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**Executive Board
Second Regular Session**

Rome, 12 - 15 May 1998

DEVELOPMENT PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 6



Distribution: GENERAL
WFP/EB.2/98/6-A/1

6 February 2009
ORIGINAL: FRENCH

DEVELOPMENT PROJECT CAMEROON 4387.01

School feeding in Adamaoua, North, Extreme North and Eastern provinces

Duration of project	Four years
Total food cost	4 511 518 dollars
Total cost to WFP	8 235 571 dollars
Total cost to government	1 628 862 dollars
Annual number of beneficiaries	49 000

All monetary values are expressed in United States dollars, unless otherwise stated.
One United States dollar equals 600 CFA francs.

ABSTRACT

Cameroon, which is classified as a low-income, food deficit country (LIFDC) is still in the grip of a serious economic recession characterized by a substantial drop in gross domestic product (GDP), a fall in household incomes and the introduction of draconian budget cuts in the framework of a structural adjustment programme. Consequences of these macro-economic phenomena include an increase in poverty and food insecurity, specially in the country's northern and eastern regions. Basic social services, and education in particular, have been hard-hit by tight financial restrictions and are no longer able to respond to demand. As a result, an alarmingly large number of children, many of them girls, are no longer sent to school. Food aid should assist in reversing this negative trend and help boost education in regions specially afflicted by poverty by linking schooling to a concrete improvement in the living conditions of pupils and their families.

WFP assistance to Cameroon in the education sector began in 1992 with project Cameroon 4387.00. The present expansion aims to increase enrolment at, and attendance in, schools among girls and to re-target the project on the country's northern and eastern provinces. It calls for local communities to run and finance their schools, while WFP assistance will be limited to the primary sector and rural areas.

Project assistance will go on a priority basis to schools in the poverty-ridden areas of four provinces where enrolment rates are markedly below the national average (between 33 and 62 percent for both boys and girls as opposed to 70 to 80 percent in the central, coastal and southern parts of the country). The schools targeted will also be ones where, as a result of major economic and social problems, enrolment and attendance by girls falls well below the figures for the rest of the country, ranging between 38.8 percent (Adamaoua) and 31 percent (Extreme North). The project will feature the following innovations as compared with the previous phase:

- beneficiary schools will be targeted on the basis of enrolment rates and on the percentage of girls enrolled and attending; the figures are to be tracked by a permanent system of monitoring and evaluation;
- village communities will take over the running of their schools, including a contribution in kind by parents to the canteens;
- take-home rations will be supplied to senior girls; and
- the national counterpart will be expected to exhibit greater management flexibility.

Questions concerning the durability of the effects of school feeding in Cameroon will be considered by WFP in the framework of a country strategy formulation mission in 1999.

This document is produced in a limited number of copies. Delegates and observers are kindly requested to bring it to the meetings and to refrain from asking for additional copies.

NOTE TO THE EXECUTIVE BOARD

This document contains recommendations for review and approval by the Executive Board.

Pursuant to the decisions taken on the methods of work by the Executive Board at its First Regular Session of 1996, the documentation prepared by the Secretariat for the Board has been kept brief and decision-oriented. The meetings of the Executive Board are to be conducted in a business-like manner, with increased dialogue and exchanges between delegations and the Secretariat. Efforts to promote these guiding principles will continue to be pursued by the Secretariat.

The Secretariat therefore invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff member(s) listed below, preferably well in advance of the Board's meeting. This procedure is designed to facilitate the Board's consideration of the document in the plenary.

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PROBLEM ANALYSIS

1. Cameroon figures among the low-income food-deficit countries (LIFDCs) and rates 133rd in the UNDP Human Development Index classification for 1997. Its population (13 million in 1995) lives in an area covering 475,440 km². Roughly speaking, the country is divided into a humid, tropical southern half and a northern half with a climate similar to the Sudan's. Agricultural yields are low in the north and incomes and access to food is well below those in the south. Basic social indicators (health, education, condition of women, etc.) are also unfavourable in the three northern provinces as well as the eastern one, which have marginal economies.
2. Over the country as a whole, demographic pressure (population growth of 2.9 percent a year), higher population density, under-utilization of inputs, inadequate extension, disorganized markets and post-harvest losses have led to a fall in food crop production and in the amount of food available per capita. According to FAO, food production in Cameroon dropped to 79 in 1996 from an index base of 98.6 in 1982, and the daily calorie intake fell from 2,300 to 1,981 during the same period. The figures are even lower if only the northern and eastern provinces are considered.
3. The downturn in agricultural production reflects a global economic crisis that has left no sector unspared. The budget deficit, the size of government debt, falling prices in the agricultural and oil markets and the collapse of public and private companies have had dire consequences on the standard of living of families, on their incomes and on their ability to educate and care for their children. Macro-economic remedies imposed by the leading donors in the name of a much-needed structural adjustment have plunged Cameroon into a deflationary spiral the end of which is not yet in sight. Gross domestic product (GDP) per capita, which stood at 962 dollars per capita in 1980, was down to 661 dollars in 1994 and average per capita consumption has fallen more than 40 percent. According to some household surveys the number of those living below the poverty line has increased from 49 to 71 percent in rural areas.
4. Given their special vulnerability, the northern and eastern parts of the country have been hit hardest by the crisis. The gap between them and the south has widened and the four provinces involved have not been able to cope with the social consequences of increased poverty and of being substantially left to their own devices by the government. One of the most alarming phenomena is the flight away from schools.
5. Under the pressure of circumstances, the official education budget was cut from 72.07 billion CFA francs in 1990/91 to 61.40 billion CFA francs in 1995/96. However, the figures are more theoretical than real as the government has always been very slow to send funds down the pipeline. As a result of budgetary restrictions, existing school buildings are falling into disrepair, new schools have stopped being built, teachers are no longer recruited, teacher-training institutes have been closed down, supplies have been interrupted and a large number of school days have been lost. Available statistics show that the gross enrolment rate, which was around 98 percent in 1992, dropped to a national average of 70 percent in 1994/95. Other sources give different figures for the same period, e.g., UNESCO, which reports an enrolment rate of 85 percent for 1992 (91 percent boys and 80 percent girls). A joint WFP/UNESCO mission in 1996 put the effective rate at 58 percent while a donors' meeting in Yaoundé in 1997 came up with a figure of 70 percent. These data compare with an average enrolment rate for sub-Saharan Africa of 72 percent.



6. School enrolment is even lower in the provinces covered by the project, where the most recently available gross rates are 62 percent in Adamaoua, 50 percent in Northern province, 33 percent in Extreme Northern province and roughly the same in Eastern province. As regards the boy/girl ratio, the latest data show an enrolment rate of 38.8 percent for girls in Adamaoua, 32.5 percent in Northern province, 31 percent in Extreme Northern province and comparable rates in the East.
7. In order to try and remedy the situation, the Government of Cameroon decided in 1996 that responsibility for running the schools should be transferred to local, urban and rural, communities, who thus found themselves saddled with the greater part of the running, maintenance and investment costs. The government set up management committees grouping parents, teachers and local community representatives to finance and manage the schools.
8. Faced with day-to-day difficulties in making ends meet, and shouldered with the direct and indirect costs of their children's education, many families chose to withdraw their children from school. Primary education has become too expensive for the following reasons:
 - a) parents cannot meet the cost of school fees and of the many official and unofficial contributions required to keep the schools running;
 - b) they need to keep their children, specially girls, at home to work in the fields or in the home;
 - c) children become tired, largely because they are left without a meal or a snack during the school day; and
 - d) families become discouraged at the amount of work they have to do to send their children to school.
9. Parents thus come to consider schooling as a burden rather than as an opportunity and in consequence often decide not to provide their children with education. As a general rule, girls are the first victims. Many children who are entered at school also end up by dropping out.
10. In the four provinces covered by the project, a number of non-economic factors play a further role in marginalizing education. They are essentially cultural, education being perceived as substantially useless and women being seen as subordinate to men. Although important, such obstacles could be more easily overcome if families were not so poor. There are doubtless thousands of parents in the provinces targeted who would choose to send their children, including girls, to school if this could help bring about even a moderate improvement in their daily lives.

PREVIOUS WFP ASSISTANCE

11. WFP assistance to the education sector in Cameroon began in very modest fashion in 1972 in the framework of a multi-purpose project (Cameroon 773), which was expanded in 1979 and 1985. Assistance continued to be very limited until December 1991, when project Cameroon 4387–School feeding for the Social Dimension of Adjustments Project was approved. School feeding then became WFP's biggest project in the country.
12. In the absence of a Country Strategy Note (CSN), which the Government does not consider indispensable at present, external assistance to the education sector is planned



through direct contacts between interested parties, who have formed an association of donors intervening in the field of education. The gradual introduction of the United Nations Development Assistance Framework (UNDAF) should improve inter-agency cooperation from the early stages of the project.

13. WFP's past and present assistance to education has been reviewed by a number of evaluation missions and by a technical review mission in March/April 1996. Their conclusions were that the projects had only partially achieved their objectives due to a lack of geographical and social targeting, to poor management from the government counterparts, to the absence of community involvement and to the high level of financial contributions required of beneficiary institutions. The new phase re-focuses the project on the country's poorest areas and communities, strongly involves local communities in the running of the schools, reduces beneficiaries' participation in logistics expenses and clarifies the responsibilities of the government counterparts.

OBJECTIVES OF THE PROJECT

14. The objectives of this four-year project are in line with the government's educational strategy as defined in its 1996 Declaration of a New Education Policy. The project should help contribute to improving and universalizing basic education. It should reduce geographical and gender imbalances by helping the communities concerned to participate actively in the running of their schools; it should also help ensure that aid reaches the poorest and most under-educated population groups in the country.

Immediate objectives

15. Immediate objectives of the project are as follows:
- a) to contribute to increasing the number of children going to primary schools in poor areas afflicted by food insecurity;
 - b) to contribute to augmenting pupils' capacity to learn by providing them with a balanced nutritional complement; and
 - c) to contribute to raising enrolment and attendance rates among six to 14-year-old girls in the provinces targeted.

Expected outputs

16. The project's expected outputs, which are listed in the annex, are to provide assistance to an average of 49,000 pupils over four years, consisting of the following:
- a) a daily meal for all pupils, both boys and girls, in the schools covered (100 percent of beneficiaries); and
 - b) a quarterly dry ration to families keeping their daughters at school in the last two years of primary schooling (33 percent of beneficiaries).

TABLE OF BENEFICIARIES		
School canteens B/G	Dry rations* G	Total beneficiaries B/G



First year	47 000	15 000	47 000
Second year	49 000	16 000	49 000
Third year	50 000	16 500	50 000
Fourth year	50 000	16 500	50 000
Total	196 000	64 000	196 000
Annual average	49 000	16 000	49 000

* Beneficiaries of dry rations will also eat in the canteens.

ROLE OF FOOD AID

17. After almost 12 years of economic crisis, the populations targeted by the project are living in conditions comparable to those in Cameroon's three neighbouring states, which are classified as least developed countries (LDCs) as regards poverty and access to food. Distribution of meals in the schools and the family rations will, given the situation, prove sufficiently attractive to ensure that certain groups of children who would otherwise not have been given an education, are sent to, and kept at, school.
18. In the circumstances, the role of food aid can be summarized as follows:
- to encourage enrolment in, and attendance at, schools among children of poor families, particularly in areas without a nearby school;
 - to provide a nutritional complement to beneficiary pupils;
 - to serve as extra motivation to parents in the knowledge that their children will be fed regular meals if they go to school;
 - to serve as an income transfer to parents keeping their daughters at school for the final three years. The direct transfer represented by quarterly rations of 50 kilograms of cereals and 10 kilograms of leguminous vegetables will partly compensate the loss of income resulting from the girls not taking part in activities traditionally assigned to them. The value of the food rations on the local market is calculated at some 9,000/10,000 CFA francs per quarter, which covers the direct and indirect costs of sending a child to a rural school (exercise books, pencils, etc.) and part of a pupil's basic needs (clothing, hygiene etc.);
 - to reinforce the commitment of local communities by means of their direct participation in the school canteens (supply of condiments and complementary food items, construction of premises, supply of utensils, preparation of meals etc.), in school management committees and parents' associations.
19. Rations distributed under the project will consist of the following:



SCHOOL CANTEENS

Commodities	Number of days (per year)	Grams	Total annual ration (kg)
Cereals	180	150	27.0
Oil	180	15	2.7
Beans	180	20	3.6
Iodized salt	180	5	0.9

GIRLS' SCHOOLING

Commodities (quarterly distribution)	Quantity (kg)	Total annual ration (kg)
Cereals	50	150
Pulses	10	30

CHOICE OF COMMODITIES AND NUTRITIONAL VALUE

20. The selection of the food basket takes account of beneficiaries' food preferences and includes cereals, vitamin A-enriched vegetable oil, leguminous vegetables and iodized salt to remedy nutritional deficits common in the regions concerned.
21. The ration's nutritional value (714 kilocalories, 18 grams of proteins and 21 grams of fats) represents 30 to 35 percent of the energy intake recommended for schoolchildren (FAO norms). Its market value in the provinces concerned is between 60 and 80 CFA francs depending on availability of commodities and price variations.
22. The ration needs to be completed by fresh condiments and vegetables (onions, vegetables, niébé, etc.) to be supplied by local communities through school management committees or parents' associations. It will be supplied in the form of a meal served between 10 a.m. and noon.
23. Total quantities to be distributed are:



	First year	Second year	Third year (tons)	Fourth year	Total*
School canteens					
Cereals	1 269	1 323	1 350	1 350	5 292
Oil	127	132	135	135	529
Beans	169	176	180	180	705
Iodized salt	42	44	45	45	176
Subtotal	1 607	1 675	1 710	1 710	6 702
Take-home rations					
Cereals	2 250	2 400	2 475	2 475	9 600
Pulses	450	480	495	495	1 920
Subtotal	2 700	2 880	2 970	2 970	11 520
Total	4 307	4 555	4 680	4 680	18 223

* Rounded-off figures.

PROJECT STRATEGY

Implementation

24. The Ministry of Education will be responsible for project strategy and implementation. Its priority tasks will include setting up the school canteens, training local communities, teachers and canteen managers, and organizing project monitoring and evaluation. The project's coordination unit at the ministry will look after implementation, monitoring and evaluation, and liaise with other central government bodies involved. Project logistics, including reception of the commodities at harbour, customs clearance, internal transport to extended delivery points and storage will be the responsibility of the WFP aid Permanent Management Committee. The committee will in all cases aim for the greatest possible cost-effectiveness, resorting to the private sector should this offer a price advantage. It will be the responsibility of the head-teacher and the school management committee to take delivery of the commodities at the schools. Parents' associations will have the right to supervise the running of the canteens.
25. As regards the dry rations intended for girls' families, deliveries will be made to the parents' committees. The committees will re-distribute the food to the girls' mothers within a maximum of two weeks of reception and will keep accounts of quantities received and distributed.
26. Awareness-raising campaigns will be undertaken regularly by the government, WFP and other organizations including UNICEF to promote schooling among girls and to ensure the full commitment of local groups to basic education and to the joint management of school activities.



Logistics

27. WFP commodities will be shipped according to resources available and project needs. Commodities will be delivered to the port of Douala and then onforwarded by WFP to the four extended delivery points at Bertoua, N'Gaoundéré, Garoua and Maroua. Individual deliveries to the schools will be made on a quarterly basis by trucks operated by the project or by private trucking companies, whichever offers better cost-effectiveness.
28. Purchase of commodities at regional level will be considered if appropriate products are available at competitive prices.

BENEFICIARIES AND BENEFITS

Direct beneficiaries

29. The number of children eating in the canteens will increase from 47,000 in the first year of the project to 49,000 in the second and 50,000 in the third and fourth years; the increases should result from the greater number of girls attending schools, where they will be enrolled on a priority basis.
30. The number of schoolgirls receiving dry rations will increase from 15,000 in the project's first year to 16,000 in the second and 16,500 in the third and fourth years.

Indirect beneficiaries

31. Families of schoolgirls will benefit from part of the dry rations supplied to their daughters. Figures for the number of families involved are set out in paragraph 30 above. The figures are calculated on the assumption that no family has more than one girl attending CM1 or CM2 classes.
32. Village communities will benefit from the greater dynamism of their schools and, as a consequence of their participation in parents' associations and management committees, will be able to exercise greater control over their own development.

Selection criteria

33. Eligible for WFP assistance are schools where girls account for less than 40 percent of students and where at least 40 percent of students live more than 40 kilometers away. Preference will be given to areas where the overall enrolment rate is below 30 percent. Schools will be selected on the basis of students enrolled at the beginning of the school year in October 1997. Schools in rural areas will be given preference but WFP assistance will be provide on condition that it is used properly and that canteens are kept running without interruption. Beneficiary schools which fail continuously to respect these conditions will be struck off the project.

Benefits for women and girls

34. The project will encourage girls to enroll at, and attend, schools in backward rural areas with a view to achieving an equilibrium between boys and girls in most schools by the end of the project. Given the wide cultural and socio-economic differences between different areas in the four provinces, the project will aim to raise the average rate of girls' participation to over 50 percent in the beneficiary communities as a whole. Some particularly poverty-afflicted areas will have problems achieving that target, while others



will exceed it. The number of rations distributed to girls and their families will increase by seven percent from year one to two and by three percent from years three to four—an overall increase of 10 percent. The family rations will be reserved exclusively for girls attending CM1 and CM2 classes as they run a much higher risk of being suddenly withdrawn from school than younger girls.

35. The total quantity of food required for the school canteens project is 6,702 tons, of which girls will receive between 30 and 50 percent according to the region, whereas the quantity needed for family rations is 11,520 tons, with girls and their families receiving 100 percent. The proportion of food directly or indirectly contributing to the promotion of girls' education will thus vary between 70 and 80 percent over the project area as a whole.
36. The permanent management committee and school authorities will be made fully aware of the priority given by the project to girls' education. A close watch on results achieved in terms of progress towards the empowerment of women will be a focal point of the monitoring and evaluation system, and beneficiary communities failing to make any headway in that direction will risk being excluded from the project from the second year.

PROJECT SUPPORT

37. Education in Cameroon benefits from the support of the World Bank through a 45 million-dollar project aimed at the rehabilitation of that sector. UNICEF is also intervening with a pilot schools programme aiming to promote girls' education in poverty-afflicted northern provinces. UNESCO is preparing a programme of school texts distribution and the Islamic Development Bank is planning to renovate 48 primary schools across the whole country.

Internal logistics costs

38. Given Cameroon's classification as an LIFDC and the heavy financial constraints on the national budget, WFP had, during the previous phase and with the approval of the CFA (CFA32, 1991) subsidized up to 60 percent of the ITSH costs of delivering the commodities to the schools. The funds required were to be generated by monetizing part of the flour at the port of Douala. This proved impractical, however, and in the end the ITSH subsidy was financed out of the WFP budget.
39. Considering that Cameroon's economic and social indicators are still down, and given the constraints on public finances, WFP will once more cover the cost of the ITSH subsidy on an exceptional basis during this phase of the expansion. But the subsidy rate will be reduced progressively and will be calculated on a base-rate lower than that used in the previous phase. ITSH will thus be refunded to project authorities to the tune of 55 percent of the base rate for Cameroon in the first year, 45 percent in the second, 35 percent in the third and 25 percent up to the end of the project. The base rate is currently 143 dollars, and the annual average, calculated on the prorated annual deliveries and the above percentages, is 57 dollars per ton.

Non-food items

40. It is not intended to provide beneficiary schools with cooking utensils in order to encourage village communities to use their own initiative in organizing the canteens. Equipment required for the four provincial warehouses will have to be provided, however.



In addition a budget will be set aside for the refurbishment and maintenance of equipment, for the purchase of two four-wheel-drive vehicles so the Ministry of Education can monitor the project, and for computer equipment to be used for food stocks management and project monitoring and evaluation. Total costs under this budget line is calculated at 295,000 dollars.

Monitoring and evaluation

41. A more efficient monitoring and evaluation system than that used in the first phase will be set up jointly by the WFP country office, the permanent management committee and the Ministry of Education. The system will aim at:
 - a) improved monitoring of commodity movements and distribution (quantities and accounts monitoring); and
 - b) improved input concerning the project's impact on beneficiaries (individuals and groups) so as to respond more effectively to any problems detected.
42. Drawing on data entirely broken down by gender, monitoring and evaluation will ensure:
 - a) that data is collected with a view to setting up a database in time for project start-up. The WFP office in Cameroon will hire local consultants for this purpose. The latter will also help train project personnel involved in all aspects of monitoring and evaluation;
 - b) that all information concerning the project is integrated with the regular reports of the Ministry of Education's inspectors and representatives. Special forms for registering statistical data on the number of beneficiaries have already been designed and will be attached to the reports; and
 - c) that more specialist personnel are present in the field; this involves the recruitment of United Nations Volunteers (UNVs) and the opening of a sub-office in Garoua.
43. Monitoring will be conducted through field visits and compulsory periodic reports from school authorities, parents' associations, Education Ministry bodies at all levels and the UNVs. The reports will list:
 - a) the number of pupils (by class and gender) enrolled in a school and their attendance record (school rosters);
 - b) the number of beneficiaries (by class and gender) eating in the canteens (canteen manager's rosters);
 - c) stock movements of food and non-food items supplied by WFP and the communities;
 - d) the families benefiting from dry rations, the date they were consigned and the quantities released; and
 - e) a special report on attendance by girls benefiting from the take-home rations.
44. In addition, a number of schools not covered by the project will be selected as reference benchmarks in similar areas so as to verify what impact food aid is having.
45. Each beneficiary school will return a quarterly report covering the above points to its primary schools inspectorate. Primary schools inspectors will consolidate the reports from the area under their jurisdiction and transmit them to the next-higher level for a provincial-level synthesis to be established. Data collected at provincial level will be registered by the aid Management Committee and the WFP sub-office in north Cameroon. UNVs working on the project will have unrestricted access to the data at all levels. Any community failing



to return its three quarterly reports by the end of the school year may be struck off the project under a joint decision by Education Ministry authorities and WFP.

46. As special budget for the monitoring and evaluation programme is included in the direct support costs.

PROJECT FEASIBILITY AND SUSTAINABILITY

47. The project's first phase was assessed by a technical evaluation mission which recommended re-focusing the project on the country's northern and eastern provinces, concentrating resources on primary education and securing the fuller participation of local communities, parents' committees and the Ministry of Education. The mission also recommended that charges to beneficiaries be reduced and suggested a number of other changes in the project's logistics organization and management.
48. Most of the recommendations were implemented in the last year of the project's first phase and the selection of beneficiary institutions taking part in the expansion phase fully coincides with the wishes of WFP and of the government.

Technical feasibility

49. The project takes full account of the critical situation faced by most schools in the regions targeted, both in terms of reduced means at their disposal and in terms of the fact that teaching personnel leave much to be desired in both quantitative and qualitative terms. Food aid, requiring the communities concerned to participate actively in the life of their schools, aims at mitigating some of these constraints. It is likely, however, that some of the communities targeted will not be able to muster the minimum resources required. Such communities should be identified as soon as possible by the monitoring and evaluation system. The Ministry of Education and the project management committee will then be called on to analyze their problems. If it seems a solution can be found to the difficulties encountered, local Ministry of Education authorities should try to help out the groups concerned by providing them with temporary logistics or management support. Otherwise, the communities will be withdrawn from the project before the end of the school year in question.
50. As far as possible the canteens should be kept running at the same time as dry rations are distributed to girls' families. Should a canteen be forced to close before the end of the project, distribution of the dry rations should nonetheless continue as long as the school stays open and the girls concerned continue to attend.

Social and economic feasibility

51. The Government's budget represents the main source of financing to basic education, to which the Ministry of Education devotes 22 percent of its resources. The bulk of the funds is spent on operational costs, but this is not enough to cover all expenses. The project aims to promote complementary sources of financing (parents, village, external aid) as these are a *sine qua non* condition for the schools to keep running. In this context, community contributions will include manual labour (construction, maintenance, repair of school infrastructures), an investment in the management of the schools and the canteens, and the supply of local agricultural produce (condiments, vegetables etc.), of fuel and of utensils



and everyday materials. As far as possible, parents will be called on to make a bigger financial contribution.

52. Demand for education in the regions concerned is sufficiently great, even in so-called “traditional” communities, to justify the project. The populations involved are aware of the fact that the government no longer has the resources to provide basic services to every rural community and the only alternative is to finance such services, albeit in a rudimentary fashion, out of local village resources. Given the poverty of the provinces targeted, village groups cannot hope to come up with all the resources they need in the short term, but the project’s underlying principle is that, if sufficiently motivated, local communities will be able to make the efforts needed to run a cheap, simple educational system.

Sustainability

53. Running a school and a canteen represents a challenge to a poor community, and it is not yet known whether the government will be able to provide more financing to the primary education system in the medium term. Any further extension of WFP assistance to school feeding in Cameroon will depend largely on how the macro-economic situation in the country evolves during the four years of the project. In 1999, WFP will organize a Country Strategy formulation mission to Cameroon in order to define its future policy regarding the country.

PROJECT COSTS

54. Project costs are as follows:

BREAKDOWN OF PROJECT COSTS			
	Quantity (tons)	Average cost per ton (dollars)	Cost (dollars)
COSTS TO WFP			
A. Direct operational costs			
Commodity ¹			
- Cereals	14 892	204	3 037 968
- Vegetable oil	529	750	396 750
- Pulses	2 626	400	1 050 400
- Iodized salt	176	150	26 400
Total commodities	18 223		4 511 518
External transport and warehousing			851 949
ITSH	18 223	57	1 038 711
Sub-total direct operational costs			6 402 178
B. Direct support costs (see Annex for details)			828 350
Total direct costs			7 230 528
C. Indirect support costs (13.9 percent of direct support costs)			1 005 043



BREAKDOWN OF PROJECT COSTS

	Quantity (tons)	Average cost per ton (dollars)	Cost (dollars)
TOTAL COST TO WFP			8 235 571
COSTS TO GOVERNMENT			
- Education Ministry seconded to the project and administrative costs			257 621
- Permanent Management Committee Personnel and administrative costs			903 413
- Port fees, transport and internal logistics			467 828
TOTAL COST TO GOVERNMENT			1 628 862
TOTAL COST OF PROJECT (WFP and government)			9 864 433

Total cost to WFP as a percentage of total project cost: 83.5 percent.

¹ This is a notional food basket used for budgeting and approval purposes. The precise mix and actual quantities of commodities to be supplied to the project, as in all WFP-assisted projects may vary over time depending on the availability of commodities to WFP and domestically within the recipient country.

RISKS

55. The project's success depends on mobilizing mobilization communities in the way described in the paragraphs above and it can only really take off if such mobilization is achieved and becomes generalized. Some schools will have difficulty in finding teachers and the ones they do find may be poorly qualified. Parents' committees may also turn out to be ineffective. Major efforts will have to be made as regards training and awareness-raising. The permanent monitoring and evaluation system described above will make it possible to re-direct the project as and when difficulties are encountered.
56. As regards food aid management, project sites are spread far and wide and are difficult to reach. The Permanent Management Committee (under the auspices of the Ministry of Agriculture) which is responsible for reception and distribution of the commodities, will have to deal with complicated logistics problems and ensure that a correct cost-effectiveness ratio is maintained. The national counterpart should adopt rigorous management methods to stay within the budgetary limits and fulfil its objectives.

DISINCENTIVES, DISPLACEMENT AND DEPENDENCY

57. The quantities of food aid allocated to this project are limited and no disruption of markets is to be feared, even at village level where the amounts of food involved will not even cover the local structural deficit. The commodities supplied under the project are all familiar to the communities involved and no problems are anticipated regarding their acceptability.



RECOMMENDATION OF THE EXECUTIVE DIRECTOR

58. The project is recommended for approval by the Executive Board.



ANNEX

DIRECT SUPPORT REQUIREMENTS (dollars)

Personnel costs

United Nations Volunteers (2 x 4 years)	212 800
Local and temporary personnel	122 400
Subtotal	335 200

Technical support services

Training workshops	25 000
Consultants, surveys, studies	70 000
Subtotal	95 000

Travel and daily subsistence allowances

Subtotal	14 000
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Administrative costs

Rent of premises	14 500
Group services	3 500
Communications	12 000
Office supplies	2 000
Equipment repair and maintenance	5 400
Subtotal	37 400

Vehicles (Garoua sub-office)

Maintenance (UNV vehicles)	9 400
Fuel	4 150
Insurance	3 200
Subtotal	16 750

Equipment (Garoua sub-office)

Communications equipment	5 000
Vehicles (2x15,000) for UNVs	30 000
Subtotal	35 000

Non-food items

Construction/repair of warehouses	200 000
Warehouse equipment	50 000
2 light vehicles (for counterpart)	30 000
Computer equipment	15 000
Subtotal	295 000

Total direct support costs	828 350
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