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AFRICAN DEVELOPMENT FUND

PROJECT : ECCAS - ECCAS GENERAL SECRETARIAT INSTITUTIONAL SUPPORT PROJECT

COUNTRY : MULTINATIONAL: ECCAS GENERAL SECRETARIAT

PROJECT COMPLETION REPORT

Date: April 2011

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Acronyms and Abbreviations

ADF	African Development Fund
AEF	French Equatorial Africa
AMSCO	African Management Service Company
AMU	Arab Maghreb Union
AOF	French West Africa
APDF	African Project Development Facility
APRM	African Peer Review Mechanism
BDEAC	Development Bank of Central African States
CAR	Central African Republic
CIC	Community Integration Contribution
CDS	Commission on Defence and Security
CEMAC	Economic and Monetary Community of Central Africa
CET	Common External Tariff
CGIAR	Consultative Group on International Agricultural Research
COMESA	Common Market for East and Southern Africa
COPAX	Council for Peace and Security in Central Africa
CRNEPAD/AC	Regional Coordination for Implementation and Monitoring of NEPAD in Central Africa
DRC	Democratic Republic of Congo
ECA	United Nations Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECGLC	Economic Community of the Great Lakes Countries
ECOWAS	Economic Community of West African States
ECU	Equatorial Customs Union
EU	European Union
FAO	United Nations Food and Agriculture Organization
CDF	Community Development and Cooperation Fund
FOMAC	Multinational Force of Central Africa
FTA	Free Trade Area
GDP	Gross Domestic Product
HIPC	Heavily Indebted Poor Countries Initiative
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
IACO	Inter-African Coffee Organization
IDEP	African Institute for Economic Development and Planning
MARAC	Early Warning Mechanism for Central Africa
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
OUA	Organization of African Unity
PDCT/AC	Consensual Transport Master Plan in Central Africa
PIU	Project Implementation Unit
PSC	Project Steering Committee
REC	Regional Economic Community
SADC	Southern African Development Community
UDEAC	Customs and Economic Union of Central Africa
UNAIDS	United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNO	United Nations Organization
US	United States

A. PROJECT DATA AND KEY DATES

I. BASIC INFORMATION

Project Number: P-Z1-KF0-006	Project Name: ECCAS General Secretariat Institutional Support Project	Country: ECCAS Member States	
Lending Instrument(s): Grant Agreement No. 2100155003720		Sector: Multi-sector Institutional Support	Environmental Classification: Category III
Original Commitment Amount: ADF Grant of UA 2 590 000 and ECCAS contribution of UA 240 000, i.e. a total of UA 2 830 000	Amount cancelled: UA 248 893.96	Amount Disbursed: ADF Grant: UA 2 341 106.04 ECCAS Contribution: UA 240 000	% Disbursed: ADF Grant: 90.39% ECCAS Contribution: 100%
Borrower: ECCAS General Secretariat			
Executing Agency: The project was managed by the Implementation Unit (PIU), attached to the Programme, Budget, Administration and Human Resources Department. A steering committee ensured the coordination and overall supervision of the project as well as validation of the annual programme of activities.			
Co-financiers and other External Partners: ECCAS General Secretariat			

II. KEY DATES

Project Concept Note Cleared by Ops. Com.: NA	Appraisal Report Cleared by Ops. Com.: NA	Board Approval: 17 November 2004	
Restructuring(s): The project did not undergo restructuring. However, two closing date extensions were made. The first postponed the closing date from 31 December 2008 to 31 December 2009, while the second postponed it to 31 December 2010.			
	Original Date	Actual Date	Difference in Months [Actual -Original]
EFFECTIVENESS	January 2005	14.01.2005	0
MID-TERM REVIEW			
CLOSING	31 December 2008	31/12/2010	24

III. RATINGS SUMMARY

CRITERIA	SUB-CRITERIA	RATING
PROJECT OUTCOME	Achievement of Outputs	3
	Achievement of Outcomes	2
	Timeliness	3
	OVERALL PROJECT OUTCOME	3
BANK PERFORMANCE	Design and Readiness	3
	Supervision	3
	OVERALL BANK PERFORMANCE	3
BORROWER PERFORMANCE	Design and Readiness	3
	Implementation	3
	OVERALL BORROWER PERFORMANCE	3

IV. RESPONSIBLE BANK STAFF

DUTIES	At APPROVAL	AT COMPLETION
Regional Director	Mr. L.B.S. CHAKROUN	Mrs M. KANGA
Sector Director	N.A.	Mr. I. NDOUMBE LOBE
Sector Division Manager	N.A	Mr. J. MUKETE
Task Manager	Mr. S. KONE	Mr. A. AMOUMOUN
PCR Team Leader		Mr. A. AMOUMOUN

PCR Team Members	Mr. K. HOMA WOO
B. PROJECT CONTEXT	
<p>Summarize the rationale for Bank assistance. State:</p> <ul style="list-style-type: none"> -what development challenge the project addresses; -Borrower's overall strategy for addressing it; -Bank activities in this/these country(ies) and in this sector over the past year and how they performed; and -ongoing Bank and other externally financed activities that complement, overlap with or relate to this project. <p>Please cite relevant sources. Comment on the strength and coherence of the rationale for Bank assistance. [300 words maximum. Any additional narrative about the project's origin, if needed, must be placed in Annex 6 : Project Narrative].</p>	
<p><u>Project's Development challenge:</u> The key challenge resides with the socio-political difficulties faced in the implementation of regional integration within the Economic Community of Central African States (ECCAS). Furthermore, the implementation of the Community's vision is marked by the inadequate institutional capacity of ECCAS to ensure the coordination and proper implementation of economic, sector and trade policies at the regional level. Hence, the project aimed to build the human and organizational capacity of the General Secretariat, the executive body of ECCAS, with a view to boosting the regional integration and cooperation process.</p>	
<p><u>Borrower's overall strategy to meet this challenge:</u> Aware of the shortcomings, challenges and stakes of regional integration, the Heads of State decided, in 1998, to revitalize the Community Secretariat, and assign it a further important mission, namely, to promote and consolidate peace in Central Africa, with a view to reviving regional integration. To this end, they adopted policies and action plans in strategic regional integration areas and established the Community Integration Contribution (CIC), a new funding mechanism for community projects and the ECCAS General Secretariat.</p>	
<p><u>Bank activities in this country and in this sector:</u> In July 2003, the ADF financed, to the tune of UA 2.5 million, a study on the interconnection of national electricity grids. The study appraisal report emphasized that institution-building of the ECCAS General Secretariat was one of the priorities for ensuring its sustainability. The ECCAS Institutional Support Project, which is the second operation financed directly by the Bank at the ECCAS General Secretariat, is part of this effort. The Bank's active portfolio in Central Africa comprises multinational projects in the transport (79%), public facilities (3%), social (4%), agricultural (13%) and governance (1%) sectors. Lastly, in 2010, the Bank formulated ECCAS's regional integration strategy aimed at better targeting, and improving the consistency of its interventions in the medium and long terms.</p>	
<p><u>Ongoing activities financed by the Bank or other donors:</u> The main donors funding the regional integration process in Central Africa are the Bank Group, World Bank, EU, France, Germany and United Nations specialized agencies. They are involved in a targeted and coordinated manner. Hence, the WB and France are providing technical assistance to the CEMAC Commission. The EU is the main donor to the security and peace component (MARAC and FOMAC Support) of ECCAS. In addition to this component, the EU intervenes in the financing of road infrastructure, forest protection and the consolidation of the FTA, the prime area of focus for the 10th EDF. France supports Central Africa in revising the OHADA directives and providing financial support in the form of technical assistance to BDEAC and CEMAC REP. The German development cooperation supports mainly the strengthening of governance and the implementation of the EITI in the CEMAC zone. The United Nations specialized agencies are involved in peace building, humanitarian assistance and the rationalization of regional organizations in Central Africa in conjunction with the AU. These actions include strengthening cooperation between CEMAC and ECCAS and support to the formulation of regional and sectoral vision and action plans (PDCT-AC, PEAC, water), particularly through the ECA Regional Office in Yaounde. The ACBF financed an institutional support project in the sub-region and the International Trade Centre (ITC) funded the PACCIA2 project.</p>	

C. PROJECT OBJECTIVES AND LOGICAL FRAMEWORK

1. State the Project Development Objective(s) (as set out in the Appraisal Report)
<p>The project goal was to promote regional integration in the ECCAS region by: (i) building the capacity of the ECCAS General Secretariat to act and intervene through the effective revival of the General Secretariat; (ii) providing support for the restructuring of ECCAS through the design and implementation of a new organization chart for the Secretariat, (iii) backing</p>

the implementation of the programme of activities, particularly in priority sectors such as the FTA, NEPAD and the transport sector, with a view to boosting economic integration and regional cooperation.

2. Describe the main project components and indicate how each will contribute to achieving the project development objectives

The areas of intervention were targeted based on their relevance to addressing the issues identified within the General Secretariat at the time of project design. Key project components are as follows:

A. Support for the Restructuring of the ECCAS General Secretariat through the design and implementation of an organization chart adapted to its mission: this component involves: i) providing the General Secretariat of ECCAS with an operational organization chart that will enable it to fulfil its traditional and emerging missions, namely, economic cooperation and regional integration, and the promotion of peace, stability and security in Central Africa, through the provision of consultancy services specializing in organization, methods and training.

B. Backing the implementation of the programme of activities of the ECCAS General Secretariat- this component involves support for the implementation of the CIC and the Free Trade Area (FTA) by training the civil servants of Member States, establishing an accounting and electronic documentation system, and lastly, providing assistance with a view to revitalizing priority programmes such as NEPAD, transport infrastructure and intra-Community trade.

C. Project management and monitoring: it involves setting up an Implementation Unit within the General Secretariat provided with skilled human resources as well as IT and office equipment to ensure project management and the implementation of activities.

3. Provide a brief assessment (up to two sentences) of the project objectives along the following 3 dimensions. Insert a working score, using the scoring scale provided in appendix 1.

PROJECT OBJECTIVE DIMENSIONS		ASSESSMENT	WORKING SCORE
RELEVANT	a) Relevance to the development priorities of the beneficiary	Project objectives were relevant to the strategic vision of integration in the sub-region and the revitalization of ECCAS, but should have been better targeted.	3
ACHIEVABLE	b) Objectives considered achievable in terms of contributions to the project and proposed time frame.	Overall, project goals are achievable, but more attention should have been paid to the lengthy timeframes associated with political decisions (e.g. political validation of the new organization chart in July 2009 instead of February 2006).	2
CONSISTENT	c) Consistent with the Bank's national or regional strategy.	The project was consistent with the Bank's economic cooperation and regional integration policy and the Strategic Plan 2003-2007, which make regional integration one of the pillars of the Bank's development policies.	3
	d) Consistent with the Bank's corporate priorities	The project contributes to building ECCAS's capacity to more effectively sustain regional integration and socioeconomic development in Central Africa. Hence, it ties fully with the Bank's corporate regional integration priorities .	3

4. Summarize the log. frame. If a log. frame does not exist, complete the table below, indicating the overall project development objective, the major components of the project, the major activities of each component and their expected outputs, outcomes, and indicators for measuring the achievement of outcomes. Add additional rows for components, activities, outputs or outcomes if needed.

COMPONENTS	ACTIVITIES	OUTPUTS	EXPECTED OUTCOMES	INDICATORS TO BE MEASURED
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Component 1: Support for the restructuring of ECCAS General Secretariat through the design and implementation of an organization chart adapted to its mission	<u>Activity 1</u> : Support for the restructuring of ECCAS through the design and implementation of an organization chart for the Secretariat.	The ECCAS General Secretariat has, in 2006, an organization chart tailored to its missions	1 The General Secretariat is operational to the satisfaction of Member States in 2006 and 2007	
	<u>Activity 2</u> : Build the ECCAS General Secretariat's capacity to act and intervene	The ECCAS General Secretariat has, in 2006, qualified experts with regard to its missions Le.	The ECCAS General Secretariat implemented its work programme for 2006 and 2007 to the satisfaction of Member States	Number of job profiles approved by Member States in 2005/2006. Number of executives of the General Secretariat recruited in 2006 in accordance with the identified job description.
Component 2 : Back the implementation of the activity programme of the General Secretariat	<u>Activity 3</u> : Providing the General Secretariat with expertise through the recruitment of consultants specialized in statistics, taxation, customs, NEPAD, infrastructure, accounting, project analysis, documentation.	The CIC accounting management system is operational by 2006 and controlled by executives of the General Secretariat. The CIC resource management information system is reliable and accessible to Member States by 2007	The General Secretariat effectively ensures the implementation of the CIC.	The CIC is operational and the General Secretariat has a 2007 budget approved at end 2006
		Qualified experts are available at the General Secretariat in 2006 to monitor the free trade zone and common market	The General Secretariat effectively monitors the development of the free trade area and common market	
		Qualified experts are available at the General Secretariat by 2006 to provide advice on the incorporation of the Community Development and Cooperation Fund (CDFCDF)	The CDFCDF finances integrative projects in Central Africa	The CDF is operational and, in 2007, ECCAS identified integrative projects financed with the CIC resource
		Appropriate expertise in key areas available at the General Secretariat starting 2005, to monitor implementation of	The ECCAS General Secretariat ensures the effective coordination of NEPAD activities in Central Africa	The NEPAD action plan, the Consensual Transport Master Plan and the Gender Action Plan are implemented in 2006 and 2007.

		NEPAD and revive the regional integration process in Central Africa.		
		The statistics database on external trade is available by 2007	The General Secretariat has a database on intra-Community trade and trade with third-party countries	
		The General Secretariat's documentation centre is operational		The documentation centre is operational and available end 2007
	Activity 4. Train managerial staff of Member States in the implementation of the CIC and FTA (through the organization of two seminars), and training sessions for executives of the General Secretariat	One (1) ownership seminar is held by experts in the implementation of the CIC and one (1) ownership seminar is held by experts in the operation of the FTA	Managerial staff from Member States and ECCAS experts are trained on the Community Integration Contribution (CIC) and the Free Trade Area (FTA)	33 managerial staff of ECCAS Member Countries are trained on the CIC, and 33 others sensitized to the functioning of the Free Trade Area in 2006 and 2007
		Managerial staff of the General Secretariat are trained on information technology, trade negotiations, FTAs, good governance, etc.	The ECCAS General Secretariat implements the training plan adopted by Member States, particularly with respect to information technology, documentation, democracy and good governance, gender issues, HIV / AIDS, FTA, trade negotiations techniques, procurement	Many ECCAS experts trained in 2006 and 2007 following the training plan adopted by Member States
	Activity 5: Procurement of office supplies, rolling stock and computer hardware for office automation, database management, and electronic records and documentation	The ECCAS General Secretariat is provided with offices, a conference room, rolling stock and adequate information technology equipment		Development works (cabling), rolling stock, computer and miscellaneous hardware procured in 2006.
Component 3 : Project Management Support	Activity 6 : Setting up the Project Implementation Unit (PIU) and providing it with information	1 project coordinator, 1 financial assistant, 1 secretary and 1 driver recruited.	The PIU has the material and human capacity to operate	No indicator was defined in the PAR

technology and office automation equipment	PIU's information technology and office automation equipment procured.		No indicator was defined in the PAR
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5. For each dimension of the log. frame, provide a brief assessment (up to two sentences) of the extent to which the log. frame achieved the following. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one).

LOG. FRAME DIMENSIONS		ASSESSMENT	WORKING SCORE
LOGICAL	a) Presents a logical causal chain for achieving the project development objectives	There is a logical framework which was, however, underdeveloped.	2
MEASURABLE	b) Expresses objectives and outcomes in a way that is measurable and quantifiable	The objectives and outcomes were quantified in the logical framework; indicators may seem ambitious given the capacity	3
THOROUGH	c) States the key risks and assumptions.	The risks and key assumptions were stated in the logical framework, but the risk associated with implementation delay is not sufficiently taken into account.	2

D. OUTPUTS AND OUTCOMES

I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual vs. expected outputs for each major activity. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall output score will be auto-calculated as the sum of the weighted scores. Override the auto-calculated score, if desired, and provide justification.

MAJOR ACTIVITIES		Working Score	Share of project costs in percentage (as stated in the Appraisal Report)	Weighted Score(auto-calculated)
Expected Outputs	Actual Outputs			
<p>The ECCAS General Secretariat has an organization chart adapted to its missions by 2006.</p> <p>The ECCAS General Secretariat has skilled experts with regard to its missions by 2006.</p>	<p>The new organization chart of the ECCAS General Secretariat is adopted by the Conference of Heads of State in July 2009.</p> <p>Forty (40) managerial staff recruited since the beginning of project implementation.</p> <p>The training plan and job descriptions were approved following the adoption of the organization chart. An independent firm was hired to organize the managerial staff recruitment process in accordance with the new organization chart.</p>	3	9	0.27

<p>The CIC accounting management system is operational by 2006 and controlled by executives of the General Secretariat</p> <p>The CIC resource management information system is reliable and accessible to Member States by 2007.</p>	<p>The project recruited a consultant who conducted the diagnosis and established ECCAS's accounting system. The accounting system is operational. Accounting for 2007 and 2008 was taken over and updated by another firm recruited under the project.</p> <p>The CIC accounting system is controlled by ECCAS executives, but the CIC is not operational. Indeed, only 3 out of the 10 states implement it.</p>	2	4.5	0.09
<p>Qualified experts are available at the General Secretariat by 2006 to monitor the free trade area and the common market.</p> <p>Qualified experts are available at the General Secretariat by 2006 to provide advice on the incorporation of the CDF.</p>	<p>There are qualified experts at the General Secretariat (2 experts in customs and 2 in trade were recruited). However, the FTA and CDF are not yet operational (lack of political will, red tape among Member States.)</p>	2	38.36	0.77
<p>Qualified experts in key areas are available at the General Secretariat starting 2005 to monitor the implementation of NEPAD and revive the regional integration process in Central Africa</p>	<p>A NEPAD infrastructure expert was recruited by the project.</p> <p>The NEPAD action plan and the Consensual Transport Master Plan (PDCT/AC) were adopted in 2007</p>			
<p>The Statistics Database on external trade available by 2007</p>	<p>The establishment of the database is underway.</p>			
<p>The General Secretariat's documentation centre is operational</p>	<p>The documentation centre has been operational since end-2009. A study was conducted by a documentation consultant hired by the project. An expert in documentation and archiving has been recruited and trained on electronic archiving</p>	2	14	0.28
<p>Two (2) ownership seminars held by experts on the</p>	<p>2 seminars on the CIC and 2 seminars on the FTA organized by the project in 4 Member States; a total of 120 executives</p>	3	11.24	0.34

implementation of the CIC and two (2) ownership seminars organized by experts on the operation of the FTA.	trained.			
Executives of the ECCAS General Secretariat are trained on information technology, trade negotiations, FTAs, good governance, etc.	Training was organized on information technology, office automation and messaging. 25 managerial staff are trained. However, the planned training on trade negotiations techniques has not been organized			
The ECCAS General Secretariat is provided with offices, a conference room, rolling stock and appropriate information technology equipment	A total of Sixteen (16) offices built at the headquarters and eight (8) other offices in the annex building. In addition, the rolling stock was procured with counterpart funds in 2006 and 2007. The ADF grant financed electrical wiring and information technology equipment, furniture, audio equipment and office equipment	4	5.50	0.22
1 project coordinator, 1 financial assistant, 1 secretary and 1 driver are recruited.	The Unit was provided with the required staff comprising a coordinator, a financial assistant, a secretary and a driver by April 2006.	4	17.40	0.70
The PIU's IT equipment and office equipment procured.	The PIU's IT and office equipment were procured in 2006			
OVERALL SCORE FOR OUTCOMES [corresponds to the weighted score totals]				2
				Check here to override the auto-calculated score
Provide justification for overriding auto-calculated score				
Insert new score or re-enter the auto-calculated score				2

II. OUTCOMES

1. Using the monitoring data available, assess expected outputs for each major activity. Import the expected outcomes from the logical framework in Section C. Score the extent to which the expected outcomes were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall outcome score will be auto-calculated as the sum of the weighted scores. Override the auto-calculated score, if desired, and provide justification.		
OUTCOMES		Working Score
Expected	Actual	
The General Secretariat is operational to the satisfaction of Member States by 2006 and 2007	The ECCAS General Secretariat saw a boost in its activities in 2006 and 2007 after a period of lethargy in previous years. A new organization chart tailored to its missions was adopted by	2

	the Heads of State in July 2009, with a phased implementation starting in 2010	
ECCAS General Secretariat has implemented its work programme for 2006 and 2007 to the satisfaction of Member States	Since 2007, the work programme and budget have been approved annually by Member States at meetings of Councils of Ministers and conferences of Heads of State, which have been held regularly thereafter.	
The General Secretariat ensures the efficient implementation of the CIC.	The CIC management accounting system is controlled by ECCAS staff, but the CIC is not fully operational.	
The General Secretariat effectively monitors the establishment of the free trade area (FTA) and common market	There are two customs and trade experts at ECCAS. However, the FTA is not yet fully operational due to red tape and lack of political will among Member States	1
The Community Development and Cooperation Fund (CDF) finances integrative projects in Central Africa. The ECCAS General Secretariat effectively ensures the coordination of NEPAD activities in Central Africa	The CDF has not yet been established because the CIC is not fully operational. An expert trained under the project was hired to monitor NEPAD activities	1
Managerial staff of Member States and ECCAS experts are trained on the Community Integration Contribution (CIC) and the Free Trade Area (FTA)	Two seminars on the CIC and two on the FTA were organized by the project in four countries.	2
The ECCAS General Secretariat implements the training plan adopted by Member States, particularly with respect to information technology, documentation, democracy and good governance, gender issues, HIV / AIDS, FTA, trade negotiations techniques, procurement	Training sessions organized on information technology, documentation and certain themes.	2
The PIU has the material and human capacity to operate	A total of Sixteen (16) offices have been built at the headquarters and eight (8) others in the annex building. In addition, the rolling stock was procured with counterpart funds in 2006 and 2007. The ADF grant financed furniture and audio equipment and IT and office equipment in 2008	3
OVERALL OUTCOME SCORE	[Score is calculated as an average of the working scores]	2
	X Check here to override the calculated score	
Provide justification for overriding auto-calculated score		
Insert new score or re-enter the auto-calculated score		2
2. <u>Other outputs</u> : Comment on the additional outputs not envisaged in the logical framework, and which bear particularly on cross-cutting issues (e.g. gender). <u>Additional outcomes</u> : Comment on the project's additional outcomes not captured in the log. frame, including cross-cutting issues (e.g., gender).		

3. **Risks to sustained achievement of outcomes.** State the factors that affect, or could affect the long-term or sustained achievement of project outputs. Indicate if any new activity or institutional change is recommended to help sustain outcomes. The analysis should draw upon the sensitivity analysis in Annex 3, where appropriate.

Key threats to the sustainability of outcomes are as follows: The first risk is the possible resurgence of conflict in the sub-region, which could delay the achievement of regional integration. This risk could be mitigated through dialogue and ongoing peace-building initiatives (COPAX, etc.) in the region. The second risk is weak political commitment (frequent delays in the organization of Heads of State summits, ineffective implementation of the CIC, even ten years after its establishment, ineffectiveness of the FTA), which undermines the implementation and sustainability of funding for integrative programmes. A stronger political commitment and rationalization of RECs in the region are essential for achieving integration goals in the area. The third risk is the inadequate capacity of the ECCAS General Secretariat to boost the integration process. This risk can be mitigated by the gradual implementation of committed institutional reforms and effective implementation of the CIC by all Member States.

E PROJECT DESIGN AND IMPLEMENTATION READINESS

1. State the extent to which the Bank and the Borrower ensured the project was commensurate with the Borrower's capacity to implement by designing the project appropriately and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as extent to which project design took into account lessons learned from previous PCRs in the sector or the country (please cite key PCRs); whether the project was informed by robust analytical work (please cite key documents); how well Bank and Borrower assessed the capacity of the implementing agencies and/or Project Implementation Unit; scope of consultations and partnerships; economic rationale of project; and provisions made for technical assistance.

[250 words maximum. Any additional narrative about implementation should be included at annex 6 : project narrative]

Project design took into account, among other things, the recommendations of the appraisal report of the study on the interconnection of national electricity grids financed by the ADF in July 2003, which emphasized that building the capacity of the ECCAS General Secretariat was a priority to ensure its sustainability. Hence, the Institutional Support Project was evaluated based on the needs expressed by the ECCAS General Secretariat. It was initiated following request No. 387/CEEAC/SG/03 of 6 May 2003 forwarded to the Bank by the ECCAS General Secretariat. Subsequently, a delegation led by the ECCAS Secretary-General paid a working visit to the Bank in April 2004 to identify relevant areas of assistance under this project. In order to take account of the weak capacity of the institution, a Project Management Unit was established. In addition, a Project Steering Committee was established to serve as the project's coordination and steering organ and to validate the annual work programme. The Committee has been meeting regularly.

2. For each dimension of project design and readiness for implementation, provide a brief assessment (up to two sentences). Insert a working score, using the scoring scale provided in Appendix 1..

PROJECT DESIGN AND IMPLEMENTATION READINESS DIMENSIONS		ASSESSMENT	Working Score
REALISM	a) Project complexity is matched with country capacity and political commitment..	In the course of project preparation, the capacity of the ECCAS Secretariat General was analysed. The shortcomings identified at the end of this analysis helped to focus project objectives on building the internal capacity of the institution. However, political commitment was not adequately taken into account.	2
RISK ASSESSMENT AND MITIGATION	b) Project design includes adequate risk analysis	Project design took into account the risks associated with ECCAS's weak capacity. Conversely, risks relating to the implementation schedule have not been adequately addressed.	2
USE OF	c) Project procurement, financial	The Bank's procurement procedures were used for	2

COUNTRY SYSTEMS	management, monitoring and/or other systems are based on those already in use by the government and/or other partners.	all ADF-financed activities.		
For the following dimensions, provide separate working scores for Bank performance and Borrower performance:::			Working score	
			Bank	Borrower
CLARITY	d) Responsibilities for project implementation were clearly defined.	The institutional mechanism for project implementation is appropriate and includes a small Project Implementation Unit supported by a Steering Committee.	4	4
PROCUREMENT READINESS	e) Necessary implementation documents (specifications, design, procurement, etc.) were ready at appraisal.	Project implementation, procurement and disbursement arrangements are described in the appraisal report and loan agreement.	3	3
MONITORING READINESS	f) Indicators and monitoring schedule were adopted.	Project implementation monitoring indicators were mentioned in a logical framework, and this action matrix was monitored during supervision missions. However, the General Procurement Notice was not published on time.	3	2
BASELINE DATA	h) Baseline data collection is completed or on-going.	Baseline data were collected during project preparation and implementation. The project regularly submitted to the Bank, progress reports providing an update on the status of implementation of activities and the status of monitoring of audit and supervision recommendations.	3	3

F. IMPLEMENTATION

1. . State the major characteristics of project implementation with reference to: adherence to schedules, quality of construction or other work, performance of consultants, effectiveness of Bank supervision, and effectiveness of Borrower oversight. Assess how well the Bank and the Borrower ensured compliance with safeguards.

2.

[300 words maximum. Any additional narrative about implementation should be included at annex 6 : project narrative]

Adherence to Schedule: The project implementation schedule was not adhered to due to: (i) delay in setting up the Project Implementation Unit; (ii) late project start-up; and (iii) late political adoption of the new organization chart of the ECCAS General Secretariat. This delay engendered two (2) project extensions: The first one-year extension had set the closing date on 31 December 2009 and a second extension was granted for an additional one-year period (31 December 2010).

Performance of Consultants: The performance of APAVE and AETS, leading technical assistance firms under this project, was satisfactory. Both firms produced their reports in accordance with the Terms of Reference. The delay in the political adoption of the organization chart resulted in a shift in APAVE's mission implementation schedule. The CEAC firm audited project accounts for three years (2006, 2007 and 2008). The SAFECO consulting firm audited the accounts for 2009. The auditors' reports were produced on time and deemed acceptable by the Bank. The 2010 audit is being finalized.

Effectiveness of Bank Supervision: A total of seven (7) supervision missions were fielded to review the project in the course of implementation, i.e. an annual average of 1.5 supervisions per year, which is the average required by the Bank. The recommendations made by these supervision missions and in collaboration with ECCAS, allowed for the timely resolution of problems encountered during project implementation. The Bank suggested solutions to problems encountered so that all activities provided for in the PAR are conducted prior to the project's closing date.

Effectiveness of Borrower Oversight: The Project Steering Committee convened on a regular basis (16 meetings in all) as part of project monitoring and supervision. Quarterly progress reports were transmitted regularly to the Bank.

2. Comment on the role of other partners (for instance donors, NGOs, enterprises, etc.). Assess the effectiveness of co-financing arrangements and or donor coordination, if applicable.

The financial contribution of the General Secretariat rose beyond expectations as at the time of project design (over 100%). In addition to this project, ACBF contributed to financing ECCAS's capacity building process through institutional support.

3. Harmonization. State whether the Bank made explicit efforts to harmonize instruments, systems and/or approaches with other partners.

The project was appraised by the Bank following a participatory approach, particularly through consultation with the various officials and managerial staff of ECCAS General Secretariat and key donors (EU, French Cooperation, and United Nations specialized agencies). These consultations helped to focus ADF support on capacity building. Donor interventions in promoting integration in Central Africa were prepared in a targeted and coordinated manner.

4. For each dimension of project implementation, assess the extent to which the project achieved the following. Provide a brief assessment (up to two sentences) and insert a working score, using the scoring scale provided in Appendix 1.

PROJECT IMPLEMENTATION DIMENSIONS		ASSESSMENT		Working score
ADHERENCE TO SCHEDULE	a) Extent of project adherence to the original closure date. If the number on the right is: below 12, score 4 between 12.1 to 24, score 3 between 24.1 to 36, score 2 beyond 36.1, score 1	Difference in months between original closure date and actual closure date or date of 98% disbursement rate (auto-calculated).	Extension of the closing date helped to conclude certain activities that could not be completed within the scheduled period, due to delays in project	3

	3.		start-up and adoption of the organization chart of the General Secretariat.	
		24		
BANKPERFORMANCE	b) Bank complied with:			
	Environmental Safeguards	The project has no adverse impact on the environment.		N.A.
	Fiduciary Requirements	The Bank monitored and supervised aspects related to the project's fiduciary management. Procurement documents and files relating to the recruitment of consultants obtained a no objection from the Bank. Similarly, the Bank reviewed all audit reports of project accounts.		3
	Project Covenants	The Bank identified a number of conditions precedent to effectiveness, the first disbursement, and other conditions. Overall, conditions precedent to the first disbursement applied only to the establishment of a framework guaranteeing successful implementation and proper monitoring of the project.		3
	c) Bank provided quality supervision in the form of skills mix and practicality of solutions	Supervision missions were regular and adequate. They helped to monitor the implementation of activities and find solutions to difficulties encountered in the course of project implementation.		3
	d) Bank provided quality management oversight	Overall, project management oversight was deemed satisfactory. However, the delay in project start-up can also be explained by poor monitoring by the Bank, subsequent to project approval.		2
BORROWER'S PERFORMANCE	c) Borrower complied with:			
	Environmental Safeguards	The project has no environmental impact.		N.A.
	Fiduciary Requirements	Overall, the fiduciary management of the project was satisfactory. Procurements were made in accordance with Bank procedures. The project's annual audits were undertaken and were deemed satisfactory by the Bank. The 2011 audit is being finalized.		3
	Project Covenants	The fulfilment of conditions precedent to effectiveness, the first disbursement, and other conditions were delayed due to the late establishment of the PIU.		2
	Borrower was responsive to Bank	Overall, project management by the Borrower		3

	supervision findings and recommendations	and its capacity to monitor the Bank's recommendations were satisfactory	
	Borrower collected and used monitoring information for decision-making	The conclusions of mission aide-memoires, Steering Committee reports and audit recommendations were used as decision-making tools for project implementation.	3

G. COMPLETION

1 Is the PCR delivered on a timely basis, in compliance with Bank Policy?			
Date project reached 98% disbursement Rate (or closing date, if applicable)	Date PCR was sent to pcr@afdb.org	Difference in months	WORKING SCORE (auto-calculated) if the difference is 6 months or less, a 4 is scored. If the difference is 6.1 or more, a 1 is scored
31/12/2010	11/05/2011	5.0	4
Briefly describe the PCR Process. Describe the Borrowers' and co-financiers' involvement in producing the document. Highlight any major differences of opinion concerning the assessments made in this PCR. Describe the team composition and confirm whether a site visit was undertaken. Mention any major collaboration from other development partners. State the extent of field office involvement in producing the report. Indicate whether comments from Peer Reviewers were received on time (provide names and positions of Peer Reviewers)			
[150 words maximum]			
The PCR preparation mission was fielded to Libreville in November 2010. It was led by Mr. Adam AMOUMOUN, Principal Governance Expert, and included Mr. Kokou Jules Homawoo, IT Specialist, Operations Assistant, OSGE2. In order to assess the project's outcomes and performance, the mission held working sessions with officials of ECCAS General Secretariat, members of the Project Implementation Unit and Steering Committee. As part of consultation with the other partners, bilateral meetings were conducted with the European Union.			

H. LESSONS LEARNED

Summarize the key lessons for the Bank and Borrower suggested by the project's outcomes.

[300 words maximum. Any additional narrative about lessons learned, if needed, must be placed in Annex 6: Project Narrative]

Despite the delay in project start-up and its slow implementation, it has contributed to improving the capacity of the ECCAS General Secretariat through technical assistance for reform, development of management tools and the procurement of equipment.

Given the fundamental role of ECCAS General Secretariat in the coordination of regional programmes and enhancement of regional integration in Central Africa, project achievements should be consolidated in order to sustain their impact. Future operations could benefit from the lessons drawn from project implementation, namely:

- (i) the need to factor in the weak political commitment (frequent delay in the organization of Heads of State summits, ineffective implementation of the CIC, even ten years after its establishment, ineffectiveness of the FTA), which undermines the implementation and sustainability of funding for integration programmes;
- (ii) future capacity building operations relating to integration in Central Africa must be designed in a targeted manner, with realistic goals that take into account the capacity of institutions and the complexity of the socio-political and economic environment of the region;
- (iii) risks associated with late project start-up. Indeed, project activities that had been planned to start in January 2005, actually started in April 2006 (13-month difference) with the recruitment of PIU staff members;
- (iv) the political decision-making process within ECCAS may experience significant delays (the adoption of the organization chart by the Conference of Heads State was delayed for about one year); and
- (v) the need to publish, upon project approval, the General Procurement Notice and to establish the disbursement letter specifying the conditions precedent to the disbursement of funds.

I. PROJECT RATINGS SUMMARY

All working scores and ratings are auto-generated by the computer from the relevant section in the PCR

CRITERIA	SUB-CRITERIA	Working score
PROJECT OUTPUT	Achievement of Outputs	3
	Achievement of Outcomes	2
	Timeliness	3
	OVERALL PROJECT OUTCOME SCORE	3
BANK PERFORMANCE	Design and Readiness	
	Project objectives are relevant to the region's development priorities	3
	Project Objectives could in principle be achieved with the project inputs and in the expected time frame	2
	Project Objectives were consistent with the Bank's country or regional strategy	3
	Project Objectives were consistent with the Bank's corporate priorities	3
	The log frame presents a logical causal chain for achieving the project development objectives.	2
	The log frame expresses objectives and outcomes in a way that is measurable and quantifiable	3

	The log frame states the risks and key assumptions	2
	Project complexity was matched with country capacity and political commitment	2
	Project design includes adequate risk analysis.	2
	Project procurement, financial management, monitoring and/or other systems were based on those already in use by government and/or other partners.	2
	Responsibilities for project implementation were clearly defined	4
	Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at the time of appraisal	3
	Monitoring indicators and monitoring plan were agreed upon during design	3
	Baseline data collection is completed or on-going.	3
	PARTIAL SCORE FOR PROJECT DESIGN AND READINESS	3
	Supervision :	
	Bank complied with:	
	Environmental Safeguards	N.A.
	Fiduciary Requirements	3
	Project Covenants	3
	Bank provided quality supervision in the form of skills mix provided and practicality of solutions	3
	Bank provided quality management oversight	2
	PCR was delivered on a timely basis	4
	SUPERVISION SUB-SCORE	3
	OVERALL BANK PERFORMANCE SCORE	3
BORROWER PERFORMANCE	Design and Readiness	
	Responsibilities for project implementation are clearly defined	3
	Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at the time of appraisal	3
	Monitoring indicators and monitoring plan are agreed upon and baseline data are available or are being collected.	2
	PROJECT DESIGN AND READINESS SCORE	3
	Implementation	
	Borrower complied with:	
	Environmental Safeguards	N.A.

	Fiduciary Requirements	3
	Project Covenants	2
	Borrower was responsive to Bank's supervision findings and recommendations	3
	Borrower collected and used monitoring information for decision-making	3
	IMPLEMENTATION SUB-SCORE	3
	OVERALL BORROWER PERFORMANCE SCORE	3

J. PROCESSING

STEP	SIGNATURE AND COMMENTS	DATE
Sector Manager clearance	Mr. J. MUKETE	27/04/2011
Regional Director clearance	Mrs M. KANGA	06/05/2011
Sector Director approval	Mr. I. NDOUMBE LOBE	11/05/2011

LIST OF ANNEXES

1. Project Cost and Financing
a. Project Cost by Component
b. Resources by Source of Financing

2. Bank's Contributions.
a. Missions Conducted under the Project.
b. Score for Previous Supervision Mission

3. Previous Public Procurement Plan

4. List of Supporting Documents

Cost Estimate by Component

COMPONENTS	USD Thousand			UA Thousand			% in For. Exch.
	For. Exch.	LC	Total	For. Exch.	LC	Total	
A. Support for the restructuring of ECCAS General Secretariat through the design and implementation of an organization chart adapted to its mission	440.2	62.5	502.7	299.7	42.6	342.2	87.6
C. Support for the implementation of the programme of activities of the General Secretariat	2025.8	488.0	2513.8	1379.2	332.3	1711.5	80.6
D. Project Management and Monitoring	628.5	157.9	786.5	427.9	107.5	535.4	79.9
AUDIT	45.0	0.0	45.0	30.6	0.0	30.6	
Base Cost	3139.5	708.5	3848.0	2137.5	482.3	2619.8	81.6
Contingency (5%) and Escalation (3%)	251.2	56.7	307.8	171.0	38.6	209.6	81.6
Total Project Cost	3390.7	765.1	4155.8	2308.5	520.9	2829.4	81.6
% of Total Project Cost	81.6	18.4		81.6	18.4		

Sources of Financing

Sources	UA Thousand			% of Total
	Foreign Exchange	Local Currency	Total	
ADF EECAC	2,259.3 49.1	330.5 190.4	2,589.9 239.5	91.5 8.5
Total	2,308.5	520.9	2,829.4	100.0

Cost Estimate by Category of Expenditure

Category of Expenditure	USD Thousand			UA Thousand			% of Total Cost
	Foreign Exchange	LC	Total	Foreign Exchange	LC	Total	
1. Civil Engineering Works	0.0	217.1	217.1	0.0	147.8	147.8	5.6
1.1. Rehabilitation of the MARAC Building	0.0	178.1	178.1	0.0	121.3	121.3	
1.2. Refitting of 2 large rooms into 8 offices	0.0	39.0	39.0	0.0	26.6	26.6	
2. Goods	471.9	121.3	593.3	321.3	82.6	403.9	15.4
2.1. Furnishing of 1 large room as Conference Room	0.0	42.7	42.7	0.0	29.1	29.1	
2.2. IT Equipment and Accessories	127.7	40.1	167.9	87.0	27.3	114.3	
2.3. Office Automation and Furniture	249.5	38.5	288.0	169.9	26.2	196.1	
2.4. Vehicles	94.7	0.0	94.7	64.5	0.0	64.5	
3. Consultancy Services	2,590.4	0.0	2,590.4	1,763.6	0.0	1,763.6	67.3
3.1. Technical Assistance	2,077.8	0.0	2,077.8	1,414.6	0.0	1,414.6	
3.2. Training	467.6	0.0	467.6	318.4	0.0	318.4	
3.3. Audit	45.0	0.0	45.0	30.6	0.0	30.6	
4. Operation	77.2	370.0	447.2	52.6	251.9	304.5	11.6
Total Base Cost	3,139.5	708.5	3,848.0	2,137.5	482.3	2,619.8	100.0
Contingency (5%) and Escalation (3%)	251.2	56.7	307.8	171.0	38.6	209.6	
Total Project Cost	3,390.7	765.1	4,155.8	2,308.5	520.9	2,829.4	
% of Total Project Cost	81.6	18.4		81.6	18.4		

MISSIONS CONDUCTED BY ADB EXPERTS

No.	Mission	Start Date	End Date	Composition
1	Identification		ND	
2	Preparation	October 2004	ND	
3	Appraisal			1 Economist, 1 ICT Expert, 1 Macro-economist
4	Launch	15/07/2005	19/07/2005	Economist, FFCO, ORPF
5	Supervision	07/11/2006	11/11/2006	Task Manager
6	Supervision	24/09/2007	01/10/2007	Task Manager
7	Supervision	04/06/2008	20/06/2008	Task Manager
8	Supervision	09/12/2008	12/12/2008	Task Manager
9	Supervision	16/03/2009	20/03/2009	Project Manager, GAFO
10	Supervision	26/11/2009	04/12/2009	Project Manager, GAFO
11	Supervision	07/06/2010	16/06/2010	Project Manager, GAFO
12	Supervision	25/10/2010	03/11/2010	Task Manager, Operations Assistant
13	Preparation of PCR	25/10/2010	03/11/2010	1 Governance Expert and 1 Operations Assistant

PROCUREMENT PLAN

3. CONSULTANTS

Description*		Method of Selection	Lump sum or Time Spent	Estimated Amount in UA (000)	Prior Review	Approx. Date of Submission	Planned vs. Actual	Date Transmission	Date No-objection	Date Publication	Date Submission	Planned vs. Actual	Date Transmission	Date No-objection	Date Invitation	Date Opening Proposals	Planned vs. Actual	Transmission Evaluation Report (T)	No-objection Evaluation Report (T)	Opening Financial Proposals	Transmission Evaluation Report (F)	Transmission Findings Negotiations	No-objection Award & Negotiations	Planned vs. Actual	Contract Amount in UA (000)	Award of Contract	Signing of Contract	Start Date	End Date	
COMPONENT 1 ORGANIZATION CHART				247.10			Plan	April 2005				Plan	May 2005		May 2005	July 2005	Plan	July 2005	Aug 2005	July 2005	Aug 2005	Aug 2005	Sept 2005	Plan	247.10	Sept 2005	Sept 2005	Oct 2005	May 2006	
APAVE / AETS (France)		ICB					Actual	28/07/2005	02/08/2006	06/10/2006	05/11/2006	Actual	12/01/2007	12/02/2007	15/03/2007	15/04/2007	Actual	24/05/2007	18/07/2007	04/05/2007	04/05/2007		18/07/2007	Actual	240.52	13/09/2007	11/12/2007	04/01/2008	30/11/2009	
COMPONENT 2 SUPPORT FOR PROGRAMME ACTIVITY				763.90			Plan					Plan	May 2005		May 2005	July 2005	Plan	July 2005	Aug 2005	July 2005	Aug 2005	Aug 2005	Sept 2005	Plan	763.90	Sept 2005	Sept 2005	Oct 2005	May 2006	
AETS/ APAVE (France)		ICB					Actual	9/03/2007	01/04/2007			Actual		9/03/2007	1/4/2007	15/5/2007	Actual	June 2007	18 July 2007	27 May 2007	June 2007		18/7/2007	Actual	659.06	15/11/2007	19/12/2007	08/04/2008	31/12/2009	
AUDIT 2006 to 2008				30.60			Plan					Plan	May 2005		May 2005	July 2005	Plan	July 2005	Aug 2005	Jul 2005	Aug 2005	Aug 2005	Sept 2005	Plan	30.60	Sept 2005	Sept 2005	Oct 2005	May 2006	
ECCAS/ DOUALA		ICB					Actual					Actual	28/06/2007	12/2/2007	09/07/2007	07/09/2007	Actual	04/10/2007	15/11/2007	11/09/2007	04/10/2007		15/11/2007	Actual	31.77	04/04/2008	15/05/2008	08/05/2008	31/12/2008	
AUDIT 2009 to 2010							Plan					Plan					Plan							Plan	0.00					
SAFECO/ TOGO		ICB					Actual	28/06/2007	14/08/2008	09/07/2008	08/10/2009	Actual			14/10/2009	10/01/2009	08/10/2009	14/10/2009	11/02/2009	04/10/2009	11/02/2009	04/04/2010	Actual	31.81	27/05/2010	30/05/2010	30/05/2010	31/12/2010		
ECCAS ACCOUNTING UPDATE							Plan					Plan					Plan							Plan						
							Actual					Actual			18/10/2010		Actual	02/10/2010		20/10/2010	02/11/2010			Actual	24.71		30/10/2010	15/11/2010	31/12/2010	
DELTA FIRM/ GABON		ICB					Plan					Plan					Plan							Plan						
							Actual					Actual					Actual							Actual						
							Plan					Plan					Plan							Plan						
							Actual					Actual					Actual							Actual						
Total Cost				1 041.60			Plan					Plan					Plan						Plan	1 041.60						
				0.00			Actual					Actual					Actual						Actual	987.88						

Note 3
(Supplementary information concerning Procurement of Consultants such as other Special Procurement Arrangements)

PROCUREMENT PLAN

1. GOODS

Various Procurement Batches with Methods and Schedule		BASELINE DATA							Bidding Documents		Submission Timeframe		Evaluation of Proposals		Award of Contract			Performance of Contract		
Description*	Batch Number	Bid Invitation Number	Estimated Amount in UA (000)	Procurement Method	Pre-or Post Qualification	Nation/Reg. Preference. (O/N)	Ex-Ante or Post Review	Approx. Date Submission Proposals	Planned vs. Actual	Date Transmission	Date No-objection	Date Bid Invitation	Submission Opening of Proposals	Bids Assessment Report	No-Objection	Contract Amount in UA (000)	Date Award of Contract	Date Signing of Contract	Start Date	End Date
Furniture and IT Equipment for PIU	1 & 2	DAO01/06	9.70	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	9.70	May 2006	May 2006	July 2006	Aug 2006
									Actual	22/08/2006	4/10/2006	15/11/2006	17/11/2006		9.81	12/03/2007	30 May 2007	30/04/2007	30/05/2007	
ELECTRA & CK2																				
Furniture for consultants	3	DAO01/06	19.70	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	19.70	May 2006	May 2006	July 2006	Aug 2006
									Actual	22/08/2006	4/10/2006	15/11/2006	17/11/2006		17.43	12/03/2007	30 April 2007	30/04/2007	July 2007	
SOBAMIGA																				
ECCAS IT equipment & Office Equipment		DAO08/07	97.40	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	97.40	May 2006	May 2006	July 2006	Aug 2006
									Actual	3 July 2007	12/07/2007	30/08/2007	12/09/2007	15 Nov-2007	99.24	25/04/2008	25/04/2008	25/04/2008	29/11/2008	
FAST SYSTEM XP & BS GABON																				
ECCAS Headquarters & Marac IT wiring	1	DAO12/08	26.90	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	26.90	May 2006	May 2006	July 2006	Aug 2006
									Actual	11/08/2008	01/09/2008	2/10/2008	02/10/2008	9 Feb-2009	61.59	23 April 2009	23 April 2009	09Aug 2009	June 2010	
CFAO TECHNOLOGIES																				
Improvement & Procurement of website	2	DAO12/08	20.40	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	20.40	May 2006	May 2006	July 2006	Aug 2006
									Actual	11/08/2008	01/09/2008	2/10/2008	02/10/2008	9 Feb-2009	28.23	23 April 2009	23 April 2009	09Aug 2009	Aug 2010	
CFAO TECHNOLOGIES																				
Additional IT equipment	1	DAO14/10	0.00	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	0.00	May 2006	May 2006	July 2006	Aug 2006
									Actual	17 July 2010	26 Aug 2010	27Sept-2010	30 Sept 2010		17.03	Oct 2010	Nov-2010	Nov-2011	Dec-2010	
BS GABON																				
Additional Wiring for Website	1	DAO17/10	0.00	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	0.00	May 2006	May 2006	July 2006	Aug 2006
									Actual	Oct 2010					34.79	Oct 2010	Nov-2010	Nov-2011	Dec-2010	
PENDING BIDDING DOCUMENTS																				
Conference Room Furniture	2	DAO11/08	29.10	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	29.10	May 2006	May 2006	July 2006	Aug 2006
									Actual	26 June 2007	30 Oct 2007	29 Nov-2007	30 Nov 2007		33.33	15 May 2008	15 May 2008	15 May 2008	15 June 2008	
CCR																				
Audio Equipment	1	DAO11/08	75.00	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	75.00	May 2006	May 2006	July 2006	Aug 2006
									Actual	26 June 2007	30 Oct 2007	29 Nov-2007	30 Nov-2007		78.18	15 May 2008	15 May 2008	08 May 2008	Aug 2008	
OKLICEANE SERVICES																				
Procurement of Vehicle	4	DAO/01/06	19.00	NCB		O			Plan	Jan. 2006	Jan. 2006	Feb 2006	March 2006	April 2006	April 2006	19.00	May 2006	May 2006	July 2006	Aug 2006
									Actual	22/08/2006	4/10/2006	15/11/2006	17/11/2006		19.87	12/03/2007	30/04/2007	30/04/2007	30/05/2007	
CFAO MOTORS																				
Total Cost			297.20						Plan							297.20				
			0.00						Actual							339.62				

Note 1.
(Further Information concerning

SCORE FOR PREVIOUS SUPERVISION					
INDICATORS	SCORES				
	Previous Report				This Report 25.10.2010
	09.12.2008	16.03.2009	26.11.2009	07.06.2010	
A. PROJECT IMPLEMENTATION					
Compliance with loan conditions precedent to effectiveness	3	3	3	3	3
Compliance with General Conditions	2	2	2	2	2
Compliance with Other Conditions	2	2	2	2	2
B. PROCUREMENT PERFORMANCE					
Procurement of Consultancy Services	3	2	2	2	2
Procurement of Goods and Works	3	2	2	2	2
C. FINANCIAL PERFORMANCE					
Availability of Foreign Exchange	3	3	3	3	3
Availability of Local Currency	3	3	3	3	3
Disbursement Flows	3	1	2	2	2
Cost Management	0	2	2	2	2
Performance of Co-Financiers	0				
D. ACTIVITIES AND WORKS					
Adherence to Implementation Schedule	2	2	1	1	1
Performance of Consultants or Technical Assistance	2	2	2	2	2
Performance of Contractors	0	2	2	2	2
Performance of Project Management	3	2	2	2	2
E. IMPACT ON DEVELOPMENT					
Likelihood of Achieving Development Objectives	3	2	2	2	2
Likelihood that benefits will be realized and sustained	2	2	2	2	2
Likely contribution of the project towards an increase	3	2	2	2	2
Current Rate of Return	0				
E. OVERALL PROJECT ASSESMENT					
Current Supervision Average	2.06	2.13	2.13	2.13	2.13

Current Trend over time	2.12
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SCORES: 3 = Highly Satisfactory, 2 = Satisfactory, 1 = Unsatisfactory, 0 = Highly Unsatisfactory, “= Not applicable

STATUS
Implementation Progress (IP) = 2.15 Development Objectives (DO) = 2.00
OVERALL STATUS : NON PROBLEMATIC PROJECT / NON POTENTIALY PROBLEMATIC PROJECT /

SOURCE OF INFORMATION	
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- | | |
|----|--------------------------------------|
| 1. | Appraisal Report |
| 2. | Aide-mémoire of Supervision Missions |
| 3. | Mission Reports |
| 4. | Audit Reports |
| 5. | Quarterly Progress Reports |

Scoring Scale and Explanations	
SCORE	EXPLANATION
4	Highly satisfactory - Fully implemented no weaknesses
3	Satisfactory - the majority of the objectives are achieved despite a few shortcomings
2	Average - project partially completed. Almost as many outcomes as shortcomings
1	Poor - Very few outputs and serious shortcomings
NA	Not Applicable