



# **Upstream Nachtigal Hydroelectric Project**

SUMMARY OF ENVIRONMENTAL AND SOCIAL ACTION PLANS:

- ENVIRONNEMENTAL AND SOCIAL MANAGEMENT PLAN,
- LIVELIHOOD RESTORATION PLAN FOR SAND MINING WORKERS,
- RESETTLEMENT AND COMPENSATION ACTIONS PLANS,
- LOCAL ECONOMIC DEVELOPMENT ACTION PLAN.

## EXECUTIVE SUMMARY OF THE ESMP

The Nachtigal Project (the "Project") is to design, build and operate during the concession period (35 years) a reservoir and hydroelectric plant on the Sanaga River around the upstream Nachtigal Falls (located some 65 km north-east of Yaoundé) and a transmission line of 50 km of 225 kV in technical terms up to Nyom2 (north of Yaoundé). The total planned capacity to be installed is 420 MW, with 7 generators with an electric power unit of 60 MW, corresponding to 980 m<sup>3</sup>/s of design flow.

The Project is developed by 3 partners (the State of Cameroon, EDF, IFC) under a joint development agreement signed on 8 November 2013. Construction is expected to start in 2018 and the operational implementation will spread out from 2021 to 2022.

The project will engender relatively moderate environmental and social impacts as a run-of-river facility with the creation of a low surface reservoir. The main potential social impacts of the Project are:

- Physical and economic displacement due to the Project's influence and its impact on:
  - Residential houses,
  - Farmlands where cash crops and vegetable crops are cultivated
  - Fishing grounds:
    - that will disappear at the level of the Nachtigal Upstream rapids through the drying up of that stretch (except in the great left bank branch with the maintenance of an in-stream flow) or by prohibiting access for the sake operational safety,
    - that will change with the creation of the Project reservoir, resulting in a necessary adaptation of fishing techniques,
  - Sand quarry workers, due to the change of transportation of sediment downstream and the building of the reservoir;
- Loss of community cultural resources and the potential destruction of buried archaeological resources during excavation work;
- Recruitment of workers that would have positive effects if they are recruited locally;
- Social influx generated by economic opportunities that the Project would create and all the positive and negative impacts resulting thereof (vitality of the local economy, population growth, increased pressure on land, inflation, intercommunity conflicts, public infrastructure overload, etc.);
- Risk of degradation of the health situation of local communities, heightened by the presence of about 1,500 workers on the site at the peak of construction;
- Problems related to hygiene and living conditions of workers;
- Risks of workers' (accidents, injuries, etc.) and local communities' (accidents at the site, near the power line, in the reservoir or downstream during the exploitation phase, etc.) safety.

The main potential environmental impacts of the Project are:

- Loss of timber and non-timber resources;
- Loss of wildlife and terrestrial flora habitats;
- Impact on threatened species of terrestrial and aquatic wildlife populations;
- Impact on threatened species of terrestrial and aquatic plant populations especially *Ledermanniella* (*L. sanagaensis* et *L. thalloidea*);
- Decline in ecosystem services;

- Potential pollutions caused by various sewage from the site (waste water, household waste, hazardous material, etc.);

To avoid, reduce or offset these impacts whose intensity is more or less enormous, the Environmental and Social Management Plan proposes to develop a number of action plans emanating from all environmental and social studies conducted for the Project since the 2011 ESIA. They concern all phases of the project, from site preparation, key preliminary works to commissioning and operation of the plant.

They are:

1. **Two resettlement and compensation action plans (PAR):** These plans describe the impacts of the Project on human population and the compensation measures to be taken. A PAR concerns the area declared as public utility around the hydroelectric plant and another the area declared as public utility for the Transmission Line and owner's base camp.

Resettlement and compensation of PaPs of the DUP zone		
Plan	Impacts	Measures
PAR	<b>Physical displacements:</b> - 5 households <b>Economic displacement:</b> - 856 concerned with farms	Physical resettlement of all members of the household concerned
		Compensation of affected persons (property and uptake)
		Access to replacement lands
		Technical assistance, inputs; equipment
	<b>Economic displacement:</b> <b>117 fishermen</b> <b>83 fish trades</b>	Reinstating the living standards of affected persons
		Fishing action plan
	Specific training on fishing, assistance for the purchase of equipment	
	Support infrastructure to implement the fishing plan	

2. **A livelihood restoration plan related to sand quarries affected by the (PRME):** This plan describes the impacts of the Project on workers of the sand industry of the area of the future reservoir and the confluence with the Mbam, and livelihood restoration measures to be implemented.

Restoration of the livelihoods of sand workers		
Plan	Impacts	Measures
PRME	<b>Economic displacement:</b> - 908 affected persons identified of which 214 impacted as from 2017(according to the 2016 census)	Transition compensation based on income losses (estimated for 6 months incomes of sand workers, and 3 months for canoe builders and food sellers on sand mining sites)
		Return allowances for migrant workers
		Financial compensations for loss of investments
		Programmes to assist reconversion with various agricultural and non-agricultural options (training, aid to business initiatives)
		Establishment of a fund for affected councils, provisioned from royalties derived from industrial sand mining of the future reservoir

3. **A Biodiversity action plan**, outlining concretely the measures spelt out in the ESIA, and complementing them to solve the project's biodiversity problems: protect and conserve terrestrial and aquatic biodiversity, prevent, reduce and offset the impacts of the project during the construction phases, reservoir filling and operation of the facility.

An environmental monitoring plan aims to ensure that ecosystems function normally, and to maximize the positive benefits of the Project by using it as a medium to learn more about the environment.

Compensation for environmental impacts		
Plan	Impacts	Measures
		Implementation of an integrated management plan for businesses

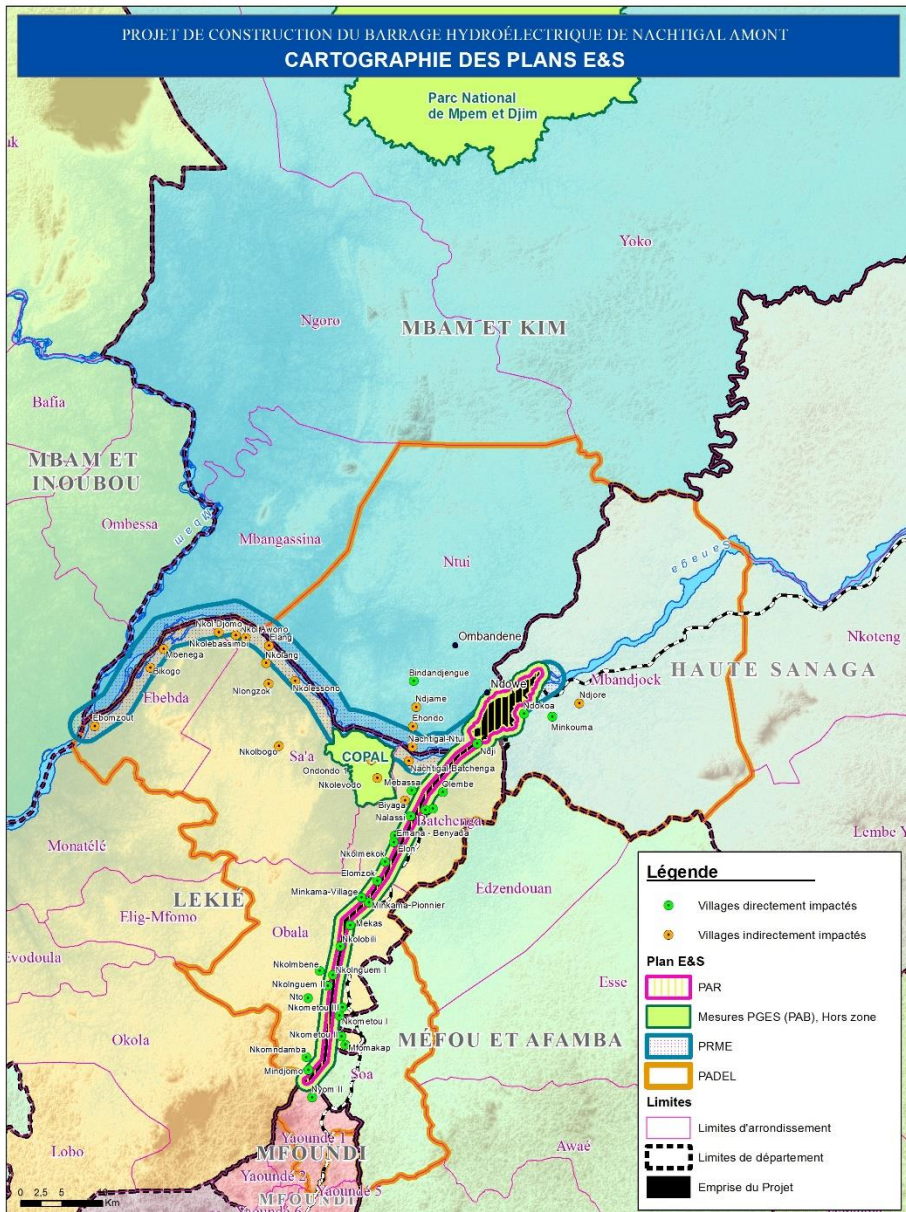
ESMP/BAP	Environmental impacts of activities of the site	Implementation of an environmental management plan in the operational phase
		Maintenance of an in-stream flow
		Preservation of critical terrestrial and aquatic plant populations
		Genetic mix of fishery populations
	Environmental impacts during operational phase	Optimisation of fishery populations in the reservoir: foster the growth of endemic population and limit the growth of invasive species
	Impacts on terrestrial and aquatic ecosystems	Compensation plan: support to the Mpem and Djim National Park for the <ul style="list-style-type: none"> <li>- development of a management plan of the Park,</li> <li>- carrying out targeted conservation actions on species and habitats impacted by the Project,</li> <li>- fighting against fishery and terrestrial poaching</li> </ul>
Compensation plan: support to the community forest of farmers of Lekie (COPAL) for the <ul style="list-style-type: none"> <li>- development of a new simple management plan and conservation of a COPAL forest stand,</li> <li>- Support to small-scale loggers for a legal activity out of the community forest,</li> <li>- intensification of cocoa farming to curtail their expansion,</li> <li>- support to reforestation</li> </ul>		
Environmental monitoring plan: <ul style="list-style-type: none"> <li>- monitoring of fishery populations,</li> <li>- monitoring of aquatic plants,</li> <li>- monitoring of terrestrial habitats (vegetation cover)</li> </ul>		

4. An archaeological resource management plan, which describes the preliminary surveys carried out on the Project site and all the procedures that will be put in place during the construction of the site to mitigate impact on archaeological resources
5. A set of action plans to prevent, reduce and offset residual impacts on the local social economy and construction site risks for workers.

Compensation for social impacts (out of the PAR/PRME)		
Plan	Impacts	Measures
ESMP	Impacts on cultural and archaeological resources	Protection plan of the cultural and archaeological heritage
	Impact on the local social economy	Communication plan with stakeholders and management of complaints
		Action plan aimed at fostering recruitment and sub-contracting to locals
		Support plan to vocational training
		Energy access plan
		Plan to control and manage social influx in order to minimize and channel these influxes while managing negative consequences: <ul style="list-style-type: none"> <li>- mainstreaming migration flow in council policies</li> <li>- strengthening of public services (water, education, health)</li> </ul>
	Community health plan to prevent, avoid or when possible minimise negative impacts of the project on the health of local people during construction activities	
Site: health risks of workers	Health and safety plan for workers	

6. An action plan for the development of the local economy.

Restoration of the livelihoods of sand workers		
Plan		Measures
PADEL		Contribution to the strengthening of micro-infrastructure: <ul style="list-style-type: none"> <li>- farm roads</li> <li>- access to drinking water points</li> <li>- equipping of vocational training centres</li> <li>- help toward electric connection of productive units and socio-economic infrastructures</li> </ul>
		Support to activities of income generating projects <ul style="list-style-type: none"> <li>- technical support (advice)</li> <li>- financial support (loans)</li> </ul>



# EXECUTIVE SUMMARY OF THE PRME

The **Livelihoods Restoration Plan (PRME)** concerns natural and legal persons affected by the impacts of the Nachtigal Project on artisanal sand quarries mined along the Sanaga River in the Project area and fifty kilometres downstream - to the confluence with its major tributary, the Mbam.

## *Rationale and scope of the PRME*

After analyzing various alternatives, the environmental and social impact assessments (ESIA) of 2006 and 2011 have highlighted **inevitable social impacts** and identified **measures** to mitigate and/or offset them. The loss of access to quarries in the area declared as public utility ("DUP") and alteration of sediment transportation downstream will prevent or alter sand mining conditions. These impacts and their socio-economic consequences will result in job and income losses for the miners, workers and people involved in indirect economic activities, as well as tax revenue (or informal tax) losses for councils and villages.

The PRME proposes targeted, individual and collective actions, developed under a **comprehensive strategy** aimed at restoring the ability of affected individuals and communities to respectively restore their livelihoods and find funding sources.

## **Impacts on livelihoods related to sand mining**

### *Qualification of impacts*

**From the beginning of construction works (2018)**, loss of access to quarries in the DUP zone will result in a loss of incomes or jobs for various categories of sand miners and workers (direct impact) and for individuals and households involved in the indirect economy (accommodation and food for sand workers, canoe manufacturing, etc.). Some quarries of the DUP zone (in the future reservoir zone) will continue to be mined during the works phase (outside the construction area).

**From the penultimate cofferdam stage of the Sanaga (2020) and throughout the operational period of the reservoir**, sediment transportation will be changed: the volumes of sand that were mined in the downstream zone, right to the confluence with the Mbam River, will accumulate in the reservoir; the dam will obstruct the transportation of sand to downstream quarries that would no longer be mined. Accumulation of the resource (sand) in the reservoir will change the conditions of access and mining, resulting in loss of income for miners and workers in the downstream zone, as well as the indirect economy of dependent surrounding villages, at varying degrees, for these quarries.

### *Quantification of impacts*

The type and temporality of impacts on sand quarries vary depending to their location in relation to the planned facilities (DUP zone, reservoir zone and downstream of the dam). Based on survey conducted in 2015-2016, the impacts are as follows:

- **51 quarries** potentially affected, of which 20 are in the DUP zone and 31 downstream of the dam.
- **1000 persons** potentially effected (908 surveyed).
- **17 villages affected** (villages where there are quarries) in 5 councils (Mbandjock, Batchenga, Ntui, Ebebda and Sa'a).

## Stakeholder consultation and participation

Consultations with Persons Affected by the Project ("PAP") and other stakeholders were carried out iteratively since the first ESIA (2006). At Project level, the process was formalized in a *Stakeholder Commitment Plan* (PEPP, 2014).

**Specific consultations on the PRME** were spread out in 2015 and 2016, prior to any decision on compensations and livelihood restoration measures. The approach adopted is consistent with PEPP commitments, with IFC performance standards and with good practices recognized internationally: free, prior, informed, inclusive and transparent consultation.

**The outcomes of the consultations** are included in the PRME in various forms: description of the socio-economic profile of workers (initial state), taking into account the interests and preferences of the PAPs for compensation measures and restoration of livelihoods and adjustments to the expectations and concerns of stakeholders.

## Livelihoods restoration strategy

### General principles

Restoring livelihoods is not limited to restoring income levels: it is more about restoring the **capacities** of PAPs to optimize available resources to generate incomes and livelihoods that help maintain or improve their living conditions. It is essential not to create dependency relationship between the Project and the affected persons and households.

- PAPs were identified and assets (quarries and deposits) and investments inventoried in 2015 and 2016. An additional **survey process** (during high quarry activity) was carried out between October 2016 and March 2017 to have the most comprehensive and representative outcomes possible. The survey process is in fact facing several difficulties related to the local context and the type of artisanal mining activity (informal activities, high workers mobility, seasonality, pressure from certain groups, misrepresentation, etc.)
- **The eligibility date (or end date)** is the end of the PAP survey period (2017).  
**Validation committees of the survey and inventory findings** will be set up mid 2017, in each quarry village. They will each be made up of 9 members (Regional Delegate of MINMIDT, Divisional Officers of each sub-division concerned, village chiefs concerned, 2 representatives of quarry owners and heads of deposits (or representative of an association), including at least one woman, 2 workers representatives, a representative of the conductors of the survey and a representative of the Project (NHPC). Their role will be to validate the survey and inventory data and guarantee the principles of transparency and fairness
- The **measurements calendar** is determined by the temporality of the impact. Financial compensation of PAPs affected by construction works will be paid into an account in 2018, in two instalments; those PAPs affected by the impacts of flooding of the reservoir will be paid in 2017 in a blocked account until 2020. It is likely that most of the PAPs will continue to mine sand until when it will no longer be available
- An intense **awareness campaign** will be conducted between 2017 and 2020 to inform the PAPs and other stakeholders about the compensation process and the implications of the deadline.
- In order to promote the effectiveness of measures and adjust actions to needs, **pilot phases** will be implemented for each PRME programme
- Actions (training, technical assistance) will be implemented through **partnerships** with relevant national and local organizations (NGOs, training centres and national programmes).

- The **exit strategy** (or disengagement strategy)<sup>1</sup> is planning, from upstream, the disengagement of the PRME Project. The programme can be considered finished from the time when the PAPs have restored their ability to generate livelihoods that enable them to have a similar (or improved) standard of living compared to what prevailed before the economic displacement. An end-of-project external audit will conclude on the outputs obtained (compared to expected outputs) and will help close all activities carried out.

### **Compensation measures**

Compensation measures envisioned include a combination of individual (for each PAP) and collective (for municipalities and through a local development plan) financial (compensation) and non-financial (assistance to reconversion training programmes or to the development of agricultural and non-agricultural activities) measures.

The measures include:

1. Transition compensations based on annual income losses (estimated on six months incomes for sand workers, and 3 months for canoe manufacturers and food sellers on the mining sites, given that the activity is carried out only a few months per year),
2. Financial compensation for investment losses,
3. Return allotments for migrant workers
4. Establishment of a fund for the affected council, provisioned by a royalty on industrial sand mining of the future reservoir,
5. Reconversion assistance programmes with various agricultural and non-agricultural options (training, support to business initiatives ...).

## **Implementation of the PRME**

The PRME will be under the responsibility of the Environment and Social Directorate of the NHPC. It will be managed by the RME Unit. The actions outlined in this PRME will be implemented through collaborations with NGOs or competent agencies.

A PRME monitoring committee will be responsible for overseeing the proper execution of the livelihoods restoration programme. It will be made up of company officials of NHPC, representatives of PAP (a man and a woman), representatives of local authorities (village chiefs and representatives of the councils concerned) and representatives of partners (one each for the agriculture and the non-agricultural sector). It will meet at least twice a year to review the implementation of the PRME measures and their effectiveness, based on a series of indicators outlined in the PRME and measured by the E & S Directorate of the NHPC with the support of an international expert.

## **Monitoring and evaluation**

Reinstating or increasing incomes is a key objective for the PAPs. Incomes level is however not the only criterion of success to consider. PAPs were consulted about what presently defines their living conditions and well-being achieved thanks to "sand money". A series of indicators will help monitor the situation of PAPs compared to data of the initial situation.

An end-of-project external audit will be done in the year following the end of the implementation of livelihood restoration measures taken, specifically in 2023.

---

<sup>1</sup>Or *disengagement strategy*.



## EXECUTIVE SUMMARY OF THE PAR

Two Resettlement and Compensation Action Plans (PAR) describe the impacts of the Nachtigal Project (the "Project") on human population and the compensatory measures to be implemented. A plan concerns the Hydroelectric Plant component, with the 1797 ha zone declared as public utility ("DUP"), including especially the reservoir, the construction site zone, the business zone and the laterite quarry.

The other plan concerns the transmission line (245ha) and owner's base camp (19ha) component.

They describe:

- Cameroon legal constraints and IFC recommendations that guide expropriation for purposes of public utility;
- Impact on the people present and the methodology used to evaluate properties and assigned activities;
- Methodology used in assessing compensation rates;
- Living standards restoration measures:
  - Replacement of affected farms and restoration of their productivity, for people who chose land;
  - Resettlement of households that have to move;
  - Measures for fishing and affected fish trade;
- Consultations with affected people;
- Monitoring and specific assistance for vulnerable people;
- Monitoring and evaluation measures;
- Implementation budget.

### 1.1.1 Human environment

Four villages are affected by the Hydroelectric Plant component: on the left bank (1) Minkouma, (2) Ndokoa-Ekombitie in the Upper Sanaga Division and (3) Ndji in the Lekie Division; on the right bank (4) Bindandjengue in the Mbam and Kim Division. Their main economic activities are agriculture, fishing, sand mining and various commercial and handicraft activities.

22 villages are affected by the Transmission Line and 2 villages by the Operations Quarters components, in the Lekie, Mefou Afamba and Mfoundi Divisions.

### 1.1.2 Affected Population

For the Hydroelectric Plant Component:

**Agriculture.** – 148 persons affected by the Project («PAPs») are concerned by farmland loss.

**Fishing.** – 117 fishermen were found eligible by their peers, village chiefs and sub-divisional authorities during the inventory of fishermen of which about 50% of them fish in the zone of the bypass stretch and restitution of hydroelectric plant that are most affected by the Project.

**Fish trade.** – 83 persons, especially women, were found eligible by fishermen and village chiefs.

For the Transmission Line and Operation Quarter component:

**Agriculture.** – 536 PAPs are concerned by loss of lands on the path of the Line and 206 PAPs on the Operation Quarter.

### 1.1.3 Methodology

The PAR is based on the following surveys and inventories:

- 1) Socio-economic description of villages,
- 2) Socio-economic surveys with affected households,
- 3) Inventory of persons affected by fishing, fish trade and/or loss of farms and properties and affected uptakes. Inventories of properties and uptakes was done jointly by the Regional Commission for Observation and Evaluation (CCE), a Cameroonian legal body in charge of surveys and the NHPC, with the assistance of a Cameroonian consulting firm and an international expert.

The PAR outlines:

- the Project compensation rates, in accordance with international best practices,
- compensation for each affected person, in keeping with the national scale and rates of the Project,
- replacement measures proposed for land and houses,
- standard of living restoration measures for people affected by loss of farmlands, loss of local fisheries productivity, and by extension, fish trade activities

### 1.1.4 Compensation rates

Average prices of agricultural products are based on over 150 observations in the Project area and statistical data of the National Institute of Statistics on consumer prices.

Crop yield was evaluated by the journal of agricultural documentation.

Compensation rates are defined on the basis of harvest of annual products and of perennial trees, taking into account the number of years needed to reach the production period.

### 1.1.5 Property inventory

**Crops** - 145 ha of farms were identified on the DUP zone of the Hydroelectric Plant and 117 ha on the path of the Line and the Operation Quarters. They will be compensated according to the Project's rates.

**Constructions.** – For the entire project, the main house of five households are affected, and they will be resettled. Uninhabited buildings and developed water points will be compensated

**Tombs.** – Two graves were identified and will be dealt with according to the wishes of the family.

**Sacred Site.** – A site was identified in Bindandjengue. A budget is reserved for displacements from the site in agreement with the communities concerned.

**Forest Products and Land Reserves.** – Forest products evaluated in farms will be compensated to the PAPs, and seedlings will be distributed for replacement farms. Out of the farm, these resources concern all the populations of surrounding villages and will be compensated on the one hand by community social amenities (water, education, leisure ...) provided in the PAR budget, on the other hand by agroforestry activities under the ESMP

An annual budget will also be made available to Ndokoa, Ndji, Minkouma and Obandene villages to compensate for non-timber forest products and land reserves of the DUP zone of the Hydroelectric Plant.

### 1.1.6 Replacing homes and lands

**Physical displacement.** – Resettlement principles of the five households concerned are as follows:

- Resettlement sites must be freely chosen by households within the same village or in neighbouring villages. Resettlement is possible outside of the sub-division of the village provided that the new place is not more expensive for the Project<sup>2</sup>.
- The choice of location by the affected household must be approved by local government officials, either by the divisional office, the sub-divisional office or the host community.
- Resident households have opted for reconstruction of their homes by the project at a place of their choice.
- Non-residential structures will be compensated by reconstructing them.

**Economic displacement.** – The Nachtigal project requires economic displacement due to the occupation of the land of 148 people for the hydroelectric plant component, and 206 people for the operation quarter component. People affected by the influence of the corridor of the line are not concerned by the replacement of lands, since farms will be cultivated again. The displacement principles for the hydroelectric plant component are as follows:

- People affected by land loss choose the desired settlement place.
- The choice of replacement land involves the formal agreement of local government officials, the divisional office, the sub-divisional office, affected communities and host communities.
- Compensation takes into account fallow land and increased needs thus 1 hectare of foodstuff farm will receive 3 hectares and 1 hectare of permanent plantation will receive 1.5 hectares for replacement.
- Crops identified even if harvested before the resettlement will be compensated to allow farmers to do weeding before the cultivation of new farms
- Planting will be helped by a bonus of 250,000 CFA Francs per ha as clearing fees for currently cultivated lands.

On the zone of the operation quarter, a general replacement land was identified in consultation with stakeholders.

### 1.1.7 Standard of living restoration measures

For all categories of affected PAPs, going back to productivity of their current activity or its improvement is essential to maintain / improve their standard of living. For that reason, secured access to land and other means of production is essential. Guidance should help the PAPs to become more efficient in their activities.

The main measures are described below:

**Fishing.** –

- **Construction Phase:** Improve access to the Sanaga by distributing bicycles to recognized fishermen to enable them move around during the construction phase where some zones will not be accessible;
- **Operation Phase:** Technical training on opportunities and risks of fishing in the reservoir;

---

<sup>2</sup> If land purchase and the construction of a house in areas close to Yaoundé is more expensive than in the dam area.

- Construction of a landing accessible by car and, if production is sufficient, a cold store;
- Support to organize fishermen and provide a hut at the dock;
- Initial assistance for the purchase of fishing equipment: boats, nets;
- Investment allotment.

***Fish trade.*** –

- Landing accessible by car and, if production is sufficient, a cold store;
- Use of the wood of the reservoir for smokehouses, introduction of modern smokehouses;
- Investment allotment;
- Training on money management.

***Agriculture.*** –

- Compensation for clearing costs, for all displaced farmers;
- Distribution of seeds and sets of tools at the start;
- Priority in capacity development training organized by the project;
- Popularization of improved farming techniques that have proven effective on-farm.

### **1.1.8 Communication and complaints management**

Since 2014, the Project has set up a team based in Batchenga that has organized information meetings in villages, explaining methods of inventories of properties and uptakes. This team also supervises the quest for replacement lands and handles requests and complaints relating to the Project. Attached to the Environmental and Social Directorate of the NHPC, it will be responsible for the implementation of resettlement and restoration of livelihoods operations.

### **1.1.9 Implementation**

***Supervision and coordination.*** – A PAR steering committee will be set up, made up of the Directorate of the NHPC and Ministries concerned, namely the Ministry of State Property, Surveys and Land Tenure (MINDCAF), the Ministry of Agriculture and Rural Development (MINADER), the Ministry of Livestock, Fisheries and Animal Husbandry (MINEPIA), the Ministry of Housing and Urban Development (MINHDU) and the Ministry of Culture (MINCULT).

As part of the resettlement operation, the steering committee will have the following tasks: (1) be informed of the results of the operation and make strategy reviews; (2) ensure proper coordination of the various ministries.

***Project management.*** – Project management of the PAR will be done by the management of NHPC. Its main functions are related to coordinating implementation, funding and authorizing payments.

***Project management of resettlement operation.*** It is done by the Environmental and Social Directorate of the NHPC, supported as needed by NGOs for the implementation of compensatory measures.

## EXECUTIVE SUMMARY OF THE PADEL

The promoters of the Nachtigal hydroelectric dam project (the "Project"), on the Sanaga River in the Centre region of Cameroon, have the will to contribute to long-term local economic development of the Project's area of influence.

The Local Economic Development Action Plan (PADEL) contributes to local economic development, through concrete actions, which have been prioritized in view of the local context, potentials, committed dynamics and expectations and wishes of stakeholders and people of the basin. PADEL was developed in consultation with the beneficiaries. Two consultation missions dedicated to the development of PADEL were in fact undertaken on the ground in December 2015 and January 2016

The geographical scope used for PADEL covers 7 (seven) sub-divisions around the Project: Mbandjock, Batchenga, Obala, Sa'a, Ntui, Ebebda, Soa. This is an area of nearly 250 000 inhabitants, located in a radius of about 50 km north of Yaoundé, and connected to the capital by Highway No. 1. The zone is primarily agricultural. The Sanaga River has however engendered the development of two other economic sectors, such as fishing and sand mining, whose incomes finance part of the local economy.

PADEL governance will be organized at four levels: (i) an inter-ministerial committee in charge of validating the broad guidelines, (ii) an investment committee that decides on commitments and actions to be taken, (iii) a technical secretariat composed of a team of experienced technicians, present daily on the ground, and implementing the PADEL, and (iv) a monitoring committee representing all stakeholders.

The proposed PADEL is made up of two broad categories of actions: (i) contribution to strengthening micro-infrastructure and (ii) support and finance to activities of income generating projects. These actions are intended in all cases to align with existing local development dynamics; they will be conducted by relying as much as possible on structures present in the region and on volunteers to work in partnership with the PADEL.

### **Contribution to strengthening micro-infrastructure:**

PADEL may intervene on four types of micro-infrastructure, selected based on (i) expectations expressed on-the-spot by the people and authorities met, (ii) priority actions set out in the various council development plans, and (iii) observations made from existing literature review, especially environmental and social reports written since 2011 within the framework of the Project.

- Avenues of agricultural service: population has great expectations about this; access roads to farms are very insufficient for the evacuation of produce under good conditions. PADEL will primarily seek to maintain bad spots on these tracks.
- Drinking water access points: PADEL will contribute financially toward the rehabilitation of drinking water access points in villages. Good management of these water points will be given special attention.
- Equipping private or public vocational training centres: this issue is a major challenge for the future of the territory. Requirements in this area, expressed by the authorities in charge of vocational training, are very enormous.
- Help electrical connection of productive units, including handicrafts and socio-economic infrastructure.

Interventions will be in the form of grants, while avoiding as much as possible that PADEL is the sole funder of an action. Each project will first be studied under several aspects. Support to the implementation will also be provided directly by PADEL or, more often, by a partner organization.

### **Support to activities of income-generating Projects**

One of the major aims of PADEL is to stimulate the creation of local employment (self-employment and wage employment) to generate uptake creation in the territory concerned. The Technical Secretariat will have among other functions, prospecting projects, and for those that will a priori be deemed feasible, organizing support in two forms: (i) technical support and (ii) financial support.

- Technical support is to help (i) study the viability of projects, (ii) provide advice on technical, commercial, management and governance issues, (iii) support the implementation of the project, and (iv) monitor the activity;
- Financial support will be provided in the form of loans granted through a microfinance institution that is a PADEL partner and that knows the territory. PADEL however does not intend to finance an entire project, but it aims to provide co-financing alongside other financing, and especially the financial support of the project promoters. This financing will only be granted upon an appraisal of the project and accompanied by technical support.

PADEL has various project eligibility criteria and terms of support. Potential job-creating projects will be prioritized.

The sectors targeted were determined through consultations and potentials observed in the territory. The following were retained: modernization and diversification of agricultural production, development of livestock and fish-farming, processing of agricultural products, and handicrafts and various services.

Projects deemed to be development projects will also receive PADEL support. This is mainly community economic infrastructure: storage facilities, irrigation scheme, breeding ground, etc.

Monitoring and evaluation of PADEL will be done by the Technical Secretariat and submitted to the monitoring committee. The report presents generic guidelines for the development of monitoring and evaluation. Its organization and structuring is the responsibility of the Technical Secretariat.