable, for increasing the effectiveness of the programs in meeting NRM goals.

Continuation of mission-support for research. The mission's two agricultural research projects, both with IRA (Institute des Recherches Agronomiques) are scheduled to end in 1995. the mission requires advice on, whether the research should be continued beyond that date and/or whether other types of research should be considered.

Land-use planning and watershed management. The consultant will explore the need for improved land-use planning in Cameroon, become knowledgeable about land-use planning activities being carried out by other donors, and determine whether it would be useful/appropriate for USAID to provide support in this area and, if so, what the nature of that support would be.

Activities of other donors. It is essential that the consultant for this component of the strategy learn what other donors are doing or planning to do in this sector (the NRM Assessment was not able to provide sufficient detail on this) so that any recommendations made advocate activities that compliment, rather than repeat, what others are doing.

- 4) **Coordination with other team members.** The consultant will coordinate his/her work closely with that of other team members as there will be several areas of overlapping interest.

It is particularly important to coordinate with the Policy specialist. The Policy specialist will have the lead for any proposed interventions in the area of policy reform. It will also be important for the Policy specialist to review any proposed field-level interventions to assure that they are achievable, given present policies and donor plans for policy reform.

#### **QUALIFICATIONS**

Must have a minimum of four years working in a developing country (at least two years in Africa) sustainable agriculture (including agroforestry) extension. Must also have strong familiarity with sustainable agriculture research and education and at least a 3.0 level French.

#### **EXPECTED OUTPUTS**

- 1) Oral presentation of intervention options during the second week of the assignment (described in the methodology section of the "General SOW");
- 2) Chapter concerning "Sustainable Agricultural Production" of the Strategy/Program document (see General "SOW"). A draft chapter is to be submitted to the Team Leader and the mission for comment. Their suggestions are to be incorporated into the final.

**SOW FOR  
SPECIALIST IN NATURAL RESOURCES POLICY**

**BACKGROUND**

There are a number of GRC policy constraints that could affect the success of field-level NRM activities to be proposed under a new USAID/Cameroon NRM strategy/program. Policy constraints highlighted in the NRM Assessment include:

**Biodiversity, Parks/Protected Areas and Ecotourism:**

- Inadequate laws protecting parks and other protected areas;
- Tendency of present policies to restrict private-sector involvement/investment in local and international tourism activities;
- Insufficient reinvestment of parks revenues to support park development and maintenance;

**Sustainable Agriculture:**

- Insecure tree and land tenure discouraging land users from making long-term investments in land-conserving technologies (e.g. agroforestry and soil conservation techniques).
- Lack of government investment in the development of markets for alternative agricultural products;
- Lack of government support for improved agricultural practices by subsistence farmers;

**Natural Forest Management, Industries and Forest Products Trade:**

- Inadequate policies and legislation controlling the conservation and management of natural forests;
- Inadequate forest product valuation and taxation;

Several suggestions for policy reform were presented in the NRM Assessment. These included:

**General recommendations:**

- Provide leadership in the area of policy reform;
- Investigate the possibility of supporting a National Environmental Action Plan (NEAP);

**Biodiversity, Parks/Protected Areas and Ecotourism:**

- Assist the GRC to explore opportunities to provide a percentage of tourism revenues to protected areas and communities;
- Explore the possibility and ramifications of legislation allowing limited sustainable hunting and gathering in protected areas;
- Explore the possibility of privatizing the tourism system;
- Establish a Debt-for-Nature Swap;
- Investigate the privatization of parks and reserves through management contracts with private conservation groups;

**Natural Forest Management, Industries, and Forest Products Trade:**

- Explore the possibility of producing legislation to provide economic incentives to private companies for sustainable extraction;
- Assist in the development of forestry legislation, including exploring the possibility of enacting legislation providing economic incentives to private companies for sustainable extraction of forest products;
- Assist in the development of a Forest Policy Manual;

**Sustainable Agriculture:**

- Carry out land tenure studies (in the north, to complement World bank/GTZ studies in the south)
- Support the development of markets for alternative crops;

The USAID/Cameroon mission requires assistance in:

- 1) Determining which, if any, of the above recommendation should be incorporated into a new NRM project and whether there are other policy-level interventions that should be explored;
- 2) Assuring that any field-level activities proposed (new activities and modifications of existing projects) under the NRM strategy/program are achievable, given present policies and present plans by other donors for policy reform.

## OBJECTIVES

The primary objectives of this SOW are to:

- 1) Assist the team in determining the criteria for identifying and prioritizing the goals, objectives and interventions of the USAID/Cameroon NRM Plan.
- 2) Assist the team in identifying the goals of a USAID/Cameroon NRM strategy and program.
- 3) Explore possible options for support in the area of policy reform (this would include options for NPA and background studies that could lead to recommendations for mission involvement in NPA. Given ).
- 4) Assure that any field-level interventions proposed in the strategy/program document are achievable, given present GRC policies and plans by other donors for policy reform;

Additional information regarding objectives (1) and (2) are provided in the General Scope of Work.

## SCOPE OF WORK

- 1) Determination of criteria for identifying and prioritizing goals, objectives and interventions. The consultant will assist the team in this effort by ensuring that the criteria are relevant to policy concerns (see general SOW for potential criteria).
- 2) Identification of NRM goals and objectives. Again, the consultant will ensure that the goals and objectives selected are relevant to policy concerns.
- 3) Identification of priority interventions related to the area of policy reform. The consultant should utilize the Cameroon NRM Assessment as a starting point for this exercise, but should also supplement this with documents that have been written since the NRM assessment was prepared (now being collected by the mission) and with discussion with key individuals who are knowledgeable about policy studies and policy reform activities in Cameroon.

It is unlikely that the mission will take responsibility for any policy reform activities, given its limited budget, but it may be interested in carrying out studies which could

support policy reform efforts of other donors or future USAID reform efforts.

This consultant will provide a review of what other donors are planning to do in the area of natural resources management policy reform. This would include following the results and/or progress of the UNDP-initiated natural resources management assessment (mentioned in the general scope of work).

The interventions proposed should not form a long "wish list" of recommended projects/activities. They should consist of a few, well justified interventions that compliment the interventions proposed by other team members. If it is decided not to carry out any interventions related to policy reform, the reasons for this should be carefully explained. The team members should work closely together to prepare a package of recommended interventions that are well justified and in line with mission financial and administrative requirements.

- 4) Review of interventions being proposed by other team members. An important role of the Policy specialist will be to work with other team members to ensure that any interventions proposed under a new NRM project are realistic, in light of present GRC policies and plans by other donors for policy reform. The mission does not want to support field level activities, the outcomes of which will be severely restricted by policy constraints.

#### **QUALIFICATIONS**

Must have a minimum of five years working in developing countries the area of natural resources policy (with at least two years working in Africa - preferably in Cameroon) and non-project assistance. Should also have general familiarity with biodiversity, ecotourism, forest management and forest products industry, sustainable agriculture and land tenure. Must also be knowledgeable of the USAID Africa Bureau NRM Analytical Framework and Agenda and its possible application for the Cameroon NRM strategy and program. The assignment requires 3.0 level French.

#### **EXPECTED OUTPUTS**

- 1) Oral presentations of intervention options during the second week of the assignment (described in the methodology section of the "General SOW");
- 2) Chapter concerning "Natural Resources Policy" (see General SOW).