

**AFRICAN DEVELOPMENT BANK  
AFRICAN DEVELOPMENT FUND**



**CAMEROON**  
**PORTFOLIO REVIEW REPORT**

COUNTRY DEPARTMENT  
CENTRAL REGION  
MARCH 2004

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## ACRONYMS AND ABBREVIATIONS

ABEDA	:	Arab Bank for the Economic Development of Africa
ADB	:	African Development Bank
ADF	:	African Development Fund
BD	:	Bidding Document
CAA	:	Caisse Autonome d'Amortissement (Sinking Fund)
CSP	:	Country Strategy Paper
DCET	:	Economic and Technical Cooperation Directorate
DWSS	:	Drinking Water Supply and Sanitation
EU	:	European Union
FAO	:	UN Food and Agricultural Organization
HIPC	:	Heavily-Indebted Poor Country
IMF	:	International Monetary Fund
IRAD	:	Institute of Agricultural Research for Development MINAGRI Ministry of Agriculture
MINEF	:	Ministry of Environment and Forestry
MINEPIA	:	Ministry of Livestock, Fishery and Animal Industries
MINMEE	:	Ministry of Mines, Water and Energy
MINPAT	:	Ministry of Economic Affairs, Programming and Land Use Planning
NGO	:	Non-Governmental Organization
PAFRA	:	Rural Forestry and Agro-Forestry Project
PIU	:	Project Implementation Unit
PNRVA	:	National Agricultural Research and Extension Programme
NPV	:	Net Present Value
PRSP	:	Poverty Reduction Strategy Paper
SAP	:	Structural Adjustment Programme
SME	:	Small and Medium-Sized Enterprise
SNEC	:	National Water Company of Cameroon
SONEL	:	National Electricity Company of Cameroon
SOWEDA	:	South-West Integrated Rural Development Project
TAF	:	Technical Assistance Fund
MTC	:	Economic Programme Monitoring Technical Committee
UA	:	Unit of Account
UNDP	:	United Nations Development Programme

**CURRENCY EQUIVALENTS****(as at 31 December 2003)**

Currency Unit	=	CFA Franc
UA 1	=	CFAF 798.365
UA 1	=	US\$ 1.43958 dollars

**Fiscal Year**

1st January - 31 December (since 2003)

**WEIGHTS AND MEASURES**

Metric System

## Executive Summary

1. This portfolio review of Bank Group operations in Cameroon seeks to update the Board of Directors on the status of the Bank's operations in the country and make recommendations to the Government for measures needed to improve the quality of the portfolio. It is based on information garnered on various supervision missions and the multidisciplinary portfolio review mission fielded in November 2003. Total Bank interventions in Cameroon amount to fifty-three (53) operations. Out of these, thirty-three (33) have been completed or suspended two (2) have been cancelled, and eighteen (18) are at various stages of implementation. The total amount of gross commitments stands at UA 737.91 million, of which UA 468.2 million is from ADB resources, UA 262.71 million from ADF resources and UA 7 million from TAF resources. The sectoral breakdown of the projects indicates the predominance of the transport sector with 38.15% of operations, followed by policy-based lending (22.34%); agriculture (20.64%); social sector (10.6%); public utilities (7.26%) and banks and industries (1.01%).

2. The active portfolio comprises eighteen (18) operations amounting to UA191.65 million made up of UA35.24 million for the ADB (including an enclave project), UA151.73 million for the ADF and UA4.68 million for the TAF. The sectoral distribution of this portfolio is as follows: 32.54% for agriculture, 30.86% for the transport sector, 23.66% for the social sector, 12.36% for the multi-sector and 0.58% for the public utilities. It is noteworthy that over the past few years, and in line with the Bank's strategy, the agriculture and social sectors have increased their shares of the portfolio. The share of the transport sector continues to be significant. The performance of the portfolio is unsatisfactory, with an overall rating of 1.74. This shows little improvement in relation to the 1.5 rating of the 2001 review. Special effort needs to be made to ensure the commencement of all operations and improvement of the implementation of projects.

3. The portfolio is relatively young with an average age of 3 years. The two oldest operations were approved in December 1997. Two other operations were approved in 1998, and three others in 1999. The other 11 operations were approved from the year 2000 onwards. Problem projects number six, and potentially problematic projects also number six. Three operations are at risk. The problems specifically pertaining to these operations have been widely discussed with the authorities and a plan of action formulated to sustain their performance in 2004. Special focus should be given to the monitoring of these operations.

4. At the sectoral level, the performance of the social sector is satisfactory (2.1), but the performance of the public utilities sector is not, with a 1.4 rating. The agricultural, transport and multisectoral sector performances are unsatisfactory with ratings of 1.53, 1.77 and 1.78 respectively. Concerning the performance criteria, the analysis indicates that the weakest points of the portfolio management relate to the problem of conformity with loan conditions with a rating of 1.42. This indicator constitutes a structural problem in Cameroon. Other criteria, namely procurement, financial performance and activities and outputs achieved limited ratings ranging from 1.64 to 1.74. These ratings, which are highly unsatisfactory, are mainly accounted for by the fact that several operations have not yet started or are at the start-up phase, as well as difficulties in applying and monitoring the Bank's rules of procedure. The resultant low rate of disbursement (15%), coupled with the weak mobilization of counterpart funds explains the unsatisfactory financial performance of the portfolio. Lastly, the impact of all the operations on

development is satisfactory with an overall rating of 2.1 despite the delays noted. To improve the performance of the Bank's portfolio, it is indispensable that activities of all the active operations be started or resumed.

5. Cumulative disbursements totalled UA 452.8 million as at 31 December 2003, representing a rate of 61.36% for the entire portfolio since the Bank started operations in the country. Concerning ongoing operations, total disbursements amount to UA 28.76 million, representing a rate of 15%. With the putting in place of the plan of action for each project, this rate could improve and attain 43% by the end of 2004. The rate of disbursement is 10.02% for agriculture. This low rate is accounted for by delays affecting ongoing operations and by the fact that two operations involving UA 31.1 million were approved in May 2003 and consequently their loan agreements could only be signed in January 2004. The rate of disbursement is nil for the transport sector in view of the problem affecting the award of contracts for two projects and the start-up difficulties of another operation. The rate of disbursement in the social sector is 24.85%, reflecting an increasingly smooth implementation of the Bank's operations in the sector. For public utilities, this rate, which is 27.68%, is attributable to one of the studies which is relatively advanced. A second study has been hampered by considerable difficulties in implementation and has not yet received any disbursement. Lastly, the rate of disbursement in the multisector is 46.19% accounted for by the disbursement of the first tranche of SAP III. The disbursement rate is generally low, hence the need to closely monitor activities, particularly the procurement of goods and services under the project, if this rate should improve substantially in the course of 2004.

6. The generic problems of the portfolio relate to the signing and implementation of loan and grant agreements, fulfilment of conditions precedent to the first disbursement, to inefficiencies in project management and progress, disbursement problems and financial management, unpaid counterpart funds and procurement-related difficulties. Several measures have been proposed to address these problems. These measures, which have been translated into a plan of action, particularly aim at facilitating the commencement of approved operations and the acceleration of the implementation of active projects through closer monitoring. In order to put these measures in place, (see paragraphs 6 and 7), the Directorate in charge of coordinating the Bank's activities in the country needs to be strengthened.

7. The large number of operations approved for Cameroon in recent years poses the problem of the country's absorptive capacity. The lending programme for Cameroon should take into account the country's actual implementation capabilities and the commitments by the stakeholders to ensure the smooth implementation of the Bank's operations. Co-financing is becoming increasingly popular and this needs to be taken into account in the Bank's next strategy. Lastly, it is essential to build the institutional capacities of the national coordination structure for the Bank's operations in the country and make provision for the minimum amount required for local counterpart funding. Furthermore, greater support and monitoring by the Project Coordination Directorate are needed to guarantee an enhanced effectiveness of the Bank's portfolio in the country. Lastly, to ensure the reliability of audit accounts, special attention should be paid to the choice of accountants.

## **I. INTRODUCTION**

### **1.1 Objective and Structure of Report**

1.1.1 The previous portfolio review was conducted in 2001. It concluded that the performance of the Bank portfolio was unsatisfactory. The present portfolio review, which is a follow-up on the previous review, seeks to update the Boards of Directors on the status of the Bank's operations in Cameroon and to formulate the necessary recommendations for improving the quality of the portfolio in the country. It is based on information garnered during the multi-disciplinary portfolio review mission of November 2003, on supervision reports of 2003 and on consultations with the authorities as well as donors present in Yaounde. This review closely examines each operation, identifies problems confronting and proposes a plan of action to address such problems together with an implementation schedule.

1.1.2 The present report comprises (i) this introduction, (ii) a review of ongoing projects; (iii) an assessment of management and/or implementation capacities; (iv) coordination of aid with donors; (v) repayment of loans and arrears; (vi) measures to be taken to improve the quality of the portfolio; and (vii) conclusions and recommendations.

### **1.2 Size and Composition of Portfolio**

Total Bank interventions in Cameroon amount to fifty-three (53) operations. Out of these, thirty-three (33) have been completed or suspended, two (2) have been cancelled, and eighteen (18) are at various stages of implementation. The total amount of gross commitments stands at UA 737.91 million, consisting of UA 468.2 million for the ADB, UA 262.71 million for the ADF and UA 7 million for the TAF resources. The sectoral breakdown of the projects indicates the predominance of the transport sector with 38.15% of operations, followed by policy-based lending (22.34%); agriculture (20.64%); social sector (10.6%); public utilities (7.26%) and banks and industries (1.01%).

## **II REVIEW OF ONGOING PROJECTS**

### **2.1 Overview of Ongoing Operations**

2.1.1 The active portfolio comprises eighteen (18) operations amounting to UA 191.65 million made up of UA 35.24 million for the ADB, UA 151.73 million for the ADF and UA 4.68 million for the TAF. The sectoral distribution of this portfolio is as follows: 32.54% for agriculture, 30.86% for the transport sector, 23.66% for the social sector, 12.36% for the multi-sector and 0.58% for public utilities. It is noteworthy that over the years, and in line with the Bank's strategy, the agricultural and social sectors have increased their shares of the portfolio. The transport sector continues to constitute a significant portion of the Bank's commitments. The rate of disbursement of ongoing operations is particularly low (15%), due to obstacles encountered in the implementation of projects. This has resulted in problems of absorption of the Bank's resources earmarked for Cameroon.

**Distribution of the Bank's Portfolio by Sector and by Window**

SECTOR	ADB	ADF	TAF	TOTAL	% DISBURSED	NMB
Transport	255.45	26.05	-	281.5	64.25	13
Agriculture	40.54	110.23	1.54	152.31	41.74	15
Public Utilities	43.31	8.67	1.58	53.56	22.94	6
Social	21.44	56.08	0.7	78.22	39.87	10
Multisector	100.00	61.68	3.18	164.86	92.17	7
Industry	7.46			7.46	57.10	2
TOTAL	468.2	262.71	7.00	737.91	61.36	53

**Breakdown of Ongoing Operations by Sector and by Window**

SECTOR	ADB	ADF	TAF	TOTAL	DISBURSEMENT (%)	NMB
Transport	35.24	23.9		59.14	0.00	3
Agriculture		61.58	0.78	62.36	10.02	7
Public Utilities		0.4	0.72	1.12	27.68	2
Social		45.35		45.35	24.85	4
Multisector		20.5	3.18	23.68	46.19	2
Industry	35.24	151.73	4.68	191.65	15	18
TOTAL						

**A. AGRICULTURAL SECTOR**

2.1.2 The medium-term economic and financial policy framework paper (2000-2003), prepared with the donors, enabled the Government to map out a coherent set of policies including a rural sector development strategy (RSDS) based on: (i) increased agricultural production and incomes aimed at ensuring food security by strengthening support services; (ii) improved environmental factors and incentives through a tax reform, better management of land resources and the strengthening of infrastructure (rural roads, rural water supply, etc.); as well as (iii) the modernization of the institutional framework through the reorganization of public services, professionalization of farmer organizations and the association of various partners. This strategy was also reflected in the PRSP formulated by the Government based on a participatory approach. The Bank's interventions in the sector form part of this strategy and are in conformity with the Bank's strategy paper for Cameroon for the 2002-2004 period, as well as the Bank's strategic plan and agricultural policy.

2.1.3 The country's agro-ecological diversity and potential provide a wide range of opportunities for agriculture, livestock rearing and forestry, as well as providing it a comparative advantage for certain products such as wood, cocoa, coffee, cotton, tubers, tropical fruits and cattle rearing. Despite these assets, the performance of the agricultural sector has been poor and largely influenced by fluctuations in world market prices of agricultural commodities. The Bank has been playing a key role in the funding of agricultural development in Cameroon. It has financed 15 operations in this leading sector in the country's economy. The operations have boosted efforts to reduce poverty by highlighting the development of various activities in the forestry area, integrated rural

development, poultry production, promotion of SMEs and micro-credit, research, animal husbandry, strengthening of food security and fisheries. Ongoing projects financed and/or co-financed by the Bank are: (i) the National Agricultural Research and Extension Programme Support Project; (ii) the Livestock and Fishery Development Project in the South-West Province; (iii) Rural Forestry and Agro-forestry Support Project; (iv) Rural Family Income Improvement Programme; v) the Special Food Security Programme vi) the “Grassfield” Rural Participatory and Decentralized Development Project; and (vii) the Rumpi Participatory Development Project.

#### **A.1 The National Agricultural Research and Extension Programme (PNRVA)**

##### Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 7.00	Disbursement: ADF: 2.14	Balance: ADF: 4.86
Approval Date: ADF: 15/07/98	Date of Signature: ADF: 08/12/98	Date of Effectiveness: ADF: 12/08/99
Date of Last Supervision Mission: September 2003	Date of Last Audit: 2001 and 2002	
Deadline for Last Disbursement: ADF: 31/12/2005	Executing Agency: Institute of Agronomic Research for Development (IRAD) under the supervision of the MINREST	
Objectives, Description/Components: At the sectoral level, the programme aims at ensuring food security and improving the incomes of rural communities based on a rational and sustainable use of natural resources. More specifically, the programme aims at improving the productivity of farms through operational agricultural research and efficient extension work. The project comprises three components, namely: i) strengthening of the IRAD services, (ii) experimental research, and iii) training of staff.		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.4 The conditions for the effectiveness have all been fulfilled with a slippage of 14 months following the approval of the loan, thus delaying the starting of the project. The performance is unsatisfactory. The project has been regularly submitting activity reports to the Bank. The audit reports for 2000/2001 and 2001/2002 have been submitted to the Bank.

#### (ii) Procurement Performance

2.1.5 Procurement for the rehabilitation of the IRAD infrastructure is still at the engineering design stage. On the other hand, all the mobile support equipment proposed (33 vehicles and 36 motorcycles) as well as computer and office automation equipment has been procured. Recruitment for technical assistance has been effected and put in place. The performance of the project in terms of the procurement of goods and services is therefore satisfactory.

(iii) Financial Performance

2.1.6 Following lapses noted in the financial management and accounts of the IRAD during the supervision missions of November 2002 and March 2003, further loan disbursements were suspended. The Government's counterpart funding is insufficient and disbursed with delay. The financial performance is not satisfactory.

(iv) Activities and Outputs

2.1.7 The major activities and outputs of the programme may be summarized as follows: (i) adoption by the IRAD of a new scientific programming approach based on the principles of research projects, team work, participatory research and a holistic and integrated approach to solving the problems of producers through extendable technical packages; (ii) putting in place of an effective linkage between research and development; (iii) a list of salient research findings; (iv) targeting of poverty reduction concerns in the choice of research themes and activities; and (v) mainstreaming of gender and environmental issues in the planning and implementation of research programmes. The project has suffered a delay in relation to its initial implementation schedule. The stringent measures taken by the Government to improve the management of the project (putting in place of a new team) have helped avert further slippages and resulted in the Bank lifting the suspension on disbursement. The present performance is deemed to be unsatisfactory.

(v) Impact on Development

2.1.8 Prospects for achieving the objectives set are good, despite the delays. The impact of the project on development may be deemed to be satisfactory.

(vi) Overall Performance Assessment

2.1.9 The status of the project is unsatisfactory. On the other hand, its impact on development should be satisfactory. The overall performance of the project is unsatisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.7	2	1	1.7	2	1.68

**A.2 South-West Province Livestock and Fishery Development Project (SOWEDA)**

Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 4.59	Disbursements: ADF: 1.75	Balance: ADF: 2.84
Approval Date: ADF: 16/12/98	Date of Signature: ADF: 05/02/99	Date of Effectiveness: ADF: 25/03/2000
Deadline for Last Disbursement: ADF: 31/12/2005	Executing Agency: South-West Rural Development Mission (SOWEDA)	
Date of Last Supervision Mission: March 2003	Date of Last Audit: 2000/01 and 2001/02	
Objectives, Description/Components: The aim of the project is to significantly contribute to strengthening the country's food security. More specifically, the project aims at increasing livestock and fishery outputs, and thereby increasing the incomes of the communities. The project components are: (i) livestock development, (ii) fishery and aquaculture development, (iii) micro-credit, (iv) capacity building, and (v) project management unit.		

(i) Compliance with Conditions Precedent/Commitments

2.1.10 The effectiveness of the loan was delayed by over 15 months following the approval of the project. The project has regularly submitted activity reports. The 2001 and 2002 audits were carried out. The performance is unsatisfactory.

(ii) Procurement Performance

2.1.11 The bidding documents prepared by the project coordination unit generally followed the Bank's relevant standard document, despite initial difficulties caused by unfamiliarity with the Bank's rules of procedure at the project's start-up. This resulted in the rejection of documents by the Bank. To date, most of the tenders have either been executed or are in the process of being executed. The project procurement performance is satisfactory.

(iii) Financial Performance

2.1.12 The revolving fund for financing the day-to-day activities is in place. Direct payment requests are regularly honoured. The loan provided by ABEDA, co-financier of the project, is effective. However, the rate of disbursement of the loan is low (38.14%) after over three years of implementation. The financial performance of the project is unsatisfactory.

(iv) Activities and Outputs

2.1.13 The implementation of the project is on course. Notable results were achieved in the area of the training of operators in the fishery and livestock sub-sectors, construction of marketing facilities, procurement of equipment, conducting of development research activities and the building of the capacities of employees of the technical delegations of MINEPIA. To date, the project performance is satisfactory.

(v) Impact on Development

2.1.14 The aim of the project is to significantly contribute to strengthening the country's food security. Despite the delays noted, the likelihood of the development objectives being attained is high in view of the fact that the project is on full course. The impact of the project on development is satisfactory.

(vi) Overall Performance Assessment

2.1.15 This project was beset with start-up delays and notably in the effectiveness of the loan as well as the release of the ADB and ABEDA funds. On the other hand, the impact on development is satisfactory. Its overall performance is satisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.7	2	1.8	2	2	1.9

**A.3 Rural Forestry and Agro-Forestry Support Project (RFAFP)**Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 4.13 TAF: 0.78	Disbursements: ADF: 1.29 TAF: 0.16	Balances: ADF: 2.84 TAF: 0.62
Approval Date: ADF: 10/02/99	Date of Signature: ADF: 05/03/99	Date of Effectiveness: ADF: 20/10/1999
Deadline for Last Disbursement: ADF: 31/12/2006	Executing Agency: Project Implementation Unit under the supervision of the Ministry of Environment and Forestry (MINEF)	
Date of Last Supervision Mission: October 2003	Date of Last Audit: 2000	
Objectives, Description/Components: The rural forestry and agro-forestry project (PFAFP) aims at enhancing forestry products to satisfy the needs of the communities. More specifically, the goal of the project is to increase the outputs and incomes of forestry producers in the Western, North-West and Adamawa Provinces. The project entails the following components: (i) development of rural forestry and agro-forestry, (ii) support research, (iii) support to marketing and processing and, and (iv) project management.		

(i) Compliance with Conditions Precedent/Commitments

2.1.16 All the conditions precedent have been fulfilled and the project became effective on 20 October 1999, that is 8 months after its approval. All the other project conditions have been fulfilled in line with the conditions in the appraisal report and the loan agreement. However, audit reports for the 2001 and 2002 periods have not been submitted. The performance is unsatisfactory.

(ii) Performance in Procurement

2.1.17 Since the loan became effective, the project management has undertaken the preparation of bidding documents for the procurement of goods, works and services. Most of the tenders have been executed. Technical assistance and contractual staff have been recruited

and vehicles, motorcycles as well as office and computer equipment have been procured. Short-term consultancy services have been completed or are about to be completed. Apart from delays due to administrative problems relating to some types of procurement, the project procurement performance is deemed to be satisfactory.

(iii) Financial Performance

2.1.18 The rate of disbursement of the project, after three and a half years of implementation is estimated at 30%. Since November 2002, no disbursement has been made from the loan and grant resources, due to administrative problems encountered by the project management and the supervising ministry. Similarly, the government counterpart fund is inadequate and has been suffering delays. The financial performance is unsatisfactory.

(iv) Activities and Outputs

2.1.19 Since the project technical supervision unit was put in place, the seedling and plantation production activities have increased. Indeed, outstations and mobile technical support teams have supervised nursery operators and farmers in the project intervention area as well as commenced the technical activities. The project achievements are below expectations. At this stage, the project performance is unsatisfactory.

(v) Impact on Development

2.1.20 With the setting up of micro-credit in the project intervention area for the production of seedlings and plantations, the impact of the project on development is beginning to be felt particularly in the diversification of agricultural and forestry production. Increase in the incomes of nursery growers and farmers cannot yet be ascertained. Impact on development is satisfactory.

(vi) Overall Performance Assessment

2.1.21 The overall assessment of the performance of the project is unsatisfactory in view of the administrative problems encountered.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.7	2	1.8	1.5	2	1.8

#### A.4 Special Food Programme for Food Security (SPFS)

##### Basic Administrative and Financial Data (UA million)

Amount Approved: TAF: 0.76	Disbursements: TAF: 0.76	Balance: TAF: 0.00
Approval Date: ADF: 10/02/99	Date of Signature: ADF: 05/03/99	Date of Effectiveness: ADF: 20/10/1999
Deadline for Last Disbursement: ADF: 31/12/2006	Executing Agency: Project Implementation Unit under the supervision of Ministry of Agriculture (MINAGRI) in collaboration with FAO	
Date of Last Supervision Mission: November 2002	Date of Last Audit: Nil	
Objectives, Description/Components: The special programme for food security aims at validating, in a pilot phase, models for water control techniques, intensification and diversification of agricultural productions adopted to the three agro-ecological areas. The conclusive models will be used for formulating a large-scale food security project. The project consist of the following component: (i) water control and management, (ii) agricultural intensification, (iii) agricultural diversification, and (iv) farmer organization and analysis of constraint.		

##### (i) Compliance with Conditions Precedent/Commitments

2.1.22 All the conditions precedent have been fulfilled and the project was made effective on 21 January 2002, that is 8 months following the approval date of the project. All the other project conditions have been fulfilled in accordance with the conditions outlined in the appraisal report and the grant agreement. The project is being implemented by an executing agency under the supervision of the Ministry of Agriculture (MINAGRI) and in consultation with the FAO. Progress reports have been prepared and forwarded to the Bank but the 2002 audits have not yet been carried out. Performance is deemed to be satisfactory.

##### (ii) Procurement Performance

2.1.23 All the procurement items included in the project have been executed in line with the rules of procedure of the FAO with which the government has signed an agreement, in accordance with the grant protocol agreement. Performance in terms of procurement is satisfactory.

##### (iii) Financial Performance

2.1.24 The grant has been fully disbursed to the FAO. This fund is managed in accordance with the protocol agreement between the FAO and the Cameroonian Government. The financial performance is satisfactory.

##### (iv) Activities and Outputs

2.1.25 The outputs of the project since it started are as follows: (i) appointment of staff; (ii) organization of launch workshops; (iii) formulation of work programmes and budget; (iv) procurement of goods and services including recruitment of Egyptian technical assistance, in accordance with the provisions of the grant agreement; (v) conducting of diagnostic studies for the establishment of a reference situation; (vi) conducting of development studies for lowlands; (vii) signing of a collaboration contract with IRAD for the conducting of

demonstration tests in collaboration with NGOs and the supply of seeds; (ix) organization of a national technical committee meeting, FAO support missions and project technical supervision missions; and (x) training of village outreach workers in the area of constraint analysis. The physical implementation rate of the project is estimated at 70%. The performance is satisfactory.

(v) Impact on Development

2.1.26 This food security project, which aims at developing simple and inexpensive techniques that can be reproduced by small farmers, has a direct effect on poverty reduction. The impact on development is satisfactory.

(vi) Overall Performance Assessment

2.1.27 The overall performance assessment at this stage of implementation of the project at this stage is satisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	2	2	2.4	2	2	2

## A.5 Northern Provinces Rural Family Income Improvement (RFIP)

### Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 14.00	Disbursements: ADF: 0.15	Balance: ADF: 13.85
Approval Date: ADF: 28/06/2001	Date of Signature: ADF: 16/11/2001	Date of Effectiveness: ADF: 14/03/2002
Deadline for Last Disbursement: ADF: 31/12/2007	Executing Agency: project implementation unit under supervision of Ministry of Agriculture (MINAGRI)	
Date of Last Supervision Mission: November 2003	Date of Last Audit: Nil	
Objectives, Description/Components: The aim of the programme, at the sectoral level, is to contribute to poverty reduction in the rural areas. More specifically, it aims at promoting food security in households and improving, through the promotion of self-development activities, the socio-economic situation of poor rural communities, particularly women, in the northern provinces of Cameroon namely the Extreme North, Northern and Adamawa Provinces. The programme comprises the following components: (i) Seed production, (ii) Support to women's economic activities and awareness about HIV/AIDS, (iii) Rural infrastructure and environmental measures, and (iv) Programme coordination and management.		

(i) Compliance with Conditions Precedent/Commitments

2.1.28 All the conditions precedent were fulfilled and the project became effective on 14/03/2002, that is 9 months after the date of approval. All the other conditions were fulfilled in accordance with the conditions outlined in the appraisal report and the loan agreement. The project only just started with the first disbursement, in the form of revolving funds on 24/10/2003 and therefore has not yet resulted in a progress or audit report. The performance is satisfactory.

(ii) Procurement Performance

2.1.29 Since the loan became effective, the project coordination unit has striven to prepare bidding documents for the procurement of goods, works and services. In view of the delayed appointment of the project core staff, the procurement process is still underway. At this stage, the project performance in terms of procurement may be considered to be unsatisfactory.

(iii) Financial Performance

2.1.30 At this stage, disbursement represents a mere 1.1%. The first disbursement occurred only on 24/10/2003 due to the protracted delay in fulfilling the conditions precedent. The performance is therefore unsatisfactory.

(iv) Activities and Outputs

2.1.31 The project management unit has set up the main office of the programme and the offices of the out-stations in the three northern provinces. It has also prepared documents for fulfilling conditions precedent to the first disbursement as well as other loan conditions and formulated the programme of activities and the 2003 budget. It has also prepared the various bidding documents for the procurement of goods and services. Most of the activities are prerequisites for the actual programme activities. At this stage the project performance is unsatisfactory.

(v) Impact on Development

2.1.32 The production of improved seeds, income-generating activities for women and improvement of socio-economic infrastructure in the project area, as well as awareness about HIV/AIDS will have a definite impact on development in the provinces covered by the project. The impact on development is satisfactory.

(vi) Overall Performance Assessment

2.1.33 The overall assessment of the performance of the project is unsatisfactory at this stage of the project implementation.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	2	1	1.5	1.5	2	1.5

## A.6 Rumpi Participatory Rural Development Project

### Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 15.00 TAF 1.50	Disbursements: ADF: 0.00 TAF: 000	Balance: ADF: 15.00 TAF: 1.50
Approval Date: ADF: 13/05/03	Date of Signature: ADF: 08/01/2004	Date of Effectiveness: ADF: Nil
Deadline for Last Disbursement: ADF: 31/12/2009	Executing Agency: Project implementation unit located at the SOWEDA under the supervision of the Ministry of Agriculture (MINAGRI)	
Date of Last Supervision Mission: Nil	Date of Last Audit: Nil	
Objectives, Description/Components: The sector goal of the project is to contribute to poverty reduction in rural households in the Rumpi region. Specifically, the objective is to improve in a sustainable way the incomes of small farmers in the project area. The project comprises the following components: (i) capacity building, (ii) improvement of agricultural and productivity, (iii) support to market access and local initiatives, and (iv) project management.		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.34 The enabling order in council authorizing the MINEPAT to sign the loan agreement was signed during the portfolio review mission of November 2003. The agreement was signed on 08/01/04. The performance is not satisfactory in so far as the signing of the loan agreement took over 180 days after the approval of the project.

#### (ii) Procurement Performance

2.1.35 The project activities have not yet started. The delay in the signing of the loan agreement has not made it possible to initiate procurement. Performance assessment is therefore not applicable here.

#### (iii) Financial Performance

2.1.36 No disbursement has yet been effected. Hence performance assessment is not applicable here.

#### (iv) Activities and Outputs

2.1.37 The activities have not yet started as a result of the delay in the signing of the loan agreement. Performance of the activities and output is unsatisfactory.

#### (v) Impact on Development

2.1.38 This project is expected to have a significant impact on development despite the delay in signing of the agreement. The performance should therefore be satisfactory.

(vi) Overall Performance Assessment

2.1.39 The overall performance of this project whose loan and grant agreements are yet to be signed is on the whole unsatisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1	NA	NA	1	2	1.3

**A.7 Grassfield Participatory and Decentralized Rural Development Project**Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 15.00	Disbursements: ADF: 0.00	Balance: ADF: 15
Approval Date: ADF: 26/05/2003	Date of Signature: ADF: 08/01/04	Date of Effectiveness: ADF: Nil
Deadline for Last Disbursement: ADF: 31/12/2009	Executing Agency: project implementation unit based at MILEDNO placed under the supervision of the Ministry of Agriculture (MINAGRI)	
Date of Last Supervision Mission: Nil	Date of Last Audit: Nil	
Objectives, Description/Components: The sector goal of the project is to contribute to poverty reduction in rural areas. More specifically it aims at increasing the incomes of rural small farmers in the "Grassfield" area by increasing agricultural production and improving their socio-economic environment. The project components are as follows: (i) agricultural development, (ii) capacity building, (iii) support to rural infrastructures, and (iv) project coordination and management.		

(i) Compliance with Conditions Precedent/Commitments

2.1.40 The enabling order in council authorizing the MINEPAT to sign the loan agreement was signed during the portfolio review mission in November 2003. The agreement was signed on 08/01/04. The performance is not satisfactory in view of the fact that the signing of the loan agreement took 180 days after the approval of the project.

(ii) Procurement Performance

2.1.41 The project activities have not yet started. The delay in the signing of the loan agreement has not made procurement possible. Performance assessment is therefore not applicable.

(iii) Financial Performance

2.1.42 No disbursement has yet been made. Performance assessment is therefore not applicable here.

(iv) Activities and Outputs

2.43 Activities have not yet started as a result of the delay in the signing of the loan agreement. The performance of activities and outputs is therefore unsatisfactory.

(v) Impact on Development

2.1.44 The expected impact of this project on development is significant despite the delay in the signing of the agreement. Performance should therefore be satisfactory.

(vi) Overall Performance Assessment

2.1.45 The overall performance of this project whose loan agreement was signed with considerable delay is unsatisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1	NA	NA	1	2	1.3

**B. TRANSPORT SECTOR**

2.1.46 Transport accounts for 6% of GDP formation. This activity is dominated by the informal sector (notably in the road sector) which occupies about 62% of the labour force. By virtue of its geographic position, Cameroon is a transit country. It absorbs an estimated 80% of freight from, or to neighbouring countries. It has a diversified system of transportation for its internal and external trade. The cost of transportation is high, particularly in the road sub-sector. This in turn affects the cost of trade and erodes the profitability of activities. It is necessary to improve roads in view of their key importance to facilitating access to remote areas and in the evacuation of agricultural produce and thereby reducing poverty.

2.1.47 The Government has adopted a policy aimed at safeguarding the existing road network by guaranteeing the sustainability of the investments made, developing the priority road network, reforming enterprises in the sector with a view to reviving the national economy and adapting it to the world economic environment. The ports reform undertaken in 1998 entailed the creation of a National Ports Authority (NPA), which is the regulatory agency of the sub-sector and four port authorities following the dissolution of the national ports agency of Cameroon (ONPC). In the area of air transport, an aeronautical authority has been created. Similarly, informal sector operators dominate intercity and urban transport. Moreover, the Government intends to privatize Cameroon Airlines after its restructuring. The Government is seeking support to improve the performance of the transport sector, notably in its road investment and reform programme. This support will be geared to improving the road transport network with a view to opening up areas of high agricultural potential inhabited mainly by the poor. The Bank has financed 13 operations in the area of construction and development of ports and airports, promotion of railways, and construction and improvement of roads. Three operations, including an enclave project, are in progress. These are: i) the Ambam-Eking Road Project; ii) the West, South and Littoral Provinces Road Development Project; and iii) the Limbe Maintenance Infrastructure Construction Project.

**B.1 AMBAM-EKING Road Project (AERP)****Basic Administrative and Financial Data (UA million)**

Amount Approved ADF: 8.90	Disbursements: ADF: 0	Balance: ADF: 8.90
Approval Date: ADF: 14/12/2000	Date of Signature: ADF: 02/02/2001	Date of Effectiveness: ADF: 09/08/2001
Date of Last Supervision Mission: November 2003		Date of Last Audit: Nil
Deadline for Last Disbursement: ADF: 31/12/2004		Executing Agency: Project Monitoring and Implementation Unit under supervision of Department of Roads of Ministry of Public Works (MINTP)
Objectives, Description/Components: The project aims at contributing to improving the living conditions of communities in the Southern and Central Provinces and regional integration. Specifically, the project aims at: (i) improving the level of service of socio-economic infrastructure in the project area, with the putting in place of a permanent link between Ambam and Eking and the undertaking of developments and actions for the benefit of riparian communities along the road; and (ii) the institutional capacity building of the Ministry of Public Works (MINTP) and the Ministry of Environment and Forestry (MINEF). The project comprises the following components: (A) Construction works entailing (i) 27 km paved road development works; (ii) associated works; (iii) feeder road works; (iv) control and supervision of works; (v) awareness raising; and (vi) compensation for expropriation. (B) Project management comprising: (i) support to the Department of Roads of the MINTP and the MINEF; (ii) environmental monitoring; and (iii) project auditing.		

**(i) Compliance with Conditions Precedent/Commitments**

2.1.48 Conditions precedent to effectiveness were fulfilled 8 months after the approval of the loan. The conditions precedent to the first disbursement were fulfilled in December 2003, that is, over two and a half years after the signing and two years after the entry into force of the loan agreement. All the other loan conditions were fulfilled in accordance with the appraisal report and the loan agreement. The main project activities have just started (works and supervision). No progress or audit report has yet been issued. Performance is unsatisfactory.

**(ii) Procurement Performance**

2.1.49 Since the project started, delays in implementation have been due to delays in procurement. The works contract was signed after the initial competitive bidding was reorganized. Most procurement activities have been carried out, with the exception of project auditing, community awareness raising, transport, office automation and agricultural processing equipment as well as the training of the staff of the Department of Roads and the Ministry of Environment and Forestry (MINEF). The project performance in this regard is unsatisfactory.

**(iii) Financial Performance**

2.1.50 The national counterpart fund for the project start-up has been lodged in a special account. The rate of disbursement of the project is nil despite the entry into force of the loan agreement over two years ago. The initial payment requests are about to be submitted to the Bank for works to commence. Performance is unsatisfactory.

(iv) Activities and Outputs

2.1.51 The project activities mainly concerned procurement. Work started on the site at end November 2003. The project has not yet yielded any output. At this point, the project performance is unsatisfactory.

(v) Impact on Development

2.1.52 The impact on development is not yet quantifiable but is expected to be satisfactory.

(vi) Overall Performance Assessment

2.1.53 The overall performance assessment of the project is unsatisfactory in view of the procurement problems facing the project.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.67	1.5	1.67	1	2	1.57

**B.2 Western, Southern and Littoral Provinces Road Development Projects**Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 15	Disbursements: ADF: 0	Balance: ADF: 15
Approval Date: ADF: 29/03 / 2001	Date of Signature: ADF: 1e 29 /05/2001	Date of Effectiveness: ADF: 10 / 12 / 2001
Date of Last Supervision Mission: November 2003		Date of Last Audit: Nil
Deadline for Last Disbursement: ADF: 31/12/2006		Executing Agency: Project Implementation and Monitoring Unit under supervision of Department of Roads of Ministry of Public Works (MINTP)
Objectives, Description/Components: The sector goal of the project is to improve the level of service of the priority network in a sustainable way and contribute to opening up the hinterland and the country to the neighbouring countries. Specifically, it aims at opening up the agricultural regions and those with high agricultural potential by providing permanent road links between Melong and Dschang as well as between Eseka and Lolodorf. Additionally, the associated developments will contribute to improving the living conditions of riparian communities. The project comprises the following two components: (i) construction of the road, structures and associated developments and (ii) project management.		

(i) Conformity with Conditions Precedent/Commitments

2.1.54 Conditions for the effectiveness were fulfilled 8 months after the loan approval. Conditions precedent to the first disbursement in May 2003, that is, over two years after the signing and merely a year and a half after the effectiveness of the loan agreement. All the other loan conditions were fulfilled in line with the contents of the appraisal reports and the loan agreement. The main activities of the project have not yet started (works and inspection). No progress or audit report has yet been issued. Performance is unsatisfactory.

(ii) Procurement Performance

2.1.55 Since the project started, it has been beset by procurement problems that have resulted in the noted delay in implementation. The works contract was signed after the initial competitive bidding had been reorganized. Most procurement activities have been carried out to date, with the exception of Lot 2 works relating to the Lokoundjé Bridge in the town of Lolodorf. The performance of the project in this area has become satisfactory.

(iii) Financial Performance

2.1.56 The national counterpart fund for commencement of the project has been lodged in a special account. Two years after the effectiveness of the loan agreement, the rate of disbursement of the project is nil. The financial performance is unsatisfactory.

(iv) Activities and Outputs

2.1.57 The project activities have for the moment been limited to procurement. The project has not yielded any output. The implementation schedule has not been observed and has been updated three times. At this level, the performance of the project is unsatisfactory.

(v) Impact on Development

2.1.58 Impact on development is not yet quantifiable but is expected to be satisfactory.

(vi) Overall Performance Assessment

2.1.59 The overall assessment of the performance of the project is unsatisfactory, in view of the procurement-related problems affecting the project.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.33	2	1.25	1	2	1.52

**B.3 LIMBE Maintenance Infrastructure Construction Project**Basic Administrative and Financial Data (UA million)

Amount Approved ADF : 35.24	Disbursements: ADF: 0	Balance: ADF: 35.24
Approval Date: ADB: 12/12/2002	Date of Signature: ADB: 2/06/2003	Date of Effectiveness: ADB: underway
Date of Last Supervision Mission: November 2003		Date of Last Audit: Nil
Deadline for Last Disbursement: 31/12/2007		Executing Agency: Project Implementation Unit under supervision of General Directorate of Naval and Industrial worksites of Cameroon (CNIC)
Objectives, Description/Components: The sector goal of the project is to increase the share of the industrial sector in the country's GDP and more specifically, to enable the CNIC to capture a sizeable share of the petroleum platform repair market in the Gulf of Guinea. The project comprises the following four components: Component A: construction of maritime and terrestrial structures; Component B: Procurement of terrestrial and floating equipment; Component C: Capacity building of the CNIC through training and construction of a training centre; and Component D: Project Management.		

(i) Compliance with Conditions Precedent/Commitments

2.1.60 Criteria for fulfilling the last condition for the effectiveness of the loan are being examined by GECL. These details were forwarded to the Bank 5 months after the signing of the loan agreement a little less than six months following the loan approval. Conditions precedent to the first disbursement have not yet been fulfilled. The other loan conditions outlined in the appraisal report and the loan agreement have not been fulfilled either. Works for bid packages financed by the Bank have not yet started, but the inspection mission that is also the lead consultant for the executing agency is ready to begin work. Progress or audit reports have not yet been produced. The performance is unsatisfactory.

(ii) Procurement Performance

2.1.61 The project is at the procurement stage. Prequalification of contractors for bid packages financed by the Bank has been carried out and the final shopping was launched at the beginning of December 2003. The consultant for the inspection mission has been appointed. Bidding documents for other types of procurement are under preparation. The project performance in this regard is satisfactory.

(iii) Financial Performance

2.1.62 The project will generate foreign exchange. The counterpart fund for the borrower is available. Other co-financiers are making normal progress in the procurement and commencement of their activities. Disbursements for bid packages financed by the Bank are expected to be accelerated. The borrower has made disbursements at this level for the compensation and displacement of communities on the project site and is about to do the same at the level of co-financiers (starting of breakwater works). The performance is satisfactory.

(iv) Activities and Outputs

2.1.63 The project activities are for the moment limited to the procurement and development of the sites for the displacement of populations. Works for lots financed by the co-financiers are at the start-up stage (breakwaters). The Project Implementation Unit has solid control over the project. The schedule drawn up during the project launch is on track. At this level, the project performance is satisfactory.

(v) Impact on Development

2.1.64 Impact on development is not yet quantifiable but should be satisfactory.

(vi) Overall Performance Assessment

2.1.65 The overall assessment of the project is satisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.67	2	2	2	2	1.93

## C. THE SOCIAL SECTOR

2.1.66 The social policy of Cameroon is set out in the full-fledge PRSP adopted by the Government in March 2003. This strategy aims at reducing poverty through the pursuit of a strong economic growth policy and improvement of the quality of, and access to social services such as education, health and social protection. In the area of education, the priorities defined relate to a) widening of access to basic education and narrowing gender disparities; b) improving the quality of basic education; c) the development of technical education and vocational training and d) improvement of the management and governance of the educational system. In the area of health, the strategy adopted aims to reduce mortality and morbidity, particularly among children, check the spread of HIV/AIDS, strengthen preventive medicine and generic drugs, implement the expanded programme on immunization and improve access by the population to primary health services through the construction and equipping of health districts.

2.1.67 The social sector has always constituted a priority for the Bank's interventions. Since the commencement of its activities in Cameroon, the Bank has financed a total of eight operations particularly in the area of poverty reduction, education and health. Three operations are ongoing: i) Poverty Reduction and Women's Promotion, ii) Education Project II and iii) the Health System Development Project.

### C.1 Poverty Reduction and Women's Promotion in the Extreme North Province

#### Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 14.3	Disbursements: ADF: 5.58	Balance: ADF: 8.72
Approval Date: ADF: 3/12/1997	Date of Signature: ADF: 13/02/1998	Date of Effectiveness: ADF: 16/11/1999
Date of Last Supervision Mission: 20-10 to 06/11/03	Date of Last Audit: 2002	
Deadline for Last Disbursement: ADF: 31/12/2004	Executing Agency: Project Implementation Unit	
Objectives, Description/Components: The project aims to improve the living conditions of the population, and provide employment to rural communities. More specifically, the project aims to improve the incomes and living conditions of vulnerable groups, notably of women in rural areas of the Extreme North Province. The project components are as follows: 1) monitoring/evaluation: 2) funds for the support of economic activities 3) infrastructure rural roads and community micro-infrastructure): 4) promotion of micro and small local enterprises and female self employment: 5) capacity building of project institutional partners and 6) support to project management		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.68 The project became effective two years after its approval by the Board. Other conditions outlined in the appraisal report were fulfilled. The project has been issuing progress reports, but the performance is unsatisfactory.

#### (ii) Procurement Performance

2.1.69 The project was slow in starting as a result of the lack of experience by the project management unit and various procurement items precedent to the execution of most activities: Manual of Procedure, and preliminary studies. Once this initial phase was

completed, the procurement activities progressed smoothly. Bids submitted by the Borrower were not rejected following examination. The tender process is satisfactory and institutional auditing conducted by the Bank has not revealed any specific problem over the last three years. The project procurement performance is therefore satisfactory.

(iii) Financial Performance

2.1.70 Following the initial slippages at the start-up period, disbursement flows have been satisfactory even though they have been below the level of implementation of activities in view of the late submission by the borrower of disbursement requests. The rate of disbursement is 39%. The financial performance is in general satisfactory.

(iv) Activities and Outputs

2.1.71 All the project activities have started. Thus 51% of the “monitoring of poverty” component has been completed and 57% of the micro-credit component has been carried out. Also, the recovery rate of credits stands at 96%. The infrastructure component which required feasibility studies for each of the sub-activities could only start in 2003. In view of this, it has only achieved a 4% disbursement rate. In view of the ongoing contracts and competitive bids launched, this rate of disbursement should improve significantly in the first quarter of 2004. Lastly, the activities of the SME and “female self-employment promotion” components have achieved an estimated output rate of 35%. The outputs of the project are satisfactory.

(v) Impact on Development

2.1.72 The achievements of this project have positively impacted on the beneficiaries and on development. Indeed, the construction of micro-infrastructure and rural earth roads has helped open up the poor regions, construct markets, storage warehouses, promote women’s activities (training in management), train associations and NGOs responsible for local development and provide access to micro-credit. The ongoing discussions will help ensure the sustainability of these activities.

(vi) Overall Performance Assessment

2.1.73 The overall assessment of the project is satisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.6	2.0	2.5	2.0	2.5	2.1

## C.2 EDUCATION PROJECT II

### Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 7.5	Disbursements: ADF 2.19	Balance: ADF: 5.31
Approval Date: ADF: 20 06 1999	Date of Signature: ADF: 11.02.2000	Date of Effectiveness: ADF: 26.12.2000
Date of Last Supervision Mission: 17 to 30/10/03		Date of Last Audit: June 2003
Deadline for Last Disbursement: ADF: 30/12/2004		Executing Agency: Project Implementation Unit
Objectives, Description/Components: The sector goal of the project is to contribute to the qualitative and quantitative building of capacities to be provided to public primary education. More specifically, the project aims to build capacities for the design, analysis and implementation of educational policies of executive staff of the Central Administration and decentralized structures; and reduce inequalities in access as well as increase in the internal efficiency of primary education. The project entails the following components: institutional capacity building, reduction of inequalities and improvement of the project quality and management.		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.74 Implementation started 18 months after the project approval. The conditions were fulfilled on schedule. Quarterly reports are produced regularly and the accounts for 2001 and 2002 have been audited. On the whole, performance is unsatisfactory.

#### (ii) Procurement Performance

2.1.75 The implementation of the project has not encountered any specific procurement problem, with the exception of institutional bottlenecks observed in the country in the area of bid examination. The bidding documents submitted to the Bank for approval were of acceptable standard. Bidders did not make any complaints about the tender awards. The performance is satisfactory.

#### (iii) Financial Performance

2.1.76 Project resource flows are satisfactory. The borrower has regularly disbursed resources required and even financed complementary activities for some project items. With the exception of some slippages in transfers attributable to the Bank, payment requests were executed on schedule. The performance is satisfactory.

#### (iv) Activities and Outputs

2.1.77 All the project activities have effectively started and the level of progress is satisfactory. Thus, all the training activities stipulated were carried out and the pilot scheme is on track and the findings of the evaluation of the first year will be published at the beginning of 2004. The construction/rehabilitation works for the first tranche of 36 schools (that is 225 classrooms) and the supply of furniture are virtually completed. Most schools are operating. The examination of bids for the second phase of construction/rehabilitation is underway. Manuals on population, education and the environment prepared by the national teams of experts will be used in the experimental phase from January 2004 onwards. Procurement

documents for teaching kits are nearing finalization. The output rate is estimated at 48%. Commencement of the second phase of construction should significantly improve this rate of implementation by June 2004. The performance of activities and outputs is satisfactory.

(v) Impact on Development

2.1.78 The objectives of the project, namely improvement of access to education in the disadvantaged regions will be fully achieved insofar as the construction of schools with sanitary facilities, water points and official accommodation will serve as added incentives for both pupils and qualified teachers. Furthermore, the quality of primary education will be improved with the supply of teaching aids and remedial programmes for weaker pupils. The performance is satisfactory.

(vi) Overall Performance Assessment

2.1.79 The assessment of various criteria yields the following ratings:

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.7	2.5	2.5	2.0	3.0	2.34

### C.3 Health System Development Project

#### Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 8.5	Disbursements: ADF: 0.38	Balance: ADF: 8.12
Approval Date: ADF: 07.06.2000	Date of Signature: ADF: 4.09.2000	Date of Effectiveness: ADF: 21.09.2001
Date of Last Supervision Mission: 17 to 22/03/02		Date of Last Audit: Nil (recruitment of consultant underway)
Deadline for Last Disbursement: ADF: 18/09/2005		Executing Agency: Project Implementation Unit
Objectives, Description/Components: The goal of the project is to improve the quality and accessibility of health services in the South and Central Provinces through the strengthening of health services and health information systems as well as support to maintenance. The quality of health services will be improved with the putting in place of appropriate health structures. The project comprises three components: (i) strengthening of health services, (ii) strengthening of health information systems/health observatory, (iii) support to the maintenance of bio-medical equipment and (iv) project management		

(i) Compliance with Conditions Precedent/Commitments

2.1.80 The project became effective 15 months after the approval. There were difficulties in meeting other conditions in view of the delay in the conducting of relevant studies. In view of the low level of disbursements made and the delay in putting in place accounting procedures, the accounts were expected to be audited only in 2003. The performance is therefore deemed to be unsatisfactory.

(ii) Procurement Performance

2.1.81 The project has suffered considerable slippage resulting from national procedures in the analysis of bids for the selection of the architectural and engineering consulting firm. The procurement of goods and services was conducted without problem. The recruitment of a consultant for the studies and for drawing up a manual of accounting procedures did not encounter any major problem. The performance is satisfactory.

(iii) Financial Performance

2.1.82 The financial performance is unsatisfactory in view of the low levels of disbursements of resources and the irregular payment of counterpart funds that are also not adequate to cover activities of the borrower. The financial performance is unsatisfactory.

(iv) Activities and Outputs

2.1.83 The architectural consulting firm selected prepared the bidding documents submitted to the Bank for approval. Invitation to bid for the construction of 5 CSIs is underway. Bidding documents for the recruitment of consultants for the training activities have also been prepared. Shopping is expected to begin in the first quarter of 2004. Lastly, the findings of the initial survey carried out by the consultant are being examined by the borrower. On the whole, although few activities were carried out in the first two years of the project implementation, it needs to be recalled that the invitation to bid and the starting of construction and rehabilitation works from the third quarter of 2004 will ensure the effective start-up of all the activities thus increasing the current rate of disbursement of 4.75% to at least 30% by end 2004. The performance is therefore satisfactory.

(v) Impact on Development

2.1.84 With the implementation of the activities earmarked in the project, access to quality health care in regions with low health coverage will increase, a health observatory capable of providing information needed for a better health surveillance will be set up and workers trained for the maintenance of health equipment. All these original activities will help increase the performance of the sector significantly and ensure the sustainability of the country's health facilities. The performance is therefore satisfactory.

(vi) Overall Performance Assessment

2.1.85 The overall assessment of the project is satisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.8	2	1.6	2.0	2	1.88

#### C.4 Support to the Reform of Vocational Training

##### Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 14 1 grant	Disbursements: ADF: 0	Balance: ADF: 14 1
Approval Date: ADF: December 2003	Date of Signature: ADF:	Date of Effectiveness: ADF:
Date of Last Supervision Mission: N.A.	Date of Last Audit: N.A.	
Deadline for Last Disbursement: ADF: 31/12/2009	Executing Agency: Project Implementation Unit placed under the supervision of the Ministry of Technical Education and Vocational Training	
Objectives, Description/Components: The aim of the project is to support the development of human resources by improving the qualification and competitiveness of workers. It aims at i) creating institutional conditions for an effective vocational training system; ii) contributing to improving the match between vocational training and employment opportunities; and iii) facilitating the transition from training to employment. The project components are: i) institutional strengthening; ii) strengthening of the quality and diversification of vocational training; iii) support to the development of mini-incubators in referral establishments; and vi) project management.		

2.1.86 The assessment criteria of this project are not applicable since the latter was approved only in December 2003 by the Board of the Bank.

#### D. PUBLIC UTILITIES SECTOR

2.1.87 Cameroon has a major water system comprising many rivers that are fed from numerous streams. These rivers constitute the main source of water supply for virtually all urban areas. The country's water coverage rate is 31.1% in urban areas. The management of the water supply of some 103 out of the country's 326 urban centres is entrusted to the SNEC. In the rural areas, 33% of the population is supplied with potable water through wells, boreholes, developed springs and mini potable water supply systems. The beneficiaries are organized into management committees that cater for the technical and financial management of these rural systems. Sanitation for rural communities and urban centres of less than 100,000 inhabitants is of the individual type. The few operations carried out resulted from private efforts. The Government's strategy aims at: i) promoting access by all to potable water by the year 2025; ii) providing suitable sanitation services; iii) protecting the quality of water through the protection of the natural ecosystem, the protection of the natural public health and development of human resources and iv) by promoting integrated water resource management.

2.1.88 The Bank has financed a total of eight operations in this sector, particularly in the areas of sanitation, dams, stormwater drainage, rural electrification and potable water. Two operations are ongoing: DWSS study for 16 secondary centres and studies financed under the PPF of the poverty reduction programme in urban areas which includes a sanitation component.

**D.1 DWSS Studies for 16 Secondary Centres****Basic Administrative and Financial Data (UA million)**

Amount Approved ADF: 0.72	Disbursements: ADF :0.309	Balance: ADF: 0.411
Approval Date: ADF: 10.12.1997	Date of Signature: ADF: 13.02.1998	Date of Effectiveness: ADF: 17.05.2000
Date of Last Supervision Mission: 1.03.02		Date of Last Audit: Nil
Deadline for Last Disbursement: ADF: 31/12/2003		Executing Agency: National Water Company of Cameroon (SNEC)
Objectives, Description/Components: The aim of the studies is to produce technical, financial, economic institutional and adequate environmental impact assessment reports for the preparation of eligible projects which will permit the financing of DWSS systems in the 16 centres concerned.		

**(i) Compliance with Conditions Precedent/Commitments**

2.1.89 The grant for this study was approved in December 1997. Since the signing of the grant protocol on 13 February 1998, the process leading up to the effectiveness of the grant agreement was gradually communicated to the Bank. Following the fulfilment of the conditions, the loan became effective on 17/05/2000, that is, 29 months after the approval date. The study has been hampered by delays in the fulfilment of conditions for the effectiveness of the first disbursement. This resulted in delays by the Government in submitting documents on the conditions and more particularly on the setting up of an implementation unit of the study and the provision of offices for the said unit. The performance is unsatisfactory.

**(ii) Procurement Performance**

2.1.90 Award of the tender for the study suffered considerable slippage resulting from contradictions in the bid evaluation reports sent to the Bank. Consequently, the tender award resulted in complaints by the bidders. The time needed to deal with these complaints at the Bank and at the governmental level delayed the award. Two years have passed between the opening the bids in October 1999 and the signing of the contract in October 2001. The performance is not satisfactory.

**(iii) Financial Performance**

2.1.91 Once the study began, the slippages noted were made up for. Thus the rate of disbursement is currently 43%. The performance is satisfactory.

**(iv) Activities and Outputs**

2.1.92 The study effectively started in October 2002. It is expected to last 18 months. The initial reports of the studies (5 reports on 9 centres) have been produced but were not sent to the Bank on schedule. The Bank is reviewing these reports. Comments will be sent shortly to the Government to be included in the final report. Activities and outputs have therefore been unsatisfactory.

(v) Impact on Development

2.1.93 The expected improvements following the study and the implementation of the project are necessary to improve DWSS in the secondary sectors where coverage of basic infrastructure needs for the communities is becoming increasingly inadequate. The success of this study will be measured in terms of its capacity to produce projects involving the beneficiaries that would enable them to take ownership of the systems and contribute to their operation and sustainability. The impact on development is therefore expected to be satisfactory.

(vi) Overall Performance Assessment

2.1.94 The overall assessment of this study is unsatisfactory, particularly in view of the start-up delays.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1	1	1.3	1.7	2	1.4

**D.2 Studies of the PPF of the Poverty Reduction Programme in Rural Areas**Basic Administrative and Financial Data (UA million)

Amount Approved ADF: 0.4	Disbursements: ADF :0	Balance: ADF: 0.4
Approval Date: ADF: 09/04/02	Date of Signature: ADF: 12/06/02	Date of Effectiveness: ADF: 17/11/03
Date of Last Supervision Mission: Nil	Date of Last Audit: Nil (this is a study)	
Deadline for last disbursement: ADF: 30/04/2004	Executing Agency: MINVIL (Ministry of Cities).	
The aim is to finance preparatory studies of the Urban Poverty Reduction Programme. This will entail: i) defining the methodology and plan of action for the use of labour intensive works; ii) updating engineering studies on sanitation in Yaounde; iii) studying the impact on the environment; iv) undertaking a cost estimate of the rehabilitation of school and health facilities in the cities of Yaoundé and Douala; v) sensitizing various stakeholders through the organization of a seminar; and vi) providing training for MPMEs and NGOs likely to participate in the urban poverty reduction programme.		

(i) Compliance with Conditions Precedent/Commitments

2.1.95 The PPF agreement letter between the Government and the Bank has been signed. There are neither conditions precedent nor a major commitment for these studies, apart from the opening of an account for the PPF funds. This condition has been fulfilled. The performance is not satisfactory insofar as this study was only approved in 2002.

(ii) Procurement Performance

2.1.96 The award of the contract for the study was delayed because of contradictions in the bid evaluation reports forwarded to the Bank. The contract was signed in July 2003. The performance is not satisfactory.

(iii) Financial Performance

2.1.97 The contract was approved by the Bank in December 2003. The consulting firm was expected to start the study. The rate of disbursement is currently 0%. Disbursement should start shortly. Slippages can be made up for since the duration of the study covers a 4-month period, but the performance is unsatisfactory.

(iv) Activities and Outputs

2.1.98 The study has not yielded any output since the consulting firm is expected to begin the study in the coming weeks. Performance is unsatisfactory.

(v) Impact on Development

2.1.99 This study should help prepare the urban poverty reduction programme which comprises emergency measures for the sanitation of Yaounde city and other rehabilitation/construction activities for priority basic community facilities (health centres and schools). The operations for this programme will be through labour intensive works which are expected to generate employment and incomes. The overall objective of the programme is to improve the living conditions of poor communities in the urban areas of Douala and Yaounde. This programme will be appraised in 2004. The impact on development should therefore be satisfactory.

(vi) Overall Performance Assessment

2.1.100 The overall performance assessment of the study is unsatisfactory.

Indicator	Status	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	2	1	1	1	2	1.4

**E. MULTISECTOR**

2.1.101 Since the second half of the 1990s, Cameroon has embarked on the implementation of a set of reforms and measures, with the support of its development partners, aimed at modernizing, liberalizing and enhancing the country's economic competitiveness. The last of these programmes, which is currently under implementation, is geared towards macroeconomic restructuring, poverty reduction and improvement of governance. Efforts made by the Government, notably through macro-economic stabilization, tax collection and administration reform, restructuring of the banking system, privatization as well as reforms in the forestry and transport sectors, have helped the country's economy achieve a generally satisfactory macroeconomic performance. The Bank contributed significantly to these reforms by financing three structural adjustment programmes covering the 1989/1990 – 1990/1991 and 1997/1998 – 1999/2000, 2001/2004 periods. The Bank has stepped up its good governance operations in recent years. It has also lent its support to the country in meeting its debt obligations through three supplementary financing mechanisms (SFM). Two operations are ongoing: i) the third structural adjustment programme, and ii) the national good governance programme support project.

## E.1 Structural Adjustment Programme III

### Basic Administrative and Financial Data (UA million)

Amount Approved: ADF: 20.5	Disbursements: ADF: 10.9	Balance: ADF: 9.6
Approval Date: 04/04/2001	Date of Signature: 29/05/2001	Date of Effectiveness: 24/01/2002
Date of Last Supervision Mission: April 2003		Date of Last Audit: Nil
Deadline for last disbursement: 31/12/2003		Executing Agency: CTS (Economic Programmes Technical Committee)
Objectives, Description/Components: The goal of the programme is to promote the well being of the communities by contributing to improving their living conditions. The sector goal is to promote sustainable human development and reduce poverty. Specifically, the programme aims to: (i) promote strong and sustainable growth; (ii) reduce poverty; and (iii) promote good governance. The policies outlined in the PRSP are in two phases: (i) an emergency phase with priority measures already formulated and (ii) a medium-term strategy that will be defined in the final PRSP to be used as a framework for the country's assistance. The ADF loan mainly focuses on the two components identified in the priority action plan, namely: (i) poverty reduction measures; and (ii) improvement of governance. The programme components are: (i) consolidation of growth; (ii) poverty reduction-targeted actions; and (iii) promotion of governance.		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.102 The conditions for the effectiveness were all fulfilled within a reasonably period of 9 months between the date of approval of the programme and the date of effectiveness of the loan agreement. The programme status reports are not regularly submitted to the Bank and the accounts were not audited after the use of the first tranche of the loan. Performance in relation to compliance with the conditions is unsatisfactory.

#### (ii) Procurement Performance

2.1.103 Procurement entails imports into the country. The Government has imported goods to support the balance of payment. It has not as yet provided the Bank with proof of these imports from regional member-countries. Performance is satisfactory.

#### (iii) Financial Performance

2.1.104 Financing is fully provided by the ADF in foreign currency. The Government has fulfilled conditions for the disbursement of the first tranche. The Bank has thus undertaken the disbursement of this first tranche in the amount of UA10.9 million. The disbursement of the second tranche of UA9.6 million is expected in the second quarter of 2004 after the extension of the deadline for the last disbursement. Performance is satisfactory.

(iv) Performance of Project Activities and Outputs

2.1.105 The SAP III is being satisfactorily implemented, particularly with regard to the macroeconomic situation and the components of the said programme. This improvement has translated into a steady decline of poverty in the country. Indeed, the incidence of poverty, which exceeded 50% at the beginning of the 1990s, was estimated at 40.2% in 2002. The aim of the Government is to reduce this to 25% by 2015 by focusing on control of population growth, increase in employment and income-generating initiatives, measures to combat AIDS, availability of basic social services and targeting of HIPC resources. The objective is potentially achievable with a GDP growth rate of 5-6% over the period. In the education sector, expenditure accounted for 2.7% of the GDP in 2000, 3.2% in 2001 and 3.6% in 2002. Spending on health represented 0.8% of the GDP in 2000, 0.9% in 2001 and 1.1% in 2002. However, it needs to be mentioned that some important measures have not yet been taken, particularly the completion of the privatization programme (mainly CDC, SNEC, CAMTEL and CAMAIR), completion of the Government procurement reform with the formulation of a new code, reform of the judiciary that is expected to have a significant impact on good governance as well as the effectiveness and acceleration of the use of HIPC resources to combat poverty. Proof of the imports has not been submitted to the Bank and the auditing of the special accounts has not yet been undertaken. The second tranche will be disbursed after the fulfilment of the last two conditions. The performance of this indicator is satisfactory.

(v) Impact on Development

2.1.106 The SAP III has contributed to sustaining the improvement of the country's economic indicators. With the perseverance in putting in place measures recommended in the SAP III, Cameroon will further improve the competitiveness of its economy and strengthen the role of the private sector, thus ensuring the achievement of a steady growth and decline in unemployment as a means of combating poverty. It will also help strengthen good governance. The performance is satisfactory.

(vi) Overall Performance Assessment

2.1.107 In general, the programme should achieve its objectives with the attainment of the HIPC completion point. The overall assessment is satisfactory.

Indicator	Compliance with Conditions	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1	2	2	2	2	1.8

## E.2 National Good Governance Programme Support Project

### Basic Administrative and Financial Data (UA million)

Amount Approved TAF: 3.18	Disbursements: TAF: 0.03	Balance: 3.15
Date of Approval: 25/10/2001	Date of Signature: 15/02/2002	Date of Effectiveness: 28/10/2002
Last Supervision mission: launch: April 2003		Date of Last Audit: Nil
Deadline for last disbursement: ADF: 31/12/2004		Executing Agency: PIU
Objectives, Description/Components: The aim of the project is to contribute to the sustainable development and poverty reduction in the country with a view to improving the well-being of the population. The sector goal is to establish an effective and transparent management of government and a modern system of justice that is accessible to all and guarantees the rule of law and the security of investments. The specific objectives of the project are: (i) the modernization and increase in the productivity of justice with a view to improving the legal environment of business and ensuring better access to judicial services; (ii) building of management and control capacities of economic programmes to ensure a better execution of the public investment budget and a greater absorption capacity for external financing; (iii) strengthening of Government control with a view to rendering it more transparent and efficient; and (iv) promotion of a more modern and effective administration, empowered and client-focused. The project components are as follows: (i) support to justice; (ii) support to the improvement of economic and financial management; and (iii) support to administrative reform.		

#### (i) Compliance with Conditions Precedent/Commitments

2.1.108 All the conditions of effectiveness were fulfilled over a period of more than 12 months between the date of approval of the project and date of effectiveness of the loan agreement. The project activities have not yet started. Performance is unsatisfactory.

#### (ii) Procurement Performance

2.1.109 The activities have not yet started. The project implementation unit has been set up and has begun the preparation of bidding documents for equipment and technical assistance. These documents are being finalized for subsequent submission to the Bank. Performance is unsatisfactory.

#### (iii) Financial Performance

2.1.110 The project has not yet started. Only a start-up advance of UA 30,000 has been disbursed. Performance is unsatisfactory.

#### (iv) Performance of Project Activities and Outputs

2.1.111 No activity has yet been undertaken. The performance is unsatisfactory.

(v) Impact on Development

2.1.112 Despite the fact that the project is at the start-up phase, it is worth noting that with the bidding documents currently in preparation and the technical assistance as well as the training to be provided under this project, a significant impact on the improvement of good governance in the country is expected. Performance is therefore satisfactory.

(vi) Overall Performance Assessment

2.1.113 The overall assessment of this project is unsatisfactory.

Indicator	Compliance with conditions	Procurement	Financial Performance	Activities and Outputs	Impact on Development	Overall Assessment
Rating	1.3	1.6	1.8	1.5	2	1.64

**2.2 Ageing, Problem and Potentially Problematic Projects**

2.2.1 The average age of the portfolio is 3 years. The two oldest operations were approved in 1997 and are still being implemented, about six years later.. Two other operations were approved in 1998 and three others in 1999. The 11 other operations were approved from the year 2000 onwards. The two oldest operations are Poverty Reduction and Women's Promotion in the Extreme North Province Project and the DWS Study for 16 Secondary Centres. The project, after the difficulties related to its start-up, has been continuously implemented over the last two years and ranks among operations that have a satisfactory performance. As for the study, most of the reports have already been issued and it is expected to be closed in the year 2004. There are six problem projects: i) the Rumpi Rural Participatory Development Support Project; ii) the Grassfield Participatory Decentralized Rural Development Support Project; iii) the Northern Provinces Family Income Improvement Programme; iv) the Road Management Project in the Western, Southern and Littoral Provinces; v) the DWS Study of 16 Secondary Centres; and vi) the PPF Study of the Urban Poverty Reduction Programme. The first two projects (Rumpi and Grassfield), approved in May 2003 and whose loan agreements were signed with some delay in January 2004, should begin implementation in the first half of 2004. In the same year, these two operations should see a normal commencement of their activities. The family income improvement programme in the Northern Provinces has suffered significant delay in start-up. With the establishment of a Project Implementation Unit and the ongoing preparation of bidding documents, this project should be smoothly implemented during 2004. Regarding the Western, Southern and Littoral Provinces Road Development Project, it should be noted that, with the signing of the contract, this operation should achieve a strong performance in 2004. The DWS Study for 16 Secondary Centres will be closed in 2004 as indicated above and the PPF Study of the Urban Poverty Reduction Programme has started with an advance provided by the Government. It is expected to be monitored closely to ensure its completion in 2004.

2.2.2 There are also six potentially problematic operations : i) the National Agricultural Research and Extension Programme; ii) the South-West Province Livestock Rearing and Fishery Development Project; iii) the North Provinces Family Income Improvement Programme; iv) the Ambam-Eking Road Development Project; v) the DWSS Study for 16 Secondary Centres; and vi) the PPF Study of the Urban Poverty Reduction Programme.

2.2.3 Three operations are both problem and potentially problematic operations. These are therefore operations at risk. They are: i) the North Provinces Family Income Improvement Programme; ii) the DWSS Study for 16 Secondary Centres; and iii) the PPF Study of the Urban Poverty Reduction Programme. Special attention should therefore be paid to the follow-up of the plan of actions drawn up for these operations.

### **2.3 Assessment of Frequency of Supervision Missions and Their Quality**

The Bank has intensified the supervision missions for its operations in Cameroon in recent years. All these operations are supervised at least once a year. In 2003, the rate of 1.5 was attained. The duration of supervision missions is generally two weeks. Launch missions are systematically carried out to ensure the smooth commencement of new operations. The Bank's supervisory staff has been attaching increasing importance to issues pertaining to the observance of Bank rules particularly in the procurement of goods and services and all generic issues that hamper the implementation of projects. As much as possible, supervision missions should be multidisciplinary and, in the case of co-financed operations, should be organized with other partners.

### **2.4 Cross-Cutting Issues**

2.4.1 Crosscutting issues were taken into account in the design and preparation of active projects. These are poverty reduction, environmental protection, gender issues, social and population issues and the participatory approach.

2.4.2 Poverty Reduction: All the ongoing operations contribute significantly to poverty reduction in the country. Agricultural sector projects aim at food security and increased incomes of rural communities, employment creation, training, access to credits, supervision of farmers and rural dwellers, development of micro-enterprises and micro-projects, potable water supply, improvement of the health of the rural population as well as access to markets through the rehabilitation of rural roads. The roads projects contribute to opening up areas with high agricultural potential, and reducing transportation costs. This has resulted in increased incomes in rural communities. Similarly, roads enable these communities to gain access to social services (health services and schools). The operations of this sector also foster employment creation as well as the rehabilitation and strengthening of socio-educational and health facilities in many villages. The two studies of the public utilities sector should result in the implementation of projects that would contribute to providing potable water in many centres and improving living conditions, particularly of the poor in the urban areas. Projects financed in the social sector aim at increasing incomes and improving the living conditions of vulnerable population groups particularly women in the poorest regions of Cameroon through the development of cottage industry, rehabilitation of rural infrastructure and micro-credit. These operations not only contribute to improving the health system by targeting the poor population groups but also promote the construction and rehabilitation of schools to improve education in relation to the labour market. Lastly, the reform and good governance programmes help improve the growth rate by re-directing their gains made to the social sectors.

2.4.3 Environment: Environmental issues have been embodied in the portfolio. All the projects have been classified in relation to their environmental impacts. The environmental impact assessments required have been carried out and mitigative measures identified. Some research programmes include environmental problems (wildlife resources, soil conservation,

water, pollution, natural regeneration in dense and dry forest, genetic improvement of trees etc.). Special emphasis has been laid on plantation, reduced pressures on natural forests, reduction of risks of erosion, bio-diversity conservation, waste management and organization of awareness campaigns.

2.4.4 Gender Issues: The Bank's operations in Cameroon attach special importance to gender issues. Interventions in this area particularly focus on training and outreach programmes, increase in women's incomes as well as improvement of their living conditions and means of production. This will be achieved through the creation of a suitable credit system, literacy training, employment promotion, education and women's health, marketing of produce by women as well as providing them with agricultural inputs, improvement of access by girls to school, adoption of the family code to enable women to regain their dignity as citizens with rights and obligations equal to those of men, as well as support to women's NGOs.

2.4.5 Population-Related Issues: Projects financed by the Bank contribute to improving the living conditions of communities through support to health structures particularly in the rural areas, rehabilitation of drinking water supply systems and diversification of agricultural production systems. These measures have also been identified for counseling and awareness-raising in the area of health as well as the prevention of HIV/AIDS. The incorporation of the education of population groups into some operations should help improve skills for the jobs on offer.

2.4.6 Participatory Approach: Henceforth, the use of this approach has become systematic at the level of preparation, appraisal and implementation of projects. It is perceived as a means of arriving at a consensus on the major orientations of projects financed by the Bank group in Cameroon. The approach has been used for the preparation of the Bank's operations. Measures have been identified by several operations in the area of training, outreach activities, supervision and support to associations and beneficiary groups. This will help ensure the sustainability of the activities selected. Some programmes intend to adopt the participatory approach throughout their implementation period. In other operations, participation has been in the form of contribution in kind or in cash by the communities toward the construction of basic infrastructure. This approach enhances local good governance which should increase significantly in the country in the coming years.

## **2.5 Overall Assessment of Portfolio Performance**

2.5.1 The assessment of the portfolio concerns 17 operations. The Vocational Training Support Project, approved in December 2003, has not been included. The weighted average of the ratings assigned to the operations of the active portfolio, which is 1.74, shows that the performance of the portfolio is unsatisfactory. This rating indicates a slight improvement in relation to the 1.5 scored in the 2001 review. On the whole, the poor performance of this portfolio is due to the fact that most of the projects are recent and have been hampered by start-up difficulties. Once this has been overcome, the portfolio should improve and record a satisfactory performance. Nine operations were approved between 1997 and 2000 and eight were approved between 2001 and 2003. On the other hand, the previous portfolio was characterized by the presence of old operations that accounted for a third of it. Appropriate measures have been applied to these operations resulting in their closure or suspension. There are six problem projects which represent 33% of the portfolio. There are also six potentially problematic projects.. At the sectoral level, the social sector has a satisfactory

performance (2.1), but the performance of public utilities sector is unsatisfactory with a 1.4 rating. The performances of the agricultural, transport and multisectoral sectors are unsatisfactory with ratings of 1.53, 1.77 and 1.78 respectively. The operations of the sectors whose performance is poor must be monitored closely and their plans of action pursued vigorously in order to achieve a satisfactory performance.

2.5.2 Analysis of the various indicators indicates that the weakest points of the portfolio management relate to problems of compliance with loan conditions that resulted in the 1.42 rating. This indicator constitutes a structural problem in Cameroon. Measures proposed (refer to Section VI) should make for an improvement in performance in the future. Other criteria, namely procurement, financial performance and activities and outputs achieved limited ratings ranging from 1.64 to 1.74. These ratings are highly unsatisfactory. The poor performance of procurement and activities and outputs is mainly accounted for by the fact that several operations have not yet started or are at the start-up phase, as well as difficulties in applying and monitoring the Bank's Rules of Procedure. This is at the root of the frequent rejection of documents by the Bank and the long delays in the tender award process. The resultant low rate of disbursement (15%), coupled with the weak mobilization of counterpart funds explains the unsatisfactory financial performance of the portfolio. Lastly, the impact of all the operations on development is satisfactory with an overall rating of 2.1 despite the delays recorded. The implementation and/or start-up of all the activities of all the active operations are indispensable for improving the performance of the Bank's portfolio. Indeed, if the delay persists, the development goals aimed at by the project could be undermined.

### OVERALL PORTFOLIO ASSESSMENT

Name of Project/Study	Amount (UA million)	Rating
Agricultural Sector	62.36	1.53
1. National Agricultural Research and Extension Programme (PNRVA)	7.00	1.68
2. Livestock and Fishery Development Project (SOWEDA)	4.59	1.9
3. Rural Forestry and Agro-forestry Project	4.13 0.78	1.8
4. Rural Family Income Improvement Programme (PARFR)	14.00	1.5
5. Special Programme for Food Security	0.76	2.08
6. Grassfield Rural Participatory and Decentralized Project	15.00	1.33
7. Rumpi Participatory Development Project	15 1.1	1.33
<i>Public Utilities Sector</i>	1.12	1.4
8. DWS for 16 Secondary Centres	0.72	1.4
9. Urban Poverty Reduction Programme	0.4	1.4
<i>Social Sector</i>	30.35	2.11
10. Extreme North Province Poverty Reduction and Women's Promotion Project	14.1 0.7	2.12
11. Education Project II	7.5	2.34
12. Health System Development Project (PDSS)	8.05	1.88
<i>Transport Sector</i>	59.14	1.77
13. AMBAM-EKING Road Project (PRAE)	8.90	1.57
14. Western, Southern and Littoral Provinces Road Development Project	15.00	1.52
15. LIMBE Maintenance Infrastructure Construction Project	35.24	1.93
Sub-total		
<i>Multisector</i>	23.68	1.78
16. SAP III	20.5	1.8
17. National Good Governance Programme Support	3.18	1.64
Overall Assessment (weighted rating)	176.65	1.74

## 2.6 Disbursements

Cumulative disbursements totalled UA 452.8 million as at 31 December 2003, representing a rate of 61.36% for the entire portfolio since the Bank started operations in the country. Concerning ongoing operations, total disbursements amount to UA28.76 million, representing a rate of 15%. With the putting in place of the plan of action for each project, this rate could improve and attain 43% by the end of 2004. The rate of disbursement is 10.02% for agriculture. This low rate is accounted for by delays affecting ongoing operations and by the fact that two operations involving UA 31.1 million were approved in May 2003, and consequently their loan agreements could only be signed in January 2004. The rate of disbursement is nil for the transport sector in view of the problem affecting the award of contracts for two projects and the start-up difficulties of another operation. The rate of disbursement in the social sector is 24.85%, reflecting an increasingly smooth implementation of the Bank's operations in the sector. For public utilities, this rate, which is 27.68%, is attributable to one of the studies which is relatively advanced. A second study has been hampered by considerable difficulties in implementation and has not yet received any disbursement. Lastly, the rate of disbursement in the multisector is 46.19% accounted for by

the disbursement of the first tranche of SAP III. The disbursement rate is generally low, hence the need to closely monitor activities, particularly the procurement of goods and services under the project, if this rate should improve substantially in the course of 2004.

#### **IV. ASSESSMENT OF PROJECT MANAGEMENT AND/OR IMPLEMENTATION CAPACITY**

##### **3.1 Government Performance**

The Government has not provided a significant impetus to the strengthening of the management and monitoring of the Bank's operations in Cameroon. The Bank's operations are coordinated and monitored at the national level by the Directorate for Economic and Technical Cooperation (DCET) which depends on the Ministry of Economic Affairs, Programming and Land Use Planning (MINPAT). The DCET lacks material and human resources to effectively monitor the 18 operations. In order to improve the performance of the portfolio, the previous review had recommended the setting up of a physical and financial monitoring committee, chaired by the Secretary General of the MINPAT. This committee, which is expected to intensify field trips to ensure compliance with all the commitments and thereby improve the implementation of operations, has failed to function. In November 2003, the Bank drew the attention of the Cameroonian authorities to the fact that the DCET needed suitable staff and adequate equipment to effectively monitor the operations. The political authorities should also give support to the DCET and the Bank's operations in Cameroon. The Government must attach prime importance to solving the problems that have been identified, namely: i) difficulties hindering the signature and effectiveness of loan and grant agreements; ii) delay in fulfilling conditions precedent to the first disbursement; iii) slippages in disbursements and lapses in the financial management of projects; iv) failure to pay counterpart funds; and v) problems relating to tender award and execution of contracts. The Bank has agreed with the authorities on a number of measures and steps to be taken to address these problems (see paragraph 7.2).

##### **3.2 Bank Group Performance**

In the last two years, the Bank has intensified its supervision missions. It organized a workshop on procurement and disbursements in 2001 for Project Managers. However, there were communication problems and delays in the processing of documents at the Bank mainly due to the reduced number of experts in some divisions and difficulties related to the temporary transfer of the Bank's activities to Tunis. The Bank's experts are increasingly involved in the preparation of bidding documents and closely monitor the award of tenders to ensure the effective start-up of projects as well as their accelerated implementation. The Bank has embarked on the finalization of the legal documentation for opening a national programme office in Yaounde (NPO) at the UNDP office. It has also undertaken the recruitment of the NPO Coordinator. This office should play a key role in improving the performance of the portfolio in the country.

#### **IV. COORDINATION WITH DONORS**

4.1 At the national level, coordination is carried out by a development aid coordination committee created by the decree of 1<sup>st</sup> September 1995 and placed under the authority of the Prime Minister. This committee will serve as a framework for dialogue with bilateral and multilateral donors for the harmonious and optimal use of aid. The decree of 6 January 1998 complements the previous decree by creating the post of a coordinator, appointed by the Prime Minister, who monitors the activities of the committee and coordinates the action of sub-committees and also reports to its Chairman. The coordinator is assisted by a technical unit. In practice, this committee has not functioned effectively. It is the Directorate of Economic and Technical Cooperation that monitors cooperation with donors. But this structure lacks material and human resources to carry out its mission. It is essential to make the aids coordination committee and the technical unit operational by providing them the wherewithal to fulfil their mission.

4.2 At the level of donors, it needs to be stressed that Cameroon falls under the advisory group mechanism, an aid coordination instrument managed by the World Bank. Coordination is carried out within the framework of sectoral meetings chaired in turns by the donors. These meetings focus on several sectors such as education, health, rural development, governance, environment, etc. Furthermore, an advisory committee was put in place in June 2001 to monitor the management of HIPC resources. The Bank, IMF and World Bank have an observer status on this committee.

4.3 At the level of co-financing, the Bank has been increasingly resorting to this mechanism in recent years. It has taken steps to ensure the co-financing of the following operations: i) SAP III with the IMF, IDA and the EU; ii) the Poverty Reduction and Actions for Women Project, with the UNDP; iii) the Livestock and Fishery Development Project in the South-West Province (SOWEDA) with the ABEDA; iv) the National Agricultural Research and Extension Programme with the IDA, v) the Special Food Security Programme with the FAO, and vi) the Governance Support Project with the UNDP. These co-financing arrangements have contributed to: i) strengthening the perception of problems and their resolution on the ground, ii) avoiding repetition of efforts and iii) promoting concrete development actions in consultation with all the partners. The Bank is pursuing its research and co-financing efforts to create synergies between the various stakeholders.

#### **V. REPAYMENT OF LOANS AND ARREARS**

After several suspensions of disbursements between 1990 and 1997 as a result of sanctions, it is noteworthy that Cameroon has since been honouring its commitments regularly. This enabled it to benefit from three supplementary financing mechanism operations in 1998, 1999 and 2000. Similarly, the country benefited from the HIPC initiative by attaining the decision point in October 2001. Thus, it received debt relief amounting to US\$1.2 billion in NPV terms by the end of 1999, representing a reduction of 26.9% of its total outstanding debts by the end of June 1999. The Bank participated in the HIPC initiative with an amount of US\$79 million in NPV terms. Resources obtained from this were allocated to poverty reduction. However, Cameroon was unable to attain the completion point in October 2003 as planned and the Bank suspended the relief granted to the country. Despite this suspension, Cameroon has been continuing to repay its debt.

## V. MEASURES TO BE TAKEN TO IMPROVE THE QUALITY OF THE PORTFOLIO

### 6.1 Potential Problems and Solutions

6.1.1 Potential problems remain those related to the signing and effectiveness of the loan and grant agreements; the fulfilment of conditions precedent to the first disbursement; effectiveness in the management and progress of projects; problem of disbursements and financial management; the problem of payments of counterpart funds; and difficulties in tender award and contract execution.

6.1.2 Concerning the problem of the long delays observed in the preparation and finalization and documentation required for the effectiveness of loan and grant agreements, the Government should create an ad hoc committee for projects and provide it with the necessary resources to follow up on conditions of effectiveness, as soon as the said project is approved. It should also involve the administrations concerned by the signature and entry into force of loan/grant agreements as soon as the project is approved.

6.1.3 Regarding the problem of delays in fulfilling conditions precedent to the first disbursement, the Government should: i) appoint a focal point, immediately following the project approval in each administration involved in the preparatory stage of the project; ii) undertake the preparation of various documents needed to fulfil the conditionalities of the first disbursement as soon as the project is approved; iii) systematically set aside project preparation funds to finance activities needed for the start-up of the project pending the first disbursement; and iv) ascertain the borrower's capacity to meet conditions prior to including them in the appraisal reports and the loan and grant agreements.

6.1.4 Regarding the management of projects, the main problems identified were i) the lack of independence of the PIU in relation to the supervising authority; ii) disparities in the wages of PIU staff; iii) the low level of physical implementation; iv) non-observance of the Bank's rules of procedure; v) non-observance of activity programming; vi) slippages in the formulation of documents and their conveyance to the Bank for non-objection, as well as in the implementation of programme activities; and v) inappropriate programming of supervision missions and lack of coordination of joint supervisions with co-financiers. In order to remedy these lapses, the government should: i) finalize the standard manual of management procedures for ADB projects and make this available to projects following the Bank's approval; ii) strengthen the staff of the *Caisse Autonome d'Amortissement (Sinking Fund)* in order to accelerate the processing of documents within this structure; iii) ensure that the project supervisory authorities expedite the processing of documents; iv) recruit the PIU staff on the basis of competition, harmonize the wages of the staff and undertake its evaluation while at the same time ensuring the independence of the said PIUs; v) strengthen the material and human resources of the DCET; vi) ensure the preparation of project progress and audit reports; vii) identify obstacles hampering the execution of the PIU activities, list them periodically (every two months) and forward them to the DCET/MINPAT for solutions in coordination with the Bank; viii) improve communication between the PIUs and the Bank; ix) put in place mechanisms for the regular monitoring of projects by the coordination authority and x) carry out field inspections on a quarterly basis.

6.1.5 Regarding disbursements, the following difficulties were identified: ii) delays in the preparation of disbursement requests; iii) slippages in the disbursement of the CAA funds; iv) delays in the analysis of documents at the CAA and at the Bank; v) failure by the Bank to notify disbursements; vi) problem of the effective payment of funds in the appropriate accounts; viii) irregular financial and account auditing; and ix) poor qualification of accountants. To remedy these problems, the Government should take the following steps: i) sensitize the CAA on the need to comply with the 7 days required for processing documents; the CAA should systematically inform the Project Managers of direct payments, date of dispatch and/or reception of Bank documents; ii) use resource persons (experienced coordinators familiar with the Bank's forms and rules) to teach new coordinators how to complete the various disbursement request forms; iii) master co-financing rules on funds disbursement and management; iv) systematically carry out audits and submit the reports to the Bank on an annual basis; v) computerize all the financial and accounting services of projects and provide them with the necessary staff, particularly in the area of accounting; vi) grant accountants appropriate remuneration; and vii) put in place competent accountants and an accounting system that meets the required standards.

6.1.6 On its part, the Bank should: i) accelerate the disbursement of funds; ii) systematically notify PIUs about disbursements; iii) examine the possibility of authorizing the MINIPAT to select accounting firms for a period of two years with a clause to terminate the contract in case of poor performance; iv) suspend disbursements for projects that are not audited annually; v) improve the programming of supervision missions in coordination with the Government, the PIU and other donors for co-financed projects.

6.1.7 Regarding the low mobilization of counterpart funds, the Government should: i) involve project managers in budgetary conferences in order to better present and defend their needs regarding counterpart funding; ii) ensure that project managers have effectively forwarded copies of correspondence for the budgeting of counterpart funds to MINPAT; iii) ensure compliance by the Administrations involved in the projects with budgetary circulars on counterpart funds; iv) sensitize the services of the Prime Minister on the need to observe international commitments made by Cameroon to mobilize counterpart funds and provide precise indications on the amounts of the said funds to be allocated to counterpart operations during budgetary arbitrations; v) explore the possibility of meeting current counterpart commitments through the HIPC funds, as in the case of arrears; vi) create a budgetary line from 2005 onwards at the MINPAT in which an increasing portion of the counterpart fund will be paid; vii) make all counterpart funds needed to achieve the objectives of the project available; viii) provide the MINPAT with all the vouchers of the counterpart fund; ix) regularly organize training and briefing seminars for project staff on programming, budgeting and counterpart fund disbursement procedures; x) ensure the capacity to mobilize and release counterpart resources during the preparation of projects.

6.1.8 Lastly, to remedy the problem of slippages in tender award and contracts execution, the Government was invited to implement the following measures: i) invite the managers of the Government Procurement Regulatory Agency (ARMP) to clarify contradictions between the country's rules and those of the Bank; ii) ensure the participation in project coordination meetings by resource persons in charge of government procurement; iii) demand and constantly ensure that the PIU strictly complies with the Bank's procedures and comments so as to limit the number of documents rejected. The Bank on its part should i) explore the possibilities of curbing delays in the issuance of non-objections; ii) organize, in 2004, a seminar on procurement and disbursement procedures for PIUs and tender committees involved in projects financed by the Bank.

## **6.2 Summary of Plan of Action**

6.2.1 Annex 5 provides a detailed summary of the plan of action adopted for each Bank operation together with a schedule and the identification of officers responsible for the implementation of the said plan. On the whole, it is essential to note that regarding the agricultural sector, two loan agreements relating to the Rumpi Participatory Rural Development Support Project and the Grassfield Participatory and Decentralized Rural Development Project were signed in January 2004, that is, 180 days after their approval. The Cameroonian authorities are being urged to take appropriate steps to ensure the effectiveness and commencement of these two operations. Furthermore, the Rural Forestry and Agro-Forestry Support Project should be audited in view of the fact that the changes that occurred at the level of the National Project Directorate in November 2002 resulted in the suspension of disbursements from the revolving fund. Submission of audit reports for 2001 and 2002 constitutes a prerequisite for the resumption of disbursements from the revolving fund. Two other operations, namely the South-West Province Livestock and Fishery Development Project and the Rural Family Income Improvement Programme have suffered considerable delay. It is necessary that measures identified in the annex to improve their rate of implementation be adhered to. The Food Security Programme, which is being carried out under the supervision of the FAO, should see significant improvement in the relationships between the project implementation unit and the FAO in view of the rules of operation of this institution, notably in the area of disbursement.

6.2.2 With regard to the transport sector, the Amban-Eking road Development Project and the Western, Southern and Littoral Provinces Road Development Project have not yet received any disbursement two years after the signing of the loan agreement and are therefore eligible for cancellation. With the contracts that have been signed, it is indispensable that disbursements for works mobilization advances are made at the latest 30<sup>th</sup> January 2004. Concerning the enclave project, namely Limbe Shipyard, which has not yet started, the IMF should be approached to accelerate the review of the concessionality of the loans of the various donors. Furthermore, the tax system and customs regime to be applied to the CNIS notably for the project's procurement designed to avert supplementary costs resulting from taxes, is crucial for the project's financing plan.

6.2.3 Concerning the public utilities sector, the study on potable water supply and sanitation for the 16 secondary centres has suffered considerable slippage. A portion of the report has been submitted to the Bank and the other portion is in progress. It is necessary to accelerate the submission of the latter reports by the end of the first quarter of 2004 in order to enable the Bank to review financing opportunities in this crucial area of poverty reduction. On the other hand, for the PPF study of the urban poverty reduction project, the study has just started with considerable delay. The Bank is being urged to activate disbursement for this study to ensure its completion at the latest by the end of April 2004 in order to initiate the preparation for the urban poverty reduction project.

6.2.4 Concerning the social sector, the poverty reduction and women's promotion project has attained a satisfactory level of implementation. Similarly, the education project II is on track. Lastly, for the health project, training and technical assistance activities are underway and bids have been invited for the construction works. It is therefore essential to maintain a sustainable pace of implementation for the first two projects and complete the actions undertaken.

6.2.5 Lastly, for the multisector, the second tranche of UA 9.6 million of SAP III has not yet been disbursed. To do this, the Government should provide evidence of imports made for the first tranche and undertake the auditing of the special accounts at the latest 15 May 2004. For the governance support project, which is at the start-up phase, it would be necessary to accelerate the procurement operations earmarked under the project particularly the preparation of bidding documents and shortlists which must be submitted to the Bank at the latest 30 April 2004.

6.2.6 The plan of action established should help raise the overall rate of disbursement of the active portfolio from 15% in December 2003 to at least 43% by December 2004. Detailed measures were decided to accelerate the project implementation rates (see Annex 5). Thus the rate of disbursement of the transport sector should improve and increase from 0% to 30% by 31 December 2004, the agricultural sector from 10.02% to 30%; the public utilities sector from 27.68% to 100%; the social sector from 24.85% to 50%; and the multisector from 46.19% to 90%.

6.2.7 The projected level of disbursement for 31 December 2004 for each project constitutes a criterion for assessing performance. The DCET and the videoconferencing that will be organized with the project managers will ensure a constant and rigorous monitoring of these projections. They will provide early warning to the various parties involved in the management of projects in case of slippages so that timely corrective measures can be taken.

### **6.3 Lessons for Future CSPs and Portfolio Reviews**

6.3.1 The large number of projects approved for Cameroon in recent years poses a problem of the country's absorptive capacity. The agricultural sector has 7 operations with implementation difficulties and that of transport has 3 projects for which no disbursements have been made. Greater attention should therefore be paid to the implementation of operations. Project programming should take into account the country's effective implementation capacities. Co-financing is becoming increasingly popular and this needs to be taken into account in the Bank's next strategy. Lastly, it is important to propose technical assistance and grant more and define the minimum required for local counterpart funds.

6.3.2 Regarding lessons learned for future project implementation, it is essential to highlight the need to build the institutional capacities of the national coordination structure for the Bank's operations in the country. It is equally necessary for the Government to attach special importance to the implementation of the Bank's portfolio in the country. Additionally, in order to ensure the reliability of audit reports, special attention should be given to the choice of accountants, who should be appointed on a competitive basis and provided with appropriate remunerations from project resources.

## **VII. CONCLUSION AND RECOMMENDATIONS**

### **7.1 Conclusion**

The portfolio review has explored in detail all the ongoing operations in Cameroon. The rating of 1.74, which reflects the unsatisfactory performance of the portfolio, does not show a significant improvement in relation to the previous rating of 1.5 by the 2001 review. The problems identified during the last portfolio review of 2001 have not been fully resolved, even though improvements have been noted. These problems relate to slippages in

the effectiveness of loans, long delays in tender awards; a slow rate of project implementation; lack of monitoring of projects at the physical and financial levels; non-compliance with the Bank's rules of procedure and non-payment of counterpart funds. The measures outlined particularly aim at ensuring the start-up of operations approved and raising the disbursement rate, which is particularly low. In 2004, the commencement of all operations and the acceleration of ongoing operations, through the implementation of the action plan agreed with the authorities should translate into an improved performance of the portfolio. To ensure the success of the plans of action, closer monitoring by the authorities and the Bank is indispensable.

## **7.2 General Recommendations**

### **Signature, Effectiveness and First Disbursement**

#### **For the Government**

- Accelerate the issuance of various documents (particularly delegation of authority) for the signing and effectiveness of loan and grant agreement. Signature and effectiveness should not exceed a period of 6 months. To this end, and to meet the effectiveness conditions, the project executing agency should create an ad hoc committee with adequate operating resources to monitor projects soon after their approval by the Bank. It is also essential to involve the administrations concerned by ensuring the signature and effectiveness of the loans/grant agreements as soon as the project is approved;
- Shorten the period for fulfilling conditions precedent to the first disbursement, notably by designating a focal point, in each administration involved in the preparation of the project as soon as the latter is approved. It is also essential to start the preparation of the various documents needed to fulfil the conditionalities of the first disbursement soon after the approval of the project by the Bank;
- Systematically earmark funds for the preparation of projects to finance activities required at the project start-up pending the release of the first disbursement;
- Ensure that the loan conditions can be reasonably met before their inclusion in the appraisal reports and the loan and grant agreement.

#### **For the Bank**

- Further accelerate the process of examination of loan effectiveness instruments and of the first disbursement submitted by the Government.

## Management, Monitoring and Disbursement

### **For the Government**

- Finalize the manual of standard project management procedures and make it available to projects following approval by the Bank;
- Provide the necessary autonomy to the PIU; changes in coordinators should be based on justifiable grounds. The recruitment of the PIU staff should be on a competitive basis, their wages should be harmonized and their performance assessed. It is also necessary to identify obstacles to the execution of PIU activities, list them periodically (every two months) and forward them to the DCET/MINEPAT for adequate solutions. Lastly, communications between the PIU and the Bank should be improved;
- Prepare and submit quarterly project implementation reports to the Bank, at the latest a fortnight after the end of the quarter;
- Strengthen the DCET in material and human resources;
- Strengthen the CAA staff complement in order to accelerate the processing of documents and ensure that this structure does not exceed the 7 days required for processing documents. The CAA should systematically inform Project Managers about direct payments, date of dispatch and/or reception of Bank documents;
- Use resource persons (experienced coordinators who are familiar with the Banks documents and rules) to teach new coordinators how to complete the various disbursement request forms;
- Ensure the mastery of appropriate rules of co-financiers pertaining to disbursement and management of funds;
- Systematically undertake auditing of accounts and submit the reports to the Bank on an annual basis;
- Computerize all the financial and accounting services of the projects and provide them with qualified staff, particularly in the area of accounting. Accountants should also be provided with appropriate remuneration;
- Put in place mechanisms for the regular monitoring of projects by the coordination authority;
- Carry out field trips on a quarterly basis.

**For the Bank**

- Accelerate the processing of disbursement requests;
- Systematically notify that disbursements have been made into the project accounts;
- Suspend disbursements for projects that are not audited on an annual basis.

Counterpart Funds

- Involve Project Managers in budgetary conferences in order to better present and defend their counterpart funding needs and ensure that they have forwarded to the MINPAT copies of correspondence for the budgeting of the counterpart resources;
- Ensure compliance by the relevant administrations in the projects with budgetary circular directives on counterpart funds;
- Sensitize the services of the Prime Minister on the need to abide by international commitments made by Cameroon to mobilize counterpart funds and provide precise indications on the amount of the said funds to be earmarked for counterpart contributions during budgetary adjudications;
- Explore the possibility of fulfilling current counterpart obligations with HIPC funds, as in the case of arrears, and create a budgetary line from 2005 onwards into which counterpart funds will be paid;
- Take the necessary steps to ensure that counterpart funds are released at the latest 30 April 2004 to help the project achieve their objectives;
- Provide the MINPAT with all the expenditure vouchers relating to counterpart funds;
- Regularly organize training and briefing seminars for project staff on programming, budgeting and disbursement of counterpart fund procedures.

**For the Bank**

- Ascertain the country's capacity to release and mobilize counterpart resources during the preparation and appraisal of projects.

## Procurement

### **For the Government**

- Invite the Managers of the Government Procurement Regulatory Agency (ARMP) to a discussion on the problem of tender award (deadlines, compliance with and application of procedures); and clarify discrepancies that sometimes exist between the country's rules and those of the Bank;
- Make resource persons in charge of Government tender award participate in coordination meetings for the Bank's projects and provide them with the Bank's manuals of procurement procedures;
- Demand and constantly ensure that the PIUs strictly adhere to the Bank's procedures and comments in order to limit the rejection of documents.

### **For the Bank**

- Explore the possibility of organizing, in 2004, a seminar on the Bank's procurement and disbursement procedures for PIUs and tender committees involved in projects financed by the Bank.

**BANK GROUP OPERATIONS**  
Millions of UA

SECTOR/PROJECT/STUDY	SOURCE FINANCE	DATE OF APPROVAL	DATE OF SIGNATURE	EFFECTIVENESS DATE	DEADLINE LAST DISBURSMENT	LOAN/GRANT APPROVED	DISBURSEMENTS		UNDISBURSED AMOUNT <sup>1</sup>	STATUS
							AMOUNT	In %		
<b>AGRICULTURE</b>										
1 DENG DENG Forestry Complex	ADB	14/10/1975	30/10/1975	11/01/1978	30/06/1994	3.25	3.25	100	0,00	Completed
2 Douala and Yaoundé Poultry Stations	ADB	19/12/1980	28/01/1981	03/06/1982	31/12/1995	5.4	5.4	100	0,00	Completed
3. Upper SANAGA Integrated Rural Development	ADB	24/08/1982	26/10/1982	14/12/1983	24/09/1998	10.00	9.93	100	0,00	Completed, Balance Cancelled
	ADF	26/08/1982	08/04/1983	03/08/1984	24/09/1999	7.37	7.32	100	0,00	Completed, Balance Cancelled
4. SODEBEL Project Feasibility Study	ADF	22/08/1984	13/06/1985	-	31/12/1987	0.83	0.00	0.00	0,00	Cancelled
5. South-West Province Integrated Rural Development	ADB	22/09/1986	02/02/1987	16/06/1988	31/12/2000	21.89	8.36	38.19	13.53	Completed, Balance Cancelled
	ADF	22/09/1986	02/02/1987	10/05/1988	30/11/2002	15.00	3.99	26.6	11,01	Completed, Balance Cancelled
6. South-West Fishery and Livestock Development Study	ADF	24/03/1987	18/08/1988	25/01/1990	31/12/1998	0.45	0.43	95.56	0,02	Completed, Balance Cancelled
7. North-West Province Integrated Rural Development	ADB	19/12/1989	27/12/1990	10/07/1991	31/12/2001	4.55	4.44	100	0,00	Completed, Balance Cancelled
	ADF	19/12/1989	27/12/1990	21/06/1991	31/12/2002	9.21	8.93	95.5	0,28	Completed
8. Agricultural SMEs Development	ADB	14/12/1992	21/10/1994	18/08/1995	30/06/2001	12.00	4.91	40.91	7,09	Completed, Balance Cancelled
9. National Agric Research & Extension.	ADF	15/07/1998	08/12/1998	12/08/1999	31/12/2005	7.00	2.14	30.57	4,86	Ongoing
10. SOWEDA Livestock and Fishery Development	ADF	16/12/1998	05/02/1999	25/03/2000	31/12/2005	4.59	1.75	38.12	2,84	Ongoing
11. Agro-forestry and Rural Forestry	ADF	10/02/1999	05/03/1999	20/10/1999	31/12/2006	4.13	1.29	31.23	2,84	Ongoing
	TAF	10/02/1999	05/03/1999	20/10/1999	31/12/2006	0.78	0.16	20.51	0,62	Ongoing
12. Special Food Security Programme	TAF	19/06/2000	04/09/2000	21/01/2002	31/12/2004	0.76	0.76	100	0,00	Ongoing
13. Northern Provinces Family Income Improvement.	ADF	28/06/2001	16/11/2001	14/03/2002	31/12/2007	14.00	0.15	1.07	13,85	Entry into Force
14. Rumpi Participatory Development Project	ADF	13/05/2003				15	0.00	0.00	15	Entry Into Force Underway
	ADF Grant	13/03/2003				1.1	0.00	0.00	1,1	
15. Grassfield Rural Participatory Development	ADF	26/03/2003				15	0.00	0.00	15	
SUB-TOTAL						152.31	63.57	41.74	88.74	
<b>TRANSPORT</b>										
1. Douala New Airport Construction	ADB	22/11/1972	09/06/1973		30/06/1976	3.00	3.00	100	0,00	Completed
	ADB	24/06/1975	14/08/1975	09/05/1976	30/06/1976	1.11	1.11	100	0,00	Completed
	ADB	31/03/1976	03/05/1976	01/06/1976	30/06/1976	0.65	0.65	100	0,00	Completed
2. Douala Port Extension	ADB	21/12/1976	13/01/1977	22/04/1977	31/12/1982	5.00	5.00	100	0,00	Completed
	ADB	18/08/1977	12/10/1977	01/11/1977	31/03/1982	5.00	5.00	100	0,00	Completed
3. BAMENDA-MANFE-EKOK Road Study	ADB	25/09/1979	23/01/1980	30/09/1982	30/06/1994	0.95	0.65	100	0,00	Completed, Balance Cancelled
4. DOUALA-YAOUNDE Road	ADB	28/10/1980	28/01/1981	13/12/1982	31/12/1982	10.00	10	100	0,00	Completed
5. DOUALA New Passenger Station Construction	ADB	08/06/1982	26/10/1982	08/03/1984	30/06/1994	11.33	11.33	100	0,00	Completed, Balance Cancelled
6. DOUALA-YAOUNDE Railway Realignment	ADB	22/02/1983	08/04/1983	07/06/1984	31/12/1989	22.8	22.8	100	0,00	Completed
7. YAOUNDE-KRIBI Road Study	ADF	22/02/1983	13/06/1989	26/03/1987	31/12/1994	1.64	0.00	0.00	0,00	Not Executed Amount Reallocated
8. EBOLOWA-MBALMAYO Road Project	ADB	22/09/1986	02/02/1987	23/09/1988	30/06/1994	47.15	47.07	100	0,00	Completed, Balance Reallocated
9. BAFUSSAM-FOUMBAN Road Project	ADB	18/01/1989	20/11/1989	06/08/1990	31/03/2000	18.22	17.55	100	0,00	Completed, Balance Reallocated
10 Road Programme.	ADB	17/06/1991	25/09/1991	11/02/1993	30/11/2002	95.00	56.22	84.78	41,59	Halted (UA 32 million Cancelled)
	ADF	17/06/1991	28/11/1991	11/02/1993	30/06/2000	0.51	0.48	100	0,00	Completed, Balance Cancelled
11 Ambam-Eking Road Development	ADF	14/12/2000	02/02/2001	09/05/2001	31/12/2004	8.9	0.00	0.00	8,90	Works Procurement Ongoing
12 West, Littoral and South Provinces Road Development	ADF	29/03/2001	29/05/2001	10/12/2001	31/12/2006	15.00	0.00	0.00	15,00	Works Procurement Ongoing
13 Limbé Maintenance Infrastructure Construction	ADF	11/12/2002	02.2.2003			35.24	0.00	0.00	35,24	Approved
SUB-TOTAL						281.5	180.86	64.25	100.64	

SECTOR/PROJECT/STUDY	SOURCE FINANCE	DATE OF APPROVAL	DATE OF SIGNATURE	EFFECTIVENESS DATE	DEADLINE LAST DISBURSMENT	LOAN/GRANT APPROVED	DISBURSEMENTS		UNDISBURSED AMOUNT <sup>1</sup>	STATUS
							AMOUNT	In %		
<b><u>PUBLIC UTILITIES</u></b>										
1 Yaoundé Station Valley Sanitation	ADF	30/10/1981	26/11/1981	31/10/1983	30/06/1984	6.65	0.66	100	5.99	<i>Halted Balance Reallocated</i>
2 MAPE Dam	ADB	28/08/1985	10/12/1985	26/06/1986	30/06/1994	10.62	9.88	100	0.00	<i>Completed, Balance Cancelled</i>
3 YAOUNDE Sanitation Master Plan Study	ADF	18/06/1986	18/08/1988	03/03/1989	31/12/1998	2.02	1.00	49.5	1.02	<i>Completed, Balance Cancelled</i>
4 DOUALA Stormwater Drainage	ADB	14/12/1992	21/10/1994	12/09/1995	30/06/2001	32.33	0.00	0.00	0.00	<i>Cancelled</i>
5 Rural Electrification Master Plan Study	TAF	10/12/1997	13/02/1998	17/06/1999	31/12/2002	0.82	0.44	53.66	0.38	<i>Completed, Use of Balance Underway</i>
6 DWSS Study for 16 Secondary Centres	TAF	10/12/1997	13/02/1998	17/05/2000	31/12/2003	0.72	0.31	43.05	0.41	<i>Ongoing</i>
7 PPF Urban Poverty Reduction	ADF	12/06/2001	12/06/2002	20/06/2002	15/09/2003	0.40	0.00	0.00	0.40	<i>Start Up</i>
SUB-TOTAL						53.56	12.29	22.94	41.27	
<b><u>INDUSTRY</u></b>										
1 BCD Line of Credit	ADB	23/01/1979	22/02/1979	30/06/1981	30/12/1994	5.00	1.80	36.00	3.2	<i>Halted and Balance Cancelled</i>
2 Douala Shrimps Project.	ADB	16/09/1993	20/09/1993	25/10/1993	31/12/1995	2.46	2.46	100	0.00	<i>Completed</i>
SUB-TOTAL						7.46	4.26	57.10	3.2	
<b><u>SOCIAL</u></b>										
1 Technical Education Training College	ADB	24/08/1982	28/10/1982	02/08/1984	30/06/1994	12.00	12.01	100	0.00	<i>Completed</i>
2 Equipment 6 Health Facilities	ADF	14/12/1988	20/11/1989	10/01/1991	31/12/1994	6.75	6.73	100	0.00	<i>Halted, Balance Reallocated</i>
3 Health Investment Study	ADF	23/03/1989	20/01/1990	14/08/1991	31/12/1999	1.33	1.21	90.98	0.12	<i>Completed, Balance Cancelled</i>
4 Social Dimensions of Adjustment	ADB	19/11/1990	27/12/1990	08/07/1991	31/03/2000	9.44	5.55	58.79	3.89	<i>Completed, Balance Cancelled</i>
	ADF	19/11/1990	27/12/1990	27/12/1991	31/03/2000	2.92	2.77	94.86	0.15	<i>Completed, Balance Cancelled</i>
5 PPF Human Resource Development	ADF	16/06/2001	16/10/2001	16/10/2001		0.43	0.33	76.74	0.10	<i>Completed</i>
6 Poverty Reduction and Women's Promotion	ADF	03/12/1997	13/02/1998	11/10/1999	31/12/2004	14.10	5.58	39.57	8.52	<i>Ongoing</i>
	TAF	03/12/1997	13/02/1998	11/10/1999	31/12/2004	0.70	0.00	0.00	0.70	<i>Ongoing</i>
7 Education Project II	ADF	14/07/1999	11/02/2000	26/12/2000	31/12/2004	7.50	5.31	75.86	2.19	<i>Ongoing</i>
8 Health Project I	ADF	07/06/2000	04/09/2000	19/09/2001	31/12/2005	8.05	0.38	4.72	7.67	<i>Ongoing</i>
9 Vocational Training Support	ADF	3/12/2003				14.00	0.00	0.00	14	<i>Not Yet Signed</i>
						1.00	0.00	0.00	1.00	
SUB-TOTAL						78.22	39.87	50.97	38.35	
<b><u>MULTI-SECTOR</u></b>										
1 Structural Adjustment Programme I	ADB	23/08/1989	20/11/1989	29/01/1990	30/06/1994	100.00	100.00	100	0.00	<i>Completed</i>
2 Structural Adjustment Programme II	ADF	04/12/1997	13/02/1998	30/04/1998	31/12/2000	13.02	13.04	100	0.00	<i>Completed</i>
3 Supplementary Financing Mechanism I	ADF	12/11/1998	08/12/1998	29/01/1999	15/12/1999	9.87	9.87	100	0.00	<i>Completed</i>
4 Supplementary Financing Mechanism II	ADF	05/02/1999	05/03/1999	29/06/1999	05/02/2000	9.54	9.54	100	0.00	<i>Completed</i>
5 Supplementary Financing Mechanism III	ADF	20/06/2000	04/09/2000	22/03/2001	04/09/2001	8.75	8.57	97.94	0.18	<i>Completed</i>
6 SAP III	ADF	04/04/2001	29/05/2001	24/01/2002	01/08/2003	20.50	10.9	53.17	9.60	<i>Ongoing</i>
7 National Governance Programme	TAF	25/10/2001	15/02/2002	28/10/2002	31/12/2006	3.18	0.03	0.94	2.24	<i>Ongoing</i>
SUB-TOTAL						164.86	151.95	92.17	12.02	
TOTAL						737.91	452.8	61.36	285.11	

**ASSESSMENT OF BANK PORTFOLIO IN CAMEROON**

Project.sector/	Amount Millions	Compliance with conditions	Procurement	Financial Performance	Activities and Outputs	Impact on Develop.	Overall Assessment
	UA						
<b><u>AGRICULTURAL SECTOR</u></b>	<b>62.36</b>	1.42	1.52	1.5	1.20	2.00	1.53
1 PNRVA	7.00	1.70	2.00	1.00	1.70	2.00	1.68
2 Livestock and Fishery Development	4.59	1.70	2.00	1.80	2.00	2.00	1.90
3 Support to Rural Forestry	4.91	1.70	2.00	1.80	1.50	2.00	1.80
4 Family Income P.	14.00	2.00	1.00	1.50	1.00	2.00	1.50
5 Food Security Programme	0.76	2.00	2.00	2.40	2.00	2.00	2.08
6 Rumpi	16.10	1.00			1.00	2.00	1.33
7 Grassfield	15.00	1.00			1.00	2.00	1.33
<b><u>PUBLIC UTILITIES</u></b>	<b>1.12</b>	1.36	1.00	1.19	1.45	2.00	1.40
8 Sanitation for 16 centres	0.72	1.00	1.00	1.30	1.70	2.00	1.40
9 PPF Poverty Reduction	0.40	2.00	1.00	1.00	1.00	2.00	1.40
<b><u>SOCIAL</u></b>	<b>30.35</b>	1.68	2.12	2.26	2.00	2.50	2.11
10 Extreme North Poverty	14.80	1.60	2.00	2.50	2.00	2.50	2.12
11 Education II	7.50	1.70	2.50	2.50	2.00	3.00	2.34
12 Health System Development	8.05	1.80	2.00	1.60	2.00	2.00	1.88
<b><u>TRANSPORT</u></b>	<b>59.14</b>	1.58	1.92	1.76	1.60	2.00	1.77
13 Ambam-Eking Road	8.90	1.67	1.50	1.67	1.00	2.00	1.57
14 Littoral Road Project	15.00	1.33	2.00	1.25	1.00	2.00	1.52
15 Limbe Maintenance	35.24	1.67	2.00	2.00	2.00	2.00	1.93
<b><u>MULTISECTOR</u></b>	<b>23.68</b>	1.04	1.95	1.97	1.93	2.00	1.78
16 SAPIII	20.50	1.00	2.00	2.00	2.00	2.00	1.80
17 Good Governance	3.18	1.30	1.60	1.80	1.50	2.00	1.64
<b><u>TOTAL</u></b>	<b>176.65</b>	<b>1.42</b>	<b>1.70</b>	<b>1.74</b>	<b>1.64</b>	<b>2.10</b>	<b>1.74</b>

The vocational training support project has not been included since it did not undergo any rating assessment

**National Agricultural Research and Extension Programme (PNRVA)**

PROJECT STATUS		
INDICATORS	2001 Rating	2003 Rating
<b>A. COMPLIANCE WITH LOAN CONDITIONS</b>		
1. Compliance with Loan Conditions preceding Entry Into Force	1	1
2. Compliance with General Conditions	2	2
3. Compliance with Other Conditions	2	2
<b>B. PROCUREMENT PERFORMANCE</b>		
1. Procurement of Consultancy Services	2	2
2. Procurement of Goods and Works	2	2
<b>C. FINANCIAL PERFORMANCE</b>		
1. Availability of Foreign Exchange	2	1
2. Availability of Local Currency	2	1
3. Disbursement Flows	2	1
4. Cost Management		
5. Performance of Co-financiers (where applicable)	1	1
<b>D. ACTIVITIES AND WORKS</b>		
1. Adherence to Implementation Schedule	1	1
2. Performance of Consultants and Technical Assistants	-	2
3. Performance of Contractors		-
4. Performance of Project Management	2	2
<b>E. IMPACT ON DEVELOPMENT</b>		
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized and sustained beyond the Investment Stage Of the Project	2	2
3. Likely Contribution of the Project toward an Increase in Institutional Capacity	2	2
4. Expected Rate of Return	2	2
<b>F. OVERALL ASSESSMENT</b>		
1. At Present	1.8	1.7
2. Trend Over Time	2	2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

South-West Province Livestock and Fishery Development Project  
Province (SOWEDA)

PROJECT STATUS		
INDICATORS	2001 Rating	2003 Rating
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with Loan Conditions prior to Entry Into Force	1	1
2. Compliance with General Conditions	2	2
3. Compliance with Other Conditions	2	
B. PROCUREMENT PERFORMANCE		2
1. Procurement of Consultancy Services		2
2. Procurement of Goods and Works		
C. FINANCIAL PERFORMANCE	2	
1. Availability of Foreign Exchange	2	2
2. Availability of Local Currency	1	2
3. Disbursement Flows	2	1
4. Cost Management	1	2
5. Performance of Co-financiers (where applicable)		2
D. ACTIVITIES AND WORKS	1	
1. Adherence to Implementation Schedule		1
2. Performance of Consultants and Technical Assistants	2	3
3. Performance of Contractors		2
4. Performance of Project Management		2
E. IMPACT ON DEVELOPMENT	2	
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized And sustained beyond the Investment Stage Of the Project	2	2
3. Likely Contribution of the Project Toward an Increase in Institutional Capacity	2	2
4. Expected Rate of Return	1,8 2	2
F. OVERALL ASSESSMENT		
1. At Present		1.9
2. Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory : Serious problems. Bank action required		

Rural Forestry and Agro-forestry Project (PAFRA)

PROJECT STATUS	
INDICATORS	Rating
A. COMPLIANCE WITH LOAN CONDITIONS	
1. Compliance with Loan Conditions precedent to Entry Into Force	2
2. Compliance with General Conditions	1
3. Compliance with Other Conditions	2
B. PROCUREMENT PERFORMANCE	
1. Procurement of Consultancy Services	2
2. Procurement of Goods and Works	2
C. FINANCIAL PERFORMANCE	
1. Availability of Foreign Exchange	
1 Availability of Local Currency	2
2 Disbursement Flows	2
3 Cost Management	1
4 Performance of Co-financiers (where applicable)	2
	-
D. ACTIVITIES AND WORKS	
1. Adherence to Implementation Schedule	
2. Performance of Consultants and Technical Assistants	1
3. Performance of Contractors	2
4. Performance of Project Management	2
	1
E. IMPACT ON DEVELOPMENT	
1. Likelihood of Achieving Project Objectives	2
2. Likelihood that Benefits will be realized And sustained beyond the Investment Stage Of the Project	2
3. Likely Contribution of the Project Toward an Increase in Institutional Capacity	2
	2
4. Expected Rate of Return	
F. OVERALL ASSESSMENT	1.8
1. At Present	
2. Trend Over Time	2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory : Serious problems. Bank action required	

Special Programme For Food Security (SPFS)

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
<b>A. COMPLIANCE WITH LOAN CONDITIONS</b>		
1. Compliance with loan conditions precedent to Entry into Force		2
2. Compliance with General Conditions		2
3. Compliance with Other Conditions		2
<b>PROCUREMENT PERFORMANCE</b>		
1. Procurement of Consultancy Services		2
2. Procurement of Goods and Works		2
<b>FINANCIAL PERFORMANCE</b>		
1. Availability of Foreign Exchange		3
2. Availability of Local Currency		2
3. Disbursement Flows		3
4. Cost Management		2
5. Performance of Co-financiers (where applicable)		2
<b>ACTIVITIES AND OUTPUTS</b>		
1. Adherence to Implementation Schedule		2
2. Performance of Consultants and Technical Assistants		2
3. Performance of Contractors		2
4. Performance of Project Management		2
<b>IMPACT ON DEVELOPMENT</b>		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		-
<b>OVERALL ASSESSMENT</b>		
1. At Present		2
2. Trend Over Time		2.5
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

Northern Provinces Rural Family Income Improvement (PARFAR)

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with loan conditions precedent to Entry into Force		2
2. Compliance with General Conditions		2
3. Compliance with Other Conditions		2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services		1
2. Procurement of Goods and Works		1
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		2
2. Availability of Local Currency		1
3. Disbursement Flows		1
4. Cost Management		2
5. Performance of Co-financiers (where applicable)		
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule		1
2. Performance of Consultants and Technical Assistants		
3. Performance of Contractors		
4. Performance of Project Management		1
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		-
F. OVERALL ASSESSMENT		1.5
1. At Present		2
2. Trend Over Time		
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

RUMPI Project

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force		1
2. Compliance with General Conditions		1
3. Compliance with Other Conditions		1
B. PROCUREMENT PERFORMANCE		N/A
1. Procurement of Consultancy Services		N/A
2. Procurement of Goods and Works		N/A
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		N/A
2. Availability of Local Currency		N/A
3. Disbursement Flows		N/A
4. Cost Management		
5. Performance of Co-financiers (where applicable)		
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule		1
2. Performance of Consultants and Technical Assistants		
3. Performance of Contractors		
4. Performance of Project Management		
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized and sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward an Increase in Institutional Capacity		2
4. Expected Rate of Return		
F. OVERALL ASSESSMENT		
1. At Present		1.3
2. Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

GRASSFIELD Project

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force		1
2. Compliance with General Conditions		1
3. Compliance with Other Conditions		1
B. PROCUREMENT PERFORMANCE		N/A
1. Procurement of Consultancy Services		N/A
2. Procurement of Goods and Works		N/A
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		N/A
2. Availability of Local Currency		N/A
3. Disbursement Flows		N/A
4. Cost Management		
5. Performance of Co-financiers		
D. ACTIVITIES AND OUTPUTS		1
1. Adherence to Implementation Schedule		
2. Performance of Consultants and Technical Assistants		
3. Performance of Contractors		
4. Performance of Project Management		
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3.. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		
F. OVERALL ASSESSMENT		
1. At Present		1.3
2. . Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

Ambam-Eking Road Development Project

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	3	3
2. Compliance with General Conditions	1	1
3. Compliance with Other Conditions	1	1
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	2	2
2. Procurement of Goods and Works	1	1
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		
2. Availability of Local Currency	3	3
3. Disbursement Flows	1	1
4. Cost Management		
5. Performance of Co-financiers		
D. ACTIVITIES AND OUTPUTS		1
1. Adherence to Implementation Schedule	1	
2. Performance of Consultants and Technical Assistants		
3. Performance of Contractors		
4. Performance of Project Management	1	1
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	2	2
3.. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	2	2
4. Expected Rate of Return		
F. OVERALL ASSESSMENT		
1. At Present	1.64	1.5
2. . Trend Over Time	2	2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

West, South and Littoral Provinces Road Development Project

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	2	2
2. Compliance with General Conditions	1	1
3. Compliance with Other Conditions	1	1
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	2	2
2. Procurement of Goods and Works	1	2
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange	3	3
2. Availability of Local Currency	1	0
3. Disbursement Flows	1	1
4. Cost Management		
5. Performance of Co-financiers		
D. ACTIVITIES AND OUTPUTS		1
1. Adherence to Implementation Schedule	1	1
2. Performance of Consultants and Technical Assistants		
3. Performance of Contractors		
4. Performance of Project Management	1	1
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	2	2
3.. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	2	2
4. Expected Rate of Return	2	2
F. OVERALL ASSESSMENT		
1. At Present	1.43	1.5
2. Trend Over Time	2	2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

**Limbe Oil Rig Maintenance Infrastructure Construction Project**

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force		3
2. Compliance with General Conditions		1
3. Compliance with Other Conditions		1
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services		2
2. Procurement of Goods and Works		2
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		2
2. Availability of Local Currency		3
3. Disbursement Flows		1
4. Cost Management		2
5. Performance of Co-financiers		2
D. ACTIVITIES AND OUTPUTS		1
1. Adherence to Implementation Schedule		2
2. Performance of Consultants and Technical Assistants		2
3. Performance of Contractors		3
4. Performance of Project Management		3
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		2
F. OVERALL ASSESSMENT		1.93
1. At Present		2
2. Trend Over Time		

Health System Development Project (PDSS)

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	2	2
2. Compliance with General Conditions	2	2
3. Compliance with Other Conditions	0	0
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	3	3
2. Procurement of Goods and Works		
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange	2	2
2. Availability of Local Currency	2	2
3. Disbursement Flows	1	1
4. Cost Management		
5. Performance of Co-financiers		
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule	2	2
2. Performance of Consultants and Technical Assistants		2
3. Performance of Contractors		
4. Performance of Project Management	2	3
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	2	2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	2	2
4. Expected Rate of Return	2	2
F. OVERALL ASSESSMENT		
1. At Present	1.92	1.8
2. Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

## Education Project II

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	2	1
2. Compliance with General Conditions	2	2
3. Compliance with Other Conditions	2	2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	3	3
2. Procurement of Goods and Works	2	2
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange	3	3
2. Availability of Local Currency	3	3
3. Disbursement Flows	1	2
4. Cost Management		
5. Performance of Co-financiers (where applicable)		
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule		2
2. Performance of Consultants and Technical Assistants	2	2
3. Performance of Contractors		1
4. Performance of Project Management	3	2
	2	
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	3	3
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	3	2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	3	3
4. Expected Rate of Return		
F. OVERALL ASSESSMENT		2.3
1. At Present	2.38	2.45
2. Trend Over Time		
Code:    3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

**Extreme North Provinces Poverty Reduction and  
Women's Promotion Project**

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	2	1
2. Compliance with General Conditions	2	2
3. Compliance with Other Conditions		2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	3	2
2. Procurement of Goods and Works	2	2
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		
2. Availability of Local Currency	2	3
3. Disbursement Flows	3	3
4. Cost Management	2	2
5. Performance of Co-financiers (where applicable)	2	
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule	2	2
2. Performance of Consultants and Technical Assistants	3	2
3. Performance of Contractors	2	2
4. Performance of Project Management	3	2
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	2	2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	3	3
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	3	3
4. Expected Rate of Return	2	2
F. OVERALL ASSESSMENT		
1. At Present	2	2.1
2. Trend Over Time		
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

DWSS Study for 16 Secondary Centres

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	2	1
2. Compliance with General Conditions	3	1
3. Compliance with Other Conditions	3	1
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	1	1
2. Procurement of Goods and Works		
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange	2	2
2. Availability of Local Currency	2	1
3. Disbursement Flows	2	1
4. Cost Management		
5. Performance of Co-financiers (where applicable)		
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule	3	1
2. Performance of Consultants and Technical Assistants	3	2
3. Performance of Contractors	3	2
4. Performance of Project Management (where applicable)		
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives	3	2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project	2	2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity	2	2
4. Expected Rate of Return	2.45	1.4
F. OVERALL ASSESSMENT		1.8
1. At Present		
2. Trend Over Time		
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

Urban Poverty Reduction Programme Study

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force	N/A	2
2. Compliance with General Conditions	N/A	2
3. Compliance with Other Conditions		2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services	N/A	1
2. Procurement of Goods and Works	N/A	1
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange	N/A	2
2. Availability of Local Currency	N/A	1
3. Disbursement Flows		0
4. Cost Management	N/A	
5. Performance of Co-financiers (where applicable)	N/A	
	N/A	
	N/A	
D. ACTIVITIES AND OUTPUTS		1
1. Adherence to Implementation Schedule		
2. Performance of Consultants and Technical Assistants		1
3. Performance of Contractors	N/A	
4. Performance of Project Management		
E. IMPACT ON DEVELOPMENT		2
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		
4. Expected Rate of Return		
F. OVERALL ASSESSMENT		1,4
1. At Present		1.8
2. Trend Over Time		
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

National Good Governance Support Programme

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force		1
2. Compliance with General Conditions		1
3. Compliance with Other Conditions		2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services		1.6
2. Procurement of Goods and Works		1.6
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		2
2. Availability of Local Currency		2
3. Disbursement Flows		1.5
4. Cost Management		N/A
5. Performance of Co-financiers (where applicable)		N/A
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule		1
2. Performance of Consultants and Technical Assistants		N/A
3. Performance of Contractors		N/A
4. Performance of Project Management		2
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		N/A
F. OVERALL ASSESSMENT		
1. At Present		1,6
2. Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

**Structural Adjustment Programme III**

PROJECT STATUS		
INDICATORS	RATING	
	Previous Review	Present Review
A. COMPLIANCE WITH LOAN CONDITIONS		
1. Compliance with conditions precedent to Entry into Force		2
2. Compliance with General Conditions		2
3. Compliance with Other Conditions		2
B. PROCUREMENT PERFORMANCE		
1. Procurement of Consultancy Services		N/A
2. Procurement of Goods and Works		N/A
C. FINANCIAL PERFORMANCE		
1. Availability of Foreign Exchange		2
2. Availability of Local Currency		N/A
3. Disbursement Flows		2
4. Cost Management		N/A
5. Performance of Co-financiers (where applicable)		2
D. ACTIVITIES AND OUTPUTS		
1. Adherence to Implementation Schedule		1.5
2. Performance of Consultants and Technical Assistants		N/A
3. Performance of Contractors		N/A
4. Performance of Project Management		1.5
E. IMPACT ON DEVELOPMENT		
1. Likelihood of Achieving Project Objectives		2
2. Likelihood that Benefits will be realized And sustained Beyond the Investment Stage of the Project		2
3. Likely Contribution of the Project Toward and an Increase in Institutional Capacity		2
4. Expected Rate of Return		N/A
F. OVERALL ASSESSMENT		
1. At Present		1.,8
2. Trend Over Time		2
Code: 3 = Highly Satisfactory 2 = Satisfactory: occasional problems, Bank should monitor 1 = Unsatisfactory: Problems, Bank should monitor closely but no immediate action required 0 = Highly unsatisfactory: Serious problems. Bank action required		

## MATRIX OF COMMON PROBLEMS

<b>Problem Projects</b>	PNRV A	SOWEDA	PAFRA	SPFS	PARFAR	Rumpi	Grassfield	PRPAF	EDII	Health I	Ambam Eking	PAR	LIMBE	D W S	P P F	NGP	SAPIII
Delays in effectiveness				X	X	X	X	X	X	X	X	X		X	X	X	
Slippage on project implementation	X	X	X	X	X			X	X	X	X	X		X	X	X	
Low mobilization of counterpart funds	X	X	X					X	X	X				X			
Irregular quarterly reporting																	X
Irregular submission of audit reports	X		X						X	X				X			X
Weak project accounting services for projects	X	X		X							X	X		X	X		
Communication problems with the Bank		X												X	X	X	X
Delays in tender award		X	X		X				X	X	X	X			X	X	
Delays in processing of documents at the Bank									X				X				

<b>Problem Projects</b>	PNRV A	SOWEDA	PAFRA	SPFS	PARFAR	Rumpi	Grassfield	PRPAF	EDII	Health I	Ambam Eking	PAR	LIMBE	D W S	P P F	NGP	SAPIII
Suspension of disbursements			X														
Weak capacities of Project Management			X	X							X	X					

**X Problem exists**

**LIST OF ONGOING OPERATIONS**

1. National Agricultural Research and Extension Programme (PNRVA)
2. South-West Province Livestock and Fishery Development Project (SOWEDA)
3. Northern Provinces Family Income Improvement Programme (PARFAR)
4. Rural Forestry and Agro-forestry Project (PAFRA)
5. Rumpi Project
6. Grassfield Project
7. PSSA
8. Poverty Reduction and Women’s Promotion Project (PRPAF)
9. Education Project II (EDII)
10. Health I
11. Ambam-Eking Road Development Project
12. Western, Littoral and Southern Provinces Road Development Project (PAR)
13. LIMBE Oil Rig Maintenance Infrastructure Construction Project
14. Drinking Water Supply and Sanitation Study for 16 Secondary Centres (DWS)
15. Human Resource Development Support (PPF)
16. National Good Governance Programme Support Project (NGP)
17. SAP III

**Matrix of Problems and Actions**

<b>Projects</b>	<b>Problems Encountered</b>	<b>Actions To Be Taken</b>	<b>Schedule</b>	<b>Responsible Body</b>	<b>Disbursement Rate</b>
<b><u>Agricultural Sector</u></b>					
National Agricultural Research and Extension Programme (PNRVA)	(i) Weak institutional capacity (inadequate human resources, both in quality and quantity, lack of modern communication and management tools in general and non-computerized technical and financial management) of IRAD to implement the project.	(i) In the medium term provide all the five IRAD research centres with a modern information and communication system. The recruitment document of the consultant responsible for the preliminary study and the shortlist of consulting firms should be submitted by the PIU to the Bank for approval.	29/02/2004	IRAD	31%
	(ii) Lapses in the application of budgetary, financial and accounting procedures.	(ii) Computerize the system of management in all the IRAD research centres.	31/12/2004	IRAD	
	(iii) Delay in the implementation of training programmes, particularly that of newly recruited researchers.	(iii) Finalization and forwarding by the PIU to the ADB of the qualifying training programme for newly recruited researchers for approval.	31/03/2004	IRAD	
	(iv) The need to adapt the list of goods and services to the actual needs of the project.	(iv) Formulation and forwarding by the PIU to the ADB of a draft revised list of goods and services.	29/02/2004	IRAD/GVT	
	(v) Delay in conducting the auditing of the July-December transitional period 2002.	(v) Negotiate an amendment to the auditor's contract for the July-December period and submit the findings of the said negotiations to the ADB for	29/02/2004	IRAD	

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
	(vi) Insufficient and untimely release of Cameroonian counterpart funds.	approval.  (vi) The Government must take the necessary steps to pay the counterpart fund.	29/02/2004	Government	
South-West Livestock and Fishery Development (SOWEDA)	(i): Lack of consultation between ADB and ABEDA, Cofinanciers of the project.  (ii) Non conformity of the boats delivered and delay in delivery of sheds.  (iii) Accounting and financial management: inadequate and limited experience of the accounts unit staff.  iv) Delay in the implementation of the credit component.  (v) Communication difficulties between the PIU and the Limbé and Kumba outstations.	(i) Plan a joint ADB-ABEDA mission for the supervision of the project.  (ii) Take stock of all the problem contracts in the project and communicate the findings to the Bank.  (iii) In accordance with the Appraisal Report, undertake the recruitment of an experienced accountant.  (iv) Await the validated findings of the ongoing study by the MIFED on the micro credit prior to the launch of credit component.  (v) Begin to use the telephone/fax facilities installed at the project and increase the frequency of field trips by the PIU and keep up with holding of monthly meetings.  (vi) The Government must take the necessary steps to pay the	31/04/2004  31/01/2004  31/12/2003  31/12/2003  Forthwith	ADB/ABEDA/GVT  PIU  PIU	38 %

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
	(vi) Low level of Cameroonian counterpart funding	counterpart fund	31/12/2003		
Rural Forestry and Agro-forestry Project (PAFRA)	(i) Suspension of disbursements following the institutional crisis resulting from the appointment of a new coordinator whose CV was approved by the Bank only on 15/10/2003.	(i) Organize an inter-ministerial project management review mission and submit the findings to the Bank.	31/01/2004	PIU/GVT	31% Loan 21% Grant
	(ii) Delayed auditing of 2001 and 2002 accounts.	(ii) Forward to the Bank for approval the audit reports for 2000/2001 and 2001/2002 including the July-December transitional period. Submission of these reports to the ADB constitutes a pre-requisite for the resumption of disbursements from the revolving funds.	29/02/2004	PIU	
	(iii) Non-observance of the programming of relevant and budgetary activities.	(iii) Submit to the ADB for approval the schedule of activities and relevant budget duly approved by the steering committee.	31/12/2003	PIU	
	(iv) Unmotivated staff and irregular attendance to work due to non-payment of bonuses and/or wages.	(iv) Pay the staff wage arrears and bonuses at the latest one month after the release of the revolving funds by the ADB and remobilize the EMAT around the awareness and technical supervision activities.	1 month after release of RF	PIU	

<b>Projects</b>	<b>Problems Encountered</b>	<b>Actions To Be Taken</b>	<b>Schedule</b>	<b>Responsible Body</b>	<b>Disbursement Rate</b>
	<p>(v) Delay in implementing the environmental monitoring component.</p> <p>(vi) Delay in the implementation of the West micro-credit component.</p> <p>(vii) Non-observance of ADB procedures for recruiting the consultant in charge of the market survey of forestry and agro-forestry products.</p> <p>(viii) Insufficient amount and delayed release of counterpart funds.</p>	<p>(v) Finalize and submit to the Bank for approval the draft programme on environmental monitoring.</p> <p>(vi) Expedite the signing of the agreement with the NACEC-R for the credit component in the West, following the approval of the draft agreement by the ADB.</p> <p>(vii) Submit to the ADB for approval the bidding documents and shortlist for the recruitment of the consultant in charge of the market survey for forestry and agro-forestry products.</p> <p>(viii) The Government must take the necessary steps to pay the counterpart fund.</p>	<p>29/02/2004</p> <p>Signing of agreement</p> <p>29/02/2003</p> <p>31/12/2003.</p>	<p>PIU</p> <p>PIU</p> <p>PIU</p> <p>GVT</p>	
Special Programme for Food Security (SPFS)	<p>(i) Institutional arrangement does not grant adequate prerogatives to the PIU.</p> <p>(ii) Lack of permanent staff as regional technicians.</p> <p>(iii) Lack of control by the PIU over the consultants used by the FAO.</p>	<p>(i) The FAO must increasingly involve the PIU in the management of the project.</p> <p>(ii) Provide the project permanent staff (regional technicians) and motivate them;</p> <p>(iii) Strengthen communication between the PIU and FAO through periodic meetings whose findings must be appended to the quarterly activity reports.</p>	<p>Forthwith</p> <p>31/02/2004</p> <p>Forthwith</p>	<p>FAO/PIU</p> <p>GVT/PIU</p> <p>FAO/PIU</p>	<p>100% to the FAO</p>

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
	(iv) Delay in the procurement of work equipment due to the method of release of funds.	(iv) The PIU must request the FAO to vote annual budgets and disburse these to the PIU on a quarterly basis.	Forthwith	FAO/PIU	
Northern Provinces Family Income Improvement Programme	<p>(i) Delay in the execution of some 2003 programme activities.</p> <p>(ii) Fulfilment of other loan conditions and finalization of documents on collaboration with the MFIs as well as on the procurement of vehicles by IAPSO.</p> <p>(iii) Delay in the recruitment of technical assistance as well as the appointment of an auditing firm to be responsible for preparing the manual of procedures;</p> <p>(iv) Poor interpretation of provisions of the national public procurement regulations.</p>	<p>(i) Anticipate the steering committee session designed to submit the 2004 activity programme and the relevant budget.</p> <p>(ii) Hold field discussions with the next project supervision mission with a view to facilitating the processing of documents pending (other conditions, agreement with MFIs FEPRODEX, vehicle contract by IAPSO).</p> <p>(iii) Finalize and submit to the ADB for approval the bidding documents and shortlist for the recruitment of technical assistance.</p> <p>(iv) Contact ARMP for the harmonization of views on arrangements relating to the procurement of goods and services indicated in the appraisal report, with the new regulations on public procurement regulations. The outcome of this harmonization should be</p>	<p>31/01/2004</p> <p>Forthwith</p> <p>29/02/2004</p> <p>15/02/2004.</p>	<p>PIU/Government</p> <p>PIU</p> <p>PIU</p> <p>PIU/Government</p>	1%

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
		communicated to the ADB.			
Rumpi Project	<b>Empowerment decree</b> signed during mission. The agreement was signed with considerable delay in January 2004. The effectiveness and start up are awaited.	Undertake the effectiveness and start of project.	30/03/2004	Government	0%
Grassfield Project	<b>Empowerment decree</b> signed during mission. The agreement was signed with considerable delay in January 2004. The effectiveness and start up are awaited	Undertake the effectiveness and start of project.	30/03/2004	Government	0%
<b>Social Sector</b>					
Poverty Reduction and Women's Promotion Project	(i) Unexpected supplementary works in the rehabilitation of earth roads. (ii) The current state of affairs is not conducive for the sustainability of the micro-finance activities.	(i) Assess the additional costs and send the request to the Bank.  (ii) Initiate a reflection on the sustainability of micro-finance activities and forward the recommendations to the Bank.	January 2004  March 2004	PIU/Bank  PIU/MFI/NGO PARTNERS	39.6
Education Project II	(i) Weak supervision resulting in shoddy work on the whole.  (ii) Difficulties encountered by successful bidders due to a restrictive banking system and inappropriate payment schedule.	(i) Defects resulting from bad workmanship will be remedied before the provisional acceptance of works. The PIU technical and consulting firm will draw up a supervision programme and the precise definition of the duties and responsibilities of each party for validation by the Project Coordinator. (ii) The authorities intend to propose to the Bank an amendment to the terms of payment. This amendment will entail staggering the delivery of	At the latest 15/12/2004.  31/01/2004	Government  Government	30%

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
		the furniture and the introduction of tranches of proportional payments.			
Health I	Delays in tender award	The country's authorities have been sensitized about this problem and have promised to reduce the period for opening bids at the level of national tender commissions.	Forthwith	MOH	4.5%
Vocational Training Support Project	No problem. The project was approved in December 2003	Carry out the signing of loan agreement	Jan. 2004	Government/ADB	0%
<b>Transport Sector</b>					
Ambam-Eking Road Development Project	<p>(i) Not all procurement items relating to the loan have been carried out. The consultancy bidding documents for the training of staff of the Department of Roads and of the MINEF have not been prepared.</p> <p>(ii) The text on the execution of the CSEP operating budget has not yet been prepared, and this is hampering the execution of the budget, notably the payment of bonuses included in the national counterpart fund.</p> <p>(iii) The inventory of machinery and equipment of the CSEP has not yet been prepared.</p>	<p>(i) The executing agency should accelerate the preparation of corresponding and to this end, involve the staff of the MINEF and RD for the formulation of the terms of reference of the training.</p> <p>(ii) The executing agency should effectively pay the bonuses of the CSEP staff.</p> <p>(iii) The accountant should undertake the inventory.</p> <p>(iv) The executing agency should programme the works</p>	<p>Forthwith</p> <p>Forthwith</p> <p>February 2004</p>	<p>MINTP</p> <p>MINTP</p> <p>MINTP</p>	0%

<b>Projects</b>	<b>Problems Encountered</b>	<b>Actions To Be Taken</b>	<b>Schedule</b>	<b>Responsible Body</b>	<b>Disbursement Rate</b>
	(iv) The other conditions relating to the execution of works for the upgrading of the wearing course of the Mbalmayo-Ebolowa road have not yet been fulfilled	for this road forthwith.	Forthwith	MINTP	
Western, Littoral and Southern Provinces Road Development Project	<p>(i) The project entails periodic maintenance works on the Melong-Santchou section of the plains portion of the Melong-Dschang road plains section financed from the road fund (RF). These works have not yet been programmed.</p> <p>(ii) The text of the execution of the CSEP budget has not yet been prepared and consequently, the execution of the said budget has been delayed, notably with regard to compensations and bonuses of the staff of the project monitoring unit.</p> <p>(iii) The inventory of the CSEP machinery and equipment has not been conducted.</p>	<p>(i) These works should be programmed to be carried out at the same time as the development of the cliff section whose contract was signed on 14/11/2003 and works expected to start in December 2003.</p> <p>(ii) The executing agency should ensure the effective payment of the bonuses decided.</p> <p>(iii) The accountant should carry out the inventory of the CSEP machinery and equipment forthwith.</p>	<p>September 2004</p> <p>January 2004</p> <p>First quarter of 2004</p>	<p>MINTP</p> <p>MINTP</p> <p>MINTP</p>	0%
LIMBE maintenance infrastructure construction	<p>(i) Problem of exemptions from taxes and levies.</p> <p>(ii) Problem of non-concessionality of project loan.</p>	<p>(ii) Finalize with the Government the amendment to the convention establishing the CNIC which should resolve the problem of tax and levy exemptions.</p> <p>(ii) Conduct discussions with the IMF for a general agreement on the financing of the project.</p>	<p>First quarter of 2004</p> <p>January 2004</p>	<p>CNIC/GVT CMR</p> <p>ADB/CNIC</p>	0%

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
<b>Public Utilities</b>					
Study on Drinking Water and Sanitation for 16 Secondary Centres	Slippage in the planning of study. The Bank's reaction on reports submitted to it as well as tender documents for emergency works is awaited. The counterpart account has not been replenished, but it has been used to finance operations not initiated by the Unit. The equipment recommended for the unit and compensations for the staff have not been paid. The consultant approached for the auditing of the study after the consultation is in conflict with the executing agency over another assignment. Some payments owed the consultant have either not been paid or have only been partially paid by the Bank.	<p>Submit a request for the extension of the deadline for disbursement to enable the review of the last reports of the consultant by the executing agency and the Bank.</p> <p>SNEC should clarify the status of the counterpart fund and undertake the procurement of equipment and payment of the benefits of the project unit staff.</p> <p>Finalize the recruitment of the consultant for the auditing exercise and carry out the latter by 30 December 2003.</p> <p>Where necessary, conduct the planned mission to the Bank Headquarters to settle the pending problems of disbursement.</p>	31/12/2003	<p>Government</p> <p>SNEC</p> <p>PIU</p>	43%
Urban Poverty Reduction (PPF)	<p>Delay in recruitment of consultant.</p> <p>Non-payment of mobilization advance by the Bank.</p> <p>Exceeding of deadline for disbursement since 15 September 2003.</p>	<p>Payment by the Bank of mobilization advance by the Bank.</p> <p>Extension of deadline for disbursement taking into account the new planning of the study.</p>	<p>31/12/2003</p> <p>31/12/2003</p>	<p>Bank</p> <p>Government</p>	0.00%

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
<b>Multisector</b>					
National Good Governance Support Programme	<p>(i) Lack of familiarity with Bank procedures.</p> <p>(ii) Lack of machinery and equipment, means of communication and logistics for the PIU.</p> <p>(iii) Considerable slippage in start of project.</p> <p>(iv) Interference between the PIU and the NGP.</p> <p>(v) Progress reports not prepared</p> <p>(vi) Communications problem</p>	<p>(i) Organisation of a seminar on Bank's rules and procedures.</p> <p>(ii) Equip the PIU</p> <p>(iii) Prepare a new implementation schedule that takes into account the delay suffered by the project; submit to the Bank the LCB, ICB and ToRs on the equipment and technical assistance.</p> <p>(iv) Separate the two structures</p> <p>(v) Prepare and forward to the Bank the initial project progress report</p> <p>(vi) Use the Bank's website and email to communicate and obtain ADB documents.</p>	<p>2004</p> <p>15/01/2004</p> <p>30/02/2004</p> <p>Forthwith and permanently</p> <p>15/01/2004</p> <p>Forthwith</p>	<p>Bank</p> <p>Government (PNG)</p> <p>Government /PIU</p> <p>Government</p> <p>Government / PIU</p> <p>PIU</p>	1%
SA PIII	(i) Proof of imports for the 1st tranche have not yet been submitted to the Bank by the CAA	(i) Convey to the Bank proof of importation of items relating to the first tranche	15/05/2004	CAA	53%

Projects	Problems Encountered	Actions To Be Taken	Schedule	Responsible Body	Disbursement Rate
	<p>(ii) The special account has not yet been audited following the disbursement of the first tranche.</p> <p>(iii) Deadline for the disbursement expired on the 31/12/2003</p>	<p>(ii) Carry out the auditing of the special account. Submit to the Bank the shortlist of accounting firms for the auditing of the account.</p> <p>(iii) Submit to the Bank a request for the extension of the deadline for disbursements taking into account the auditing of the accounts.</p>	<p>15/02/2004</p> <p>Forthwith</p>	<p>Government/CAA</p> <p>Government /CTS</p>	

**CAMEROON: PORTFOLIO REVIEW  
CROSSCUTTING ISSUES**

<b>Project</b>	<b>Poverty Reduction</b>	<b>Environment</b>	<b>Gender</b>	<b>Population</b>	<b>Participation</b>
<p><b><u>Agriculture Sector</u></b> National Agricultural Research and Extension Programme (PNRVA)</p>	<p>By improving production and productivity of the rural sector, the project is significantly contributing to poverty reduction.</p>	<p>The research programme addresses several environmental problems. These include research in plant production, animal production and system of production. Additionally, there is research in forestry, wildlife and the environment concerning the promotion of the management and use of wildlife resources, conservation of soil and water resources, environmental pollution due to farming activities and industry, natural regeneration in dense and dry forest, genetic improvement of trees and identification and selection of the most appropriate trees in each agro-ecological region. Environmental monitoring is catered for by the extension and research interface COMPONENTS of the PNRVA, and by environmental specialists established in each agricultural provincial delegation.</p>	<p>Women's agricultural groupings constitute over 60% of people supervised by the agricultural extension component of the project. They are involved in the areas of production, conservation, processing and the marketing of agricultural produce, small livestock rearing and market gardening in peri-urban areas. Through the participatory approach, they are closely involved in the design and choice of priority research and extension themes. Many women participate in the implementation of the project. The extension component entails an increased number of women serving as extension workers. Over 200 female leaders will be recruited. The representation of women in extension work, which was 4% during the appraisal, has been increasing gradually reaching about 20% in 2003.</p>	<p>Through its programme of awareness raising and counselling in the area of health and hygiene, the project will contribute to the well being of the population.</p>	<p>The project's method of work, particularly the research methodology is based on the participatory approach.</p>
<p>South-West Rural Development (SOWEDA)</p>	<p>Food security, increase in production and incomes of target groups</p>	<p>Mitigative measures proposed for rural roads, environmental monitoring set out in the project</p>	<p>Sub-component for supporting women's activities: rural credit, training programme and outreach activities, supervision of women's</p>	<p>Support to health structures, rehabilitation of water supply systems, diversification of</p>	<p>Training, outreach activities, supervision and support to associations and</p>

Project	Poverty Reduction	Environment	Gender	Population	Participation
			groups	agricultural production	beneficiary groups. Participation in agricultural production and earth road construction activities
North Provinces Family Income Improvement Programme	The seed component will generate an estimated 200 permanent jobs. Support to women's economic activities through training and credit will provide employment opportunities to some 25,000 women in various activity sectors, namely agriculture, cottage industry and marketing. The rural infrastructure works will generate an estimated 300,000 workdays corresponding to 1000 jobs during the entire programme duration.	The programme entails: (i) the setting up of an environmental management plan to be formulated by a short-term environmental consultant; (ii) follow up and implementation of the plan by the monitoring-evaluation unit in conjunction with provincial environmental delegations and (iii) inclusion of environmental protection measures in the works specifications and terms of reference of the consulting firms.	About 6000 women will receive annual training in vocational training and credit. More specifically, the socioeconomic benefits of the component relating to women are as follows: (i) improvement of the level of organization, training and production of women in order to increase their incomes; (ii) initiation of women in the culture of productivity, profitability, credit and its management; (iii) introduction and dissemination among women of technological innovations in the processing, conservation and packaging of staple food; (iv) increase in incomes and improvement of the living conditions and means of production of women through appropriate credit systems.	The programme will put in place a better organization for the beneficiaries in the provinces who have will have improved seeds to enhance the productivity of their farms. It will also provide them credits tailored to the financing needs of their economic activities in the rural areas. It will also sensitize rural dwellers on HIV/AIDS prevention. This will contribute to improving the living conditions of the communities.	The formulation of the programme is based on the participatory approach to ensure the success and sustainability of the measures adopted. This approach prevailed throughout the preparation and appraisal of the programme in all the activities and at all levels of consultation with the stakeholders involved in agricultural and economic development in the three provinces concerned. The participatory approach will be used throughout the implementation of the Programme.

<b>Project</b>	<b>Poverty Reduction</b>	<b>Environment</b>	<b>Gender</b>	<b>Population</b>	<b>Participation</b>
Rural Forestry and Agro-forestry Support (PAFRA)	Creation of direct and indirect employment and development of profitable and autonomous enterprises, supervision of farmers, processing entrepreneurs and private nursery farmers, increase in production and diversification of forestry products, beneficiaries protection of incomes.	Forestry project based on plantations and agro-forestry, decrease in pressure on natural forests with creation of plantations to meet the needs of the communities in forest products, reduction of risks of soil erosion, protection and fertility of soils, environmental monitoring	Agro-forestry programme based on food crop and vegetable cultivation for women, establishment of private women nursery farmers, reduction of time devoted to fuel wood collection, inclusion of women into mobile technical support teams	Improvement of the living conditions and increase in the incomes of communities to enable them to cater for health and population problems	Participatory diagnosis prior to start up project activities in order to identify the problems and needs of communities, training and outreach programme, involvement of traditional leaders, farmers, nursery farmers, private sector, researchers, technical services, extension workers, NGOs, women's associations and cooperatives.
Special Food Security Programme	Training and organization of village community producers (130 groupings of 10 to 15 persons will be involved). Creation of micro-projects for the diversification and processing of produce. Improvement in the nutrition of households and creation of employment	The majority of activities will have a positive impact on the environment notably those relating to improving the management and conservation of water and soil resources.	Intensification and diversification of productions, short-term cycle and promotion of post-harvest activities (processing and storage of produce) will directly concern women (120 groupings, made up of 10 to 12 women, will be directly concerned). Out-reach, training and communication activities will enable women to play a greater role and participate in the decisions of their communities.	Target population of about 2400 vulnerable small farmers including 60% of women heads of households.	Participatory approach ensured
Rumpi Project	The implementation of the project will have a positive social impact on men, women and the youth in the project area resulting from the capacity building, improvement of the road network and marketing facilities and from the increase in agricultural production through the improvement in productivity. The rehabilitation of existing health centres will help monitor on a more regular	Improvement of agricultural productivity through the adoption of better plan materials and modern farming methods. The rational use of forestry products will enable the population to preserve the forests and find a compromise between natural resources and the ecological balance of forests. Agro-forestry	In the project area, women account for over 75 % of agricultural labour and 80% of agricultural production. 20 % of heads of households are women. The participatory approach adopted by the project makes it possible to examine the needs of the poorest farmers, who are also mostly women. The expected increase in the incomes of women will improve food security and the well being of households, in	The total number of households that will be affected by the project is estimated at 141,000 including 126,000 agricultural households.	Through a participatory process, communities will be empowered to undertake for their villages activities that will increase agricultural output and productivity, improve access to markets, create micro-enterprises and contribute to the coverage of the costs of the establishment and maintenance of the infrastructure required.

<b>Project</b>	<b>Poverty Reduction</b>	<b>Environment</b>	<b>Gender</b>	<b>Population</b>	<b>Participation</b>
	basis the health of the rural population. Improvement in the water supply system will enable the supply of potable water and result in the a decrease in the prevalence of water-borne diseases	practice and the use of natural resources will help preserve biodiversity.	view of the fact that the latter devote the bulk of their incomes to their family expenses, particularly of their children.		
GRASSFIELD	The project will contribute to alleviating the poverty of the communities in the Grassfield area. Indeed, the intensification of production will result in the increase in incomes of producers and improve their purchasing power. The most widely used farming method in the area will make for an increase in incomes by 49%. The project will also contribute to employment creation upstream and downstream and the improvement of the health and nutritional and health status of the people. The rehabilitation of the potable water system will reduce the incidence of water-borne diseases as well as chores carried out by women such as water fetching. The improvement of rural roads will provide better access to markets.	A positive impact on the protection of areas sensitive to degradation (springs, mountain slope etc) and conservation of water and soils.	Women will be associated with the implementation of the project at all levels (production, supervision, outreach, project implementation unit). They will participate in literacy, post-literacy activities, and technical training, as well as training in farm and land management. They will be able to benefit from the CVECA, which will them to finance their families' income-generating activities as well as generate investments that will enhance their integration into the market economy.	Beneficiaries of the project are poor rural dwellers 52% of who are women. The population concerned is young, with 44% of children below 15 years of age. Four types of farms of varying sizes may be distinguished. These range from 0.75 to 2.5 ha, distributed over 215,595 farms for a farming labour force of 1,620,000 persons.	The project design is based on the participatory approach which translates at the local level into: (i) a concerted participatory diagnosis; (ii) a prioritization of measures to be taken in the form of village development plans which will become local development plans, once they have been consolidated at the communal level. The entire process will contribute to improving local good governance.
<b><u>Transport Sector</u></b>  Ambam-Eking Road Development Project	The rural area of the South Province is one of the most affected by poverty, with an average household of 7.8 persons. The road contributes significantly to reducing poverty in the project area. Indeed, it plays a critical role in farming since it facilitates the supply of inputs and	By its nature, location, regional coverage and direct and indirect impacts that it will have, the project is classified environmentally as Category 1. An environmental impact assessment (EIA) was therefore conducted. A	Women constitute a significant section of the population of project area and occupy two-thirds of jobs on the informal sector. They account for about 80% of the production of staple food in the area and are particularly active following activities: agricultural work, notably food production, market gardening, processing of	The project area covers an estimated area of 116 000 km2, representing 25% of the country's total area. In 1998 it also had a population of 2.8 million inhabitants, that is 19.3% of that of the country with an average density of 44 inhabitants /km2 and an	During the studies, preparation and appraisal of the project, briefing and discussion and awareness sessions with all the project actors and beneficiaries were held.

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	<p>manufactured goods to the rural areas and in the evacuation of food production. The project area accounts for 30% the country's food production. Flow of production in the Yaoundé urban areas and the local markets of Ebolowa, Ambam and Abang Minko'o, as well as supply to the Project area is hazardous and costly in view of the condition of the road and high road transportation costs.</p> <p>The project will also contribute to improving the quality and living conditions of poor communities particularly through: i) the creation of permanent employment (transport operators, other activities induced by the construction of the road and feeder roads) and some 1000 temporary jobs during the works period; ii) easy access to markets for the marketing of produce at profitable prices and supply to the project area; iii) easy access to health care and educational facilities</p>	<p>review of the environmental conditions during field trips indicate that the measures recommended will help envisage a stringent control over the environmental consequences.</p>	<p>agricultural produce (cassava flour and tapioca, groundnuts and palm nuts into edible oil), fishery and processing of fish products (smoking and drying), livestock rearing, cottage industry and marketing.</p> <p>As actors of the marketing sector, women will profit from the saving in time and substantial reduction in transport cost. Furthermore, the project will facilitate the evacuation of pregnant women to health centres and their surveillance as well as reduce the risk of maternal and child mortalities related to delivery at home.</p>	<p>average population growth rate of 2.9%. This population is currently estimated at 2.96 million inhabitants.</p>	
<p>Western, Southern and Littoral Provinces Road Development Project</p>	<p>In order to contribute more effectively to poverty reduction by improving the living conditions of riparian communities, the project will undertake complementary close-to-client works. The impact of the Melong-Dschang road will thus be extended and boosted through the development of feeder roads to</p>	<p>Awareness and environmental activities will be undertaken in view of the high mobility of persons to be induced by the project</p>	<p>The project will develop local trade and crafts resulting from the improvement in road transport by facilitating the flow of goods produced by the women's GICs, as well as the supply of agricultural inputs. It will thus serve as a strategic leverage in the poverty reduction process at the level of households, in view of the responsibilities devolved to</p>	<p>The population of the project area was estimated at 4.49 million inhabitants in 2000, that is 29.2 % of that of the country, with an average density of 125 inh./km<sup>2</sup>, an annual average growth rate of 3.2% with females constituting 52% of the total population</p>	<p>During the studies and project appraisal, briefing, discussion and awareness sessions were held with all the project stakeholders and beneficiaries. The final design of the project took into consideration the lessons learned from previous road projects and the needs expressed at the</p>

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	<p>remote farms and by improving the current marketing areas in highly agricultural riparian villages. At the same time, while ensuring the socioeconomic interaction of living centres, the project includes the rehabilitation and strengthening of socio-educational and health facilities in all the riparian villages</p>		<p>women and their role as promoters of income-generating activities.</p>		<p>consultation, based on the participatory approach, with the road users, economic operators (transport operators, traders etc) and NGOs operating in the area, riparian communities and community initiative groupings (CIG). . At the departmental, provincial and national level the Administration also participated in the design of the project, which falls under the Government’s sectoral strategy.</p>
<p>LIMBE Maintenance Infrastructure Construction Project</p>	<p>The social amenities to be put in place comprising the construction of houses for workers, health centres and schools on the one hand and the redistribution of incomes on the other will contribute to increasing demand for goods, especially agricultural goods and consequently increase incomes in both urban and rural areas. This will contribute to improving the standard of living of the people and reducing poverty. In addition to creating 3000 direct jobs through the new activities of the CNIC, the project will induce a number of activities downstream in industry, agriculture, housing and the hotel industry thereby contributing to reducing unemployment and increasing consumption, improving the living and working conditions</p>	<p>The cost of the environmental and social measures is estimated at CFAF 1,301,000,000. This cost mainly concerns compensations for loss of housing and crops, choice and boundary marking of resettlement sites, creation of monitoring organizations, land protection, formulation of priority plan of action, accidental spillage control plan, a waste management plan inclusion of environmental and social specifications in the bidding document for organizing awareness campaigns on STD/AIDS and cultural value, etc.</p>		<p>The population of the project area is estimated at 150,000 inhabitants, on the basis of the last census, of which 51% are female.</p>	<p>The project design was based on a participatory approach. Indeed, the project site was identified during the feasibility study, in collaboration with the ship owners and owners of the oilrigs operating in the area and who will be the future users. Similarly, during the appraisal mission, the same operators were approached to discuss the project and confirm their needs. Lastly, the fishing village communities on the site were consulted at the various meetings with the local authorities to ensure that the arrangements made for their displacement to the chosen sites meet their expectation and that the compensations proposed are adequate. They were associated with the choice of</p>

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	of workers, increasing the incomes of the communities and reducing poverty significantly.				the resettlement sites.
<b><u>Public Utilities Sector</u></b>  Drinking Water Supply and Sanitation (DWSS) Study for 16 Secondary Centres	The aim of the study is to meet the water needs of the communities in 16 secondary centres and thereby reduce poverty in these centres. It also entails the rehabilitation and expansion of the water supply systems in order to improve the health status and living conditions of the people.	The study has a component on the environmental impact assessment of the projects.	The studies take into account gender issues in the definition of the new projects.		The consultant involved the population through the participatory approach used.
Urban Poverty Reduction (PPF)	The aim of the study is to reduce urban poverty in Yaoundé and Douala through sanitation, education and health projects	The study includes an environmental and social impact assessment	The studies take into account gender issues in the definition of the new projects		The consultant involved the population through the participatory approach used
<b><u>Social Sector</u></b>  Poverty Reduction and Women's Promotion Project	The project is at the core of poverty reduction strategy and addresses the multiple problems related to lack of access to basic services, lack of incomes and isolation.	No specific action	Over 50% of credits are granted to women who are the primary beneficiaries of income generating, training and technology transfer activities.		Participation is in the form of contribution in kind and in cash by the communities in the construction of basic infrastructure and in the implementation of project activities by the MFIs and NGOs that supervise and mobilize the people.

Project	Poverty Reduction	Environment	Gender	Population	Participation
Education II	Education fosters the acquisition of knowledge and skills that enable people to enter the employment market. Moreover, given the current socioeconomic situation of the project beneficiary provinces, the construction and rehabilitation of primary schools will create a significant number of jobs.	Latrines and rainwater evacuation networks will be provided to schools covered by the project. Furthermore, the schools management committees of the project will cater for the execution of works for the fencing and development of green spaces for the schools.	The construction of schools close to dwelling areas will help overcome the resistance by parents to allow their daughters attend schools particularly when the latter are located in remote places. The conditions of access by girls to schools will improve in these regions. Girls' education also induces attitudinal changes that favour birth control and family health		Through training and better supervision of the management committees, the project will foster the ownership of the schools by the communities. Each management committee whose school will be selected under the project will sign a contract with the departmental education services stipulating obligations of the committee which include, (i) allocation and monitoring of resources from school fees for the maintenance of the schools, (ii) planning and participation in construction/rehabilitation works and (iii) execution of fencing and development works for the green spaces of schools.
Health I	Improvement of the health status of the target communities.	Eliminate the risks of septic wastes	Access by women to quality health care and the training of health workers in the management of obstetrical emergencies		Health management committees
Vocational Training Support Project	Each year, the project will enable over 30000 youths and workers to undergo relevant training for the employment market and thus significantly increase job opportunities. The construction of infrastructure earmarked for the project will help create 180000 work days for workers and labourers in the construction sector.	Most of the project activities do not have harmful effect on the environment.	The project affords an opportunity to encourage a significant number of girls to enrol in promising areas of vocational training in which they are woefully under-represented.	The training to be provided under the project will have a major impact on the target communities.	The project was based on the participatory approach.

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<p><b>Multisector</b></p> <p>SAP III</p>	<p>Improvement of growth to enable increase in GDP. The programme comprises a social component on poverty reduction. The Government should promote income-generating activities through self-employment for the poor and revitalization of the pf economic areas where they are active. It is expected to implement high-labour intensive works by giving priority to the improvement of public interest infrastructure that hamper the economic opportunities of the poor. Lastly, the Government should maintain, under its public expenditure policy, the priority given to the social, education, health and basic infrastructure sectors. The HIPC resources should be used for the financing of activities in the key areas of education, health, HIV/AIDS, social protection and assistance, rural development, drinking water supply, urban sanitation and governance.</p>	<p>The project is not expected to have adverse effects on the environment. The implementation of the PNGE measures should guarantee the ecologically viable exploitation of natural resources, notably forests hard-hit by the phenomenon of deforestation.</p>	<p>Improve the situation of women in general and of poor women in particular with the adoption of the Family Code. This code should enable women to regain their dignity as full-fledged citizens with equal rights and obligations as men on a legal basis. This constitutes much hope for poor rural women who continue to bear the brunt of customary law that generally favour men.</p>	<p>The programme has a positive impact on the population, particularly with regard to the measures proposed for education and health (HIV/AIDS)</p>	<p>The programme was designed in cooperation with all the actors of the Cameroonian society as well as with the major donors.</p>
<p>PNG Support Project</p>	<p>The promotion of good governance is one of the key components of poverty reduction since it determines the effectiveness of the Government's economic and financial programmes aimed at promoting long and sustainable growth and the participation of the most</p>	<p>On the whole the project does not have a negative impact on the environment. It has therefore been classified as Category III using the Bank's criteria.</p>	<p>The present project will concern a sizable number of women, particularly the component on Justice in which many women (judges and court clerks) will be trained including two female court presidents and chief court clerks. Furthermore, the</p>	<p>Improvement in governance will impact positively on the population</p>	<p>The preparation of the project involved a broad consultation with all the components of the Cameroonian society as well as with the country's development partners.</p>

Project	Poverty Reduction	Environment	Gender	Population	Participation
	<p>ulnerable population groups in the uits of growth. The good vernance programme of meroon is an integral part of the RSP. The component on economic d financial management mprovement of PNG should help hieve a greater use of the overnment's financial resources in reased portion of which should us be devoted to the social sectors d thereby contribute to poverty duction.</p>		<p>improvement in access to justice should particularly benefit women who lack the means to pay for legal expenses and who nonetheless increasingly resort to he judicial system in view of the number of disputes afflicting women's cooperatives, tontines, marital and social problems. It is also worth noting the role of the Cameroonian Association of Women Lawyers in legal and judicial assistance to the poor, both men and women. Support by the Project to this women's NGO will enable it to fully play its role for women. In the other components of the Project, emphasis will be placed on greater participation by women supervisors in training programmes supported by the project.</p>		

