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**Executive Board  
Third Regular Session**

**Rome, 21–25 October 2002**

## **COUNTRY PROGRAMMES**

### **Agenda item 8**

***For approval***



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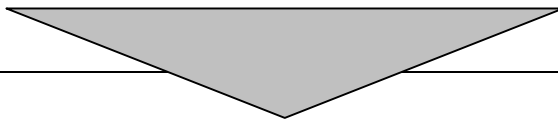
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## **COUNTRY PROGRAMME— CAMEROON (2003–2007)**

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# Note to the Executive Board



**This document is submitted for approval by the Executive Board.**

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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# Executive Summary

Cameroon is a low-income, food deficit country (LIFDC). It has 14.1 million inhabitants, with an annual demographic growth rate of 2.8 percent. The UNDP 2002 Human Development Report ranks Cameroon 135<sup>th</sup> out of 173 countries, with a Human Development Index (HDI) of 0.512. Cameroon's per capita gross national product (GNP) is estimated at US\$668<sup>1</sup> per year. According to the last available estimates,<sup>2</sup> coverage of its food needs dropped from 96 percent in 1980 to 80 percent, with poverty affecting 64 percent of the rural population.

This first Country Programme (CP) for Cameroon reflects WFP's strategic priorities regarding food aid, as defined in the Country Strategy Outline (CSO) approved by the Executive Board in May 2000. It aims to help the Government implement its poverty-alleviation strategies, the expansion of basic education and commitments related to its development objectives for 2015. The CP is consistent with the United Nations Development Assistance Framework (UNDAF), which harmonizes the programming cycles of WFP, UNDP, UNICEF and UNFPA. It is also inspired by a vulnerability analysis and mapping (VAM) survey, which is based on poverty and food security indicators, and by specific sectoral criteria such as nutrition and education. The objective of this first CP for Cameroon is to help reduce poverty in a sustainable manner by promoting basic education and increasing food security through the creation of assets for the most vulnerable households. Interventions target the three provinces of the North, whose situation is critical in terms of education, agricultural production and the nutritional condition of the population. Finally, the CP is centred around women because, in rural areas, women provide for the family's nutritional needs through subsistence agriculture and because girls receive less schooling, with a gender disparity as high as 50 percent in the targeted provinces.

In accordance with Executive Board decision 1999/EB.A/2, WFP's development activities focus on five areas of assistance. The CP addresses objectives 2 and 3 of the Enabling Development policy, which is to: (i) enable poor households to invest in human capital through education and training; and (ii) make it possible for poor families to gain and preserve assets. Given these objectives, the CP will provide support to the following activities:

- **Food assistance to primary schools in the Extreme North, North and Adamaoua provinces:** This activity will cover the provinces in the North where access to education poses an economic problem for the most underprivileged households and is reflected in the enrolment rates, which are lower than 30 percent. Moreover, the education gap between boys and girls there varies between 30 and 50 percent, as opposed to 10 percent in the country's other regions. This activity aims to promote an overall rebalancing of education for the poorest and most undereducated populations, in particular girls. A total of 67,000 students each year will receive daily meals, and take-home food rations will be distributed to families who allow their daughters to attend the last three grades of the primary school cycle. This activity will mobilize a

<sup>1</sup> Source: ECAM Report (*Enquête camerounaise auprès des ménages 1999/2000*) (Cameroonian Survey of Households, 1999/2000).

<sup>2</sup> Source: *Tableau de bord social 1999*. Publication on social data. Ministry of Economy and Finance.



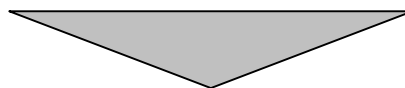
total of 18,752 tons of food commodities.

- **Food Security and Rural Development in the Extreme North and North Provinces:** Targeting the two provinces most vulnerable to food insecurity, this activity is aimed at fighting the deficits that result from cereal speculation and at ensuring food production, a task that is traditionally assumed by women. The activity comprises two components: (a) the building and management of 200 cereal granaries of 20 and 40 tons each, which is entrusted mainly to women's groups; and (b) the construction of 96 hydro-agricultural works and rural access roads through food-for-work activities, in which 1,920 women and men will participate, making a total of 13,440 beneficiaries, if all household members are included. This activity will require the supply of 6,096 tons of cereals.

In implementing this activity, WFP will cooperate with other United Nations agencies, specifically those involved in the UNDAF, and with non-governmental organizations (NGOs) selected on the basis of their technical and management capacities. The activity is based on the active participation of beneficiaries and the support of the targeted communities.

For the CP proposed for Cameroon for the period 2003–2007, the Executive Director requests that the Board approve, within the limits of the available resources, the allocation of US\$10,504,410, to cover all basic direct operational costs, in order to be able to distribute 24,848 tons of food commodities.

## Draft Decision



The Board approves the Country Programme for Cameroon (2003–2007)  
(WFP/EB.3/2002/8/5).



## STRATEGIC FOCUS OF THE WFP COUNTRY PROGRAMME

1. In spite of a per capita GDP of US\$668 per year and the resumption of economic growth since 1996, 50.1 percent of the population lives in extreme poverty, a figure that reaches 64 percent in rural areas. The prevalence of poverty increases as one moves away from the coastal regions and towards the country's North provinces. It affects mainly women, as a result of gender disparities in areas of nutrition, education and women's participation in the economy. In rural areas, poverty is linked to low work productivity and reduced soil fertility. The Government's intervention strategies in the fight against poverty favour agricultural production, especially food crops, and investment in human capital. Poor access to basic social services and regional gender disparities also are of concern to the Government.
2. Although Cameroon has been described for some time as a self-sufficient country, and its cereal stocks appear to be balanced, its situation has gradually worsened since the 1980s. While available food stocks stood at 96 percent in 1980 (Special Programme on Food Security/Ministry of Agriculture), these covered only 81 percent of needs in 1992 and have stabilized at around 80 percent, according to the latest available data. Food production has not kept up with demographic growth. This being so, caloric intake dropped from 2,340 kcal per person per day at the beginning of the 1980s to 2,140 kcal in 1995–1996. Moreover, these regional averages do not reflect the considerable disparities that exist among regions and population strata.
3. The 2001 VAM study, which was based on statistically representative data gathered in the country's five agro-ecological areas and integrated by two surveys, has made it possible to classify the provinces according to vulnerability criteria, namely, food security, education, and health and nutrition. It has also helped show how the precariousness of natural factors linked to agricultural production, low education levels and inadequate facilities and population incomes is largely responsible for vulnerability and food insecurity in the country's North region. Located in the Sahelian and Sudanese-Sahelian agro-ecological areas of the country, the provinces of the Extreme North and North suffer from marked food insecurity and from a chronic food deficit. According to the Food and Agriculture Organization (FAO), the rates of coverage of food needs vary from 25 to 80 percent in these areas (CSO—Cameroon, 2000).
4. Moreover, an analysis of the education situation reveals significant disparities among regions, among rural and urban areas and between genders. Less than 15 percent of adults living in the rural areas of the three northern provinces (Adamaoua, North and Extreme North) completed their primary school education. The situation of women is even worse; only 5 percent of women have had access to basic education. Children's education is even more worrying. The gross enrolment rate is 55 percent in this area, while it varies between 65 and 100 percent in the rest of the country. A strong gender disparity exists, with 50 percent more boys than girls receiving education in the regions of the North and Extreme North and 30 percent more in Adamaoua province. The main cause of this disparity is poverty, the main reason given being the cost of education. Some social and cultural factors also limit girls' education.



5. In this context, the objectives of this first CP (2003–2007) are to promote education and alleviate food insecurity and poverty. The CP is based on the CSO examined and approved by the Board in May 2000, and on the results of the 2001 VAM study. In keeping with Executive Board decision 1999/EB.A/2, which set the five strategic objectives of WFP's development activities, the CP addresses objectives 2 and 3, which are to:
  - enable poor households to invest in human capital through education and training;
  - make it possible for poor families to gain and preserve assets.
6. In fact, the large concentration of educational and food production deficits in the Extreme North, North and Adamaoua provinces justify implementation of a food assistance activity for the primary schools of these three regions and an activity to support food security and rural development in the regions of the Extreme North and North. The attached map shows the provinces targeted by WFP's activities.
7. **Education:** The CSO recommended that assistance be provided to these undereducated regions. It is in this context that WFP will contribute to the Government's initiatives to meet the demand for education by implementing an activity supporting primary education, which will aim to reduce regional imbalances and gender inequality in access to basic education and completion of the primary school cycle. The mid-term evaluation mission carried out in 2001 recommended continuing the current project as part of the CP, strengthening geographical targeting and giving priority to the Extreme North, North and Adamaoua provinces, whose socio-economic indicators are clearly unfavourable and whose food situation is precarious.
8. The CP places particular emphasis on the active participation and gradual assumption of responsibility by the population, especially by women, in the management of schools through parents' associations (APE). Special attention will be placed on women's decision-making capacity within these organizations. In order also to reduce secondary transport costs, but above all to reduce the phenomenon of student migration from non-assisted to beneficiary schools, the evaluation mission recommended improving geographical targeting of schools.
9. As part of a strengthening of primary school teaching staff undertaken by the Government in 2001, 3,000 teachers have been recruited (1,700 of whom were previously substitute teachers), and 22 teacher training centres that had previously been closed owing to the economic recession have been re-opened. As a result of this, the teacher/student ratio will undergo a marked improvement, going from 1/150 to 1/60 in the schools receiving assistance. This provides a solution to one of the main concerns stressed by the evaluation mission with regard to the quality of teaching, which remains the activity's main objective.
10. **Food Security:** WFP will contribute to the Government's efforts to implement its strategic approach established in December 1998, which is to "effectively continue in the fight against poverty, in order to bring about a considerable and sustainable reduction in the proportion of the population living below the poverty line". In the area of agriculture, a priority thrust, the Government will undertake specific activities, especially those in favour of vulnerable groups and women, using income-generating activities and support to food production.
11. In the Sahelian and Sudanese agro-ecological areas, agriculture is deficient because of insufficient water supply, low soil fertility and over-exploitation of the soil, lack of water control, and the use of rudimentary techniques and tools. According to FAO, the rate of coverage of food needs varies between 25 and 80 percent in these areas, while a 1995 study by the Office for Overseas Scientific and Technical Research Office (IRD, formerly



ORSTOM) estimated the deficit to be on average between 200 and 300 kg of cereals per family per year, during a normal year and in certain locations of these areas. The Government's strategy as part of the World Food Summit's Plan of Action (Rome, 1996) to promote food security in food-deficit areas provides for:

- a) the management and clearing (accessing) of agricultural lands, the reinforcement of poor people's capacities to integrate themselves in production cycles and the improvement of their well-being by making them more responsible;
  - b) specific activities in favour of the most vulnerable groups, in particular women.
12. This activity will be aimed at smallholders in the rural areas of the targeted provinces, where women make up about 70 percent of the labour force for subsistence farming. It is intended to ensure food production by providing poor households with the means to meet their food needs and fight the deficits resulting from cereal speculation. Since the quick action project in favour of food security and agricultural development that was tested as a pilot project in the Extreme North in 2001 has produced encouraging results, it will be repeated and extended to the North province, in particular, those components regarding the setting-up of cereal granaries and hydro-agricultural and access structures, with the support of food-for-work activities.
13. WFP will give priority to groups of beneficiaries in which women are the majority. The intended objective is to promote greater participation of women and to increase their responsibility in activities aimed at eliminating food insecurity in the community.

## COUNTRY PROGRAMME RESOURCES AND PREPARATION PROCESS

14. The CP has assimilated the experience acquired during implementation of the project in support of basic education, which is currently under way, and during the quick action project in favour of food security. During the CP's preparation, account was taken of the difficulties encountered and the lessons learned from these projects. Active participation by the Government in the preparation process has been facilitated through support from the Ministry of Agriculture's technical services, which assisted the country office from October 2001 to June 2002, during the essential stages of the CP's formulation. These stages were: the vulnerability analysis, consultations among the various partners and the document's final editing. By applying the results of the VAM study, it was possible to confirm the approach recommended in the CSO for defining activities and identifying the targeted provinces. Moreover, continuous consultations have enabled the responsible officials concerned from the partner ministries, in particular the Ministry of Education, to help formulate the CP.
15. The existing CP is consistent with the UNDAF. Frequent exchanges have occurred with United Nations agencies, in particular, UNICEF, UNDP and UNFPA, for their technical advice. The areas and topics considered correspond to the Cameroonian Government's overall strategy:
- to promote the role of women, basic education for all, especially for girls in underprivileged rural areas;
  - to reduce poverty, food insecurity and malnutrition.



16. The synergy referred to is based on the complementarities and cooperation with activities by United Nations agencies in the country team working in similar areas, in particular:
- access for all, especially for girls, to basic education in the North provinces (UNICEF, UNESCO, FAO, UNFPA and the United Nations Centre for Human Rights);
  - Sustainable human development, production and rational management of crops and natural resources in the Extreme North and North for the community cereal granaries and the hydro-agricultural works components (FAO, UNDP, UNESCO);
  - These activities will also require cooperation from national and international NGOs and from civil society, in particular with regard to the setting-up of village granaries and the construction of hydro-agricultural facilities.
17. The total resources required by WFP amount to 28,848 tons of food commodities (i.e. about 5,770 tons per year) for an operational cost of US\$10,504,410 and an average of 189,688 beneficiaries, of whom 70 percent are women and girls. The following basic CP activities are considered:

<b>ALLOCATION OF RESOURCES TO CP ACTIVITIES (2003–2007)</b>					
Activities	Quantity of commodities (tons)	Distribution per activity (%)	Number of beneficiaries (annual average)	Women's participation (%)	Direct operational costs (in US\$ million)
<b>Basic Activity 1</b> Food assistance to primary schools in the Extreme North, North and Adamaoua provinces	18 752	75.5	67 000	50	8.0
<b>Basic Activity 2</b> Food security and rural development in the Extreme North and North provinces	6 096	24.5	"Granaries" component 120 000 "Community works" component 2 688	70	2.5
<b>TOTAL CP</b>	<b>24 848</b>	<b>100</b>	<b>189 688</b>	<b>62</b>	<b>10.5</b>

\* This percentage is the projected target.

## COUNTRY PROGRAMME ACTIVITIES

### Basic Activity 1: Food Aid to the Primary Schools in the Extreme North, North and Adamaoua Provinces

#### ⇒ *Strategic Focus*

18. This activity addresses objective 2 of the Enabling Development policy, which is to: enable poor households to invest in human capital through education and training. It constitutes a support to the Government's education strategy, which was defined in 1996 and integrated into the new strategy on education, promulgated in 1998, which recommends making basic education available to all and reducing regional and gender imbalances, and which is based on the population's participation. The activity will support





primary school education for children vulnerable to food insecurity, who live in the regions with the lowest school enrolment rates. Parents will also receive incentives to keep their daughters in the last three grades of the primary school cycle.

### ⇒ *Problem Analysis*

19. The economic recession of the last 15 years has brought to a halt public investment in the education sector, particularly in the construction of school facilities, the recruitment of teachers and the purchase of educational materials; as a result, some teacher training centres have been closed and the school drop-out rate has risen. According to the WFP evaluation mission carried out in 2001 with the technical assistance of UNESCO, the gross enrolment rate dropped from almost 96 percent in 1989/1990 to 73 percent in 1995/96. The VAM survey has identified poverty as one of the major causes of undereducation and of the education gap between boys and girls in the Extreme North, North and Adamaoua provinces, where less than 15 percent of adults in rural areas complete their primary school education. Less than 10 percent of women in urban centres and less than 5 percent in rural areas have completed their basic education.
20. In these areas, parents perceive education as a burden rather than an investment. There are many reasons for their keeping their children out of school: poverty; education costs, especially for school supplies; the early integration of children, especially girls, in the household's income-generating activities; and the insufficient number of schools and/or their distance from home.
21. Nevertheless, it is estimated that previous WFP projects have contributed greatly to the improvement of education rates in landlocked areas over the past few years. This activity will be extended in keeping with the CSO's strategy favouring rural areas where the school enrolment rate is lower than 30 percent and where girls make up less than 40 percent of students.

### ⇒ *Objectives and Intended Outcomes*

22. This activity will help increase children's school enrolment and attendance rates, reduce the drop-out rate and bring the enrolment rate for girls in the populations concerned to 50 percent or higher. Specific support for keeping girls in school during the last three grades of primary school is intended to lower the drop-out rate and discourage parents from taking their daughters out of school around the age of 13–14 with the aim of marrying them off.
23. An average of 67,000 students of both genders will receive a hot mid-day meal, for 165 days of the year, until the end of the course. A take-home ration of 50 kg of cereals will be provided only to the girls of the CE2, CM1 and CM2 courses at the end of each term they have satisfactorily attended. This activity will help promote education in general, and especially that of girls. Women's participation in the management of school canteens, in addition to their contribution to meal preparation, will provide them with opportunities for their own personal development, which can help strengthen their decision-making power.

### ⇒ *Role and Modalities of Food Aid*

24. The food commodities supplied by WFP to the beneficiary schools will motivate parents to educate their children and encourage communities to undertake activities in favour of their schools. Assistance will make it possible to provide to all students, both boys and girls, a daily meal prepared with 150 g of cereals, 15 g of oil, 20 g of pulses and 5 g of salt.



The meal therefore represents a nutritional supplement for students and a further motivation for parents, who will know that if their children go to school, they will receive a regular meal.

25. The take-home ration distributed to girls will represent an income transfer for parents, compensating for the loss of earnings represented by the girls' absence from household income-generating activities. It will encourage families to keep their daughters in school until the end of the primary school cycle.

### ⇒ *Implementation Strategy*

26. Following the recommendations of the evaluation mission and the results of the VAM study, this activity will be implemented only in the local public community schools of the North regions. In cooperation with the country office, the Ministry of Education will coordinate the implementation strategy at both the central and regional levels. An increase in resources after the 2000/2001 school year will make it possible to strengthen the institutional framework of the assisted schools, namely, improving the student/teacher ratio and the supply of educational materials. With the help of the parents' associations and the school feeding management committees, the heads of the beneficiary establishments will ensure CP implementation and the drawing up of periodic reports. Parents' associations will more specifically oversee the correct functioning of each canteen and the provisioning of supplementary food commodities. Each day—which lasts from 8.00 to 13.00 hours—until the end of the course, students will eat lunch in the canteen under their teachers' supervision. Take-home rations will be distributed to girl beneficiaries at the end of each term. Institutionalized cooperation among teachers, parents' associations, school feeding management committees and the local community development committees will make it possible to improve the efficiency of school canteen management and their takeover by the communities.
27. Because of a lack of drinking water facilities in the schools of the targeted regions, WFP is still unable to provide beneficiary students a glass of milk to curb their short-term hunger. Nevertheless, with the improvement of sanitary conditions and the setting-up of a partnership with UNICEF for the construction of school drinking water points in 2003, it has been decided to request a supply of powdered milk from the United States School Feeding Initiative, to be destined for the preparation of a breakfast for children during the ten-o'clock recreation period.
28. For an optimal development of this activity, the Ministry of Education will see to it that:
- the central and regional coordination units ensure that only children enrolled in school eat at the school canteen, and that parents, in particular women, take part in the parents' associations and the various school management committees;
  - the selection of beneficiary schools respects the established criteria for targeting (rural location, overall enrolment rate, especially that of girls, geographic targeting).
29. The country office will be in charge of logistics management for imported food commodities and for local purchases, from their arrival at the port of Douala to their delivery to the regional warehouses or extended delivery points (EDPs). Secondary transport from the regional warehouses to the school warehouses and the monitoring of the effectiveness of geographical targeting will be ensured by the FAO/WFP Assistance



Management Committee.<sup>3</sup> This committee will prepare the distribution plans and monitor the delivery of food commodities to the schools, in cooperation with the WFP sub-office office at Garoua and with the regional coordination units. These units will also be responsible for gathering data regarding the actual number of students in the schools, the number of beneficiaries and the school enrolment, attendance and drop-out rates. School directors and the school feeding management committees will be responsible for daily management of the food commodities received.

### ⇒ *Beneficiaries and Intended Benefits*

30. A yearly average of 67,000 enrolled students will receive a hot meal at school each day for 165 days a year. For the five years of the CP, 355,000<sup>4</sup> beneficiaries will receive about 55,275,000 individual rations. Meanwhile, 55,000 girls will be given take-home rations for the entire duration of the CP. The members of their families will receive quarterly rations. WFP's support will infuse energy in the targeted schools, stimulate parents' participation in school management, their taking of responsibility and their willingness to take responsibility for their own development.

### ⇒ *Support, Coordination and Partnerships*

31. The increase in the national Ministry of Education's budget starting from 2000/2001 has made it possible for the Government to strengthen infrastructure considerably, increase the number of teaching staff (the shortage of teaching staff in the primary school sector was estimated at 12,000 teachers in 1995, of whom 1,589 were in the Extreme North province alone) and educational facilities in all the nursery and primary schools, and increase the intervention capacity of the Central Coordination Unit.
32. WFP's support and that of its partners will help reinforce the efficiency of the Cameroonian educational system. Some funding is expected to come from the Heavily Indebted Poor Country (HIPC) Debt Initiative for an amount greater than 10 billion CFA francs, which will make it possible to recruit 5,000 substitute teachers for the recipient provinces; construct 500 classrooms and drinking water points in 1,000 primary schools; supply educational materials and generic medicines to all primary schools; contribute school supplies for the public school students in the priority education areas (including the targeted provinces); and prevent sexually transmitted diseases/AIDS in schools.
33. The Government has also strengthened its institutional support to the FAO/WFP Assistance Management Committee, starting from the 2002–2003 financial year, by granting it a more consistent operational budget. The committee will make use of the services of a statistician from the Ministry of Education to permanently monitor the activity's output and performance indicators.

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<sup>3</sup> The FAO/WFP committee was set up the Government to support FAO's and WFP's local representation activities. It is in charge of the management, monitoring and coordination of the projects implemented by these two agencies.

<sup>4</sup> The new method for calculating the number of beneficiaries, which is still in the stages of development, recommends that the double disaggregate of beneficiaries be avoided as far as possible. However, the figure of 355,000 persons should be considered as an estimate, given the probability that many beneficiary students could be the same from one year to the next.



34. Other technical and financial partners will also contribute to Cameroon's efforts to implement its policy in favour of basic education for all:
- World Bank: sectoral policy and search for financing niches for the HIPC Debt Initiative;
  - French Cooperation: initial training of teachers and educational staff;
  - UNICEF: formal and informal basic education, especially for girls;
  - African Development Bank (AfDB), Islamic Development Bank (IsDB) and Japanese School Construction;
  - UNESCO and UNFPA: dynamics of education for all, especially for girls, notably through community media.
35. Various international NGOs, among them Plan International, will participate in the construction of school infrastructure. The members of parliament of the targeted regions will also be invited to invest their financial resources from micro-projects to fill the infrastructure and facilities deficits of the schools receiving WFP aid, in their respective districts.

### ⇒ **Monitoring Arrangements**

36. The central coordination unit and the national Ministry of Education/WFP regional coordination units for the previous food assistance project for primary schools will be continued, and this should help strengthen the cooperation already established with other partners in these regions (UNICEF, UNFPA, UNESCO). Their field of activity is limited to the education sector.
37. With the reinforcement of the Government's budgetary and technical capacity, the FAO/WFP Assistance Management Committee, which ensures interdepartmental coordination of all food aid projects, will see a strengthening of its efficiency. In particular, it will:
- ensure the dispatch and appropriate distribution of WFP aid;
  - ensure monitoring of the use of food commodities by the direct beneficiaries; and
  - undertake the permanent monitoring of the activities' indicators together with all the parties concerned (WFP, national Ministry of Education and, in particular, the Ministry of Agriculture).
38. The person responsible for statistics recently placed at the disposal of the project will be in charge of:
- the setting-up of a reference database starting from the results of the food assistance project for primary schools implemented by WFP from 1998 to 2002, and of a continuous training project for staff concerned with the implementation of the monitoring-and-evaluation activity;
  - supervision of the issuance of periodic reports<sup>5</sup> by the persons responsible for the school canteens targeted, sensitizing school heads to the project's needs and to their responsibilities. Data and the information corresponding to the identified indicators will be gathered with the help of a harmonized tally sheet and then consolidated and analysed. These will make it possible to determine the progress achieved and the

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<sup>5</sup>The reports will be drawn up using forms whose items will be established when the summary for each activity has been formulated.



results obtained, and to make sound decisions regarding activity management. A special report will also be prepared on the attendance and performance of girls receiving take-home rations.

- The country office and sub-offices will provide technical support for the drawing-up of reports, and will provide contribute, if necessary, and make joint monitoring visits to the field.

### ⇒ *Cost Estimate*

39. This activity will require 18,752 tons of food commodities. The direct operational cost is estimated at US\$7,958,171.

#### FOOD BASKET, RATIONS AND QUANTITIES OF NECESSARY COMMODITIES

Commodities	Daily ration per beneficiary (g)	Number of days of assistance per year	Average number of beneficiaries* per year	Quantities of food commodities (tons)
Rice	150	165	67 000	8 291
Oil	15	165	67 000	829
Beans	20	165	67 000	1 106
Salt	5	165	67 000	276
Maize**	50 kg/term	3 terms	11 000	8 250
<b>Subtotal</b>				<b>18 752</b>

\* The total number of beneficiaries per year (67,000) is an estimate that does not take account of the fact that certain beneficiaries are the same one year to the next.

\*\* The maize is destined to girls and will be distributed for each term during which the girls actually attend school.

## Basic Activity 2: Food Security and Rural Development in the Extreme North and North Provinces

### ⇒ *Strategic Focus*

40. The basic activity in support of food security and rural development addresses objective 3 of WFP's Enabling Development policy, which is to: make it possible for poor families to gain and preserve assets. It supports the Government's commitment to alleviate poverty, especially in rural areas, in order to achieve a sustainable reduction in the proportion of the population living below the poverty line, in particular, by:

- improving the living standards of the labour force through more efficient agricultural production methods, so as to ensure access for all, at all times, to adequate amounts of food, thus making it possible for them to lead a healthy, active existence;
- providing aid to populations in landlocked areas so that they can achieve sustainable food security.

### ⇒ *Problem Analysis*

41. An analysis of food security trends carried out for the national agricultural development strategy project Horizon 2010 classifies the Extreme North and North provinces as high-risk and chronic food-deficit areas, which are characteristics of Sahelian agro-ecological



areas. These two regions are faced with recurring droughts, insufficient know-how regarding agricultural techniques, a lack of suitable infrastructure, and problems of water control, poor soil and recurring attacks by predators (birds, locusts, insects).

42. Agriculture is the population's principal activity. In the rural areas of these regions, despite of their larger work load with respect to men and their lack of landowning rights, which penalizes them, women represent 70 percent of the labour force engaged in subsistence farming (production, conversion and marketing). Improvement of their capacity and productivity, especially in the food production sector, and the reduction in constraints on their education, health, land access and credit are the objectives of the national Plan of Action for women's integration in development, adopted by the national assembly in 2000. Moreover, with the cereals market not being adequately structured, it is subject to speculation by large cereals traders, and price fluctuations put a heavy strain on the incomes of smallholders and increase their food insecurity. In periods of food shortage, many poor rural households with children are forced to eat only one meal a day, as compared with three meals during the harvest period.
43. In these two regions, the Government plans to implement activities designed to fill the food deficit of the underprivileged populations. The activity will capitalize on the positive results of the quick action project implemented in 2001, as a pilot project, in the Extreme North region.

#### ⇒ *Objectives and Intended Outcomes*

44. This activity aims to bring about sustainable improvements in at-risk populations' access to cereals, in particular women, by supporting: (i) the setting-up of legalized village groups, which will be in a position to manage cereal granaries; and (ii) the construction of works for better accessing rural communities, for water control and for soil fertilization.
45. The availability of supplementary stocks of between 20 and 40 tons of cereals in 200 granaries will make it possible to stabilize incomes by protecting them from the speculations of private traders, and to launch a process of community self-development, thus contributing to the population's food security, especially that of women participating in this initiative and that of their families.
46. The increase in community assets through the construction of hydro-agricultural facilities, access roads and water and soil conservation works will help increase and stabilize agricultural production. The food-for-work activities will encourage underprivileged rural communities to participate in the construction of works, which will be comparable to investments in community infrastructure. A total of 96 works will be built over the duration of the CP.

#### ⇒ *Role and Modalities of Food Aid*

47. Food aid will be used to:
  - **Help set up revolving cereal stocks starting at the village level.** These stocks will make up a source of reasonably priced provisions for the communities, and will be reconstructed by the beneficiaries themselves with each new crop. Through this cyclical mechanism (reconstitution-utilization), the village granaries will contribute to filling food deficits at the community level in a sustainable manner, to stabilizing prices and protecting farmers' revenues from the speculations of traders, especially during the lean season.





- **Bring about community development and takeover of responsibility.** This will be done through the creation of assets that will help improve agricultural production and revenues by mobilizing communities for the implementation of rural production facilities (hydro-agricultural and accessing projects).
48. WFP aid will provide support to technical assistance for training in the organization and management of cereal granaries by specialized operators, and will help regulate the market and promote village stocking. Aid will first benefit women's groups and mixed groups in which women predominate.
  49. Rural projects implemented through food-for-work activities will help promote the accessing of villages and the conservation of water and soil: hill lakes, small dams or low walls of dry stone or brick (mill-courses) to limit the erosive effects of water and aid its filtration.

### ⇒ **Implementation Strategy**

50. In the areas benefiting from this activity, the Ministry of Agriculture officials responsible for services will ensure the monitoring and coordination of works and of beneficiaries. Technical support for the construction and management of granaries will be provided by experienced NGOs (national and international). Stock will be taken of these NGOs at the time of preparation of implementation activities, and selection will favour those NGOs with experience and competence. The National Cereal Office and specialized missionary offices will also help provide technical support for training, staffing and the promotion of appropriate crop management technologies.
51. A participatory approach will make it possible for beneficiaries to be involved in the different stages of the planning and implementation process, on the basis of their needs, priorities, objectives and an implementation schedule. The setting-up of women's committees will be encouraged so that women can participate in decision-making and so that their needs are reflected in community plans.
52. As under the pilot phase of this activity, carried out in 2001, food commodities will be purchased locally and delivered to the EDPs. WFP's partners will ensure the stocking of commodities in the EDP warehouses and their delivery to the different beneficiaries.

### ⇒ **Beneficiaries and Intended Benefits**

53. This activity will make it possible to build 200 granaries during the CP period, i.e. an average of 40 granaries each year, with a capacity of 20 to 40 tons, and to complete the available stocks in order to strengthen the autonomy of the poorest farmers by setting up a revolving stock. These will benefit 600,000<sup>6</sup> beneficiaries, of whom 420,000 are women. Women's know-how with regard to food production and food security management will be put to work. Women's groups will receive 70 percent of assistance.
54. A total of 96 hydro-agricultural facilities or rural access roads will be built over the CP period. Each of these projects will mobilize an average of 20 participants over one month, i.e. 1,920 workers over five years. Within the framework of this food-for-work activity, each recipient will receive a monthly family ration consisting of 50 kg of cereals, to encourage participation in the construction of these works, during 25 working days. This

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<sup>6</sup> It is estimated that each of the 40 granaries to be built each year will directly benefit an average of 430 farmers of both genders. The members of their families will also be considered as beneficiaries (an average of seven persons per family), hence an estimated figure of 120,000 beneficiaries per year, or 600,000 beneficiaries over the life of the CP.



family ration is calculated on the basis of seven members per family, i.e. a total of 13,440 beneficiaries over the duration of the CP, or 2,688 beneficiaries per year.

### ⇒ *Support and Coordination*

55. The Government of Cameroon plans to reinforce the activities of the National Early Warning Service in order to monitor cereal market prices. The continuation of activities by the Agricultural Treatment Unit against crop predators (locusts and birds), and of those by the Community Agricultural Micro-projects Investment Fund in the targeted provinces are also presently being negotiated with donors. These initiatives will provide support to CP food security activities. Moreover, the activity itself will be implemented in close cooperation with the technical support of FAO's Special Programme for Food Security, especially as part of the water control component.

### ⇒ *Monitoring Arrangements*

56. The M&E system involves the drafting of monthly reports by operational partners. The regional heads of the Ministry of Agriculture, WFP and the FAO/WFP Assistance Management Committee will ensure coordination of the process for preparing the quarterly and twice-yearly field reports. Periodic missions to monitor the progress of projects in the field will take place (at both the regional and central levels).
57. The indicators for the pilot project carried out in 2001 will be updated<sup>7</sup> when the M&E system is set up. These will also include:
- Community granaries: number of beneficiaries, of women, of associations; quantity of commodities managed; number of granaries set up and/or built; populations benefiting from assets.
  - Clearing and production works: number of beneficiaries, of women, of works by type, sizes, production, yields.

### ⇒ *Cost Estimate*

58. This activity will require a total of 6,096 tons of cereals, for a direct operational cost of US\$2,546,239 (see the annexed budget for details).

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<sup>7</sup>The M&E mechanism for each activity will be treated in detail at the time of formulation of the relevant summary.





Cereal Granaries Component				Total amount for the two components 6,096 tons
Food commodities	Average distribution per granary	Number of granaries	Number of beneficiaries	
Cereals	30 tons*	40 granaries/year over five years	120,000/year over five years	
Community Works Component				
Food for work	Monthly ration per worker		Total number of workers	
Cereals	50 kg		1,920	

\*This tonnage represents the quantity of cereals in relation to beneficiaries.

## Support Activities

59. The methods of cooperation with operational partners and respective responsibilities will be formalized in the letters of intent. These will include explicit references to WFP's Commitments to Women. Training courses will be organized to ensure a common understanding of intervention objectives and modalities, of arrangements for implementing the activities, the M&E obligations, and the drafting of reports.
60. As part of the rehabilitation and reinforcement of the National Cereals Office's capacities, the Government will be in a position to consider setting up a food aid policy based on the management of surplus funds, price control and emergency intervention. WFP will provide technical support to the Government, in particular, for the setting-up and implementation of a VAM system, which will include the transfer of know-how and the strengthening of capacities during CP implementation.
61. In the field of education, community facilities, parents associations, school feeding management committees, and other village development committees will be given new energy; partners in this field will work to reinforce the capacities of these structures so that they can continue to improve the facilities and equipment of the schools receiving assistance. In this way, they will become responsible for this activity, so as to be able to take it over in the medium term.
62. In accordance with the objectives of the new agricultural policy strategy, the development committees whose activities had been reduced during the 1990s will see a strengthening of their capacity, so as to ensure the implementation of projects to promote the economy. In this way, they will be able to participate in the identification, planning and achievement of the projects, from the support activity to the food security activity, and also help the communities concerned gradually take over assistance from WFP assistance, in view of a withdrawal of food aid.
63. Given that the strategy of this CP—whose objectives, on the one hand, are to re-establish equity in boys' and girls' enrolment rates, and on the other hand, to strengthen the capacities, in particular of girls, to contribute to household food security — operational mechanisms will be set up or reinforced to ensure that women and girls are the actual beneficiaries of food aid, or of the assets created, and that their power to make decisions is tangible. Therefore, some management tools will be set up or reinforced at the time of activity formulation: the actual participation of women in the food commodity management committees and in the parents' associations, and the adoption of a participatory approach, which will ensure that their needs are properly taken into account when community priorities are established. The analysis of gender equality issues and WFP's new Commitments to Women for the period 2003–2007 will be given special



attention during the activities' formulation and implementation; government counterparts and operational partners will receive training in this connection.

### **Key Issues, Assumptions and Risks**

64. The successful outcome of the CP will depend on a series of key factors. These are mainly:
- The management of resources and the effective coordination of activities at all levels, considering the institutional and financial capacities of the counterpart institutions. Some areas have been identified as critical, such as financial contributions and government management of logistics operations; the quality of support to primary education or the setting-up of an effective M&E system. Government institutions have been adequately sensitized to these issues. Now it is necessary to provide the planned funding and to implement the planned interventions.
  - An increase in Ministry of Education resources and research supported by the partners and donors will make it possible to solve problems of wear, and the inadequacy of school facilities, and the lack of training for teachers.
  - A disaster or a plague of considerable proportion can compromise the intended outcomes, in particular, those of the food security activity, since this area of intervention is subject to natural disasters, in particular, droughts.

## **PROGRAMME MANAGEMENT PROCESS**

### **Appraisal**

65. WFP's country office will begin to formulate the summaries of activities after the approval of this CP. Technical appraisal missions, comprising country office representatives and representatives of the FAO/WFP Assistance Management Committee, of the Ministries of Education and Agriculture, and of UNESCO and FAO, will analyse the technical feasibility of activities, and the institutional support required.
66. The Minister of Agriculture will subsequently submit the summaries of activities to the National Management Committee, which is made up of the representatives of the ministries concerned; it will then be submitted to a Consultative Programme Committee. This committee will comprise representatives of the Ministry of Protection and the Ministry of Education, as well as the principal donors and United Nations agencies. Once the plans of operation have been formulated, workshops will be organized in each of the provinces concerned, with a view to providing the regional authorities, donors and partners with information about operational modalities and the implementation schedule.

### **Programme Implementation**

67. The country office began its decentralization in 1998 by setting up a sub-office at Garoua, in the North province. That office is responsible for monitoring the implementation of the primary education assistance project. With the implementation of a second activity, decentralization will be extended to ensure better management of logistics and of the CP: two additional sub-offices will be set up at Maroua and Ngaoundéré, in the offices of the regional agriculture delegations, thus avoiding any additional costs to WFP.



68. With a view to fully mastering the new tools of the Enabling Development policy, improving CP implementation and effectiveness, and providing the Government with appropriate technical support, training or refresher courses will be organized for WFP staff, government counterparts and the other partners, in the areas of results-based management, VAM and gender analysis. Newly recruited monitoring officials will also receive training in food aid management, in activity monitoring and in the issuing of reports. Together with the regional heads of the FAO/WFP Assistance Management Committee, they will monitor the vulnerability indicators and warn the country office responsible for coordination, which will ensure programming, the coordination of support functions, and the organization and supervision of the offices.
69. The Government will be responsible for the training and retraining of national staff, for the rehabilitation of facilities, for the preparation of annual plans of action and for their validation. In its capacity as WFP Ministry of Protection, the Ministry of Agriculture will chair the Programme Management Committee responsible for the validation of activities and plans for cooperation among the annual reports. It will comprise: a chairman, appointed by the Ministry of Agriculture; representatives of the ministries concerned and of their implementing partners, the FAO/WFP Assistant Management Committee and the director of WFP in Cameroon.
70. Given the arid climate of the North provinces, where there is a continuous risk of drought, the mechanisms for implementing the CP, which are sufficiently flexible, will make it possible to re-deploy resources in the form of loans, if necessary, in order to meet emergency humanitarian needs, which have been justified and documented in advance. The capacity for rapid intervention, reinforced through the emergency-development continuum, is of prime importance in the regions targeted.

### ⇒ *Participation of Beneficiaries*

71. The rate of women's participation in the implementation of previous WFP projects in Cameroon has been very low (32 percent). With a view to increasing that rate, WFP will make efforts to involve the traditional community heads, who are respected and followed by their populations, by urging them to develop women's potential.
72. The elite, especially elite women, in the beneficiary communities and on development committees will be mobilized to encourage women to invest themselves in activity implementation, based on their capacity. An NGO will supervise them. The heads of public and private community institutions will seek support for community development. Credible community intermediaries will manage activities in order to reduce the incompatibilities tied to cultural factors or traditions.

### ⇒ *Logistics Services*

73. When these are available, WFP will continue to resort to purchasing local food commodities when prices are competitive. Carriers selected on the basis of calls for tenders will dispatch these commodities to the regional warehouses. Imported food commodities will be dispatched from the port of Douala to the regional warehouses, by WFP's forwarding agents.
74. The regional warehouses will be managed by the FAO/WFP Assistance Management Committee with the support of WFP logisticians, who will take regular inventory. The FAO/WFP Assistance Management Committee and WFP's partner NGOs will ensure logistics for the transport of food commodities from the EDPs/regional warehouses to beneficiaries.



75. Within the scope of the CP's activities, WFP and the Government will provide equally for landside transport, storage and handling (LTSH) from the port of unloading to the EDP, and for secondary transport to the beneficiaries.

### Monitoring Arrangements

76. Within the framework of responsibilities for CP management, as a whole—at the level of activity planning and review of activity outcomes—the Programme Management Committee, chaired by the Ministry of Agriculture, in its quality as WFP trustee, will study the overall results with regard to the objectives, mostly in terms of their effects on the beneficiary populations. WFP's sub-offices will monitor output indicators and evaluate programme management. To ensure complementarity of interventions and to strengthen cooperation with stakeholders, the heads of the sub-offices will cooperate with the sectoral services concerned, the United Nations agencies involved and the traditional leaders of the beneficiary communities.
77. An M&E system with output indicators and their relevant outcomes will be set up for each activity. The sources of information and data-gathering techniques will also be determined. A logical framework has been developed for each CP activity. It will be adjusted at the time of appraisal and formulation of the summary of activity. The principle of the obligation of results will be applied. Therefore, actors in the field will be trained in the gathering and harmonized use of data, and the drafting of reports, in order to make the monitoring system an effective tool for CP management and for obtaining information on the progress achieved and the results obtained. Monthly reports from the branch offices will be sent to the country office in order to prepare a synthesized report. The consolidated provincial report, endorsed by the Country Director, will be distributed to the partner ministries and the regional office.

### Evaluation

78. During the first six-month period of 2005, the CP will be the subject of a mid-term evaluation, with the participation of external consultants, government counterparts and operational partners. On the one hand, this procedure will make it possible to examine the progress achieved in children's, in particular girls', schooling in the targeted regions. Changes in the food security conditions of the populations that manage a granary or that have access to rural infrastructure will also be evaluated, as regards women—in particular, their incomes and decision-making power. Activity design and management and monitoring systems will also be reviewed. Finally, the evaluation mission will examine WFP's phasing-out and the takeover of activities by the Government and beneficiary communities.

## RECOMMENDATION

79. For the proposed Country Programme for Cameroon (2003–2007), the Executive Director requests that the Board endorse the allocation of US\$10,504,410, covering all of the basic direct operational costs, within the limit of the available resources.



## ANNEX I

### EXECUTIVE SUMMARY OF THE CSO FOR CAMEROON (WFP/EB.2/2000/4/1)

Cameroon is a low-income, food-deficit country with an annual per capita income of some US\$650. Its population is estimated at 14.1 million, with an annual growth rate of 2.8 percent. UNDP's Human Development Index for 1998 places Cameroon 132rd out of 174 countries. The 1998 Human Development Report shows that 84 percent of the poor live in rural areas, and that 64 percent of the rural population is poor. The poverty index increases away from the coast and towards the north. The infant mortality rate (zero to 5 years of age) is 102 per 1,000 and the Aggregate Household Food Security Index (AHFSI) is 79.4.

In view of the Government's priorities and strategies in fighting poverty and food insecurity and the programmes being implemented by other partners, WFP's future activities in Cameroon will focus on the poorest rural areas affected by food insecurity and on two sectors: primary education and rural development. The future programme will meet growing demand for education in the East, Adamaoua, North and Extreme North provinces. It will also contribute to two food security operations in North and Extreme North provinces. In line with the Executive Board's decision 1999/EB.A/2, WFP's development activities focus on five objectives. WFP's future programme in Cameroon will bear on three of those objectives:

- Enable poor households to invest in human capital through education and training;
- Make it possible for poor families to gain and preserve assets; and
- Enable households which depend on degraded natural resources for their food security to make a shift to more sustainable livelihoods.

Children (both girls and boys) in poverty-stricken, food-deficit areas as well as smallholders, particularly women, in rural areas of northern Cameroon will benefit from WFP assistance.

The Country Programme will cover the 2003-2007 period so as to coincide with the United Nations Development Assistance Framework (UNDAF) and harmonize with the programming period of other institutions in the United Nations system. Primary education activities as well as those linked to food security such as village storage facilities and hydro-agricultural improvements will commence before the formulation of the Country Programme so that its projections may be based on well-tested levels of technical feasibility and absorption rates.

### HIGHLIGHTS OF THE DISCUSSION HELD DURING THE EXECUTIVE BOARD ON THE CSO FOR CAMEROON (WFP/EB.2/2000/4)

The Board commended the CSO for Cameroon, for its beneficiary targeting and compatibility with the Enabling Development policy, and authorized the Secretariat to proceed with the preparation of a Country Programme. Some representatives requested that the forthcoming document include detailed beneficiary figures for the school feeding activity and provide precise information regarding the implementation strategy, especially organizational measures to ensure the feasibility of Country Programme activities.

The Board emphasized the need to build local capabilities in developing food aid policies for future exit strategies. A participatory approach and the inclusion of appropriate development indicators that could be used for monitoring and evaluation were highlighted.



One representative advised the Secretariat to ensure that there would not be migration of children from non-beneficiary to beneficiary schools. Several representatives recommended seeking additional complementary inputs, coordinating with other donors, and appropriately involving selected NGOs in implementing future activities. The need to coordinate rural development activities with those currently under way in the country was stressed.




<b>COUNTRY PROGRAMME—CAMEROON (2003-2007)—LOGICAL FRAMEWORK</b>
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Results hierarchy	Performance indicators	Risks/Assumptions
<p><b>Government Objective</b></p> <p>The Government's basic objective is to provide the populations sustainable well-being by effectively fighting undereducation, poverty and food insecurity, with special attention to vulnerable women and groups in underprivileged areas.</p> <p><b>Country Programme Objective</b></p> <p>The objective of this first WFP CP for Cameroon (2003–2007) is to promote education and the alleviation of food insecurity in the most vulnerable regions.</p>	<p>Increase, by gender, in the number of students enrolled in the primary school cycle</p> <p>Increase in the incomes of the poorest households</p> <p>Increase in food production</p> <p>In the recipient communities:</p> <p>Increase in the incomes of underprivileged households, in food production, and in the number of students, especially girls, in the primary school cycle</p>	<p>The Government and donors increase budgetary resources for services for intervention</p> <p><b>Risks:</b> Embezzlement, corruption, incompetence on the part of those performing tasks</p> <p><b>Risks:</b> Incompetence on the part of other those performing tasks</p> <p>Others do not mobilize their resources in time</p> <p>Deviation of resources from their initial destinations</p>
CP Objectives	CP Performance indicators	Risks/Assumptions
<p>Basic Activity 1 aims to increase the enrolment rate of children in general, and of girls in particular, in the underprivileged rural areas of the targeted provinces.</p> <p>Basic Activity 2 aims to reduce the food insecurity of poor rural households by increasing Crop production and the management capacities of all producers and placing emphasis on women, who are the majority of subsistence farmers in the region.</p>	<p>Increase in the enrolment rate of children, by gender</p> <p>Reduction in the school drop-out rate, by gender</p> <p>Increase in the enrolment and attendance rates of girls in CE2, CM1 and CM2</p> <p>Improvement in access routes to poor, landlocked communities with food deficits</p> <p>Increase in local food production</p> <p>Increase in the quantities and qualities of crop production and storage works</p>	<p><b>Risks</b></p> <p>Insufficient room in the targeted schools</p> <p>Insufficient number of trained teachers</p> <p>Deviation of aid</p> <p>Unavailability of sufficient resources</p> <p>Socio-cultural constraints</p> <p>Incompetence of partners in the field</p> <p>Quality of works</p> <p>Severity of climatic hazards</p>



<b>COUNTRY PROGRAMME—CAMEROON (2003-2007)—LOGICAL FRAMEWORK</b>
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Specific Objectives, by Activity:	Activity Outcome	Risks/Assumptions
<b>Basic Activity 1</b>		
1.1 Increase the enrolment rate in areas where these rates are lower than 50 percent	The overall enrolment rate in the targeted provinces is close to the national rate	The national Ministry of Education respects its commitments with regard to structures-facilities and the distribution of trained teachers in the schools receiving WFP food aid
1.2 Reduce the school drop-out rate of children in general, and girls in particular	The drop-out rate is negligible	
1.3 Increase the enrolment rate of girls	The number of girls enrolled increases in the schools receiving assistance	Parents understand the importance of education in general, and that of girls especially  Migration of students to the schools receiving assistance from the schools with no assistance
1.3 Increase the enrolment rate of girls in grades CE2, CM1 and CM2 by providing dry cereal rations	The enrolment and attendance rates of girls in CE2, CM1 and CM2 rises from 21 percent to 25 percent by 2007	
<b>Basic Activity 2</b>		
 2.1 Increase food production by creating conditions that are more favourable to production and to the productivity of arable lands and of smallholders.	Increase in the number of persons participating in rural management works	Availability of the necessary competencies  Flexibility with regard to landowning  Populations equipped with the necessary tools
	Increase in the areas and the yields per unit of surface area	
	Mastering of improved production technologies that are most suited	
2.2 Improve access to landlocked rural areas by creating and maintaining tracks and clearing structures	Opening up of the community and its markets to the outside	
	Increase in local agricultural production	
	Increase in the number and length of tracks and clearing structures	
2.3 Improve the management of crop storage	Reduction in the lean period	



<b>COUNTRY PROGRAMME—CAMEROON (2003-2007)—LOGICAL FRAMEWORK</b>
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2.4 Increase sensitization in view of massive participation by women in community crop clearing (accessing), production and management

Increase in women's participation (70 percent) and in their awareness of their responsibilities in the rural management works of crop clearing, production and preservation

Sensitization of traditional authorities to the importance of women's role in food security and the need to eliminate the prejudices placed on women

**Main Outcomes**

**Activity outcome indicators**

**Risks/Assumptions**

**1.1.1. Basic Activity 1**

355,000 students of both genders are enrolled during the period of the CP at a rate of 67,000 per year

Number of schools receiving WFP food aid per province

Number of students, by gender, enrolled at the beginning and at the end of the school year, and during the CP

Total number of students by gender and by class, and the average by province

Quantity of food commodities, by type, that WFP has distributed per year for school feeding

Quantity of supplementary food commodities, by type, that parents have supplied for school feeding in their community's school, per year, and for the duration of the CP

**Assumptions**

The Government equips schools receiving WFP food aid with facilities, educational materials and trained teachers

Parents are sensitized to the importance of education in general, and that of girls in particular

Teachers are identified and selected for the schools receiving WFP assistance on the basis of their willingness to work in difficult areas

1.1.2 Sixteen to 17 percent of girls are enrolled each year and regularly attend classes in CE2, CM1 and CM2

Number of girls per each CE2, CM1 and CM2 class who receive a dry cereal ration

Quantity of cereals distributed for the dry take-home ration that girls bring to their families each year, and for the duration of the CP



<b>COUNTRY PROGRAMME—CAMEROON (2003-2007)—LOGICAL FRAMEWORK</b>
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Drop-out rate is reduced

Number of students, by gender, who drop out each year, and for the duration of the CP

Repetition rate

Number of students, by gender, who have completed the primary school cycle with a CEPE and/or have passed exams to enter grade 6

**Principal outcomes**

**Activity outcome indicators**

**Risks/Assumptions**

**Basic Activity 2**

**Assumption**

2.1.1 Increase in the populations' interest in community development works

Number of participants, by gender, in the rural management works

Sensitization of beneficiaries



**Risks**

2.1.2 Increase in managed areas and in agricultural yields

Number of hectares managed for agriculture

Incompetence of partners

Production and yields at the beginning of works and after their completion

Number of mill-courses constructed

Natural disasters

Perimeter areas that have the use of water for irrigation during all seasons

<b>COUNTRY PROGRAMME—CAMEROON (2003-2007)—LOGICAL FRAMEWORK</b>
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2.1.3 Construction and maintenance of access roads to beneficiaries and to landlocked markets.

Number and length of tracks (i) created and (ii) maintained each year

Number of concrete fords, culvert, channels built, and their length

Number of markets

Average tonnage of food commodities marketed during the year

Tonnage of food-for-work food commodities per year

**Principal outcomes**

**Activity outcome indicators**

**Risks/Assumptions**

2.1.4 Increase in the communities' storage capacities, with 200 new granaries of 20 and 40 tons

Number of community granaries

**Risks**

Number of members, by gender

Insufficiency of WFP resources

Number of granaries belonging entirely to women

Delivery delays

Tons of commodities originating from the village stored per year

Cereals traffickers' activities

Tons of WFP commodities for the community village granaries

Duration of the lean period before the activity, and with the granaries activity

Women become aware of the important role they play in community development works.

Number of women participating in community development works

**Assumption**

Sensitization of authorities and household heads.



## ANNEX III

<b>BUDGET PLAN FOR THE COUNTRY PROGRAMME FOR CAMEROON (2003–2007)</b> <b>Basic Activities</b>
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	<b>Basic Activity 1 School Feeding</b>	<b>Basic Activity 2 Food Security</b>	<b>Total</b>
Food commodities (tons)	18 752	6 096	<b>24 848</b>
Food commodities (US \$)	4 223 606	1 219 200	<b>5 442 806</b>
External transport	2 250 270	670 450	<b>2 920 720</b>
LTSH (total)	1 384 295	461 589	<b>1845 884</b>
LTSH (cost per ton)	(73.82)	(75.72)	-
Other DOC	100 000	195 000	<b>295 000</b>
Total DOC	7 958 171	2 546 239	<b>10 504 410</b>
DSC <sup>1</sup>	399 100	125 000	<b>524 100</b>
DSC*			<b>25 000</b>
ISC (7.8%) <sup>2</sup>			<b>862 174</b>
<b>Total WFP costs</b>	<b>9 009 138</b>	<b>2 879 596</b>	<b>11 915 684</b>
<b>Government contribution</b>	<b>72 551 441</b>	<b>215 758</b>	<b>74 554 716</b>
FCFA equivalent	52 890 000 000	157 287 570	54 058 787 570

<sup>1</sup> The amount of direct support costs (DSC) is a merely indicative figure submitted to the Executive Board for its information. The annual allocation of the sums needed for DSC to a given programme is reviewed and fixed each year after an evaluation of the DSC and of available resources.

<sup>2</sup> The rate applied to indirect support costs (ISC) may be modified by the Executive Board during the period covered by the CP.

\* The sum of US\$25,000 is intended to cover expenses for the mid-term CP evaluation. Please note that this amount is attributed to the total DSC, but to neither one of the two activities (but it is not attributed to either one of the two activities).

*Note:* Considering the priority the Government gives to the CP activities, because of their relevance, its contribution in their respective sectors for their implementation will increase as the country's economic conditions improve.



# ANNEX IV



## WFP COUNTRY PROGRAMME ACTIVITIES - CAMEROON



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.



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## ACRONYMS USED IN THE DOCUMENT

APE	Parents' associations
CE2	Elementary courses 2
CM1	Middle courses 1
CM2	Middle courses 2
CSO	Country Strategy Outline
FAO	Food and Agriculture Organization
GDP	Gross domestic product
GNP	Gross national product
HIPC	Heavily Indebted Poor Countries
LIFDC	Low-income, food-deficit country
NGO	Non-governmental organization
ORSTOM	Office of Overseas Scientific and Technical Research
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VAM	Vulnerability analysis and mapping

