

# Multiplicity of Rural Development Projects, Farmers' Organizations and Impact on Development in Menoua-Cameroon

Nathalie Lando Loyem<sup>1</sup> and Nobert Tohnain Lengha<sup>2</sup>

<sup>1</sup>Department of Rural Socio-Economics and Agricultural Extension, Faculty of Agronomy and Agricultural Sciences, University of Dschang

<sup>2</sup>Lecturer, Department of Rural Socio-Economics and Agricultural Extension, Faculty of Agronomy and Agricultural Sciences, University of Dschang

<sup>1</sup>[nathalielando19@gmail.com](mailto:nathalielando19@gmail.com) <sup>2</sup>[tohnole@yahoo.com](mailto:tohnole@yahoo.com)

**Abstract**— This study focuses on the multiplicity of rural development projects, Farmers' Organizations and their impact on local development. Its objective is to analyse the effects of the multiplicity of rural development projects on the behaviour of FO members and on local development. Thus, it is a question of analysing the motivation, perception, activity management and adaptation strategies of FOs in the face of this multiplicity of projects and evaluating their impact on local development. To achieve this, the theory of motivation and perception, and then that of forum shopping, were used in this study. The methodology consisted of a literature review, data collection in three boroughs and the use of questionnaires to conduct surveys. In the end, it appears that, despite the 24 existing rural development projects supporting FOs, 98.2% of people are motivated to join more than one project, 96.4% have a good perception of the multiplicity of projects, 94.6% managed their activities well, and 92.7% develop livelihood strategies to better adapt to this multiplicity of projects. After receiving support from the FOs, local development was observed in the Division, i.e. 81.6% in terms of health, socio-economic, cultural, political or administrative aspects in the locality. Local development is therefore significant in the Division of Menoua although it is influenced by the behaviour of FO members who face a multiplicity of rural development projects.

**Keywords**— Development, Project, rural development, Farmers' organization, multiplicity.

## I. INTRODUCTION

Local development in Cameroon is facing enormous difficulties, due to the persistence of the various evils that undermine the rural world: poverty, malnutrition, instability of agricultural production and the absence of food self-sufficiency (Tchoupou, 2013). "Production systems evolve less quickly than the physical environment and population growth, and their competitiveness in international competition is weak" (Mercoiret, 1989). It should be recalled that the first objective of the MDGs was to reduce by half the proportion of people suffering from chronic malnutrition. However, there are still 795 million undernourished people in the world (MDG, 2015). In Africa, indicators such as net primary school enrolment, child immunization, slowing the spread of HIV/AIDS (...) have seen only a marginal improvement among farmers (Tchoupou, 2013).

It should be noted that because of these difficulties, since the 1960s in Cameroon, agricultural policies have evolved from service mechanisms based on

research and extension to the agricultural council of farmers (Achancho & Lothoré, 2008) and, nowadays, it is the notion of entrepreneurship that is relevant.

Some strategies to reduce problems related to underdevelopment have been in Africa in general, and Cameroon in particular, rural development programmes and projects that have created a succession of interventions since the 1980s and 1990s (Fongang, 2008). It has been created as many as there are sectors: Maize Programme, Rice Programme, Potato Programme, Small Ruminant sector development project. The multiplicity of projects and programmes from the various Ministries aim at improving the living conditions of rural populations. Thus, each year, they are even created in a fictitious way (Djoussi, 2015). In 2007 already, nearly 47 programmes and projects were being implemented at MINADER in Cameroon. For greater efficiency, these were channelled through individual farmers or farmer groups still known as FOs, the latter grouping together within organisations (Fongang, 2008).

Indeed, it all began in the 1980s with the notion of intervention (which became a development project), which is an old concept, and also a strategy used by various organizations to improve the living conditions of rural populations. The mercantilists approached it in a way that they considered intervention as a territory over which the Prince ruled and where he exercised his power of sale and purchase. In some Western countries, the intervention was previously aimed at avoiding a new economic crisis (Keynes, 1936).

In Cameroon, rural intervention agencies are generally development corporations governed by Act No. 68/LF/9 of 11 June 1968 (Tchidjo, 1984), which can carry out research work with social workers on poverty, precariousness and solidarity, all in rural areas as part of their intervention (Berthod-Wurmser & *al.*, 2009; Lambert, & *al.*, 2009). Social intervention in rural areas focuses on the deployment of social protection, social work in rural areas and the monitoring of their specific logics (Pagès, 2013), while polymorphic social intervention emphasizes transformations and modes of social intervention (Pagès ; & *al.*, 2014).

Food insecurity problems have reportedly stimulated a multiplicity of projects in Africa in general and Cameroon in particular (Tristan, 2009). This emergence and multiplicity of rural development programmes and projects suffer from dysfunctions (Fongang, 2008) because there is no coordinated support between the different stakeholders, (Mana & *al.*, 2010). Rural regulatory bodies in Cameroon are both internal and external, state and non-state (Piekap, 2014). They are also the means by which donors assist developing countries, (Tchoupou, 2013).

The Regional Delegation for Agriculture and Rural Development in the Western Region (DRADER/West) alone has 28 programmes and projects, adding those of other Ministries (state and non-state development projects). Throughout Cameroon, there is a multiplicity of projects (Tchoupou, 2013). One may wonder why projects still continue to emerge despite their high number; have those who are present and active not been able to solve the problem of poverty in rural areas?

The number could affect the behaviour of receptors and influence local development. Indeed, Maslow's theory of motivation (1970) allows us to know the types of needs satisfied and unsatisfied because it appeals to hedonism: the search for pleasure. Its goal is the satisfaction of a need, motivation gives rise to an internal (intrinsic) energy in the individual. After identifying his need, the latter seeks to satisfy it. The human environment, such as working conditions or the multiplicity of projects, encourages motivation in the individual who wants to

satisfy it. FOs and different farmers have multiple needs, hence the choice of the approach of (Maslow, 1970), which is based on a hierarchy of human needs that need to be met, especially since every individual at work feels needs that are sources of motivation. He identifies them in 5 levels on a pyramid, according to the order of importance. The field survey will make it possible to determine the source of their motivation or their different needs that can be met, in particular according to the type(s) of projects to which they belong and everything depends on the offers or the scheme.

In addition, the theory of perception, according to Ban and Hawkins (2000), is a process by which we receive information and stimuli from our environment and transform them into conscious psychological acts. In the human perception model, two types of perception are distinguished: the psychic perception related to the psychological situation of the individual and the sensory perception which is related to the senses. Psychological perception is a function of functional factors such as experiences, notions of values, expectations, needs, opinions and socio-cultural norms (Van den Ban & *al.*, 1994). Sensory perception, on the other hand, depends on structural factors that are nothing more than our five senses (sight, hearing, smell, touch and taste). Man perceives the outside world either passively or actively. Perception can be considered as a construction of information selected according to past experience, needs, intentions of the individual, in order to adapt. FOs are exposed to a phenomenon that is the multiplicity of rural development projects. How do they perceive this phenomenon and how do they manage to adapt to it?

Finally, the forum shopping theory, which is a decision or strategy of an audience seeker who does so in a particular court or jurisdiction rather than in another, potentially available, where he feels that he will receive the most favourable judgment or verdict (whytockt, 2011 & Juenger, 1989). A farmer organization that selects a rural development project rather than another good as well as others could meet his needs and thus make forum shopping in the sense that one project will favour him more than another.

In view of all the above, the problem here is whether the multiplicity of Rural Development Projects does not positively influence the behaviour of FO members to the extent that it leads to their local development. Of all the studies reviewed, none of the known studies examined the effects of multiple development projects on FOs. Because, we note that projects and programmes operate in various fields, and survive only thanks to funding from donors or the State. So we ask ourselves: what are the types of rural

development projects that influence the behaviour of FOs in order to boost local development? In other words: how does the diversity of rural development projects influence the behaviour of FOs and what is the impact on local development? To further clarify this main question, in a generally objective way, question for us to know whether the multiplicity of Rural Development Projects:

- Motivates FO members to join more than one project,
- Gives a perception to FO members,
- Has an influence on how FO members manage their activities,
- Allows FO members to develop livelihood strategies (for local development).

The general hypothesis is that the multiplicity of Rural Development Projects influences the behaviour of FO members and leads to local development.

The specific assumptions are:

- 1: The motivation of farmers to join more than one rural development project influences their development.
- 2: The perception of multiplicity by FO members leads to their development.

- 3: The way in which activities are managed by FO members.
- 4: The livelihood strategies developed by FO members allow for local development.

## II. METHODOLOGY

The surveys consisted of a census of rural development projects in each Ministerial delegation of the Menoua Division, a census of the various farmers' organizations registered with the COOP/GIC-OUEST and Menoua Divisions, and an interview with the heads of state and non-state rural development projects supporting FOs in order to identify the different FOs benefiting from the projects: target population. The development, extension agents, farmers' group advisers and all other persons who are responsible for several FOs in the Division were field guides. During this actual survey phase, a quantitative collection instrument and an interview guide for focus groups were used (111 FO as a sample).

The study sample had all the characteristics of the population and a sampling rate was used to select it:

Table 1: Data on accessible population

Selected Menoua districts	Number of FOs supported	Proportion calculation by stratum or by class	Calculation of sample of the study	Sample size by borough
<b>Dschang</b>	83	41,30%	22,48%	45
<b>Santchou</b>	51	25,37%	15,81%	31
<b>Nkong-Ni</b>	67	33,33%	17,41%	35
<b>TOTAL</b>	201	100%	54,81%	<b>111</b>

The sampling rate (S.R) is determined using the following formula:

$$S.R = \frac{\text{Same number}}{\text{Population size}} \times 100$$

The digital application (D.A). : S.R. = (111/201) x 100 = 55.22%

The sampling rate is equal to 55.22%, i.e. greater than 30%, so the sample is representative. This is in order to obtain reliable information.

The questionnaire used consisted of a preamble, followed by filling in instructions, biographical

information on respondent identification, and finally the body of the questionnaire and questions on the two variables (IV and DV).

The focus groups consisted of 06 to 12 people to answer questions about why and how each variable was used.

The statistical analysis was done using SPSS (Statistical Package for Social Science) 20.0 software to facilitate counting and reduce margins of error. The statistical tool used to test the hypotheses was frequencies because the sampling was reasoned, so the use of a statistical test was not appropriate.

## III. RESULTS AND DISCUSSIONS

Table 2: Areas of intervention of rural development projects supporting FOs in Menoua

N <sup>0</sup>	Areas of intervention	Number of projects	% by number of projects
1	Agricultural extension	1	4,1
2	Agricultural Support and Advice/ counselling	1	4,1
3	Support for the potato sector	1	4,1

N <sup>o</sup>	Areas of intervention	Number of projects	% by number of projects
4	Support for the Maize sector	1	4,1
5	Support for the rice sector	1	4,1
6	Support for the plantain sector	1	4,1
7	Support for the mushroom sector	1	4,1
8	Support for the Oil Palm sector	1	4,1
9	Financial support	1	4,1
10	Support for cocoa and coffee seed production	2	8,3
11	Support for seed production	2	8,3
12	Support for fertilizer supply	1	4,1
13	Plant protection for food crops	1	4,1
14	Cocoa and coffee plant protection	2	8,3
15	Sustainable environmental protection	1	4,1
16	Support for the creation of small and medium-sized enterprises	1	4,1
17	Defence of farmers' interests	1	4,1
18	Financial and non-financial support	1	4,1
19	Processing and conservation of products	1	4,1
20	Hunger/poverty eradication and land protection	1	4,1
21	Support for market gardening sectors	1	4,1

The results contained in Table 2 show that the areas of intervention of rural development projects supporting FOs in the Division of Menoua are multiple. 8.3% express the plurality of projects operating in the same area. Indeed, this summary corresponds to 24 rural development projects identified in the division of Menoua. There is a co-existence of more than one project in the same areas of intervention. Except that the method of intervention differs slightly according to the sector. Of all these projects identified, it should be noted that there is no support project for organic farming, but there is support for environmental protection. According to the comments collected in the focus groups, participants affirmed the multiplicity that:

*"One project cannot solve my enormous needs in various activities. We are working on several speculations in breeding and agriculture. To get by, we have to adhere to several projects to also better vary our diet because we eat what we produce. ».* (Respondents).

Indeed, it should be noted that the fact of investing in several areas of intervention pushes farmers to also go towards several rural development projects in order to satisfy their needs by improving their yield. In addition, it is the problems of food insecurity that have also stimulated a multiplicity of projects in Africa in general, and Cameroon in particular (Tristan, 2009). Indeed, if the quantity of food or employment were equal to the population of this locality, there would be no imbalance

and therefore few needs. Finally, the plurality of approaches, as noted, and their complementarity in terms of funding methods and tools, would involve the plurality of donors in the context of programmes to support FOs (Le Coq, 2004).

#### **Motivation to join a multiplicity of rural development projects**

According to the results obtained on the field, 98.2% of actors are motivated to join more than one rural development project. This can be explained by the fact that, some of them making in several speculations, are heading towards the different projects corresponding to them, (Hulme & Turner, 1990: 191; Hall & al., 1991: 22), the multiplication of offers of assistance from technical services and foreign agencies to FOs increases their willingness, legitimacy and capacity to produce more. The comments collected in the focus groups rightly admit that:

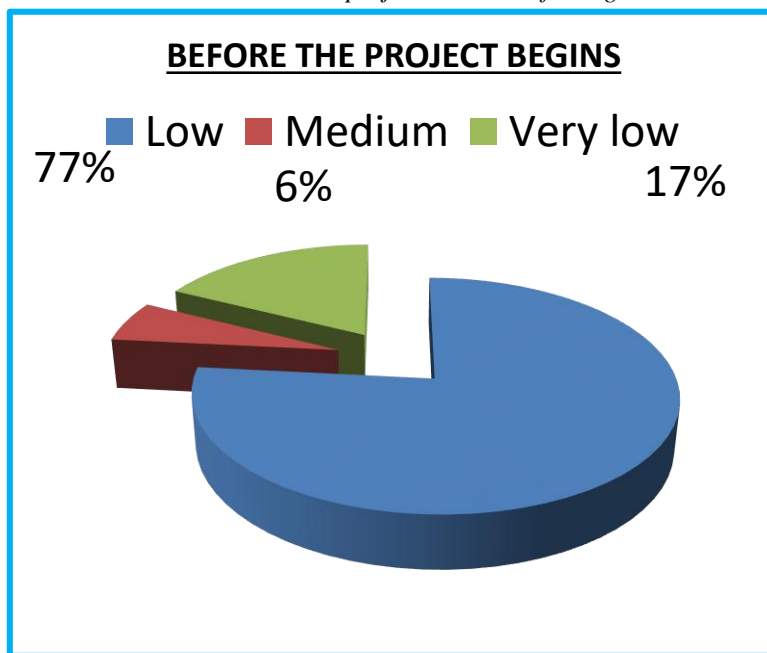
*"One project doesn't help me to do all my activities. We in many things in livestock and agriculture to get by, we have to get into several projects to make everything work well. These projects help us, develop our locality, when we know that our political leaders are fighting at the level of Ministries in Yaoundé town so that our Division has several Rural Development Projects we must enjoy them,"* (Respondents).

Indeed, farmers have several needs to satisfy: taking care of their different activities (animal and plant production), taking care of the different members of the

family, ensuring the future of their children, the improvement of their living conditions and developing their community. Thus, they find that membership in several projects solves their problems and meets their needs (physiological, safety, social, self-actualization...). The motivations are diverse and multiple as well as the needs. This result is in line with Maslow's (1970), showing a hierarchy of human needs. The latter can be satisfied, in particular according to the type or types of projects to which they belong, and everything depends on the offers or the scheme, even if the latter donot comply with Maslow's order (1970). This motivation has become even more pronounced because of the various supports already received by the latter. According to the results, 27.9% have already received infrastructure and 21.6% of respondents have received inputs. They make their choice according to the offer that comes up or that they imagine they will get. These results are better explained with those of whytockt (2011) and Juenger (1989) which showed that a hearing

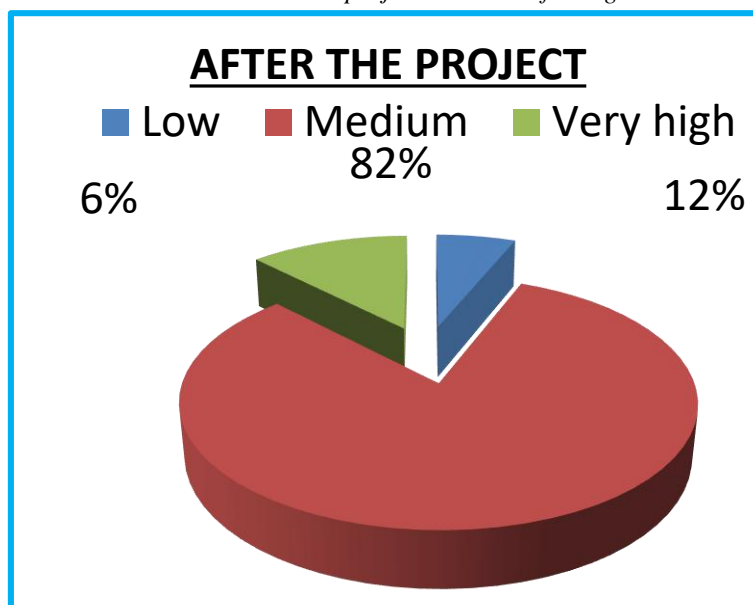
applicant who does so in a particular court or jurisdiction rather than another, potentially available because he feels that he will receive the most favourable judgment or verdict, in this case, a peasant organisation does so as a forum shopping in that one project will favour him more than another. These different supports received (Finance, Inputs, Consulting, Infrastructure, Equipment, Equipment, and Financing and others) are the different stimuli that would encourage farmers to be more motivated and to adhere to more than one project because they solve their diverse and multiple problems. In the results obtained in the field, 72.9% stated that these supports have solved their problems, hence the satisfaction of the beneficiaries. This motivation has had an impact on local development. Indeed, as shown by the results obtained above, before the project's arrival, the farmers' standard of living was low (77%), and with the project's arrival, the standard of living improved (82%).

*Pie chart 1: Pre-project standard of living*





Pie chart 2: Post-project standard of living



Pie chart 2 shows that after the project, the standard of living of FOs improved significantly from "Low" to "Medium", with 82% explaining an improvement in living conditions.

#### Farmers' perception of the multiplicity of projects

According to the results obtained, 96.4% said they appreciate the multiplicity of rural development projects. Indeed, FOs exposed to this phenomenon of multiple rural development projects perceive this phenomenon positively and manage to adapt to it as a form of capture in order to improve their living conditions despite the cost of their adaptation (lies and cunning). As reported in the focus groups:

*"It allows us to multiply our chances, to enjoy and live well. It is to help farmers who can do more than one activity, to produce in large quantities and to always be able to set up, whatever the difficulties encountered, that there are several projects. The multiplicity of projects brings us out of underdevelopment. It is to keep the population eating or to reduce unemployment, keep young people busy and avoid the worst in our future."*(Respondents)

The actors admit that this multiplicity of projects improves their living conditions, allows them to invest in several sectors in order to predict future misfortunes, increase jobs, avoid juvenile delinquency and overcome the uncertainty of the future. Taking advantage of several projects is actually a multidimensional source of security for farmers.

It can be seen that an individual's good perception of a specific object leads him or her to show positive

behaviour towards it. Similarly, we receive information and stimuli from our environment and transform them into conscious and sometimes overt psychological acts (Ban & Hawkins, 2000).

#### The management of activities within FOs and the multiplicity of projects

According to the results obtained in the field, 94.6% of the actors claim to manage their activities well within the FO despite the multiplicity of rural development projects. The reasons for this result differ according to the comments collected in the focus groups:

*"When we are in a group, we start the tasks again at the point where everything is well done and we gather ideas. When you have a program, you have to be well organized to make ends meet. Sharing roles in the same office and most importantly, we share what we earn so we can enjoy it again next time. (...), the most important thing is that we know how to juggle but leave proof of expenses just in case. For example, when there are meetings, we arrange with them to set schedules according to our programs with other projects."* (Respondents)

Indeed, to properly manage their activities within the FO, farmers organize themselves so that the multiplicity of projects does not hinder their activities. Some manage to create several offices in the same office, and roles change depending on rural development projects. Thus, they ensure that the different programmes and meetings do not coincide; even the plurality of their activities does not become a problem for them, because according to their schedule they take care of their operations. That is why they do not want to give up the help they receive. And as Hulme and Turner, (1990: 191)

Hall et al (1991), the increasing number of offers of assistance from technical services and foreign agencies to FOs increases their willingness, legitimacy and capacity to manage their activities.

#### **Livelihood strategies in the face of multiple projects.**

According to the results collected in the field, 36.0% of the actors state that as a strategy, they prefer to "embark on several channels and join several FOs", while 31.5% of other actors state that they "adhere more to new projects" and 25.2% choose as a strategy, the option according to which, "members occupy different functions within the FO to avoid confusion of tasks".

It must be noted that the different strategies: (the fact of producing in several sectors, being members of several FOs, applying for and benefiting from several rural development projects or even allowing members of the same FO to occupy several functions within the FO of belonging in order to avoid confusion in tasks and activities allow farmers to develop better, and to develop their community.

In addition, to achieve this, farmers ensure that they manage the support they receive. According to the results, 98.2% of stakeholders say that this support is well managed. It should be noted that because of this good management, despite the multiplicity of projects, farmers have benefited from several rural development projects. The results show that 45.0% of actors benefited from at least 02 projects, while 16.2% benefited from 03 projects, and 10.8% claimed to have benefited from more than 04 rural development projects. These exploits galvanize FOs and thanks to the "word of mouth" phenomenon, the news spreads further and others who have not benefited enough seek and adhere more to the projects.

Indeed, according to the results collected in the field, 82.9% of actors have still requested support for a project in addition to what they had already received and 97.3% say they still have needs despite the needs already met. These results are consistent with those of Hulme and Turner, (1990: 191) Hall & al. (1991), who argue that farmers have multiple needs (as Maslow's theory mentions) and know how to play institutional pluralism, possibly by participating in several associations at once. We can see that the degree of adaptation to the pluralist aid system is more or less high depending on the familiarity of farmers with this system and their training, especially when they can react with ease and take advantage of the lack of consultation between stakeholders (double financing, double accounting of completed projects, etc.). In addition, FAO (2015) points out that so-called livelihood strategies, which allow farmers to adapt, consist of a combination of activities and choices they make to achieve their basic livelihood objectives. Livelihood

strategies can be positive, when they help households to be less vulnerable and more resilient by impacting their development in the locality in which they are living.

#### **Local development through the multiplicity of projects**

The results show that 91.9% of stakeholders report an improvement in health. Because, according to the actors: *"Almost 80% of our members manage to heal themselves, as for me, I have gained weight since we received the help..."* (Respondents).

In addition, through rural development projects, farmers are able to access health care, a health centre near or far, and their family members. This reflects a satisfaction of the need for security, knowing that lack of care and malaise is a sign of increased poverty.

According to the results, 93.7% of the actors claim to have an economic improvement. Indeed, according to the comments collected in the focus groups, we retain the following: *"We have financial inputs that we didn't even see before. My motorcycle here is the result of a project. We even manage to make tontines and even carry out other family projects"*. (Respondents).

This economic improvement is a sign of development for the Division. Because the increase in financial inputs, the possibility of financial savings and the achievement of certain family objectives that go beyond the satisfaction of physiological needs to meet security needs, and to achieve self-actualization among farmers, have an impact on the development of the locality to which they belong.

The results show that 93.7% of the actors claim to have improved socio-culturally. As reported in the focus groups:

*"To buy bread, clothes, or send my children to school, I will no longer ask my father for money, I do it myself and he now considers me in the village; I am respected and when I speak people listen to me. I was even able to finish my wife's dowry"* (Respondents).

Indeed, the socio-cultural plan is very important for an individual and also affects his behaviour, especially when he is not satisfied. According to the results, farmers find improvement in this respect, in that they are considered in their community, that they manage to take care of their offspring and fulfil their responsibility in the society in which they live. This socio-cultural improvement enhances their self-esteem and allows them to assert themselves in society.

However, on the political and administrative level, the results show that 71.2% say there is no improvement. Indeed, according to the comments collected in the focus groups, it appears that:

*"Our authorities are asking for some of our support. I have seen my support given to someone other than myself. The*

town hall, which had to give us our funding since the beginning of this year, is turning us around, for some reason. We no longer understand decentralization; it is our relatives who make it hard for us. They are surely asking for them." (Respondents).

Indeed, the administration is not a facilitator for farmers, but rather a brake. The latter claim that the support intended for them is sometimes cut off by certain administrative or even political leaders. They are also victims of administrative delays, better known as "the procedure in place", "system", which contributes to hindering the success of their activities. These results are in line with those of (Tcheulachue, 1984) who stated that administrative slowness is one of the difficulties faced by FOs. However, FOs, as organised structures, represent a large part of civil society, also contributing to the strengthening of democracy (Tours, 2008).

#### IV. CONCLUSION

At the end of this research on: "multiplicity of projects of rural development projects, farmers' organizations and impact on local development: the case of the Division of Menoua in West Cameroon". For us, it was a question of showing that the multiplicity of rural development projects influences the behaviour of FO members, which has an impact on their local development. In other words, we would like to show that local development depends on the behaviour of FO members who are also influenced by the multiplicity of rural development projects. To this end, research hypotheses have been formulated above and in view of all the above, the behaviour of FO members in terms of motivation in the first instance, the perception of this multiplicity in the second instance, and the way activities are managed within the FO, have had a positive influence on their individual and community development. Even in the face of this multiplicity, they have been able to set up catchment strategies to improve their living conditions. This means that this multiplicity did not in any way prevent farmers who moved to FOs from benefiting from several projects, even if some of them were in the same field of intervention. The farmers gathered in FOs found it wise to develop so-called subsistence strategies in order to adapt to this situation. Rather, they find this situation a boon to better secure their future and that of their offspring, even if aid is sometimes in excess. The development of the Division Menoua is in sight, because according to the results, an improvement in health, economy and socio-cultural conditions is significant. This development is certainly illusory; in the sense that, receiving support from both sides, it is no longer very often directed towards its ends, but towards another activity, yet support should

solve a specific problem on the basis of a well-developed project.

#### V. RECOMMENDATIONS

In order to ensure more effective and sustainable local development, through FOs, some recommendations were proposed to FOs, donors, and the Cameroonian State.

##### To Farmers' Organizations

- 1- Consider support as a capital for self-reliance and not as a permanent aid, a kind of humanitarian aid in disaster areas.
- 2- Do not only see development in terms of external support, modernization, but also in terms of enhancing local resources.
- 3- Establish their own working capital before any expectation of support, in order to bring their own stone to the Development, to constitute a margin of safety in their productions and to take seriously the support received.
- 4- Organize capacity building seminars for FOs to limit obstacles and threats to their survival and success.

##### To external funders

- 1- Establish dialogue between different donors in order to coordinate and order the different supports.
- 2- Enhance the value of advisory support in several interventions in order to involve farmers.
- 3- Adopt and implement a good strategy, to the great satisfaction of the target populations, so that the monitoring of farmer organizations (FOs) remains the cornerstone of the success of any production and development project.
- 4- Ensure the production capacities of FOs, if necessary train them/recycle them before supporting them in order to limit the incapacities of farmers to face individually the multiple constraints that weaken their activities in Cameroon.

##### To the Cameroonian State

- 1- Create a Regional, Divisional and Senior Divisional body for the registration and coordination of state and non-state rural development projects.
- 2- Establish a frank collaboration between the various ministerial services, with the aim of communicating and exchanging information on projects in order to avoid setting up projects in the same fields of intervention.
- 3- Cancel or reduce projects that help coordinators much more than farmers and reduce agricultural input prices by 50% so that all farmers benefit.
- 4- Create a climate of trust, a bridge between the Government and the private sector in order to jointly analyze problems, identify policies and institutional reforms that can lead to a more favourable environment for private sector development and thus strengthen the spirit of entrepreneurship.



5- Decentralized local authorities should approach FOs and provide them with support in order to limit the distance between them and no longer frighten them, explain to them the validity of taxes and others.

### REFERENCES

- [1] Achancho, V. & Lothoré, A. (2008). Dispositif de vulgarisation et conseil agricole au Cameroun: vers la reconnaissance par les politiques des organisations de producteurs et des exploitations familiales. *Groupe de travail thématique Inter-Réseaux développement rural "service agricole"*, pp. 1-11.
- [2] Ban, A.W. & Hawkins, H.S. (2000). *Agricultural Extension*, Second edition, Oxford: Blackwell Science.
- [3] Berthod-Wurmser, M.; Ollivier, R.; Raymond, O.; Villers, S. & Fabre, D. (2009). *Pauvreté, précarité, solidarité en milieu rural*, Paris, Inspection générale des affaires sociales (Igas) et Conseil général de l'alimentation, de l'agriculture et des espaces ruraux (CGAAER).
- [4] Djoussi, T. (2015). Cameroun: Programmes et Projets agricoles Gouvernementaux : l'opacité érigée en mode de gestion ? : CAMEROON, Camer.be.
- [5] Fongang, G.(2008). Les Mutations du secteur agricole Bamiléké (Cameroun) étudiées à travers ses acteurs : Une analyse à partir des localités de Fokoué et de Galim, Thèse pour obtenir le grade de Docteur de l'Institut des Sciences et Industries du Vivant et de l'Environnement (AgroParis Tech), Ex Institut Agronomique Paris-Grignon, Franc.
- [6] Food and agriculture organization [FIDA] et Programme Alimentaire Mondiale, (2015). L'état de l'insécurité alimentaire dans le monde 2015.Objectifs internationaux 2015 de réduction de la faim: des progrès inégaux. Rome.
- [7] Hall, R., Magassa, H., Ba, A.I. & Hodson, J. (1991). *L'organisation des services publics, la participation populaire et la décentralisation : options locales pour l'organisation et la production des services publics dans la République du Mali*, volume II, septembre, OCDE/CILSS/Club du Sahel/ARD.
- [8] Hulme, D. & Turner, M. (1990). *Sociology and Development.Theories, Policies and Practices*, New York, Harvester Wheatsheaf.
- [9] Juenger, F. K. (1989). Forum Shopping, Domestic and International, 63 TUL.L. REv.553, 554 ("Forum shopping connotes the exercise of the plaintiffs option to bring a lawsuit in one of several different courts."). The term *forum shopping* is sometimes used pejoratively.
- [10] Lambert, G., Lyet, P. & Valle, M. (2009). *De la fragilité à la réclusion et de l'assistance au développement territorial. Étude sur les processus d'exclusion et d'insertion en milieu rural*, Dijon, Institut régional supérieur du travail éducatif et social (Irtess) de Bourgogne.
- [11] Le Coq, J-F. (2004). Le renforcement des capacités des Organisations Paysannes et rurales : Le cas du projet d'investissement sous-sectoriel des services agricoles « Agricultural Services Subsector Investment Project » (AgSSIP) et de sa composante d'appui aux Organisations de producteurs Ghana Janvier 2004.
- [12] Mana, B.;Wey,J. & Havard, M. (2010). Emergence et fragilité des dispositifs d'appui-conseil aux exploitations familiales agricoles et aux organisations rurales du Nord-Cameroun. Acte du colloque « Savane Africaine en Développement : N'Djamena, Tchad, CIRAD, Montpellier, France.
- [13] Maslow, A. H. (1970). *Vers une psychologie de l'Etre (Toward a psychology of being)*, Paris, Fayard, 1972.
- [14] Mercoiret, M-R. (1989). Les interventions en milieu rural. Principes et approche méthodologique. Ministère de la coopération et du développement.198P.
- [15] Objectif du millénaire pour le développement [OMD], (2015) Rapport présenté par l'OMD pour le compte de 2015.
- [16] Pagès, A. , Vachée, C. , Dansac, C. & Loreda, J.P. (2014). L'intervention sociale en milieu rural : Le point de vue des professionnels. Mars-Avril.IUT de Belfort-Montbéliard - Laboratoire Culture, sport, santé, société IUT de Figeac – LRPMip Laboratoire Dynamiques Rurales – LRPMip N° 171.
- [17] Pagès, A. (2013). « L'intervention sociale en milieu rural ». *Informations sociales*, n° 179, p. 136-143.
- [18] Piekap, Lamegne, G.E. (2014).Le Développement par la Base : Rôle et enjeux des Comités de Développement dans le Développement de La Menoua Région de l'Ouest-Cameroun. Thèse pour l'obtention du Diplôme de Master of Science en Développement Rural Intégré. Université de Dschang.
- [19] Tcheulachui, J.B. (1984a). « Formation des Agriculteurs pour une plus grande Participation Au Développement ». Dans acte du Séminaire sur les organismes D'Intervention en Milieu Rural Dans le processus de Développement Tome 1.P.149-154 CEPER.Yaoundé.
- [20] Tcheulachui, J.B. (1984b). Acte du Séminaire sur les organismes d'intervention en milieu rural dans le processus de développement Tome 1.P.37 CEPER. Yaoundé.
- [21] Tchidjo, Ouoham, S. (1984). « Les problèmes de Structures dans les organismes d'intervention en milieu rural » : Acte du Séminaire sur les organismes D'Intervention en Milieu Rural Dans le processus de Développement Tome 1.P.267 CEPER.Yaoundé.
- [22] Tchoupou, S. (2013). Analyse des approches d'intervention du Ministère de l'Agriculture et du Développement Rural : Etude de cas dans la Région de l'Ouest Au Cameroun. Mémoire de fin d'étude en vue de l'obtention du Diplôme d'ingénieur Agronome. Université de Dschang.
- [23] Tristan, R. (2009). Développement Agricole et rural en Afrique subsaharienne : Quels rôles pour la coopération décentralisée ? Résumé exécutif de l'étude. Cites-unes-France.org.France.
- [24] Van Den Ban, A.W.; Hawkins, H.S.; Jham, B. & Cam, B. (1994). La vulgarisation rurale en Afrique. Paris; Wageningen (The Netherlands): Karthala; CTA.
- [25] Whytock, C. A. (2011). The evolving forum shopping system. University of California, Irvine School of Law.P.481-486.