



## GOVERNMENT OF THE REPUBLIC OF CAMEROUN

### **Title: Cameroon Millennium Villages Program (CMPV)**

The Government of Cameroon plans to implement a program entitled the Cameroon Millennium Villages Program (CMVP) with the financial support of the Government of Japan - the financial contribution of Japan was announced during TICAD in 2007- and in partnership with the United Nations system, the MDG Centre for West and Central Africa and Millennium Promise of the University of Columbia's Earth Institute. This program intends to improve the living conditions of the target population in 2 clusters of Cameroon by offering them a range of supports designed to contribute to the achievement of the Millennium Development Goals (MDGs). The program will contribute to the implementation of the growth and employment strategy paper (GESP) of the government by piloting application at the cluster level and with the MDGs serving as the reference point. These two starkly different clusters in terms of geo-physiographic, each have a population of 25,000, corresponding to a total of 50,000 inhabitants. They are characterized by deteriorating socio-economic conditions and accelerating degradation of its environment and natural resources. *Meyomessi* and its surroundings areas which is situated in the South Region of the country. The cluster belongs to the bimodal rain forest ecological zone and is found in the Congo Basin forest – the second largest tropical forest in the world after the Amazon basin forest. Its forest resources are undergoing a process of rapid degradation. *Maroua 1* which is situated in the Far North Region of the country. The Cluster belongs to the Sudano-Sahelian ecological zone with a mono-modal rainfall (400-1200 mm yearly) with a marked process of desertification and environmental deterioration. During the first phase, in view of confirmed financial resources, the program will first focus on a sample of 10,000 persons per site, or a total of 20,000. On the whole, activities will contribute to the implementation of the Growth and Employment strategy (GESP), taking the MDGs as the reference point. At both Meyomessi and its surroundings and at Maroua 1, the CMVP will bolster sustainable development and human security through community focused innovative investments multi-sectoral packages which are specifically tailored to the needs and priorities of each of these villages. These include activities pertaining to sustainable agricultural and food production, maternal and infant health, gender equality and women's empowerment, access to quality primary education amongst others. The program support will enable access to infrastructure such as will potable water and appropriate energy resources along with access to communication (mobile technology). It will seek to establish and consolidate an attractive environmental framework that offers opportunities to create sustainable income generating activities for poverty reduction and human development. At Maroua 1, of the program activities will focus on issues related to desertification and the socio-economic needs of the population whereas at Meyomessi and its surroundings, special attention will be paid to the sustainable management of forest resources.

**National Millennium Village Framework:** The framework builds on the strategic approaches expounded within the Action Plan of Strategy for Growth and Employment (SGE/PRSP II)

**United Nations Development Assistance Framework (UNDAF) Outcome(s):** By 2012 the implementation and the follow-up/evaluation of the policies and the macroeconomic and sectorial based programs promoting the development and poverty reduction through the creation and the benefit sharing of the wealth distribution, will be improved at the national and provincial level

**Expected Country program (CP) Outputs:** 1. Government capacity strengthened of the area of millennium development goals planning 2. Government and community based organization capacity strengthened in terms of monitoring of the millennium development goals based on statistics 3. Community based organization financial self-capacity is empowered 4. Capacity of local community strengthened in terms of poverty reduction

**Implementing Partners :** Ministry of Economy; Planning and Territorial Management with participation of participating Ministries of Agriculture and Rural Development; Health; Education; Environment and Nature; Forest and Wildlife; Energy and Water; Public Works; Breeding, Fishing and Animal Industries; Social Affairs; Youth; women and Family.

**Other Partners:** Government of Japan; UNESCO, UNFPA, WHO, UNIDO, UNICEF, FAO, UNIFEM, WFP, ECA, UNAIDS, ILO, HCR

**Execution Modality:** National Execution

<p><b>Program Period:</b> 1 Jan 2010 – 30 June 2012</p> <p><b>Program Component:</b> Community Development</p> <p><b>Program duration:</b> 2 years and 6 months</p> <p><b>Management arrangement:</b> National Execution</p>	<p style="text-align: center;"><u>Summary of Budget</u></p> <table> <tr> <td><b>United Nations:</b></td> <td style="text-align: right;">750,000 US \$</td> </tr> <tr> <td><b>Cost-Sharing/Contribution Government</b> (in Kind and cash)</td> <td style="text-align: right;">2 000 000 US\$ (in cash and in kind)</td> </tr> <tr> <td><b>Partners:</b></td> <td></td> </tr> <tr> <td style="padding-left: 20px;">- Japan</td> <td style="text-align: right;">5,769,250 US \$</td> </tr> <tr> <td><b>Total 2010-2012:</b></td> <td style="text-align: right;">8,519,250 US \$</td> </tr> </table>	<b>United Nations:</b>	750,000 US \$	<b>Cost-Sharing/Contribution Government</b> (in Kind and cash)	2 000 000 US\$ (in cash and in kind)	<b>Partners:</b>		- Japan	5,769,250 US \$	<b>Total 2010-2012:</b>	8,519,250 US \$
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**Minister of the Economy,  
Planning and Regional Development (MINEPAT)**

*[Signature]*

Date: **Louis Paul MOTAZE**

06 JUL 2010

**UNDP Resident Representative**



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Date: **Chierry Mertens**

21 JUL 2010

Représentant Résident

## I. Background and Situational Analysis

### Methodology used for the Program Formulation

To qualify for the Millennium Villages initiative, the Government mobilized the support of the Government of Japan and UNDP who globally on behalf of the UN system has been spearheading the implementation of the initiative. Since the inception of the CMVP initiative, the Government of Cameroon has coordinated all actions through MINEPAT. Based on this keen interest demonstrated by the government, UNDP, in the spirit of UN system approach has been coordinating the formulation of the program within the framework of a joint UN program. In this context, the program will be jointly with the various Agencies of the UN system based on their respective spheres of operation and with regard to their activities in the selected sites. The support of the UNDP's Millennium Village team based in Bamako and that of New York will contribute towards the formulation process. Three main elements justify and confirm the common approach of the Agencies of the UN system in Cameroon in benefit of the co-implementation of a CMVP:

- Japanese cooperation confirmed the importance of being involved in the Millennium Village initiative by placing at Government's disposal financial resources via UNDP for a joint program preferably involving all Agencies of the UNS;
- Following a series of conclusive consultations between the Government, Japanese Cooperation and UNDP as the lead Agency of the UN system, a conceptual memorandum marking the UNS involvement was drafted, endorsed by the Government.
- To complete the finalization of the joint program document, joint field missions<sup>1</sup> coordinated by MINEPAT and UNDP were necessary for the collection, analysis and processing of data on the baseline case of the selected sites. The joint program document obtained after incorporation of the field data, was subsequently beefed up with data from ECAM3, PRSP, DSCE and the human development report regarding the MDGs. A series of additional consultations of the program group helped to consolidate all these data and to make CMVP interventions more relevant and coherent.

With regard to the joint missions of the UNS were coordinated by UNDP and MINEPAT. The Agencies of the United Nations System were largely involved and all field actors contributed to the process. The MDG Centre for West and Central Africa were also involved at all stages.

The highlights of this approach were:

- A joint inter-agency mission coordinated by UNDP and MINEPAT was conducted from 7 to 14 June 2008 in Diamare Division to delineate geographically the villages of Maroua 1 cluster and collect the disintegrated basic data of these villages;
- Participation of MINEPAT and UNDP in the retreat of all Millennium Villages programs held in Bamako, Mali, from 23 to 27 June 2008, and which was the occasion for swapping information on the experience of African countries beneficiaries of the 1<sup>st</sup> (2006) and 2<sup>nd</sup> (2007) series of Millennium Villages programs (10 African countries) ;
- A preliminary mission conducted on the joint agreement of MINEPAT and UNDP from 22 to 25 July 2008 to map out the dense humid forest cluster and identify the villages to be considered in order to reach the threshold of 25,000 inhabitants ;
- The UNS Program Group's discussions during a meeting held at UNDP Office on 31 July 2008 to confirm the importance of undertaking a UNS inter-agency mission, similar to the one previously led to the Far North;
- A UNS inter-agency mission led by UNDP and MINEPAT, to the zone of Meyomessi and environs from 10 to 20 August 2008;
- A period for the treatment and processing of all disintegrated data on the two sites as from 29 August 2008, and for discussions with the Millennium Village Program team based in Bamako (MDG Centre for Central and West Africa) and that of New York, and with the UNS Program Group coordinated by UNDP;
- A mission to Cameroon by the Director of the MDG Centre for Central and West Africa from 3 to 10 November 2008, necessitated by the need to strength the MVP design process;

There after a series of consultation during 2009 between Government and UNS agencies were very helpful for the finalization of the program document.

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<sup>1</sup> On the selected sites, MINEPAT has largely mobilized and harnessed the input of its provincial and divisional delegations as well as those of MINAT, including all sector Ministries directly concerned by the MDGs.

## II. Program Focus

This program will capitalize on the efforts of all development stakeholders, especially government at central and decentralized levels, with emphasis on grassroots actors with a special attention to women and children. These entities refer to private individuals, community organizations, private sector organizations, and local government. Ultimately, it is expected that the good practices developed by CMVP through its comprehensive development approach will be replicated and up scaled on a wider scale at the national level and that it will enable national policy fine tuning.

## III. Justification of the Cameroon Millennium Villages Program

Globally, over one billion individuals live in extreme poverty and are forced to survive on less than one dollar a day. In the case of Cameroon, from 2001 to 2007, the proportion of the population living below the national poverty line did not vary significantly as it fell from 40.2% to 39%. The Poverty Reduction Strategy Program (PRSP) of Cameroon was launched in Cameroon in 2003-2006 and focused on socioeconomic development to include the MDGs. Over the same period, the GDP experienced an average real growth rate of 3.32%, whereas during the preceding 2000-2002 period in which no official poverty reduction program was implemented, the average real GDP growth rate was comparatively higher, standing at 4.23%. In 2001, of a population estimated at close to 15.5 million inhabitants, 6.2 million were considered as poor. According to ECAM3 statistics, the country's population in 2007 was estimated at close to 17.9 million inhabitants of whom 51% were women and 49% men, while 43% were aged below 15 years and only 3.5% was aged 65 years. Poor people were 7.1 million.

The immediate effect of this trend is the **significant increase in the number of poor people**. The countryside which was home to 85% of the poor in 2001 harboured slightly over 89% of them in 2007. This rise in the number of poor people, especially in rural areas, confirms the fact that programs<sup>2</sup> that were designed to increase rural incomes through better yields and higher agricultural production had not produced the desired results. **This therefore shows that the poor did not succeed in taking advantage of the effects of economic growth, and that farmers were among the socio-economic groups who continue to be hit hardest by poverty. This increasing ruralisation of poverty is a huge challenge of poverty reduction, and remains a priority issue in the upcoming PRSP II (which has the theme 'Economic growth and employment')**.

On the whole, it is evident that the growth targets Cameroon as set by the PRSP 2003 were not met, and that the country had difficulties capitalizing on its stable macro-economic framework and exploiting the opportunities that were offered between 2001 and 2007, especially in terms of pledged resources after it reached the decision and completion points of the Heavily Indebted Poor Countries (HIPC) Initiative.

In view of this experience the Government of Cameroon has committed itself to reduce extreme poverty, through a clear political will expressed at the highest level of state. The Cameroonian authorities place the attainment of the MDGs high on their agenda and support efforts aimed at reducing poverty and consolidating human development in the Cameroon Vision 2035 and more particularly, the upcoming PRSP on Growth and Employment DSCE. Other various interventions indicate the Government's commitment to integrate the MDGs in its national planning.

Today, Cameroon, like the rest of the world, is suffering from the effects of the global financial and economic crisis. The effects are felt through a number of channels:

- The fall in the demand and then the prices of commodities such as oil, timber and other agricultural produce already affects the economy which depends largely or exclusively on these resources;
- The decline of capital flows, especially foreign direct investments;
- The reduction of money transfers from migrants, coming mainly from Europe and the United States;
- The fear of a slow down in official development assistance from developed countries already hit by the crisis.

The impact of the crisis on Cameroon is perceptible at the economic level, as growth is expected to slowdown in 2009 to 3.4%, or 0.4 point less than in 2008. The crisis will have a negative incidence socially.

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<sup>2</sup> We refer especially to the roots and tuber development program and the plantain development program. Improved seeds were disseminated widely and used for the cultivation of plantains, maize, potato, groundnuts, sorghum, certain fruits, oil palm and cocoa. Phyto sanitary products and the related equipment for their use were also distributed.

In fact, weak global demand combined with the fall in the prices of Cameroon's export commodities has had the immediate consequence of slowing down or stopping exploitation activities, especially in the timber and cotton sectors, leading to partial unemployment or even lay-offs. If the crisis persists, a significant number of people could be dragged into poverty and some of the MDGs such as those related to nutritional status, health and education could be further jeopardized.

Judging from all that has been done towards achieving the 2015 MDG targets linked to the national development objectives between 2001 to 2007, and the performance of these MDG indicators, it is clear that the attainment of most of the MDG targets by 2015 seems to be compromised in view of the broad based and continuing poverty rate and decelerating trend of some of development indicators as observed below.

***Specifically, at the level of the regions hosting the two program sites, Meyomessi and its surroundings and Maroua 1, the ECAM3 data confirm that in 2007, over half of the population is poor in the rural areas, while 12.2% of the population is poor in towns with over 50 000 inhabitants in the regions of these localities. In absolute terms, the rural areas of the two regions where the program sites are located, are home to the bulk of the poor populations (90%). In the Far North Region, rural areas show the lowest rates of access to some of the public services: access to potable water is 37.7%, electric lighting is 23.4%, decent toilets 14.2%, garbage collection services is 2.0%, and the possession of a cell phone is 23.4%. In Maroua 1, desertification is compounded by environmental degradation and constitutes a major challenge for local development. The Fuelwood consumption – estimated at between 10 and 12 billion m<sup>3</sup>/year is a significant contributing factor to accelerating desertification and is four times higher than the production of undressed timber. Together with a low rainfall pattern, desertification reduces soil fertility and leads to low farm yields. The adoption of poor farming and stockbreeding practices is also a contributing factor to the problem.***

Although it is true that globally the ECAM 3 statistics corroborate the prevalence of pockets of poverty in the Far North Region of Cameroon (poverty incidence: 65.9), some indicators, especially the incidence of malaria (75.7), HIV prevalence rate among pregnant women aged 15 to 24 years (11.2), the proportion of households using combustibles (79.7), and the number of telephone lines for 1,000 inhabitants (1 line per 1,000 inhabitants) show clearly that the South Region has obvious developmental problems. In this regard, the trends of ECAM 2 are corroborated by those of ECAM 3. The ECAM 3 data also reveal other development challenges for this region, for example, low access to drinking water (34.7) and decent toilets (30.9). This situation is paradoxical because the southern region is in the Congo Basin forest whose dense tropical forest harbours a recognized potable water potential for its rural communities and offers practical conditions for sanitation. The unsustainable exploitation of the relatively abundant, diversified and multi-purpose forest resources that are a source of wealth is in fact perpetuated by third parties at the expense of the poor native rural populations. The 0.9% annual rate of deforestation (FAO, 2005) is one of the highest amongst the Congo Basin countries and gives an indication of the scope of degradation of the forest ecosystems and the damage to its biodiversity. Wanton industrial logging of commercial species as well as on the agricultural front through slash and burn farming system and non rational fallow practices also contribute compound the problem. Inadequate enforcement of sustainable natural resource management practices together with the native population's skewed perception of the stakes linked to their degradation, are major challenges to be addressed.

In all cases, government authorities are aware that the economy cannot emerge as desired in a context in which the populations, especially rural dwellers, wallow in misery and poverty. Under these conditions, the attainment of the MDGs is perceived as a necessary requirement. If all the MDGs were achieved, the country would have the required human capacity and resource base as well as infrastructural potential to achieve the long term national vision of Cameroon being an industrialized emerging country by the year 2035.

## **MDG-related facts about Meyomessi and its surroundings**

### ***Extreme poverty and hunger***

- . A rural economy that is specific to the poor rural forest zones of Central Africa
- . Agricultural activities rather oriented towards subsistence, characterised by a slash-and-burn system of cultivation and poor harvest of staple crops (corn less than 1t/ha, cassava less than 12t/ha, plantain less than 3 to 7t/ha, peanut 0.8t/ha)
- . Baka Pygmies considered as the forgotten actors of poverty and hunger eradication activities
- Proportion of the population living below the poverty line : 29.3%
- Number of meals per day : 1 to 2 meals depending on the season
- Proportion of malnourished children (12-23 months) : 45%

### ***Promote gender equality and women empowerment***

- . Women account for most of the local people involve in the farming of food crops (about 95%)
- . Women involved in non-farming sectors (forest exploitation or marketing of manufactured products ...) represent less than 1%
- . Between half and two-thirds of primary school teachers are women
- Girls/boys parity index: 52 girls /48 boys

### ***Ensure primary education for all***

- . Lack of primary education has an impact on the human development prospects in the area
- . The distance pupils cover to attend school varies from less than 1 km to 5 km
- . There is no functioning nursery school, and school-age children do not benefit from preliminary initiation before the primary cycle.
- Net enrolment rate in primary school (6-11 years): 60 to 86%
- Gross enrolment rate: 8.31 to 30.62%
- Drop out rate: 2 to 6.69%

### ***Health***

- . Besides sub-divisional health centres and district Hospitals, most of the health centres are under-equipped
- . Most often; basic needs to cater for common ailments are very much lacking because of frequent shortage of stocks caused by management problems.
- . The average weaning age is estimated at 6 months with extreme cases being two months and 16 months
- Mortality rate of children under 5 years for 1,000 live births reduced: 2,34/1000 to 15/1000
- Immunisation coverage rate: 85%
- Proportion of deliveries attended by skilled medical personnel: 42.9%
- HIV prevalence rate among the sexually active population (15-49 years): 12 %
- Prevalence of malaria in target groups (women and children of 0 to 5 years): 75.7%
- Number of pregnant women tested: 26 %

### ***Ensure a sustainable environment***

- . Mitigated access rate to drinking water and sanitation,
- . Commercial hunting that is a problem for the conservation of protected species
- . Industrial logging that is sometimes wanton and environmentally unfriendly
- Proportion of the population that have access to drinking water: 54%

### ***Establish a development partnership***

- . Villages of the Meyomessi cluster are accessible from Sangmelima, but not with the same ease during all the seasons
- . In terms of access to energy services, the situation is not bright; apart from firewood that remains an important source of energy, electric power distributed by AES SONEL is still a luxury

## **MDG-related facts about Maroua I**

### ***Extreme poverty and hunger***

- . A rural economy based on agriculture marked by the predominance of cereals, particularly sorghum (*Sorghum guinenses* and *Sorghum caudatum*), with about thirty varieties that constitute the staple diet
- . Agriculture employs nearly 90% of the local population of the cluster. However, the people are also stockbreeders. A skimpy farming season begins in May of every year with the start of the rainy season that generally ends in September of the same year.
- . A rural livestock breeding system marked by transhumance; however, breeding of small ruminants, poultry farming, pig and horse breeding are also practised to a limited extent.

Proportion of the population living below the poverty line: 29.3%  
Number of meals per day : 1 to 2 meals depending on the season  
Proportion of malnourished children (12-23 months): 8 and 12%

***Promote gender equality and women empowerment***

- . In the primary cycle, 3 in 10 teachers are women
  - . Decision-making bodies are still made up predominantly of men
  - . Illiteracy and certain traditional practices constitute obstacles to women empowerment
- Girls/boys parity index: 3 girls for 4 boys

***Ensure primary education for all***

- . Children of school-going age do not have access to initiation methods preliminary to the primary cycle
  - . The classes are not electrified and teachers do not have decent housing.
  - . The literacy rate between 15 to 24 years is 41.3%.
  - . Non-availability of sufficient desks and school books
- Net enrolment rate in primary school (6-11 years): 57 and 67%  
Gross enrolment rate: 4 and 50 %.  
Drop out rate: 67 and 96%

***Health***

- . While most hospitals have access to drinking water, except Kallio and Zalla, access to electricity is a real problem.
  - . Apart from the Meskine Centre, most health centres are under-equipped
  - . Each health institution has a pharmacy. However, very often, essential drugs for treating common diseases are largely unavailable because of frequent shortages due to problems of management
- Mortality rate of children under 5 years for 1,000 live births reduced: 95/1000  
Immunisation coverage rate : 69 and 100%  
Proportion of deliveries attended by skilled medical personnel: 1.4 to 62%  
HIV prevalence rate among the sexually active population (15-49 years): 12 and 14%  
Prevalence of malaria in target groups (women and children of 0 to 5 years): 45.3% (below 5 years)  
Number of pregnant women tested: 0,04 (1009/25000)

***Sustainability of the Environment***

- . Desertification is a major issue in the villages whose impact translates in:
    - . Scarcity of water resources, drying-out or sanding of rivers and water points already in largely insufficient supply (less than 10 water points for the entire cluster);
    - . Degradation of soils, decline in fertility, unsuitable farming practices, hardening of soils, decrease in acreage of fallow land because of population growth;
- Proportion of the population that have access to drinking water: 0

***Access to transport infrastructure and energy sources***

- . Access to villages of the Maroua 1 cluster is easy during the dry season but difficult during the rainy season
- . No village is connected to the electricity network and accessing electric energy is still a privilege

***Capacity building at local level***

- . It is true that local development capacities exist but these are actually not sufficient and need to be strengthened.

#### **IV. Progress towards realization of the MDGs**

##### **At national level**

##### **MDG 1: Reduce extreme poverty and hunger**

###### *2015 targets:*

- *Rate of poverty: 25.1%*
- *Proportion of children aged below 5 years suffering from hunger: 8%*

*Observation: Hardly achievable*

##### **MDG 2: Ensure primary education for all**

###### *2015 targets:*

- *Net rate of primary enrolment: 100%*
- *Literacy rate among the 15-24 year olds: 100%*

*Observation: Achievable*

##### **MDG3: Promote gender equality and women's empowerment**

###### *2015 target:*

- *Girl/boy ratio: 100%*
- *Literacy rate among women: 100%*

*Observation: Achievable*

##### **MDG4: Reduce infant mortality**

###### *2015 targets:*

- *Mortality rate among under-5 year olds: 75.8‰*

*Observation: Hardly achievable*

##### **MDG 5: Improve maternal health**

###### *2015 targets:*

- *Rate of maternal mortality: 350 ‰*

*Observation: Hardly achievable*

- *Proportion of assisted deliveries: 100%*

*Observation: Achievable*

##### **MDG 6: Fight HIV, malaria and other diseases**

###### *2015 targets:*

- *Prevalence rate of HIV: 9%*

*Observation: Achievable*

- *Prevalence rate of malaria: 3%*

*Observation: Achievable*

##### **MDG 7 : Ensure a sustainable environment**

###### *2015 targets:*

- *Proportion of the population using solid combustibles: 42.2%*

*Observation: Hardly achievable*

- *Rate of access to potable water: 72.1%*

*Observation: Hardly achievable*

- *Rate of access to better sanitation systems: 17%*

*Observation: Achieved*

##### **MDG 8: Establish a global partnership for development**

###### *2015 targets :*

- *Formulate and implement strategies enabling the youth to find decent and useful work*

*Observation: Hardly achievable*

- *Make essential drugs available and affordable to all those who need them*

*Observation: Hardly achievable*

- *Ensure that the benefits of new technologies, particularly the information and communication technologies are within everybody's reach*

*Observation: Hardly achievable*



## **Major government responses to achieving the MDGs**

### **Food security**

- National Agricultural Research and Extension Program
- National Food Security Program
- Agricultural Sectors Development Program
- National Small-scale Fishers' Equipment and Settlement Program

### **Health**

- Extended Program on Immunization to fight preventable diseases through immunization
- Malaria control through the distribution of treated bed-nets
- Low-cost Maternity Program to address the thorny issue of maternal mortality
- Improvement of the quality of services offered to patients in public health institutions
- Design and implementation of the national AIDS control strategy
- Implementation of the functional literacy program to enable individuals adopt hygienic measures that are essential for their good health
- Development of water points in rural areas and towns not properly covered

### **Education**

- Improvement of school infrastructure by the rehabilitation of existing schools and the construction of new ones
- Upgrading of the quality of supervision through better trained and more supervisory staff nationwide
- Elaboration of the school map
- Support to school pupils in priority education zones
- Suppression of registration fees in Government primary schools

### **Gender**

- Programme to build women's capacities for the creation of income-generating activities
- Women's Socio-Economic Integration Program
- Scaling down of loan requirements for women

### **Environment**

- Adoption and implementation of the National Environmental Management Program;
- Forestry/Environment Sector Program;
- Regulation of the exploitation of non timber resources
- Development of community forests in order to associate the local populations in efforts to protect timber resources

### **Specific projects and programs of the rural sector**

- Community Development Support Programs (PADC)
- National Participatory Development Program (PNDP)
- Increase of the populations' access to potable water
- Access to energy at the decentralized level.

### **MV Program and link to National Strategies**

PRSP II or SGE provides a building block for the implementation of the CPMV. Special attention to be paid to grassroots development at the community level, in creating an environment favourable to the growth of the national productive sector, improving the financial system, creating conditions for small and medium formal sector business and developing both the systems for collecting internal revenue and those for allocating budgetary resources.

### **Engaging UN Agencies within One UN Framework**

One characteristic of this Program's added value is linked to the extent to which programmed actions above presented are consistent with previous or ongoing initiatives under the responsibility of the Government. Areas of sustained interest concern health, education, gender, the environment and community development. Through UNDAF 2008-2012, the UNS agencies also operate on the basis of their mandate in each of the two sites. Within the geographical area of Maroua 1, UNIFEM plans to implement a

project on the prevention of violence against women and psychological assistance to victims, having as local partner, an association that combats violence against women, *Association de Lutte contre les Violences faites aux femmes*. In Meyomessi, UNIFEM plans to promote gender by building women's capacities to access land and credit. In the Maroua zone, ILO launched a project from 2008 to 2010 aimed at promoting decent work for poverty reduction in communities that are vulnerable to child slavery. The Ministry of Labour and Social Security and the Ministries of Employment and Vocational Training are the partners of this initiative. UNFPA, through its 5th assistance program, works in the Far North region to design gender-oriented products. Basically, these are training, awareness-raising and advocacy activities organized to fight against female genital mutilation and functional literacy. These activities will be implemented by MINPROFF while the structural partners are sector ministries, associations and NGOs. In the Far North region, FAO provided support to farmers' organizations from 2007 to 2008 for the multiplication and distribution of fast-growing maize, sorghum and millet seeds. UNDP, through a countrywide sub-program focused on reducing poverty at the grassroots, offers communities the opportunity of obtaining micro-subsidies meant to support income-generating activities. MINEPAT is the key partner of this sub-program. UNDP and the Global Environmental Facility (GEF) recently initiated a regional project on the conservation of cross-border natural resources in the overlapping zone between the Dja Reserve (Cameron), Minkebe Reserve (Gabon) and Odzala Reserve (Congo). The national component of this project covers the whole area of Meyomessi and its surroundings. In the Maroua zone, the UN Centre for Human Rights and Democracy in Central Africa embarked on operations contributing to human rights and community education through a micro-project implemented by a local women's NGO as part of the 5th phase of the ACT (Assisting Communities Together) Project. This initiative was carried through with the support of UNDP, UNFPA, UNICEF, ILO and other local NGOs.

Through this welter of past or ongoing UNS interventions, and even those planned through UNDAF 2008-2012, the 2 CMVP sites are of capital importance in demonstrating through CMVP the evidence of past and planned efforts to guarantee the coherence, harmonization and impact of the positioning of the UNS with a view to contributing to growth and sustainable development.

## V. Cameroon Millennium Village Program

### Criteria for selection

The criteria used in choosing the sites were consistent firstly with the national poverty reduction policy and secondly with the guidelines of the "Millennium Program"<sup>3</sup> Initiative. **These basic criteria** relate mainly to:

- A state of absolute poverty as outlined in the 2005 Report of the UN Millennium Program Hunger Task Force, with a strong prevalence of HIV, malaria or tuberculosis, inadequate sanitation infrastructure within a preserved environment, and difficulties in terms of access to potable water, education, health, electricity and especially to sustainable energy resources;
- Localities with rural communities which though potentially dynamic in terms of capacities for agriculture, stockbreeding and agro-forestry, are shackled by poverty;
- Villages belonging to a stable institutional environment marked by the presence of functioning local government institutions and possibly the private sector, with the objective of implementing the MDGs;
- Accessibility to the sites and security in movement in terms of reaching the target rural communities;
- The proven presence of the Agencies of the United Nations System through programs and/or experts.

**In relation to the MDG targets and situation, the additional criteria adopted** to qualify the selected sites are:

- Specific food and nutritional insecurity stemming from (i) climatic uncertainties and desertification (Maroua 1), (ii) other environmental factors and the low purchasing power of rural dwellers (Maroua 1 and Meyomessi and its surroundings) and (iii) constraining food habits/deficiencies in arid zones (Meyomessi and its surroundings and Maroua 1) ;
- Insufficient education of local actors on how to manage forest resources, culminating in resource plunder and resource/ecosystem degradation in a context of poverty, despite their potential value for contributing to local sustainable development (Meyomessi and its surroundings) ;
- Disregard for women and children in terms of education and health (Maroua 1);
- Low purchasing power of households (Meyomessi and its surroundings and Maroua 1) ;

<sup>3</sup> Initiative administered by the Office of the Secretary General of the United Nations and backed by the UN Development Group and implemented by UNDP. According to this source, Millennium Villages are characterized by chronic famine, high prevalence of diseases, and difficult access to healthcare.

- The alarming situation of access to school and the precarious and inadequate conditions of enrolment in terms of infrastructure, services, class size, and access to energy, potable water, sanitation and mobile telephony (Meyomessi and its surroundings and Maroua 1);
- Early marriages of girls which affects their education and health (Maroua 1);
- The number of children without birth certificates (Maroua 1);
- Health and HIV/AIDS prevention needs (Meyomessi and its surroundings and Maroua 1) ;
- Poor state of road infrastructure in the rainy season (Meyomessi and its surroundings and Maroua 1);

The information sources used to verify the above criteria for the choice of the two localities – Meyomessi and its surroundings and Maroua 1- are: the MDG progress report published in 2003; the Poverty Reduction Strategy Paper (PRSP, 2003), the DSCE 2009; sector development strategies; and the reports of UNS agencies, especially the report of the preparatory joint formulation mission of the United Nations System undertaken in 2007 which provided rationale for the choice of Maroua 1.

**On the ground**, the geographic demarcation of village clusters of 25,000 inhabitants was accomplished in each site through a series of joint UNS missions coordinated by MINEPAT and UNDP. Data collection on the baseline case of MDGs and the level of development of these village clusters<sup>4</sup> was done using survey forms designed by the UNS program group. They were tailored to the socio-economic, cultural and environmental specificities of each context. The geographical location of the two sites is indicated in the map below

Initially, two sites, Maroua 1 and Pété, both belonging to the Far North Region of Cameroon, and each having 5,000 inhabitants, were selected by the Government through MINEPAT. This choice had been guided mainly by the diagnostic study of the disturbing poverty situation in this zone.

Subsequently, from experience garnered from other African countries during the retreat of all the Millennium Villages program held in Bamako in 2008 and attended by all 1st-generation (2006), 2<sup>nd</sup> generation (2007) and 3<sup>rd</sup> generation (2008) Millennium Villages program, MINEPAT and the Millennium Villages team agreed that Cameroon's Millennium Village Program which belonged to the 3rd generation of programs in Africa should actually be implemented on two sites with varied physiography and issues to garner a better understanding and lessons of programmatic response. Accordingly, one site is in the forest zone and the other site is in the arid zone. Each site is expected to host 25,000 persons, inhabitants of villages regrouped into a cluster. What accounts for the choice of a site in the dense forest zone is the spatial coverage of the rain forest which represents about 60% of the national territory. This type of ecosystem which is virtually absent in the sample of 1<sup>st</sup> and 2<sup>nd</sup> generation program sites was an opportunity for the Millennium Villages process to take on board the socio-economic and ecological considerations of this particular environment. Moreover, referring to the lessons drawn from past Millennium Villages program, the selected program size of 25,000 inhabitants is apparently the minimum threshold from which the appraisal of the development situation based on the assessment of the impact of progress on the achievement of MDGs seems to be relatively more reasonable and realistic. On the strength of this argument and based on the specific selection criteria as outlined below, the Government later selected Meyomessi and its surroundings as the CMVP control zone for the dense humid forest. Similarly, Maroua 1 was confirmed by Government as the CMVP intervention site for the arid zone based on the same criteria.

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<sup>4</sup> Villages of the arid zone are on average larger in size than those of the dense forest zone which quite often do not exceed 1,000 persons. The rural communities concerned are those composed of individuals actually residing therein. Villages belonging to the same cluster were identified equally on the basis of proximity.

**Cameroon Millennium Villages Program**



This program intends to improve the living conditions of the target population in 2 clusters of Cameroon by offering them a range of supports designed to contribute to the achievement of the Millennium Development Goals (MDGs)



**Maroua I**

**Meyomessi and its surroundings**

### **Goal and Objectives**

**The general objective** will be to empower the selected villages so that they are able to lift themselves out of the poverty trap through the local achievement of all the Millennium Development Goals within a period of 5 years planned in two phases. The first phase concern 2010 to 2012. The second phase will be implemented according to the results of the evaluation of the first phase. Ultimately during these phase, it is expected that the good practices developed by CMVP through its comprehensive development approach will be replicated and up scaled on a wider scale at the national level and that it will enable national policy fine tuning. This program will capitalize on the efforts of all development stakeholders, especially government at central and decentralized levels, with emphasis on grassroots actors. These entities refer to private individuals, community organizations, private sector organizations, and local government.

### **Specific Objectives**

Specifically, in order for the MDGs to be achieved by 2015 at each of the selected sites, the CMVP activities described in detail further on will be characterized:

- Holistic investments and the planning and implementation of interventions folded into key areas like agriculture, health, education and infrastructure;
- Synergy between the public sector and private sector in the attainment of the MDGs;
- Community development at the grassroots through the putting in place of the real agents of development using the gender approach;
- The passage from subsistence farming to commercial agriculture with the participation of the private sector if possible;
- Increased support linked to development aid, alongside a substantial boost in the efforts of Government and communities, meant for the reduction of extreme poverty;
- The possibility of changing scales, with regard firstly to the conception of the scope of program interventions and secondly to the level of financial resources ;
- The transition towards sustainability through community management of local activities, the phasing out of subsidies, economic growth and ultimately the establishment of a buoyant private sector and through the role and growing involvement of the Government and NGOs in the supervision of public services ;
- The specific objectives, identifiable with each outcome and each activity, will be stated below in the paragraphs presenting the framework of intervention of the CMVP at Meyomessi and surroundings and Maroua 1.

## **VI. Expected Outputs and Activities**

### **Framework for action in Meyomessi and its surroundings**

#### **a-Extreme poverty and hunger**

**Agriculture:** Actions will focus on alleviating poverty and reducing hunger. The Programme will work with producer organizations, CIGs and others, if any, as entry points by re-invigorating them. Also, it will implement direct actions in favour of the communities in such a manner as to tackle certain challenges, especially (i) improvement of agricultural and agro-forestry techniques in the villages (ii) acquisition of quality agricultural inputs: improved seeds, fertilisers, pesticides and agricultural equipment. *Such approach shall take account of factors likely to ease the integration of Baka Pygmies in the process.*

**Fishing:** The programme will contribute to generating income for a segment of the population and offers them the possibility of improving their staple diet. Where conditions are right for fish-farming, fishing can generate income for everybody because there is a ready market. Fishing is currently cottage-type, and is subject to the vagaries of the rainy and dry seasons. The income of the local population is seasonal, particularly as they have specialized in the processing and canning of fishing products. This explains why the challenges to expanding fisheries consist not only of raising production to improve the income of the population, but also ensuring that their income does not continue to be seasonal through appropriate technology and knowledge improvement. To achieve this goal, the Program shall carry out the following actions: (i) introduce fish farming in reference sites; (ii) encourage processing and canning of fishing products by women by improving their working conditions; (iii) supply appropriate fishing equipment to communities; (iv) organize stakeholders and build their capacities to ensure sustainability of actions.

**Livestock breeding:** To promote stock production, the Programme's strategy is constructed around three major action thrusts: food security, animal health and improvement of species. To tackle these challenges, the Programme shall lay special emphasis on: (i) introduction of selected species; (ii) extension of vaccination coverage and epidemiological surveillance of cattle to curb disastrous animal mortality rates; (iii) promotion of cattle food self-sufficiency; and (iv) development of artificial insemination and cross-breeding to improve species.

**Gainful activities:** To fight the current dependence of the local economy on traditional sectors and speed up the creation of wealth to uplift a good number of people from abject poverty, the Programme shall support private initiatives and investments at local level (agriculture, handicraft, etc.). This would make it possible to create modern jobs and to increase and diversify the income sources of the population. To achieve this objective in association with other programmes and programmes on the ground in the region, the Programme shall support the population in the following : (i) assessment of business opportunities and existing potentials for the development of private investment; (ii) design of business plans for promising sectors to attract private investments (agriculture, handicraft, tourism, fishing, livestock breeding, etc.) ; (iii) development of sub-sectors for market garden produce and identification of potential markets; and (iv) marketing and processing of local products. *Such approach shall take account of factors likely to ease the integration of Baka Pygmies in the process.*

#### **b-Promote gender equality and women empowerment**

Access to the means of production and control of decision-making is still limited for women. This is due essentially to the persistence of social bottlenecks and traditions that relegate the woman to the background as well as their low level of education (women's literacy rate). To rise up to this challenge, the programme will with women's associations, organizations and groups of the cluster. Accordingly, the Programme's major actions will comprise of the following: (i) enhancement of the capacities of women to enable them acquire agricultural and agro-forestry techniques in managing village lands (ii) enhancement of the capacities of women's organizations and their involvement in decision-making; (iii) sensitization and education of communities to remove social bottlenecks that limit women's participation in development at local level; (iv) facilitation of access by women to economic resources and reduction of the family burden. As much as possible, *the approach developed shall take account of factors likely to ease the integration of Baka Pygmies in the process.*

#### **c-Ensure primary education for all**

An assessment of the education sector reveals a low level for most indicators, essentially as a result of the shortcomings of the education system. Existing education infrastructure and teaching personnel are insufficient to meet the objective of education for all. In addition, social bottlenecks and poverty constitute major difficulties for children's schooling and completion of the study cycle. This explains why in order to achieve MDGs, the Millennium Villages Programme (PVM) strategy consists in the following: (i) broadening access to schools to attain the education for all objective; (ii) improving the school environment; (iii) developing quality teaching; and (iv)equipping schools with efficient administrative, financial and pedagogic management facilities.

To facilitate the broadening of access to schools, priority shall be given to the curbing of temporary havens. Furthermore, the Programme would also endeavour to set up a network of schools in such a manner as to facilitate children's access thereto and enhance teachers' capacities. Regarding improvement of the school environment, the programme's strategy is to make the school more attractive by improving services offered by the school through distribution of school needs, opening of school canteens and gardens, construction of latrines, etc. To consolidate achievements, the Programme shall strive to build the managerial and organizational capacity of communities. This requires their effective involvement in educational issues through re-invigorating and strengthening PTAs and developing efficient management tools (school programmes). As much as possible, *the approach shall take account of factors likely to ease the integration of Baka Pygmies in the process.*

#### **d-Health**

The Programme's objective is to partner with ongoing initiatives to improve access, especially by poor segments of the population, to health centres and provide them quality health care. It shall also support the control of the main diseases namely, malaria, tuberculosis and HIV/AIDS. This explains why the Programme's actions aim to tackle a number of challenges, particularly: (i) stepping up medical coverage; (ii) making health care services accessible and available to the poorest segments of the population; (iii) improving patient management; and (iv)promoting among the population, desirable and risk-free behaviours to protect them against HIV/AIDS, malaria and tuberculosis.

#### **e-Ensure the Sustainability of the Environment**

The Programme shall, in association with communities, local authorities and technical services, facilitate the drilling of wells, development of the water supply network and construction of improved hydraulic wells for villages not equipped with water points. Regarding sanitation, the Programme will facilitate the population's access to improved latrines in schools and health centres. Furthermore to sustain the actions,, the Programme will educate and train the grassroots population on public hygiene and sanitation.

To tackle the dangers of slash and burn agriculture and uncontrolled tapping of forest resources (FMUs and other entities), the Programme will promote the mainstreaming of the principles of sustainable management of the environment in the villages so as to contribute to protection of the environment and conservation of ecosystems. To this end, the Programme shall, in association with the technical services of the Ministries of the Environment and Forestry, contribute to reforest or facilitate the regeneration of vegetation in order to promote the creation of efficient agro-forestry systems in agricultural and pastoral zones and thus curb deforestation and enrich agricultural zones with exploited species.

To find solutions to the problem of commercial hunting, the Programme in collaboration with the relevant forestry and environmental services and in synergy with the alternatives developed to limit commercial hunting, will initiate an awareness building, education and information programme primarily for the hunters and the Baka Pygmies. Committees composed of members recruited from among hunter converts, shall serve as the platform for dialogue with other hunters. Special emphasis shall be laid on the incorporation of this approach into village development plans, in consultation with local elected representatives, the elite and other target players (active in the marketing of bush meat).

#### **f-Establish a partnership for development**

In partnership with communities, local authorities and technical services, the Programme will facilitate improvement of the road network to make all villages of the cluster accessible. This would make it possible to service all the villages and to be able to develop agriculture, livestock breeding, fishing and all the other domains connected to development, including education and health. Accordingly, in partnership with national programmes and with communities, the Programme will contribute to rehabilitate roads to facilitate servicing and transportation of produce to big markets. Also, community vehicles, the method of management of which shall be determined later, shall be put at the disposal of communities to facilitate easy movement of persons and goods.

The combined development of infrastructure, access to energy sources and to ICTs will enable the easy development of economic activities in the area. Concerning energy, the programme will cooperate with the Ministry of Energy and Water Resources and the Rural Electrification Agency to draw up a plan for the electrification of the villages and extend the electricity network to thereto, with the assistance of the Rural Energy Fund (RUF). In addition, efforts shall be made to extend access to energy sources for schools and health centres not connected to the AES SONEL network.

In order to strengthen appropriation, the Programme will partner up with the relevant services of sector Ministries and programmes at regional and national level. Such cooperation shall permit the development of exchanges on good practices and sharing of experiences. Furthermore, the Programme shall contribute to train executives and technicians seconded to the programme as well as other technicians. For some sectors, a memorandum of understanding will be signed to determine the areas of cooperation and the needs for and areas requiring capacity building.

As part of implementation of MDGs, the Programme will provide assistance to the development and execution of the local development plan.

To promote the sustainability of the actions undertaken in the millennium villages and facilitate assessment thereof, the Programme will devote a significant portion of its activities to local capacity development and experience sharing.

To promote the sustainability of achievements, the Programme intends to involve the various councils in the sensitization, conception and implementation of actions, their monitoring and evaluation. Furthermore, the Programme will also ensure the involvement of technical and administrative agencies of the State and NGOs at local, regional, and national levels in the implementation of the PVM, as indicated in the corresponding part of this document. At the level of OCBs, the Programme shall endeavour to strengthen the organizational and technical capacities of the population in order to improve their leadership and ensure their empowerment.

## **Framework of interventions in the Maroua 1 cluster**

### **a-Extreme poverty and hunger**

To meet this objective, the program will help promote wealth creation by lending impetus to the rural community's main production activities in order to significantly boost local food production and incomes. For that, it will focus primarily on developing the most profitable economic sectors in which the poor concentrate (agriculture, livestock) and on fostering the development of private initiative and entrepreneurship.

**Agriculture:** To boost agricultural production and thus curb the impact of poverty and hunger, the program will use farmers' organizations as entry point while revitalizing them. Direct actions will therefore be implemented in communities in order to tackle certain challenges, notably (i) improve agricultural and agro-forestry techniques in irrigated perimeters and in pluvial zones, (ii) acquire good quality farm inputs: improved seeds, fertilizers, pesticides and agricultural equipment.

**Livestock:** The program's strategy for reviving animal production will hinge on three major areas of intervention: food security, animal health and improvement of breeds. To tackle these challenges, the program will place special emphasis on: (i) generalizing the vaccination and epidemiological follow-up of livestock in order to drastically reverse animal mortality; (ii) promoting food self-sufficiency of livestock; and (iii) developing artificial insemination and cross-breeding as a means of upgrading breeds.

**Developing income-generating activities:** To offset the local economy's dependence of the traditional sectors and accelerate wealth creation in order to lift many people out of extreme poverty, the program will support local private initiatives and investments. This will not only create modern jobs but also increase and diversify the incomes of the populations. Thus, in collaboration with other existing programs and program in the region, the program will accompany the populations in (i) the conduct of diagnostic studies on the existing business opportunities and potentials for developing private investments; (ii) the design of business plans on profitable sectors to attract private investments (agriculture, handicrafts, tourism, fishing, livestock, etc.); (iii) the development of sectors for market gardening products and identification of potential markets; and (iv) the marketing and processing of local products.

### **b-Promote gender equality as well as the empowerment of women**

Access to the means of production and control of decision-making powers still remain limited for women, mainly because of social prejudices and customs which relegate women to a secondary role and low level of education (women's illiteracy rate). To tackle this challenge, the CMVP counts on the women's associations, organizations and groups of the cluster. Thus, its major interventions will concern: (i) building women's capacities to own agricultural and agro-forestry techniques in village lands, (ii) building the capacities of women's organizations and their involvement in decision making, (iii) sensitizing and conscientizing communities to discard social prejudices which curtail women's participation in local development; and (iv) facilitating women's access to economic resources and lightening her family burden.

### **c-Ensure primary education for all**

The education sector diagnosis revealed that most indicators are low mainly because of the failings and shortcomings of the educational system. Existing infrastructure and teaching staff are insufficient to achieve the objective of universal education. Besides, the presence of social prejudices and poverty are major obstacles to the school attendance of children and their completion of their cycle of studies. Thus, to achieve the MDGs, the Millennium Villages Program will seek to: (i) extend school access in order to achieve universal attendance; (ii) improve the school environment; (iii) develop quality teaching; and (iv) provide schools with effective instruments of administrative, financial and pedagogic management.

To facilitate the extension of school access, priority will be given to clearing make-shift structures. Thus, the program will strive to establish a network of schools in order to improve the conditions of access of pupils and enhance the capacities of teachers. The strategy for improving the school environment is to make school more attractive by improving services offered therein thanks to the distribution of school supplies, the putting in place of school canteens and gardens, the construction of latrines etc. To make achievements long lasting, the program will enhance the organizational and management capacities of communities. This will require their actual participation in education issues through revitalizing and capacity-building of PTAs and establishing of efficient management tools (school projects).

### **d-Health**

The main objective of the program is to work in partnership with ongoing initiatives to improve access to health centres, especially for the poor populations and offer them quality care. It will also support the fight



against major diseases such as malaria, tuberculosis and HIV. That is why program interventions will seek to address a number of challenges, notably (i) increasing medical coverage; (ii) making health services accessible and available to the poorest populations; (iii) improving the medical care of patients ; and (iv) promoting desirable and less risky behaviors among the populations as a means of preventing HIV, malaria and tuberculosis.

#### **e-Ensure the Sustainability of the Environment**

To reverse this situation, the program will promote ownership of principles of environmental sustainability in villages as a means of helping to protect the environment and preserve ecosystems. Thus, in collaboration with the technical services of the Ministry of the Environment, the program will help in reforestation activities and facilitate plant regeneration in order to create efficient agro-forestry and pastoral systems and thus block desert encroachment and protect agricultural development. Also, it will foster the use of other sources of energy used as fuel especially improved fireplaces to check pollution and curb deforestation. It will also in collaboration with the competent services of the forestry administration and in synergy with the alternatives put in place to limit wanton forest exploitation, develop, educate and train the key actors in the enforcement of the forestry law and regulations on the environment. Special emphasis will be placed on incorporating this approach in local development plans in consultation with local elected officials, the elite and other target actors.

#### **f-Generalized access to potable water and sanitation**

The CMVP will facilitate the construction and maintenance of bore holes, the putting in place of a water distribution network and the construction of improved wells for villages not having water points. In terms of sanitation, it will facilitate the people's access to improved latrines. To make the actions long lasting, the program will sensitize and train the grassroots populations in public hygiene and sanitation.

#### **g-Access to transport infrastructure and energy sources**

The development of infrastructure and access to energy sources and ICTs will facilitate the growth of economic activities in the programme zone. Thus, in partnership with national programs and communities, the programme will help in the rehabilitation of farm-to-market roads and thus facilitate the transportation of produce to major markets. Community vehicles whose mode of management will be determined subsequently will be placed at the disposal of communities to facilitate the movement of persons and goods. In energy, the program will work closely with the Ministry of Energy and Water resources (MINEE) and the Rural Electrification Agency (AER) to design and put in place a village electrification plan and extend the electricity network in these villages including through potential access to the Rural Energy Fund. Furthermore, efforts will be made to extend access to energy sources in schools and health centres not connected to the AES SONEL network.

#### **h-Capacity-building at local level**

To make achievements long lasting, the program will strive to involve the Maroua 1 Council in sensitization as well as in the design, planning, implementation, monitoring and evaluation of interventions. It will also ensure the participation of technical and administrative State services and agencies in their implementation. At the level of OCBs, the program will build their organizational and technical capacities in order to upgrade their leadership and ensure their empowerment.

### **VII. Program Strategy**

#### **Target Beneficiaries**

The Millennium Villages Initiative had shown in 2005 that to achieve the MDGs, a typical sub-Saharan country should significantly increase public investments to US\$ 75 to 80 per inhabitant by 2012 and then to US\$ 125 to 160 towards 2015. In a typical rural community, the average investment required is US\$ 110 per inhabitant/year over a period of 5 to 10 years. As Cameroon is a middle-income country, we considered that the average investment required is US\$ 150 per inhabitant/year over a period of 5 to 10 years, taking into account the effects of the current financial crisis.

The design of the Millennium Villages Initiative was based on a funding scheme of US\$ **110/inhabitant/year to be distributed among the components according to the following proposals:**

The CMVP will be implemented in two sites situated in two dissimilar agro-ecological zones of the country. Both the sites suffer from significant but different dynamics of degradation of natural resources as described above.

#### ***- Phasing of the program***

As the available financial resources are relatively limited and cannot cover all the two sites of 25 000 persons at the same time for the launch of planned activities, the strategy during the first two years is to

launch the program on a sample of 10 000 persons per site, or 20 000 persons in all. This intervention threshold corresponds to the level of confirmed financial resources. During the second year, the rest of the population of 15 000 persons per sites, or a total of 30 000 persons, will, depending of resources mobilized, be phased into the program. In this regard, the program will, with the support of the Government, UNS and other stakeholders, implement an adequate resource leveraging strategy whose elements are presented below. This strategy will be developed, integrated and implemented by the program team with the support of UNDP/UNS and the Government. In choosing the villages to reach the threshold of 10 000 persons per site targeted for the launch of the program, every effort will be made for the groups of demarcated villages to coincide as far as possible with the geographical boundaries of one or more decentralized administrative units (geographical reality of a local council), juxtaposed to facilitate program ownership and sustainability. This approach places council stakeholders and other institutional development organs at the centre of actions contributing to the implementation of the program and its local positioning. This arrangement will also make it easier to leverage financial resources locally (for example, through the budget of the local council).

- ***Environment issues.***

- The CMVP intervention strategy at Meyomessi and its surroundings will explicitly take on board the environmental preoccupations that are in line with State policy for the promotion of a truly sustainable development including through the implementation of legislative framework to govern the management of forest resources and their contribution to local development. The CMVP will help put in place mechanisms that control exploitation and afford the best possible protection of forest resources by taking on board the principle of integral sustainability and facilitate actions aimed at renewing existing resources. This approach strengthens the implementation of the updated National Environmental Management Plan and the Forestry and Environment Sectorial Program (FESP).
- At Maroua 1, the strategic framework will include solutions to the problem of fuelwood and sustainable energy sources while the supply of potable water all year round in view of desertification will be prioritized. This approach is compatible with with Government's renewable energies development strategy which has the dual advantage of making the costs of access affordable to the greatest number of individuals and of protecting the environment.

- ***Outputs replication, stakeholder involvement and synergy with other initiatives***

In relation to the MDG targets, the outputs that will be generated on the two sites can be extrapolated, after adaptation, to other zones of the country with similar context. The surrounding villages or groups of villages to the selected clusters will be the first sites to benefit from this replication strategy. Regardless of the socio-economic and environmental context of the intervention sites, and by virtue of the sizeable network of development partners working or wanting to operate at the grassroots, the CMVP will establish synergies with other ongoing or planned initiatives, by providing innovative investments in health, food production, education, access to drinking water and basic infrastructure.

- ***Development of profitable partnerships for the empowerment of communities***

The initiative will innovate by forging new partnerships and working in close collaboration with local communities, Non Governmental organizations (NGO) and research teams composed of specialists of the United Nations System, universities and national research institutions, the Columbia University's Earth Institute, AGIAR centres and national and international development partners. Local capacity-building will be the main driving force during planning and implementation in order to obtain immediate community ownership and long-term sustainability at the level of the Villages of the two clusters.

Ultimately, community-led CMVP interventions will enable the villages to come out of extreme poverty. Once these communities firm up in development, they will propel themselves in an autonomous manner on the path of local economic growth.

- ***Communication, advocacy and visibility***

Special interest will be paid to communication and political and public advocacy actions by sensitization and by creating a platform of exchange for the achievement of the MDGs at regional and local levels in relation with the intervention sites. This will be done through available community/rural radios, counting on the close involvement of the communities themselves. The experience of UNS, especially UNESCO will be capitalized by seizing opportunities offered by the functional network of community radios. The

production of reports, memos, brochures and the organization of fora of exchanges with stakeholders will accompany the communication and advocacy process. The effect will be to steadily enhance the visibility of program actions and outcomes and create and carry through opportunities for leveraging additional financial resources necessary for achieving all the program objectives.

- ***Mobilization of resources to accompany the process of expansion and replication of outputs with added value***

To position the program, a resource mobilization strategy will be crafted, then implemented with the support of UNDP/UNS, the Government and possibly other actors. It will especially involve building capacities to access financial resources for the benefit of the program and to succeed in ultimately covering 25 000 inhabitants per cluster. Based on the results obtained, baseline outcomes could be replicated at the wider country level. In this regard, special attention will be paid to the quality of coordination, the visibility of outputs, the consistency of technical relations with stakeholders and development partners. This approach will be based on the "management chart" to be designed to stimulate, involve and guide program stakeholders to access additional financial resources which will be used to cover the rest of the target population on each site, namely, 15 000 persons in Meyomessi and its surroundings, and as many people in Maroua 1. Development partners will be regularly consulted and the private sector targeted.

- The MDG Centre for West and Central Africa will contribute to technical supervision of interventions, focusing on the control of the scientific aspect of the program. As such, it will also help in the design and implementation of the resource mobilization strategy.

#### **VIII. Management structure**

Through the Government, the Program will be executed locally based on the national execution (NEX) method. As is the case with all the other Millennium Villages projects financed by Japanese cooperation, UNDP is the UNS Agency responsible for overall management of the financial resources of Japanese cooperation, with an obligation to render accounts via consolidated financial reports. MINEPAT and UNDP for the UNS are responsible for overall monitoring of the progress of the program.

In its Resolution 47/199 of 22 December 1992, the General Assembly of the United Nations reaffirmed that "national execution should be the norm for programs and projects supported by the United Nations System, due account taken of the needs and capacities of the beneficiary country".

In this context, the objectives of national execution are as follows:

- Capacity-building, self-sufficiency and sustainability;
  - Payment of costs and internalization of external support;
  - Rationale and impact, particularly when national execution is applied alongside the program-approach
- MINEPAT and UNDP are tasked with recruiting on transparent and competitive basis a program team which will serve as the program execution agent. The program team reports to MINEPAT and UNDP.

- ***Local Partners of the program***

These are institutions directly involved in the implementation of program components; these may be NGOs which show experience in providing inputs to the production of outcomes or specialized institutions at central or local level, including government institutions. Governmental partners may provide support and services in fostering the participation of target groups of beneficiaries. For governmental institutions especially, their integration as partners may lead to the required commitment and ownership to guarantee the sustainability of program outcomes. UNDP shall not be directly responsible for contractual agreements concluded between the executing partners and a third party supplier.

Implementation of activities will be under the overall supervision of the program team, based on the annual and quarterly work plans approved previously by the national party, UNDP/UNS and the Steering committee.

- ***Village (Provincial and Local Level)***

The Village level (site) Steering Committee set up by MINEPAT on each site will monitor, on continuous basis, the implementation of the program activities and prepare a monthly report to be submitted to the National Program Coordinator. The main members of the Village Steering Committee are: Local Village Committees, the district authorities, local communities leaders and relevant NGOs. The Village level Steering Committee will meet two times a year before the Government Level Steering Committee. The Steering Committee will review and approve of the Annual Work Plan of the subsequent year elaborated by the National Program Coordinator and will review the progress in the implementation of the planned

activities. The Steering Committee will respond to emerging issues and suggest appropriate action to be taken.

- **Government Level**

The CMVP will have a Steering Committee chaired and set up by the MINEPAT. The main members of the Steering Committee are participating Ministries and partners, UN Agencies and Japan. The Steering Committee will meet two times a year to review the progress in the implementation of the planned activities, respond to emerging issues, and approve the annual work plan of the subsequent year. The Steering Committee provides the overall policy-level guidance and support to the implementation of the program.

The program will set up through the MINEPAT a technical consultative group comprised of technical staff from line Ministries as well as the UN Agencies and Japan. The Technical Consultative Group will provide technical support for the effective implementation of the program through quarterly meetings chaired by the MINEPAT and UN.

The established Steering Committee would oversee the overall implementation of the program. These Committees will provide guidance on the prioritization of the activities, the policy agenda, partnerships and resource mobilization strategy. The committee will meet periodically as stated to review overall progress in the implementation of the program and provide continuous strategic direction.

Staff to be recruited:

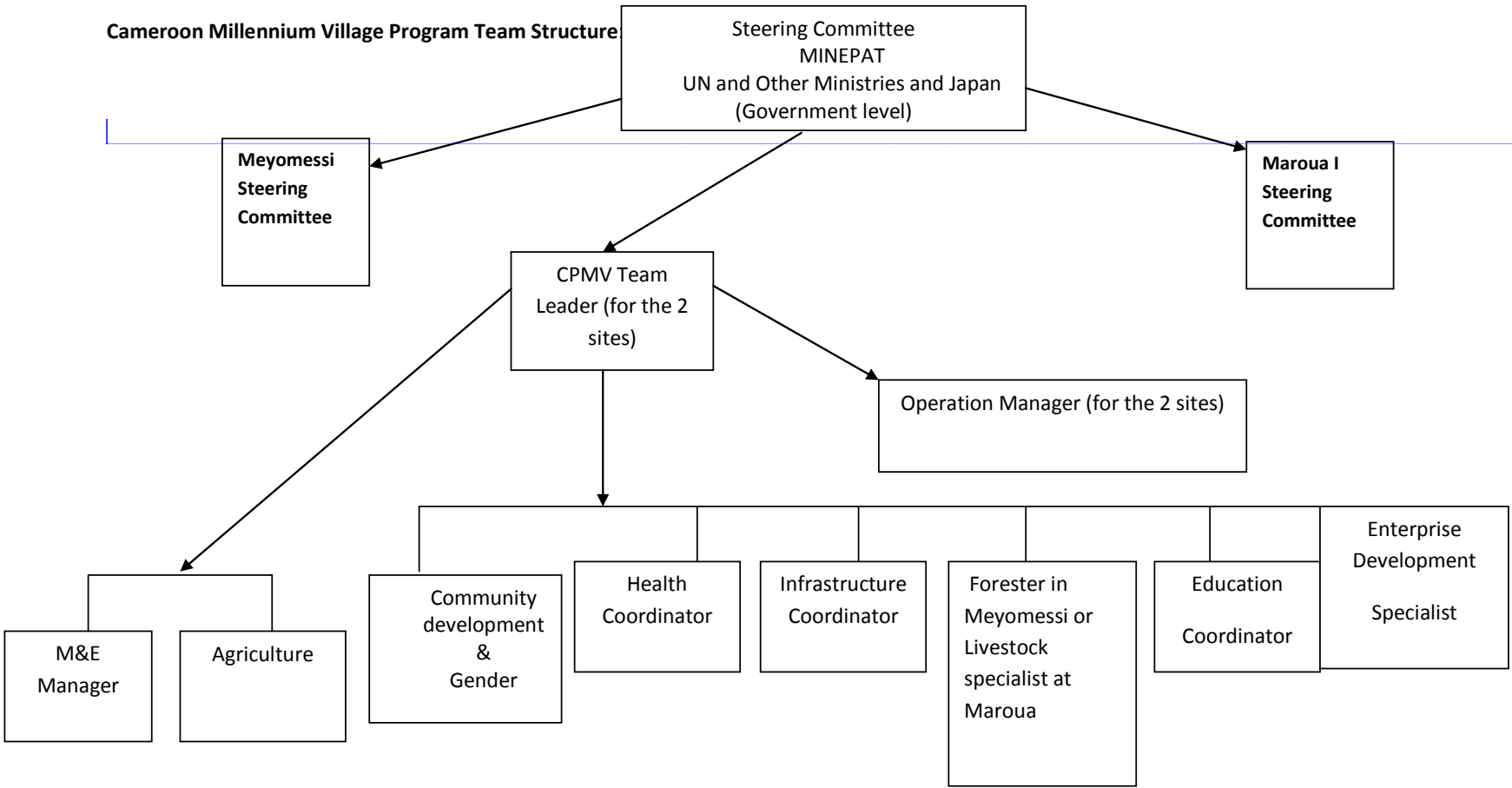
For the two sites

- 1 CMVP (for the 2 sites)
- 1 Operation Manager (for the sites)

For each site

- 1 Monitoring and evaluation manager
- 1 Specialist in Agriculture
- 1 Specialist in community development and Gender
- 1 Health Coordinator
- 1 Coordinator in infrastructure
- 1 Coordinator in Education
- 1 specialist in Enterprise development
- 1 Forester (Meyomessi)
- 1 Specialist in Livestock ( Maroua I)

**Cameroon Millennium Village Program Team Structure**



**Commentaire [外務省1]:** Who are the actual members ? it is different from Page 27.

#### **IX. Source of funding**

It is estimated that the first phase of the program will be at 8,519,250 US \$ out of which 5,769,250 US \$ will be funded by the Government of Japan. The first of the two and half-year phase starts in January 2010 and runs through June 2012. It will be sourced from Japan's assistance using the Community Empowerment Fund. Upon completion and evaluation of the implementation of the first phase, it is envisaged that the Government of Japan will release additional US\$ 4,230,750 US \$ to continue support the activities for the second phase.

In addition to resources from Japan, UNDP and UN will mobilize about 750,000 US\$ for the program activities from their own regular resources during the first phase). UNDP and UN resources will be used to promote an exchange of lessons learnt and make effective contribution to the program's knowledge management initiative with the objective of the up scaling. The Government contribution in cash and in kind will be in the order of 2 000 000 US \$ to support interventions based on MDG;

#### **X. Management of fund from Government of Japan by UNDP**

##### **UNDP Country Office**

The program will be implemented using the UNDP's National Execution (NEX) modalities with regard to Japan funding. The program will be monitored and evaluated, and audited in the line with the UNDP's program and operational policies and procedures.

**Finance and Procurement Regulations:** As program funds from Japan are managed by UNDP, the program will comply with all applicable UNDP legal procurement standards and procedures, as laid out in the Contract, Asset and Procurement Management section of UNDP's User Guide. Where applicable, all procurement processes will be undertaken in accordance with UNDP rules and regulations, under the following categories: petty cash, Requisition, Direct Purchasing, request for Quotes/Request for Proposals (Private Bid), national Competitive Process and International Competitive Process.

UNDP CO will use ATLAS tracking program expenditures necessary to oversee program expenses according to the financial standards and procedures and codes of UNDP with reporting methods to be jointly agreed upon by UNDP and the donors. The specific way of setting up the budget in ATLAS to track expenditure and compare with other MV sites will be introduced with the assistance of the coordination Unit of the Regional Bureau for Africa (RBA) of UNDP NY.

**General Management Support:** UNDP will charge a percentage fee of 7% as General Management Support (GMS) for general oversight and management cost not directly attributable to program inputs or activities. This will be charged against the recorded expenditures, and as such it will not be extracted at the start of the program. These include project formulation, determination of execution modality and local capacity assessment, preparation of donor reports, thematic and technical backstopping and IT infrastructure support. In addition to GMS, the UNDP CO will charge direct cost associated to aspects such as procurement, recruitment, and administrative support based on the principles of international competitiveness and economics of scale.

**Reporting Requirements:** Reporting requirements are decided as per standard letter of understanding between Government of Japan and UNDP. UNDP will provide Japan with the report (both financial and substantive) in accordance with its accounting and reporting procedures. UNDP Country Office will provide (provisional) annual reports on the status of the program for the duration of the program. It will also provide an annual certified financial statement as of 31 December each year to be submitted no later than 30 June the following year. In addition, UNDP will provide, a final report summarizing the program activities and impact as well as provisional financial data. The detailed work scheduled will be developed by the program team on quarterly basis.

##### **Technical and Advisory Support**

Technical support will be provided to the CMVP as guided by the Steering Committee and where necessary, invite the Earth Institute at Columbia University, through UNDP to provide support to science-based activities of the program. The Technical support might include visits to on-going CMVP sites and lessons from the other countries participating in the MV project initiative.

**XI. Budget funded by Government of Japan**  
**Budget per category based on \$80 per capita, (Meyomessi and its surroundings, Maroua I)**

	% division per sector	Year 1	Year 2	Year 3 (I)	Total 1
Objective 1: Eliminate hunger and malnutrition	10%	160,000	160,000	80,000	400,000
Objective 2: Improve livelihoods and increase incomes	5%	80,000	80,000	40,000	200,000
Objective 3: Assure full primary school attendance	15%	240,000	240,000	120,000	600,000
Objective 4: Improve access to medical services	20%	320,000	320,000	160,000	800,000
Objective 5: Combat HIV/AIDs, malaria, and TB	15%	240,000	240,000	120,000	600,000
Objective 6: Reverse environmental losses	3%	40,000	40,000	20,000	100,000
Objective 7: Increase access to clean water and sanitation	8%	120,000	120,000	60,000	300,000
Objective 8: Eliminate digital divide	7%	112,000	112,000	56,000	280,000
Objective 9: Improve infrastructure, energy and transportation	15%	240,000	240,000	120,000	600,000
Objective 10: Build community capacity	3%	40,000	40,000	20,000	100,000
Objective 11: Link to local, district and national government	1%	8,000	8,000	4,000	20,000
1. Total village interventions costs	100%	1,600,000	1,600,000	800,000	4,000,000

2. Management and operations / cluster operations		300,000	300,000	150,000	750,000
3. Research budget for sampling, data collection.		100,000	100,000	50,000	250,000
4. Technical support		50,000	50,000	25,000	125,000
5. Scaling up and linking to national strategies		60,000	60,000	30,000	150,000
6. UNDP services fees		147,700	147,700	73,850	369,250
7. ISS		50,000	50,000	25,000	125,000
		707,700	707,700	353,850	1,769,250

**Grand total**

2,307,700 2,307,700 1,153,850 **5,769,250**

**XII. Management of other funding**

**Options of institutional arrangements**

An efficient program monitoring/assessment coordination mechanism will be set up by MINEPAT and PNUD to harmonize the application of these options of institutional arrangements by the program. The reference instrument considered in this regard is the annual work plan.

o **Pass Through**

This option is based on the fact that partners channel funds mobilized through UNDP in order for the activities of the annual work plans to be carried out by the jointly selected UNS Agencies. Financial responsibility is placed under the program team hired on a transparent and competitive basis by MINEPAT and UNDP. This team is responsible for designing the system for accounts programming and monitoring of financial resources. The coherent programming of resources and monitoring of their use by the program team must guarantee the achievement of results within the stipulated time frames pursuant to the annual work plans. The commitment of the UNS Agencies is governed by a contractual framework to be established between UNDP and the UNS Agency concerned. This option offers each of the UNS Agencies

concerned the possibility to possibly sub contract the implementation of activities under its responsibility. The obligation to render accounts to the program team is under the responsibility of each UNS Agency and the sub contractor in question. Each UNS agency will prepare financial and technical reports pursuant to its procedures. If two UNS agencies place funds at the disposal of the same executing partner, the monitoring of the activity in question, as well as the financial monitoring and accounts audit will be performed jointly by these UNS agencies. These reports will be sent to the program team based on a coordination mechanism to be put in place by them, pursuant to the procedure of joint programming. The program team will prepare a detailed consolidated progress report and consistent financial reports which will be submitted to MINEPAT, UNDP and each UNS agency. After consultation with MINEPAT, UNDP will send these consolidated reports to each donor of the joint program fund in accordance with the standards applied by each of its partners.

○ **Parallel Funds**

Partners of the program may collaborate through parallel programming based on their own capacities and ability to mobilize financial resources. This parallel programming is harmonized with the framework of program outcomes by the program team which is responsible for integrating all elements in the annual work plans and for coordinating their implementation and overall monitoring. These financial contributions incorporated in the annual work plans by the program team will be used to achieve the set results, and accounted for by the system put in place for that purpose. Annual, quarterly reports and all monitoring/assessment reports are prepared by the partners in question and submitted to the program team who must enter into the accounts the financial contributions and results obtained to produce an overall consolidated report, incorporating the results obtained using the parallel funds. These reports will be forwarded to MINEPAT and UNDP/UNS by the program team. This option does not call for the establishment of contractual relations between UNDP and the partner concerned.

- **Other considerations**

These institutional arrangements options are not exclusive. Regardless of the option, funds transferred to executing partners must be spent within the framework of activities, in accordance with annual work plans. Funds received from partners will be used pursuant to the regulations, policies and procedures in force at country level in accordance with international standards while ensuring in particular that funds are spent during activities for the exact purpose agreed upon in the annual work plans. Reports on the full use of all funds are submitted to MINEPAT and UNDP within six months following receipt of such funds. In case national regulations, policies and procedures are at variance with international norms, the regulations, policies and procedures of the UNS Agencies shall be applied.

A standard financial authorization and expenditure certification report reflecting the lines of activities of annual work plans will be used by executing partners to request for funds release or to obtain an agreement depending on whether UNDP will refund or pay directly the expenditure envisaged. The executing partners will identify the official representatives authorized to provide bank details and to request and certify the use of funds. The report will be certified by the official representatives designated by the executing partner.

These management arrangement options will be accounted for, with the implementation of an efficient resource mobilization strategy allowing to ultimately cover during the two phases 25,000 inhabitants per site at the end of 5 years.

### **XIII. Monitoring and Evaluation**

The first two months of this program will be devoted to an additional comprehensive survey on the baseline case of the villages. This will involve identifying at each site the group of villages to be considered to reach the threshold of 10 000 inhabitants for the actual launch of the program, taking into account consideration the reality of the decentralized administrative entities as mentioned above. This survey will also make it possible to map out the second group of villages which will be the subject of the expansion of program interventions to finally cover 25,000 inhabitants on each site. Fine-tuned data will be used to define an appropriate, realistic and suitable approach and methodology to phase the expansion of program interventions with a view to reaching the threshold of 25 000 inhabitants.

Complementary data will also make it possible to:

- a) Identify in detail all existing achievements, and ongoing activities and those planned by governmental and Non Governmental structures and other institutions operating in the zone in relation to the needs for achieving the MDGs;
- b) Obtain precious information on the real capacities and dynamic of stakeholders and target beneficiaries of the program. This approach is crucial to the extent that it offers the possibility to further



clarify the baseline case of the program sites. Beyond that, it leads to determining sensitive indicators intended to facilitate the design and assessment of progress and impacts

c) Assess the capacities of organizational structures existing in the zone and on which the program will rely to give operational content to the interventions and throughout implementation, readapt programming, if necessary, especially by adjusting the annual work plans to the conditions of each site. This is important for creating lasting conditions and lasting capacities for the empowerment of all stakeholders of each site;

d) Build a participatory monitoring/assessment system and if necessary design/strengthen local sector development plans which might be consolidated into a global development plan for each cluster. Objectively verifiable indicators designed will make it possible to appraise on a continuous basis progress made and the impacts of program outcomes on development strategies and policies. In this connection, an expert will be recruited to process the program outcomes and use them for the relevant country policies/strategies. A detailed monitoring/assessment plan will be prepared and implemented on a participatory basis.

For the day-to-day management of the program, program management units will be organized on each of the sites based on the proposed organization chart. These teams will ensure mutual synergy in implementing interventions. Funds will be implemented and disbursed on the basis of the annual work plan approved by the steering committee. To envisage the replication of CMVP outcomes on a scale wider than that of the intervention sites and feed the country strategies/policies process with the results produced, an expert will be recruited by UNDP in consultation with the Government and UNS Agencies.

Quarterly and annual assessment reports will be prepared by each cluster teams (program team) and forwarded to UNDP with the inputs of the UNS Agencies and other actors involved. These reports will be sent to the appropriate financial partner(s).

The approach will adopt a community-based participatory monitoring approach that focuses on community empowerment for self-monitoring and evaluation of progress towards achievement of well identified target outputs that will result in community desired outcomes. Hence the community will participate fully in the choice of such output/outcomes, identify the measurable indicators and adopt a system of monitoring progress towards achievement of the same. The measurable indicators selected for the monitoring purposes will be identified in collaboration with the community and will be based on the community's strategic priorities. Such participatory and systems-based monitoring and evaluative process will allow for ongoing learning, correction, and adjustment by all parties concerned. The Local committees would be full involved in the monitoring of the progress of the program.

Monitoring and program implementation and evaluation against the indicators listed in the M&E Framework will be ensured through field visits to be undertaken jointly by the Government, the participating UN Agencies and partners. A joint annual review will also be conducted to assess progress in the program implementation as well as progress against indicators in the M&E Framework. The Steering Committee will be convened to review the annual progress and approve the work plan for the following year. An end term external evaluation will be conducted through qualitative and quantitative data assessment.

The Local site implementation Team to be recruited will prepare a monthly progress report and submit to the National Program Coordinator (NPC). The NPC will prepare a quarterly report based on results and activities for each site to be presented to the Local Steering Committee of each site at the Village levels. The Government through MINEPAT in liaison with UN will organize quarterly meetings of the Technical Consultative Group to which the NPC, technical staff from line Ministries as well as the UN Agencies and Japan, and other potential partners. These meetings will aim at maintaining technical surveillance, evaluating the execution of scheduled activities, assuring respect of budget execution, and assessing results and accomplishments. They will also revise – if needed – the work plan by way of the new orientations which are considered necessary

**XIV. Estimated budget – Activity Implementation Target for the Period 2010-2012 (Japan Support)**

	<b>Inputs</b>	<b>2010</b>	<b>2011</b>	<b>2012 (6 months)</b>
<b>Objective 1: Eliminate hunger and malnutrition</b>				
Seed, fertilizer, and agricultural tools	Staff time and resource person			
Agricultural facilitator	Staff time and resource person	100 000	100 000	50 000
Agriculture training, site visits etc	Staff time and resource person	25 000	25 000	15 000
Micronutrient supplements (mothers and children)	Staff time and resource person	25 000	25 000	10 000
<b>Objective 1 subtotal</b>		<b>10 000</b>	<b>10 000</b>	<b>5 000</b>
		<b>160 000</b>	<b>160 000</b>	<b>80 000</b>
<b>Objective 2: Improve livelihoods and increase incomes</b>				
Basic enterprise training (all other enterprise services provided through partnership with TechnoServe)	Subcontract and trainers	80 000	80 000	40 000
<b>Objective 2 subtotal</b>		<b>80 000</b>	<b>80 000</b>	<b>40 000</b>
<b>Objective 3: Assure full primary school attendance</b>				
School meals program	Staff time and resource person	100 000	100 000	80 000
School / teacher housing construction	Subcontract	50 000	50 000	20 000

School supplies and equipment	Staff time and resource person	50 000	50 000	10 000
Secondary school scholarships	Staff time and experts	40 000	40 000	10 000
<b>Objective 3 subtotal</b>		<b>240 000</b>	<b>240 000</b>	<b>120 000</b>
<b>Objective 4: Improve access to medical services</b>				
Medical staff (doctor, nurses, clinical officers, lab technicians, medical clerks and assistants)	Health specialist and staff time	100 000	100 000	80 000
Health facilitator	Staff time	20 000	20 000	20 000
Community health training and workshops	Staff time, Health specialist and trainees	20 000	20 000	20 000
Clinic renovation, construction, and utilities	Subcontract, staff time and experts	40 000	40 000	20 000
Sub-district hospital equipment upgrade	Health specialist, expert and staff time	70 000	70 000	10 000
Essential medicines and clinical supplies	Health specialist, expert and staff time	70 000	70 000	10 000
<b>Objective 4 subtotal</b>		<b>320 000</b>	<b>320 000</b>	<b>160 000</b>
<b>Objective 5: Combat HIV/AIDs, malaria, and TB</b>				
Malaria, TB and HIV/AIDs workshops	Health specialist and staff time	100 000	100 000	60 000
Antiretroviral AIDS therapy (provided through NGO partners / Global Fund)	Health specialist and staff time	80 000	80 000	40 000

Anti-Malaria Bednets (Permanet) - corporate donation	Health specialist, subcontract and staff time	40 000	40 000	10 000
Anti-Malaria Drug Treatment (donations from year 2 onwards)	Health specialist, subcontract and staff time	20 000	20 000	10 000
<b>Objective 5 subtotal</b>		<b>240 000</b>	<b>240 000</b>	<b>120 000</b>
<b>Objective 6: Reverse environmental losses</b>				
Sustainable development workshops	Forester, staff time and experts	20 000	20 000	10 000
Terracing and landscape rehabilitation	Forester, staff time and experts	10 000	10 000	5 000
Improved household cooking stoves and eaves	Experts, staff time and subcontract	10 000	10 000	5 000
<b>Objective 6 subtotal</b>		<b>40 000</b>	<b>40 000</b>	<b>20 000</b>
<b>Objective 7: Increase access to clean water and sanitation</b>				
Sanitation training	Trainneers and staff time	80 000	80 000	30 000
Water treatment and quality testing	Experts, staff time and subcontract	20 000	20 000	10 000
Rainwater harvesting	Experts, staff time and subcontract	10 000	10 000	10 000
Improved latrines	Experts, staff time and subcontract	10 000	10 000	10 000
<b>Objective 7 subtotal</b>		<b>120 000</b>	<b>120 000</b>	<b>60 000</b>

**Objective 8: Eliminate digital divide**

Technology training and workshops	IT specialist and experts	50 000	50 000	40 000
Electricity provision	Experts, subcontract and staff time	25 000	25 000	10 000
Computers and printers	Experts, subcontract and staff time	25 000	25 000	3 000
Telecommunication connectivity		12 000	12 000	3 000
<b>Objective 8 subtotal</b>		<b>112 000</b>	<b>112 000</b>	<b>56 000</b>

**Objective 9: Improve infrastructure, energy and transportation**

Village Vehicle, maintenance and fuel	Resource person and staff time	120000	120 000	80 000
Village Motorcycle, maintenance and fuel	Resource person and staff time	60 000	60 000	20 000
Access road repair (mostly government funded)	Subcontract, experts and staff time	20 000	20 000	10 000
Infrastructure facilitator	Subcontract, experts and staff time	20 000	20 000	5 000
Infrastructure training		20 000	20 000	5 000
<b>Objective 9 subtotal</b>		<b>240 000</b>	<b>240 000</b>	<b>120 000</b>

**Objective 10: Build community capacity**

Community training and participatory workshops	Traineers and staff time	20 000	20 000	10 000
Community hall and training center	Experts, subcontract and staff time	10 000	10 000	5 000

Community facilitator	Experts, subcontract and staff time	10 000	10 000	5 000
<b>Objective 10 subtotal</b>		<b>40 000</b>	<b>40 000</b>	<b>20 000</b>
<b>Objective 11: Link to local, district and national government</b>				
Training and workshops	Trainees and staff time	8 000	8 000	4 000
<b>Objective 11 subtotal</b>		<b>8 000</b>	<b>8 000</b>	<b>4 000</b>

<b>Total (1)</b>	<b>Total village interventions costs</b>	<b>1 600 000</b>	<b>1 600 000</b>	<b>800 000</b>
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	<b>Management and Operations</b>	300 000	300 000	150 000	750 000
	<b>Research budget for sampling, data collection</b>	100000	100000	50000	250000
	<b>Technical support</b>	50000	50000	25000	125000
	<b>Scaling up and linking to national plan</b>	60000	60000	30000	150000
	<b>UNDP services fees</b>	147700	147700	73850	396250
	<b>ISS</b>	50000	50000	25000	125000
<b>Total (2)</b>		<b>707 700</b>	<b>707 700</b>	<b>353 850</b>	<b>1 769 250</b>
	<b>GRAND TOTAL (1)+(2) 2010-2012</b>	<b>2307700</b>	<b>2307700</b>	<b>1153850</b>	<b>5769250</b>

## **XV. Risks**

Risks are linked to a number of factors, the most important being:

- Delay in the mobilization government cost sharing from MINEPAT and other sector ministries for activities that are critical to the success of the program, such as the construction of road infrastructure, the provision of teachers, deployment of resource persons to help carry out activities...;
- Misunderstanding of program partners in the implementation of the logical framework of activities;
- Inadequate involvement on the part of local stakeholders at all levels of the CMVP implementation process;
- The deterioration of conditions of access to additional financial resources adequate for expanding CMVP to cover 25 000 inhabitants per site to achieve the MDGs by 2015 ;
- A weakness in harmonizing the interventions of UNS Agencies

The mitigation measures to be applied for the risks indicated above are:

- Continuation of the close collaboration between UNDP/UNS, the Government, and sector ministries to facilitate the mobilization of substantial financial resources within the stipulated time and dialogue for the establishment of a suitable framework for the proper use of these resources;
- Setting up of a platform of exchange and collaboration bringing together the key actors to energize the CMVP;
- Permanent consultation and involvement of local stakeholders by creating and sustaining as far as possible the conditions for strategic ownership of the program and its outputs ;
- Constant consultation with Japanese Cooperation and the program's other financial partners, together with a well thought-out, targeted and recurrent communication process for the visibility of program outputs and sensitization of policy-makers and stakeholders.;
- Protection of UNS' collaboration framework structured around the effective operation and contribution of the UNS and UNCT program group.

## **XVI. Legal Context**

The program related to Article of the Basic Agreement concluded between UNDP and the Government of the Republic of Cameroon. Revisions may be made to this program with the signature of the Resident Representative only, provided he or she is assured that the other signatories of the program have no objection to the proposed changes, in the case of:

- (i) Revisions which do not involve significant changes in the immediate objectives, output or activities of the program, but are caused by the rearrangement of the inputs already agreed to, or by cost increases due to inflation; and
- (ii) Mandatory annual revisions that re-phase the delivery of agreed program inputs, or reflect increased expert or other cost, due to inflation, or which take into account agency expenditure flexibility.

**Annex 1: CMVP Result Framework: Meyomessi and its surroundings – Maroua I**  
**Meyomessi and its surroundings**

<b>OBJECTIF 1 : Eliminate poverty and hunger</b>				
<b>EFFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and provincial level</b>				
<b>Output</b>	<b>Partners/Responsibility/Actors Indicators</b>	<b>Cost \$:</b> <b>Japon : 200,000</b> <b>UN : 35,000</b>		
		<b>2010</b>	<b>2011</b>	<b>2012</b>
1. The level of Production and productivity improved by 50%	Ministry of Rural Development of rural De, FAO, ONGs locales, Private sector, Council  Quantity of Agricultural input disseminated	80,000 (Japan)	80,000 (Japan)	40,000 (Japan)
2. Agricultural tool improved	Number of farmer which have received agricultural input			
3. Production and profitability improved by at least 80%	Number of agricultural technical tools disseminated Number of local actors trained on sustainable agriculture	15,000 (UN)	15,000 (UN)	5,000 (UN)
4. Breeding profitability and practice of sustainable hunting improved by at least 80%	Number of job created through the practice of sustainable breeding and agriculture Number of hunter identified and trained on sustainable hunting			
5. Modern business sector to create jobs and revenues developed	Average amount level of revenues increased at local level through agriculture and husbandry/poultry production			
<b>OBJECTIVE 2 : Improve living conditions of women and boost their income</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				
<b>Output</b>	<b>Partners/Responsibility/Actors Indicators</b>	<b>Cost \$:</b> <b>Japon : 100,000</b> <b>UN : 15,000</b>		



1. Capacity of rural women to promote their technical management autonomy built	Ministry of women and Family, Ministry of Development and Industrial Trade, FAO, UNIFEM, UNESCO, Councils, Women Associations	2010 40,000 (Japan) 5,000 (UN)	2011 40,000 (Japan) 5,000 (UN)	2012 20,000 (Japan) 5,000 (UN)
2. Workload of rural women alleviated	Average increased level of women revenues			
3. Capacity of rural women to promote their economic autonomy built	Number of women trained in the field of economic autonomy			
<b>OBJECTIVE 3 : Ensure universal access to primary school for girls and boys and eliminate gender disparities in schools</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				
<b>Output</b>	<b>Partners/Responsability/Actors Indicators</b>	<b>Cost \$: Japan : 300 000 UN : 50,000</b>		
1. Access to primary school enlarged (100% gross school attendance rate)	Ministry of Education, Ministry of Public Administration, PAM UNESCO, Councils, UNICEF, BIT, FAO, UNESCO	2010 120,000 (Japan)	2011 120,000 (Japan)	2012 60,000 (Japan)
2. Internal output of the school is improved: school completion rate increases to 85 %	Level of extension of school network and diversification of the education offer: elimination of make-shift shelters, construction of new schools Number of equipment in computers and construction of library	20,000 (UN)	20,000 (UN)	10,000 (UN)
3. Communities participate actively in the management of schools: the capacities of management committees enhanced	Putting in place, revitalization and capacity-building of school management committees in the design and implementation of school program Level of extension of education offer to marginalized social classes, for example, the Baka Pygmies and others			
4. Marginalized populations' access to				

education extended				
<b>OBJECTIVE 4 : Improve access to medical services ; improve maternal health and reduce maternal and infant mortality :</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				
<b>Ouput</b>	<b>Partners/Responsability/Actors Indicators</b>	<b>Cost \$: Japan : 400,000 UN : 50,000</b>		
1. The capacity of the community and Health Structure on programming, coordination, management, evaluation and monitoring enhanced	Ministry of Health, OMS, UNFPA, UNICEF, ONGs locales, Communautés, communes  Number of sanitary development plan and annual action plan at district level Quantity of equipments put in place for necessary Health action integrated in Heal Centre (SOUB, PEV, PCIME,...) Number of community involved at different phase of planification/programming Number of villages or group of villages applying a cost sharing system	2010  160,000 (Japan)  20,000 (UN)	2011  160,000 (Japan)  20,000 (UN)	2012  80,000 (Japan)  10,000 (UN)
2. The capacity of the community and Health structure to provide a quality complement package of basic health activity, in particular for women, young and adolescent				
3. The capacity of Health centre, community and organizations to				

<p>identify and to solve major Health problem built, Health best and local based community services delivery promoted</p> <p>4. Mechanisms to enhance Health needs and access to Health needs set up, in particular for poorest, women and children</p> <p>5.</p>				
<p><b>OBJECTIVE 5 : Reduce infection rate of HIV, tuberculosis, malaria and other diseases and increase the rate of access to essential drugs such as antiretroviral drugs;</b></p>				
<p><b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b></p>				
Output	Partners/Responsibility/Actors Indicators	Cost \$: Japan : 300,000 UN : 50,000		
<p>1. The capacity of Health structure and community on HIV and Aids, malaria and tuberculosis built</p> <p>2. Adoption of a desirable behaviour by population on prevention for HIV and Aids, malaria, tuberculosis and other diseases established</p>	<p>Ministry of Health, OMS, UNICEF, UNFPA, Local NGO's, Council, Communities</p> <p>Free access to basic healthcare for vulnerable target groups</p> <p>Coverage in treated bed nets and fight against the vectors of malaria</p>	<p>2010</p> <p>120,000 (Japan)</p> <p>20,000 (UN)</p>	<p>2011</p> <p>120,000 (Japan)</p> <p>20,000 (UN)</p>	<p>2012</p> <p>60,000 (Japan)</p> <p>10,000 (UN)</p>

OBJECTIVE 6: Improve forest resources and biodiversity conservation with a view to reversing the degradation of environmental resources and the ecosystem;				
EFFET UNDAF : By 2012 the environmental regulatory framework is clearly defined, the structures and institutional mechanisms of implementation are operational and contribute to the sustainable value of the environmental services and the environmental goods and to secure the production and sustainable consumption				
Output	Partners/Responsibility/Actors Indicators	Costs \$:		
		Japan : 50,000	UN : 40,000	
1. Local management plan to establish a link between sustainable hunting, sustainable agriculture, sustainable fishing and sustainable collection of non timber forest product established and added values activities as ecotourism are developed	Ministry of Wildlife and Forest, Ministry of Environment and Natural protection, Ministry of Territorial Administration, Ministry of Rural Development, NGO's UNDP, National and Regional FEM project, and councils	2010 20,000 (Japan)	2011 20,000 (Japan)	2012 10,000 (Japan)
	Issuance of maps of village lands and participatory definition of activities to be developed including on ecotourism after identification of the sites	15,000 (UN)	15,000 (UN)	10,000 (UN)
2. Monitoring system based on data collection to enhance the maintain the function and the production of forest services and goods established , in particular to facilitate the reduction of the impact of industrial logging and commercial hunting	Strengthening of local actors for the mastery of the use of these surveillance parameters especially in the collection and management of data			
	Number of key actors sensitized on the application of Forestry law			
	Number of actors and the number of community based organization trained to obtain and to implement a community forest			
	Extension of the water supply network in 95 % of villages			
	Number of latrines in the communities			

<p>on biodiversity</p> <p>3. The extension of the forest law at the level of the main actors accomplished, with the use of appropriate channels of communication and sensitization</p> <p>4. Mechanisms on Sustainable Community Forest established and ownership by local community set up to improve income generation</p> <p>5. Access to potable water generalized</p> <p>6. Access to improved latrines is generalized</p>				
<p><b>OBJECTIVE 7: Put in place a partnership for development;</b></p> <ul style="list-style-type: none"> <li>- Transport infrastructure and energy sources</li> <li>- Bridge the digital divide by placing at the disposal of the populations the ICTs especially telephone, internet ;</li> <li>- Build the capacities of communities;</li> <li>- Linkage with councils, decentralized services and the central government</li> </ul>				
<p><b>EFFET UNDAF : By 2012 the environmental regulatory framework is clearly defined, the structures and institutional mechanisms of implementation are operational and contribute to the sustainable value of the environmental services and the environmental goods and to secure the production and sustainable consumption</b></p>				
<p>Ouput</p>	<p>Partners/Responsability/Actors Indicators</p>	<p>Cost \$: Japan: 650,000 UN : 135,000</p>		

		2010	2011	2012
1. Movement of persons and good is improved	Ministry of Economy, Planification and Territorial Management, Ministry of Territorial Administration, UNDP	260,000 (Japan)	260,000 (Japan)	130,000 (Japan)
2. All farm-to-market roads and marketing infrastructure rehabilitated	Level of capacity of the organizational and logistical management Number of farm-to-market and number of km of roads rehabilitated or created	50,000 (UN)	50,000 (UN)	35,000 (UN)
3. All health and educational facilities have sources of energy (electricity network, solar power, generators)	Level of extension of the electricity network Number of acquisition of improved fire-places and other kitchen implements for households and schools Number of an equipped multimedia room (V-sat, computers, power generator, telecentre, library) and trained managers			
4. Alternative energy sources are put in place and the pollution level reduced	Number of information system on prices, products and markets and on the management of health-centres and schools Material support (office equipment and computers)			
5. Communities are trained. They use the ICTs and have easy access to news	Number of training on planning,			
6. Communities are involved in the management and development of the localities	Number of performance-based management plan Number of Updating Development Plan aligned to the MDGs at council level			
7. The capacities of associations and groups (youth and women) are enhanced	Number of memorandum of understanding with governmental and non governmental services and private sector operational			
8. The coordination, planning and monitoring/evaluation on capacities of CR are enhanced	Number of communication and experience-sharing with other national programs			

9. Local planning tools are aligned to the MDGs				
10. The MVP experience is firmly set in national programs and policies				
11.				

## II. Maroua I

OBJECTIVE 1 : Reduce by half poverty and hunger:					
EFFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and provincial level					
Output	Partners/Responsability/Actors Indicators	Japan : 200,000 \$			
		UN : 35,000 \$			
		2010	2011	2012	
1. Agricultural production and productivity improved by at least 50 %	Ministry of Rural Development, Local NGO's, Private Sector, FAO, Councils  Modern business sector is developed and contributes to job creation and income generation of the communities	80,000 (Japan)	80,000 (Japan)	40,000 (Japan)	
2. Production and profitability of improved livestock by at least 50 %	Development of pasture land and putting in place of modern watering points  Design of business plans on profitable sectors in order to attract private investments (agriculture, handicraft, livestock, etc.)	15,000 (UN)	15,000 (UN)	5,000 (UN)	
3. Modern business sector is developed and contributes to					

job creation and income generation of the communities				
<b>OBJECTIVE 2 : Improve living conditions of women and improve their incomes :</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				
Output	<b>Partners/Responsability/Actors Indicators</b>	<b>Japan: 100,000 \$ UN : 15,000 \$</b>		
1. The self empowerment and management capacities of women's groups strengthened	Ministry of Women and Family, Ministry of Development and Industrial Trade, FAO, UNIFEM, Councils, Women Associations  Number of trainings in entrepreneurship, micro-enterprises management, organizations management Number of acquisition of multi-purpose platform for women's groups	2010  40,000 (Japan)  5,000 (UN)	2011  40,000 (Japan)  5,000 (UN)	2012  20,000 (Japan)  5,000 (UN)
2. The labours of women lightened and their means of livelihoods improved	Level of income generated Number of women trained in market gardening and small stockbreeding techniques			
3. The economic capacities of women are enhanced				
<b>OBJECTIVE 3 : Ensure universal access to primary school for girls and boys and eliminate gender disparities in schools;</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				



Output	Partners/Responsibility/Actors Indicators	Japan : 300,000 \$ UN : 50,000 \$		
1. Access to primary school is extended (100% gross school attendance rate)	Ministry of Education, Ministry of Public Administration, UNESCO, Councils, UNIFEM, PAM  Level of extension of school network and diversification of the education offer: elimination of make-shift shelters, construction of new schools	2010  120,000 (Japan)	2011  120,000 (Japan)	2012  60,000 (Japan)
2. Internal output of schools is improved: completion rate rises to 85 %	Number of equipment in computers and construction of library  Putting in place, revitalization and capacity-building of school management committees in the design and implementation of school programmes	20,000 (UN)	20,000 (UN)	10,000 (UN)
3. Communities participate actively in the management of the school: the capacities of the management committee are enhanced	Level of extension of education offer to marginalized social classes, for example, the Baka Pygmies and others			
4. Marginalized populations' access to education extended				
<b>OBJECTIVE 4 : Improve access to medical services ; improve maternal health and reduce maternal and infant mortality :</b>				
<b>EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals</b>				
Ouput	Partners/Responsibility/Actors Indicators	Japan : 400,000 \$ UN : 50,000 \$		

<p>6. The capacity of the community and Health Structure on programming, coordination, management, evaluation and monitoring enhanced</p> <p>7. The capacity of the community and Health structure to provide a quality complement package of basic health activity, in particular for women, young and adolescent</p> <p>8. The capacity of Health centre, community and organizations to identify and to solve major Health problem built, Health best and local based community services delivery promoted</p> <p>9. Mechanisms to enhance Health needs and access to Health needs set up, in particular for poorest, women and children</p>	<p>Ministry of Health, OMS, UNFPA, UNICEF, ONGs locales, Communautés, communes</p> <p>Number of sanitary development plan and annual action plan at district level</p> <p>Quantity of equipments put in place for necessary Health action integrated in Heal Centre (SOUB, PEV, PCIME,...)</p> <p>Number of community involved at different phase of planification/programming</p> <p>Number of villages or group of villages applying a cost sharing system</p>	<p>2010</p> <p>160,000 (Japan)</p> <p>20,000 (UN)</p>	<p>2011</p> <p>160,000 (Japan)</p> <p>20,000 (UN)</p>	<p>2012</p> <p>80,000 (Japan)</p> <p>10,000 (UN)</p>
<p><b>OBJECTIVE 5 : Reduce infection rate of HIV, tuberculosis, malaria and other diseases and increase the rate of access to essential drugs such as antiretroviral drugs;</b></p>				

EFFET UNDAF : By 2012, the policies and the social programs taking into account human rights and equality of the gender to promote the social well-being, are formulated / strengthened, implemented, followed and estimated for the achievement of the Millennium Development Goals				
Output	Partners/Responsibility/Actors Indicators	Japan : 300,000 \$ UN : 50,000 \$		
3. The capacity of Health structure and community on HIV and Aids, malaria and tuberculosis built	Ministry of Health, OMS, UNICEF, UNFPA, Local NGO's, Councils, Communities	2010	2011	2012
	Free access to basic healthcare for vulnerable target groups	120,000 (Japan)	120,000 (Japan)	60,000 (Japan)
4. Adoption of a desirable behaviour by population on prevention for HIV and Aids, malaria, tuberculosis and other diseases established	Coverage in treated bed nets and fight against the vectors of malaria	20,000 (UN)	20,000 (UN)	10,000 (UN)
<b>OBJECTIVE 6 : Internalize sustainable development principles in villages in order to reverse the degradation of environmental resources and the ecosystem</b>				
EFFET UNDAF : By 2012 the environmental regulatory framework is clearly defined, the structures and institutional mechanisms of implementation are operational and contribute to the sustainable value of the environmental services and the environmental goods and to secure the production and sustainable consumption				
Output	Partners/Responsibility/Actors Indicators	Japan : 50,000 \$ UN : 40,000 \$		
1. The degradation of environmental resources and ecosystems is halted	Ministry of Forest and Wildlife, Ministry of Environment and Natural Protection, FAO, UNDP, Councils	2010	2011	2012
	Percentage of land recovered reverse environmental erosion	20,000 (Japan)	20,000 (Japan)	10,000 (Japan)
2. Alternative energy sources are put in place and the pollution level reduced	Acquisition of improved fireplaces and other cooking implements for households and schools	15,000 (UN)	15,000 (UN)	10,000 (UN)
<b>OBJECTIVE 7 : Improve the access of households, schools and health services to potable water and sanitation</b>				

<b>EFFET UNDAF : By 2012 the environmental regulatory framework is clearly defined, the structures and institutional mechanisms of implementation are operational and contribute to the sustainable value of the environmental services and the environmental goods and to secure the production and sustainable consumption</b>					
Output	<b>Partners/Responsibility/Actors Indicators</b>	<b>Japan : 150,000 \$ UN : 27,000 \$</b>			
1. The whole population has easy access to potable water	Ministry of Water and Energy, Ministry of Territorial Administration, Ministry of Rural Development, UNICEF, Local and Regional NFO's and councils	2010	2011	2012	
		60,000 (Japan)	60,000 (Japan)	30,000 (Japan)	
2. The populations have access to improved latrines	Extension of the water supply network in 95 % of villages	10,000 (UN)	10,000 (UN)	7,000 (UN)	
<b>OBJECTIVE 8 : Eliminate the digital divide by providing the populations with ICTs especially telephone and internet services</b>					
<b>EFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and regional level</b>					
Output	<b>Partners/Responsibility/Actors Indicators</b>	<b>Japan : 140,000 \$ UN : 27,000 \$</b>			
1. Communities are trained and use ICTs and obtain news easily	Ministry of Telecommunication, Ministry of Communication, Ministry of Economy, Planification and Territorial Management,UNDP	2010	2011	2012	
		56,000 (Japan)	56,000 (Japan)	28,000 (Japan)	
	An information system on prices, products and markets and on schools and health centres data management	10,000 (UN)	10,000 (UN)	7,000 (UN)	
<b>OBJECTIVE 9 : Infrastructure, energy and transport</b>					
<b>EFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and regional level</b>					
Output	<b>Partners/Responsibility/Actors Indicators</b>	<b>Japan : 300,000 \$ UN : 27,000 \$</b>			

1. Movement of persons and good is improved	Ministry of Economy, Planification and Territorial Management, Ministry of Territorial Administration and Decentralization, UNDP	2010	2011	2012
2. All farm-to-market roads and marketing infrastructure rehabilitated	Level of capacity of the organizational and logistical management Number of farm-to-market and number of km of roads rehabilitated or created	120,000 (Japan)	120,000 (Japan)	60,000 (Japan)
3. All health and educational facilities have sources of energy (electricity network, solar power, generators)	Level of extension of the electricity network Number of acquisition of improved fire-places and other kitchen implements for households and schools Number of an equipped multimedia room (V-sat, computers, power generator, telecentre, library) and trained managers	10,000 (UN)	10,000 (UN)	7,000 (UN)
4. Alternative energy sources are put in place and the pollution level reduced	Number of information system on prices, products and markets and on the management of health-centres and schools Material support (office equipment and computers)			
<b>OBJECTIVE 10 : Build community capacities</b>				
<b>EFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and regional level</b>				
Output	<b>Partners/Responsability/Actors Indicators</b>	<b>Japan : 50,000 \$ UN : 27,000 \$</b>		

1. Communities are involved in the management and development of the localities	Ministry of Economy, Programming and Territorial Management,, MDG Centre, UNDP, NGO's, Local Association, Councils	2010 20,000 (Japan)	2011 20,000 (Japan)	2012 10,000 (Japan)
2. The capacities of youth and women's associations are enhanced	Number of training campaign for associations, groups and NGOs (youth and women) on leadership, advocacy, local governance, gender and the role and responsibility of communities Number of actor benefited organizational and technical capacities and training in local governance and gender	10,000 (UN)	10,000 (UN)	7,000 (UN)
<b>OBJECTIVE 11 : Linkage with councils, decentralized structures and the central government</b>				
<b>EFET UNDAF : By 2012 the implementation and the follow-up / evaluation of the politics(policies) and the macroeconomic and sector-based programs promoting the development and the reduction of the poverty through the creation and fair sharing of the wealth, will be improved at the national and regional level</b>				
Output	<b>Partners/Responsability/Actors</b>	<b>Japan : 10,000 \$ UN : 27,000 \$</b>		
	<b>Indicators</b>	2010	2011	2012
The coordination, planning and monitoring/evaluation capacities of the CR are enhanced	Ministry of Finance, Ministry of Economy, Programming and Territorial Management,, MDG Centre, UNDP, NGO's, Local Association, Councils	4,000 (Japan)	4,000 (Japan)	2,000 (Japan)
Local-level planning tools are aligned to the MDGs	Number of training on planning, performance-based management and monitoring/evaluation, good governance and environmental management	10,000 (UN)	10,000 (UN)	7,000 (UN)
The MVP experience is firmly set in national programs and policies	Design of the Maroua I Council Development Plan aligned to the MDGs Number of communication and experience-sharing with other national programs			

Detailed Program Indicative inputs (Estimated Unit Price), Indicative Annual Work Plan 2010 and M&E Framework will be elaborated after the first mission scheduled immediately after the signature of the program document. This mission will be focused on data collection on baseline situation.

**Annex 2: Some key Program Indicative Inputs on the two (2) sites (To be completed after the first field mission to finalize the basic situation on the 2 sites)**

Number of Classroom: about 50

Number of Modern Latrines: 40

Number of Premises for women's meetings and learning of small professions: 10

Number of Magazin: about 10

Number of shed for market: 4

Number of Modern Market: 2

Number of storage: 2

Number of Drilling of water for school: 30

Number of Drilling of Water for villages: 30

Number of Drilling of water for school: about 25km

Rural electrification: 50 villages at least cover about 100km

Number of Health Center: 10

Compacted kilometer of road: about 100km