

AFRICAN DEVELOPMENT BANK



CAMEROON

SUPPORT PROJECT FOR MODERNIZATION OF LAND REGISTRATION AND IMPROVEMENT OF THE BUSINESS CLIMATE (PAMOCCA)

OSGE/GECL

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Translated document

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Currency Equivalents

August 2013

Currency Unit	=	XAF (CFA Francs)
UA 1	=	XAF 747.745
UA 1	=	EUR 1.1498
UA 1	=	USD 1.5039

Fiscal Year

1 January – 31 December

Acronyms and Abbreviations

ACAFEJ	:	Cameroon Association of Female Lawyers
ADB	:	African Development Bank
ADF	:	African Development Fund
AFO	:	Administrative and Financial Officer
B2B	:	Business-to-Business
CAA	:	Autonomous Sinking Fund
CBF	:	Cameroon Business Forum
CC	:	City Council
CMFO	:	Cameroon Field Office
DCA	:	Delegated Contracting Authority
DGI	:	General Directorate of Taxation
DMU	:	Delegated Management Unit
ENAM	:	National School of Administration and Magistracy
ENSTP	:	National Advanced School of Public Works
GESP	:	Growth and Employment Strategy Paper
GoC	:	Government of Cameroon
IPA	:	Investment Promotion Agency
MINDCAF	:	Ministry of State Property, Surveys and Land Tenure
NCB	:	National Competitive Bidding
NIC	:	National Institute of Cartography
NPG	:	National Governance and Anti-Corruption Programme
NTF	:	Nigeria Trust Fund
OECD	:	Organization for Economic Cooperation and Development
PAMOCCA	:	Support Project for Modernization of the Land Registration System and Business Climate
PIU	:	Project Implementation Unit
TA	:	Technical Assistance
TFP	:	Technical and Financial Partner
TGC	:	Technical Guidance Committee

Project Information Sheet

Client

DONEE: Government of Cameroon

EXECUTING AGENCY: Ministry of State Property, Surveys and Land Tenure (MINDCAF)

Financing Plan

Source	Amount (UA)	Instrument
Initial ADF Financing	7,000,000	Loan
Government	1,220,000	Counterpart contribution
Total Initial Financing	8,220,000	
Additional NTF Financing	5,000,000	Loan
Government	1,588,458	Counterpart contribution
Total Additional Financing	6,588,457	

Key Financial Information on the NTF Loan

Loan/Grant Currency	UA
Type of Interest*	Not Applicable
Interest Rate Margin*	Not Applicable
Commitment Fee*	0.50% per year of the undisbursed amount with effect from 120 days following signature of Loan Agreement
Service Fee	0.75% per year of the disbursed but unrepaid amount
Repayment Period	20 years
Grace Period	7 years

** Where applicable*

Duration – Key Milestones (expected)

Concept Note Approval	19 July 2013
Project Approval	4 December 2013
Effectiveness	February 2014
Completion	30 December 2017
Last Disbursement	30 March 2018
Last Repayment	

Executive Summary

1. This proposal seeks to grant additional financing of UA 5 million to the Support Project for Modernization of Land Registration and Improvement of the Business Climate (PAMOCCA) in order to extend its activities to other regions of the country and strengthen the sustainability of outcomes.
2. PAMOCCA is a pilot project aimed at supporting the Government to strengthen governance in land registration and management through modernization of land registration in four towns, regional headquarters in the country (Yaounde, Douala, Maroua and Garoua) and to revise the land-related legislative, regulatory and institutional framework. After a diagnostic study conducted by the Bank in 2009, the ADF Board on 15 November 2010 approved (ADF/BD/WP/2010/117/Approved) a loan of UA 7 million to finance the project, which also mentioned subsequent submission of a proposal for additional financing so as to adequately address land registration modernization needs. PAMOCCA activities started in March 2012 and were implemented using the rapid results approach. Virtually all goods and services contracts financed by the project have now been launched. The commitment level of project resources is expected to stand at about 90% by the end of the year.
3. The additional loan of UA 5 million requested by the Government from the Nigeria Trust Fund (NTF) will be used to extend modernization of land registration to six other towns, which are regional headquarters in the country. The loan will also be used to finance a vast capacity building programme in land registration and management through continuing training, as well as create a specialized stream at the National School of Administration and Magistracy (ENAM).
4. The additional loan seeks to consolidate and extend the expected outcomes of PAMOCCA which are as follows: (i) improved access to reliable and secured land titles; (ii) higher tax revenue in towns with reliable and computerized land registration services; and (iii) improved business climate.
5. PAMOCCA will make a significant contribution to knowledge building through the following studies and training programmes: (i) study to map the entire country; (ii) study to create a national land registration system; (iii) study on national land use planning; and (iv) study on women's access to land. As regards training, the project will help in the definition of new curricula in the National Advanced School of Public Works (ENSTP) and ENAM for the training of survey technicians and surveyors, as well as the creation of a specialized stream in land registration and management. These studies constitute key value added aspects of the project, in addition to creating the country's first digital land registration systems, linked to a single geodesic referential.
6. Management recommends that the Board of Directors approve the NTF loan of UA 5 million as additional financing for PAMOCCA so as to consolidate its impact on land registration and management throughout the country.

Project Implementation Schedule

Description of Activities	2014				2015				2016				2017				2018	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Launching of the Project																		
Recruitment of service providers responsible for construction and rehabilitation of MINDCAF buildings																		
Construction of two regional delegations (EBOLOWA and BUEA)																		
Rehabilitation works of four regional delegations (Ngaoundéré, Bertoua, Bamenda and Bafoussam)																		
Recruitment of suppliers for ordinary technical and IT equipment for MINDCAF, API and NIC																		
Supply of ordinary technical and IT equipment to MINDCAF, API and NIC																		
Recruitment of DCA in charge of computerization (API/MINDCAF), network enhancement, and creation of a land reserves database																		
Delivery of studies on computerization of MINDCAF (6 regions) and API																		
Recruitment of supplier for IT network equipment of MINDCAF and API																		
Delivery of IT network equipment for MINDCAF and API and networking																		
Computerization of land titles																		
Enhancement of the geodesic network																		
Diagnostic study for effective operation of the network of permanent GPS stations																		
Creation of a land reserves database																		
Study on creation of a land reserves database																		
Training and data input																		
Maintenance of MINDCAF IT equipment																		
Study on women's access to landed property (ACAFEJ)																		
Support to ACAFEJ for awareness campaigns																		
Technical assistance to the Scientific Committee responsible for designing ENAM's specialized land registration and management training programmes intended for senior staff																		
Agreement with ENAM for continuing training of 200 senior staff of MINDCAF																		
Agreement with ENAM to offer specialized training in land registration and management																		
Procurement of PIU equipment																		
Accounts auditing																		

Results-Based Logical Framework

Country and Project Name: Cameroon – Additional Financing for the Support Project for Modernization of Land Registration and Improvement of the Business Climate (PAMOCCA)

Project Objective: Develop land capital so as to strengthen and sustain growth as well as reduce poverty

RESULTS CHAIN		PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES
		Indicator (including CSI)	Baseline Situation	Target		
IMPACT	Improvement of land governance for growth of private investments and poverty reduction	Share of private investments in GDP	14.2 % in 2012	> 15.3 % in 2017	GESP implementation report	
		Incidence of poverty	39.9% in 2007	< 32 % in 2017		
OUTPUTS	Output 1: Equitable access to reliable and secured land rights is improved	Number of land titles ¹ issued yearly in the new national geodesic referential	0 yearly (2012)	10,000 land titles annually as from 2017	MINDCAF progress report	1/ General governance level in the country and compartmentalization of land initiatives and reforms. Risk mitigated by regular project audits and close monitoring by CMFO
		Percentage of land titles issued to women	0.6 % (2012)	3% in 2017		
	Output 2: Land revenue mobilization is improved	Amount of resources accruing from land taxes	CFAF 8.7 billion (2012)	CFAF 10 billion in 2017	MINDCAF and DGI progress reports	
	Output 3: The business environment is improved	Average time required to obtain land titles nationwide	12 months (2012)	6 months in 2017	MINDCAF progress report	
Area of land reserves for agro-industrial activities		400,000 ha in 2012	3,000,000 ha in 2017			
OUTCOMES	Component 1: Modernization of Land Registration and Management					
	Modernization of technical support facilities for land registration and management	1. Number of regional headquarters provided with modern geodesic equipment	1. 3 out of 10 regional headquarters in 2013	1. All 10 regional headquarters of the country in 2017	MINDCAF report	/ PIU's project implementation capacities Mitigation : Maintaining the PIU of PAMOCCA and strengthening it with an accounting officer and IT engineer
	1. The technical support unit of land registration services is improved	2. Number of regional headquarters equipped with an integrated land titles management system	2. None in 2013	2. All 10 regional headquarters in 2017		
2. Management of land titles is computerized	3. Number of fourth to fifth generation reference points concretized by pillars	3. 1,159 pillars out of 20,025 (5.6%) in 2013	3. 3,000 pillars (15%) in 2017			
VI TÉ S	Component 2. Development of land registration and management to improve the business climate and living environment of the population					
	Strengthening of technical, institutional and organizational capacities			1. At least 200 employees to be trained between 2014 and 2017	MINDCAF report	3/ Insufficient human resources at MINDCAF Mitigation : Government's commitment to increase MINDCAF's staff strength
	1. The capacity of staff of Government services in charge of land registration and management is strengthened	1. Number of active employees who participated in continuing training sessions	1. Absence of continuing training	2. At least 200 students enrolled for training between 2014 and 2017		
2. A specialized training programme in land registration and management is opened in ENAM for senior certified staff	2. Number of students enrolled in ENAM for specialized training in land registration and management	2. No student before 2013 (absence of a specialized stream in ENAM)	3. Database operational before 2017			
	3. The Investment Promotion Agency (IPA) is strengthened and given access to agricultural, industrial and commercial land reserves databases	3. Availability of databases accessible to IPA	3. Absence of database	4. At least three sensitization campaigns between 2014 and 2017	ENAM/ MINDCAF reports	
	ACAFEJ is strengthened to undertake sensitization campaigns on land legislation	4. Number of sensitization campaigns conducted by ACAFEJ	4. None in 2012		MINDCAF/IPA reports	
	KEY ACTIVITIES			INPUTS		

¹ See definition of technical terms in the Glossary (Annex 6)

RESULTS CHAIN	PERFORMANCE INDICATORS			MEANS OF VERIFICATION	RISKS/MITIGATION MEASURES		
	Indicator (including CSI)	Baseline Situation	Target				
	Components	Total Cost in CFAF Million			Total Cost in UA Million		
		For. Exch.	LC	Total	For. Exch.	LC	Total
	1. Modernization of land registration and management	1,315.28	1,778.00	3,093.28	1,759.00	2,377.81	4,136.80
	- Procurement of topographic and IT equipment for six regional land registration services						
	- Rehabilitation of buildings of MINDCAF delegations						
	- Enhancement of the geodesic network						
	- Computerized land registration and management						
	2. Development of the land registration and management to improve the business climate and living environment of the population	220.00	730.00	950.00	294.22	976.27	1,270.49
	- Training of 200 officers on how to handle equipment and use the application software						
	- Financing of continuing training in land registration and management						
	- Creation of a specialized stream in ENAM for the training of land registration and management administrators and inspectors						
	- Technical assistance for study and data collection for creation of a land reserves database.						
	3. Project Management	27.28	599.10	626.38	36.48	801.21	837.69
	Total Base Cost	1,562.56	3,107.10	4,669.66	2,089.70	4,155.29	6,244.98
	Physical contingencies	39.06	77.68	116.74	52.24	103.88	156.12
	Price escalation	46.88	93.21	140.09	62.69	124.66	187.35
	Total Project Cost	1,648.50	3,277.99	4,926.49	2,204.63	4,383.83	6,588.46

SUPPORT PROJECT FOR MODERNIZATION OF LAND REGISTRATION AND IMPROVEMENT OF THE BUSINESS CLIMATE (PAMOCCA)

PROPOSAL TO GRANT AN ADDITIONAL LOAN

This proposal, submitted for Board approval, concerns the granting of an additional loan of UA 5 million from Nigeria Trust Fund (NTF) resources to the Republic of Cameroon to finance the Support Project for Modernization of Land Registration and Improvement of the Business Climate (PAMOCCA). The project has already received an ADF loan of UA 7 million, which was approved by the Bank's Board of Directors on 15 November 2010, with Management indicating that a proposal for additional financing would be submitted later to adequately meet the modernization requirements of the sector. The additional financing requested will be used to extend project activities to the country's six other regional headquarters and further sustain PAMOCCA outputs through a vast capacity building programme for State employees in charge of land registration and management.

I. INTRODUCTION

1.1 The Government listed the modernization of land registration and management as one of the priorities of the National Growth and Employment Strategy (GESp, 2010-2020). This strategic choice was guided by diagnostic studies, including the study conducted with Bank support in 2009², which highlighted challenges to the establishment of a reliable multi-purpose national land registration system in efforts to diversify the economy and attract foreign direct investments (FDI), as well as maintain social cohesion. The major findings of the study are as follows: (i) difficulties in access to landed property; (ii) insufficient supply of State lands; (iii) poor management of State property; (iv) lack of a reliable land registration system; and (v) insufficient human and material resources. The study made recommendations to correct the weaknesses identified, in particular: (i) revision of the institutional and regulatory framework; (ii) modernization of the logistics management of land registration, by providing services with high-performing equipment and safeguarding records; and (iii) staff capacity building through appropriate initial and continuing training.

1.2 Based on this diagnostic study, the Bank in 2010 granted initial support in the form of an ADF loan of UA 7 million for modernization of land registration in four towns³, which are regional headquarters in the country, through the Support Project for Modernization of Land Registration and Improvement of the Business Climate (PAMOCCA). An update of the diagnostic study in 2012 confirmed the mounting pressure of land issues and the urgent need to intensify efforts towards modernization of land and property management throughout the country. The Bank's Country Policy and Institutional Assessment (CPIA) and the World Bank's Doing Business 2013 Report confirm that property rights, the quality of public administration, and corruption are areas where Government has to redouble efforts to significantly improve its performance. As regards the Doing Business Report, the cost of obtaining a building permit in Cameroon represents over 1008% of per capita income, as against 751.6% in Sub-Saharan Africa, and 78.7% in OECD countries. Property transfer timeframes are as high as 93 days on

² Cameroon : Diagnostic study for modernization of land registration and management - ADB/BD/IF/2009/347 - ADF/BD/IF/2009/342, 30 December 2009

³ The four regional headquarters are Yaounde, Douala, Maroua and Garoua. Cameroon is sub-divided into ten regions. These regions are divided into 58 divisions comprising 374 sub-divisions and municipalities. See Annex 3: Map of Project Area

average, as against 65 days in Sub-Saharan Africa, and 26 days in OECD countries.

1.3 The increased support that the Bank intends to give to the land sector is in line with its intervention strategy in Cameroon. The mid-term review of the Country Strategy Paper (CSP 2010-2014) conducted in 2012 confirmed the two initial CSP pillars: (i) strengthening of governance to improve strategic State management; and (ii) infrastructure development.

1.4 The initial financing of UA 7 million granted by the Bank in 2010 would be used to revise the legal and institutional framework governing land and property management, and modernize land registration in the four towns covered by the project. The additional financing requested by the Government will be used to intensify its activities and extend the modernization of land registration to the six other regional headquarters of the country. The financing will also be used to further sustain PAMOCCA outcomes through a vast training programme for State employees in charge of land registration and management.

II. PRESENTATION OF PAMOCCA

2.1. *PAMOCCA Database*

2.1.1 PAMOCCA was approved in November 2010 to develop Cameroon's land capital and help consolidate sustainable growth and reduce poverty. Specifically, the project objectives are as follows: (i) equitable access to reliable and secured land rights; (ii) improvement of land revenue collection; and (iii) improvement of the business climate.

2.1.2 The project has three components: (i) Component 1: Modernization of land registration and management; (ii) Component 2: Development of land registration and management to improve the business climate and living environment; (iii) Component 3: Project management. The initial cost of the project was UA 8.22 million (or CFAF 6.28 billion, at exchange rate in force in August 2010), comprising UA 4.07 million in foreign exchange (49.56%) and UA 4.15 million in local currency (50.44%). ADF's participation in the project financing was UA 7.00 million and Government's counterpart contribution was UA 1.22 million (or 85% and 15% respectively of the total project cost). The Government's counterpart contribution will mainly finance the construction and rehabilitation of buildings of MINDCAF delegations in the four PAMOCCA intervention towns.

2.2 *Project Implementation Status*

Project activities started in March 2012. The project used the rapid results approach, which helped it to offset delays in start-up. All the project management organs are operational today, and virtually all goods and services contracts financed by the ADF loan have been launched. About 90% of the resources are expected to be committed by the end of the year. The following table presents PAMOCCA activities financed by the ADF and the implementation status:

Table 2.2-1
Description of PAMOCCA Activities Financed by the ADF

#	Component Name	Main Activities	Implementation Status	Cost
1.	Component I	Modernization of land registration and management		4.61
1.1	Modernization of technical support facilities of the central directorates and regional delegations	<ol style="list-style-type: none"> 1. Construction/rehabilitation of buildings of MINDCAF delegations in <u>4 towns, regional headquarters</u> (financed by Government's counterpart contribution); 2. Procurement of technical geodesic and surveys equipment so as to upgrade the technical support facilities of MINDCAF delegations in the 4 project regions; 3. Recruitment of a Delegated Contracting Authority (DCA-1) to implement the following activities: <ol style="list-style-type: none"> i. Establishment of geodesic networks (at least 525 points) in the 4 towns, which are regional headquarters of the project; ii. Computerization of existing files and installation of a computerized integrated data management system; iii. Drawing of digital cadastral maps in the 4 towns of PAMOCCA 	<ol style="list-style-type: none"> 1. Contracts have been awarded, and works have started. Ongoing works are expected to be completed during the first quarter of 2014. 2. Contracts have been launched, bid evaluation is currently underway. The contract will be signed and equipment delivered in the first quarter of 2014. 3. The recruitment of a Delegated Contracting Authority (DCA-1) is underway. The first deliverables are expected in the first quarter of 2014. 	4.08
	Strengthening of the institutional, legislative and regulatory framework	<ul style="list-style-type: none"> ▪ Revision of the organic and institutional framework and basic texts to facilitate preparation of a land code. ▪ Diagnostic, reflection and sensitization activities on land issues 	<ul style="list-style-type: none"> ▪ Revision of the organic and institutional framework is underway. The DCA-1 will provide assistance upon signature of the contract. ▪ Partnership agreements signed with two NGOs for start-up of sensitization campaigns. 	0.53
2	Component II	Development of land registration and management to improve the business climate and living environment of the population		2.32
2.1	Development of a strategic tripartite management framework for the land registration and management system and appropriate tools	Recruitment of a Delegated Contracting Authority to carry out the following activities: <ol style="list-style-type: none"> i. Support the establishment of a framework to manage the national land registration strategy ii. Prepare land use planning tools such as the national land use planning plan and town-planning master plans for Maroua and Garoua 	The recruitment of a Delegated Contracting Authority (DCA-2) is at the stage of bid evaluation. The contract will be awarded before end-2013, and the first deliverables are expected in the first quarter of 2014	1.75
2.2	Technical, institutional and organizational capacity building	<ul style="list-style-type: none"> ▪ Revision of the curricula of engineers and technicians of the National Advanced School of Public Works (ENSTP) and procurement of teaching aids. ▪ Supply of equipment and support for the activities of the Government's strategic partners (City Councils, Association of Surveyors; Cameroon Business Forum) 	Activities to be carried out by DCA-2 whose recruitment is at the bid evaluation stage.	0.57
3	Component III	Project Management		1.29
	Total Base Cost			7.60
	Physical contingencies and inflation (5%)			0.62
	Total Cost			8.22

III. RATIONALE AND DESCRIPTION OF THE ADDITIONAL FINANCING

3.1. *Rationale for the Additional Financing*

3.1.1 The modernization of land registration and tenure in Cameroon has been intensified since 2010 as a result of commitment by the authorities and support from several development partners including the Bank⁴. The Government has already earmarked substantial resources to create a new national geodesic network and update the mapping of Yaounde, Maroua and Garoua. However, the challenges and financing requires for efficient and transparent land registration and management throughout Cameroon are still daunting. The main weaknesses identified by the diagnostic study are still present, in particular: (i) the lack of modern technical facilities for land registration and management in several key towns of the country; and (ii) lack of training for State employees in charge of land registration and management.

3.1.2 The annual population growth rate over the past five years was 2.6% on average, which places high pressure on land resources with the likelihood of outbreaks of land conflicts. The urbanization rate, estimated at 52% in 2010, grows at 6-6.5% yearly. This profile, which conceals a strong migratory trend towards urban areas, indicates that the pressure on land for the construction of houses and community facilities will accelerate in urban centres. So too will there be more problems of land management and security of rights and transactions. Unfortunately, the Ministry of State Property, Surveys and Land Tenure (MINDCAF) lacks suitably qualified and sufficient human resources, as well as topography and geodesic equipment, to meet these challenges.

3.1.3 MINDCAF operates with a staff strength of around 1,600 against requirements estimated at 4,100, representing a gap of roughly 61% to be filled. This situation is further compounded by massive departures on retirement and constant mobility of workers. As regards quality, apart from the Directorates of Land Registration and Management which use engineers on a stable and sedentary basis, the other Directorates have motley staff with sometimes unsuitable profiles. The Directorates of Land Registration and Management and the Legal Affairs Division lack specialized staff for land registration and management. To remedy this situation, the Government has designed a programme to retrain workers in active service, and also plans to create a specialized stream at the National School of Administration and Magistracy (ENAM) to provide this Ministry with specialized staff.

3.1.3 With regard to the widespread lack of technical support facilities, the Government intends, initially, to extend PAMOCCA activities to the other six towns, which are regional headquarters in the country. Based on the results obtained, the modernization of land registration will be gradually extended to the entire country.

3.2 *Additional Financing Requirements*

3.2.1 **Since the adoption of GESP in 2010, the Government has tried to make up for the country's lag in land registration and management.** Substantial resources are allocated each year for continued enhancement of the geodesic network and equipment of MINDCAF services. However, the country's financial constraints, as well as the closure of some projects supported by other technical and financial partners who assisted the Government, have slowed down efforts

⁴ See Annex 4: Summary Table of Donor Sector Interventions and Technical Annex A2: Recent Situation in PAMOCCA Intervention Areas

towards modernization in the other towns. The Government has estimated its financing requirements for updating the country's cartography and modernizing land registration and management nationwide at over UA 100 million.

3.2.2 Thus, the additional financing requested by the Government will help extend modernization of land registration and management to the country's six (6) other regional headquarters. Furthermore, it will consolidate efforts towards modernization of technical support facilities financed by the ADF, as a result of the financing to be granted to the programme to retrain and create a corps of civil servants specialized in land registration and management. The additional financing is also expected to provide technical and financial assistance to the Investment Promotion Agency (IPA) so as to enable the country to consolidate the reliability of land titles and attract more foreign direct investments. Lastly, support will be given to the Cameroon Association of Female Lawyers (ACAFEJ) to continue land-related information and education campaigns for the population.

3.3 Description of Activities Financed by the Additional NTF Loan

The additional financing of UA 5 million seeks to consolidate PAMOCCA's expected outcomes and extend its activities to the six other regional headquarters of the country. Consequently, the initial objectives of PAMOCCA, as presented in section II, remain unchanged. They have simply been extended to all the ten regional headquarters of the country. The additional loan will be disbursed over a period of four years (2014-2017) to finance the additional activities of PAMOCCA. The table below presents the main activities financed by the NTF loan.

Table 3.3-1
Activities Financed by the Additional NTF Loan in UA Million

#	Component Name	Activities	Cost
1.	Component I	Modernization of land registration and management	4.13
	Modernization of the technical support facilities of central directorates and regional delegations	<ul style="list-style-type: none"> Construction/rehabilitation of the buildings of MINDCAF delegations in the <u>6 towns, regional headquarters</u> (financed by Government's counterpart contribution) ; Procurement of technical geodesic and topography equipment to upgrade the technical support facilities of MINDCAF delegations in the six towns, which are regional headquarters of the project; Establishment of fourth and fifth degree reference points (at least 400 points) in the other six towns, which are regional headquarters in the country; Computerization of existing documents and installation of a computerized integrated data management system in six towns, which are regional headquarters. Study for the creation of a countrywide land reserves database, accessible to Government departments, including municipalities and the private sector. 	4.13
2	Component II	Development of land registration and management to improve the business climate and living environment of the population	1.27
	Technical, institutional and organizational capacity building	<ul style="list-style-type: none"> Organization of continuing training sessions for MINDCAF employees (at least 200 employees) Creation of a specialized stream for land registration and management at ENAM (curricula, equipment and teaching tools) for the training of 600 senior staff over a four-year period. IPA capacity building so as to increase private investments Support for ACAFEJ to improve the legal knowledge of rural women through education on economic and social rights in the North-West and East Regions. 	1.27

#	Component Name	Activities	Cost
3	Component III	Project Management	0.83
	Total Base Cost		6.24
	Physical contingencies and inflation (5%)		0.34
	Total cost		6.58

3.4 Additional Cost and Financial Arrangement

The cost of the additional financing, net of taxes, is estimated at UA 6.58 million (or CFAF 4.92 billion, as at August 2013 exchange rate), comprising UA 2.20 million in foreign exchange and UA 4.38 million in local currency. The Bank's contribution to the additional financing is UA 5.00 million, while Government's counterpart contribution is UA 1.58 million (or 24% of the total project cost). The counterpart contribution covers the construction of buildings of MINDCAF delegations in 2 regional headquarters (Ebolowa and Buea), rehabilitation of four buildings in the other four regional headquarters (Bamenda, Bafoussam, Bertoua and Ngaoundere), and allowances of members of the Technical Guidance Committee.

Table 3.4-1
Cost Estimates of Additional Activities in PAMOCCA Components

Components	Cost in CFAF Million			Cost in UA Thousand			In %
	For. Exch.	LC	Total	For. Exch.	LC	Total	
1. Component 1: Modernization of land registration and management	1,315.28	1,778.00	3,093.28	1,759.00	2,377.81	4,136.80	62.79
2. Component 2 : Development of land registration and management to improve the business climate and living environment of the population	220.00	730.00	950.00	294.22	976.27	1,270.49	19.28
3. Component 3 : Project management	27.28	599.10	626.38	36.48	801.21	837.69	12.71
Total Base Cost	1,562.56	3,107.10	4,669.66	2,089.70	4,155.29	6,244.98	94.79
Physical contingencies %	39.06	77.68	116.74	52.24	103.88	156.12	2.37
Price escalation %	46.88	93.21	140.09	62.69	124.66	187.35	2.84
Total Project Cost	1,648.50	3,277.99	4,926.49	2,204.63	4,383.83	6,588.46	100.00

Table 3.4-2
Cost Estimates of Additional Activities by Source of Financing (in UA Thousand)

Source of Financing	For. Exch.	Local Currency	Total Cost in UA	In %
Government	0.00	1,588.46	1,588.46	24%
NTF	2,204.63	2,795.37	5,000.00	76%
Total Project Cost	2,204.63	4,383.83	6,588.46	100%

Table 3.4-3
Cost of PAMOCCA Additional Activities by Expenditure Category

EXPENDITURE CATEGORIES	CFAF Million			UA Million			% in For. Exch.
	For. Exch.	LC	Total	For. Exch.	LC	Total	
WORKS	0.00	1,000.00	1,000.00	0.00	1,337.35	1,337.35	20%
GOODS	1,076.56	269.14	1,345.70	1,439.74	359.94	1,799.68	27%
SERVICES	486.00	557.00	1,043.00	649.95	744.91	1,394.86	21%
OPERATING COSTS	0.00	655.96	655.96	0.00	877.24	877.24	13%
TRAINING	0.00	625.00	625.00	0.00	835.85	835.85	13%
Total Base Cost	1,562.56	3,107.10	4,669.66	2,089.70	4,155.29	6,244.98	95%
Physical contingencies (2.5%)	39.06	77.68	116.74	52.24	103.88	156.12	2%
Price escalation (3%)	46.88	93.21	140.09	62.69	124.66	187.35	3%
Total Project Cost	1,648.50	3,277.99	4,926.49	2,204.63	4,383.83	6,588.46	100%

Table 3.4-4
Expenditure Schedule by Component (in UA Thousand)

Components	2014	2015	2016	2017	Total
1. Component 1 : Modernization of land registration and management	385.05	1,997.63	1,382.45	371.68	4,136.80
2. Component 2 : Development of land registration and management to improve the business climate and living environment of the population	66.87	224.01	561.69	417.92	1,270.49
3. Component 3 : Project management	53.71	48.22	367.88	367.88	837.69
Base Cost	505.35	2,269.86	2,312.02	1,157.48	6,244.98
Physical contingencies and inflation	27.81	124.84	127.16	63.66	343.47
Total	533.43	2,394.71	2,439.18	1,221.14	6,588.46

IV PROJECT FEASIBILITY

4.1. *Economic and Financial Performance*

4.1.1 Since PAMOCCA does not generate direct revenue, its financial profitability cannot be established. The project's performance is therefore assessed based on the direct and indirect medium and long-term economic and social impacts of its outputs. As regards the expected economic and financial benefits, the project will enable the Government and the targeted city councils to improve tax revenue collection. Land taxes are expected to rise by about 15%, following use of updated land registration and management data. The project will have favourable medium and long-term impacts on private sector stakeholders and generate (direct and indirect) employment.

4.1.2 The key performance indicators identified and expected outcomes on completion of PAMOCCA are presented in the results-based logical framework; they include: (i) improved access to reliable and secure land titles, verified in the higher number of reliable titles issued yearly, particularly those issued to women; (ii) increase in tax revenue in towns with reliable and secure land registration services; and (iii) better land management, including the constitution of land reserves for agro-industrial activities.

4.1.3 The executing agency is responsible for collecting and analyzing data required for verification of these indicators. It is assisted in this task by a consulting firm already recruited by the project. The firm will define a series of indicators to be validated by the Government and the Bank. The indicators will be regularly monitored and analyzed in project progress reports.

*Table 4.1-1
Key Performance Indicators of the Project*

Indicators	Baseline Level in 2012	Target Level in 2017
Number of land titles issued each year in the new national geodesic referential	0 before 2012	10,000 titles each year
Percentage of land titles issued to women	0.6 %	3%
Amount of resources obtained from land taxes	CFAF 8.7 billion	CFAF 10 billion
Average time to obtain land titles throughout the country	12 months	6 months in 2017
Area of land reserves for agro-industrial activities	400,000 ha in 2012	3,000,000 ha in 2017

4.2 Environmental and Social Impact

Since the additional activities financed by NTF will have no negative environmental and social impact, PAMOCCA is still classified in Environmental Category 3. The project will allow for greater attention to environmental aspects and the impact on climate in the target towns, thanks to precise geo-referencing and strategic management of the country's natural resources, which would otherwise be impossible without a national regional development master plan and the computerization and management of data. At the social level, the project will help mitigate risks of conflicts thanks to better protected land titles.

4.3 Impact on Gender

4.3.1 The activities financed by NTF will strengthen PAMOCCA's impact on women's access to landed property. Apart from securing land titles and creating land reserves to benefit women indirectly, the NTF will finance information and sensitization campaigns for the population on the land law to be applied. The Cameroon Association of Women Lawyers (ACAFEJ), which already does this kind of campaigns, will receive support to intensify its campaigns. Furthermore, the NTF will finance a study to deepen knowledge on problems of women's access to land.

4.3.2 In light of these activities, PAMOCCA is consistent with Pillar 1 of the Bank's new gender strategy (ADF/BD/2013/86) aimed at significantly increasing women's contribution to Africa's prosperity and the benefits accruing to them. By supporting the creation of land reserves as well as a reliable land registration and management system based on a single homogeneous geodesic network, and disseminating knowledge of land-related rights, PAMOCCA will promote access to land and strengthen the land security of women and other vulnerable groups, thereby guaranteeing effective participation of all segments of the population in economic production. In the long term, the project will help increase the number of women land title-holders in rural and urban areas. The number of land titles issued to women, estimated at 2,300 out of a total of

370,000 registered (or 0.6%), is expected to increase by 3% between 2012 and 2017. By pursuing sensitization campaigns, the chances of obtaining this outcome will increase. The findings of a study to be conducted on the problem of women's access to land may serve as pointer to other actions for improving women's access to landed property.

V. IMPLEMENTATION

5.1. Implementation Arrangements

5.1.1 The additional loan will be implemented by the current PAMOCCA framework, structured as follows: (i) a Technical Guidance Committee (TGC), (ii) a Project Implementation Unit (PIU), (iii) four Delegated Management Units (DMU), which supervise two delegated contracting authority agencies, and MINDCAF as Project Executing Agency. For the administration of the NTF loan, the PIU will be reinforced with an Accounting Officer and an IT Specialist to take into account the increased workload and activities of PAMOCCA. The accounting officer will support the PAMOCCA Administrative and Financial Officer (AFO), given the complexity involved in the additional financing. The task of the IT Specialist will be to supervise the entire programme of computerization of MINDCAF services. The TGC and DMU will also be adjusted in line with the activities. The description of the project's institutional arrangements is detailed in Technical Annex B3.

5.1.2 *Procurement:* All goods and services will be procured through international competitive bidding (ICB) and consultant services financed by NTF resources in accordance with the *Bank Rules and Procedures for the Procurement of Goods and Services (May 2008 edition, revised in July 2012)* or, where applicable, the *Bank Rules and Procedures for the Use of Consultants (May 2008 edition, revised in July 2012)*, using appropriate standard Bank bidding documents. National procedures will be used for the procurement of goods and works through national competitive bidding (NCB) and local shopping, subject to consideration of the divergences identified by the Bank in the National Public Procurement Code and standard national bidding documents as stated in Annex III of the Loan Agreement. Indeed, Cameroon's national procurement procedures were reviewed by the Bank in 2011, leading to the conclusion that these procedures and Technical Documents of National Competitive Bidding (TDNCB) could be used in Bank-financed projects, provided the divergences identified are corrected and risk mitigation measures taken. The PIU will be responsible for procurements since it has the required experience and capacity. The project's overall procurement risk is moderate. A draft procurement plan prepared by the PIU will be submitted to the Bank for review and approval before negotiations. Details on procurements for the project are indicated in the table in Annex B.5.

5.1.3 *Financial Management and Audit:* The PIU will be responsible for the project's financial management, and prepare interim and annual financial statements under the supervision of the Executing Agency. The current PIU framework, comprising an Administrative and Financial Officer (AFO) and Finance Inspector for internal audits, will be reinforced with Accounting Officer. The procedures manual will be updated to factor in the NTF personnel and resources. The PIU has appropriate management tools, and its staff is familiar with Bank procedures. The Bank's fiduciary teams will continue to support the capacity building process, based on the training programme in place in Cameroon.

5.1.4 The financial management review conducted by the Bank concluded that the PIU has adequate financial management capacity to provide reasonably accurate, complete and timely information on the project status as required by the Bank to meet minimum Bank requirements on the financial management of the project. The review also concluded that the overall level of financial management risk is deemed moderate. PAMOCCA audit reports will cover both the ADF and NTF financing, and auditing will be conducted by the same auditor. The reports will be submitted to the Bank every year not later than six months following closing of the fiscal year.

5.1.5 *Disbursement:* The NTF resources will be disbursed in accordance with Bank rules and procedures using the following two methods: (i) the special account; and (ii) direct payment. In particular, disbursements related to the procurement of international consultancy services will be made using the method of direct payment to contractors. Pursuant to Bank guidelines, the National Autonomous Sinking Fund (CAA) will open a special account in the name of the project to receive the project's revolving funds in a bank acceptable to the Bank. An account will also be opened to receive the Government's counterpart contribution.

5.2 Governance

5.2.1 Governance in Cameroon remains a major cause for concern to the Government. Reforms have been undertaken by the Government, with the creation of the National Anti-Corruption Committee (CONAC) in March 2006. Concretely, the fight against corruption is reflected in the adoption of an anti-corruption strategy in 2010. The Government is making more efforts by disseminating reports on corruption and conducting sensitization campaigns for the impacts to be more perceptible.

5.2.2 With regard to the use of NTF resources for PAMOCCA, the management unit will monitor and evaluate activities under the supervision of MINDCAF Directorate of Cadastral Surveys. The bad governance risks were analyzed during project appraisal. The detailed table of risks is presented in Technical Annex B3. The major procurement risks concern: (i) the lack of prior control of public procurements at national level; (ii) the lack of an autonomous and independent mechanism to manage petitions; and (iii) the non-fulfilment of conditions precedent to the use of national NCB procedures. Mitigation measures have been identified for these risks. The Bank will conduct prior reviews of the first two goods contracts and the first two service contracts submitted for ex-post review. These reviews will take into account the divergences identified between national standard documents and those of the Bank. With regard to the management of complaints, the Bank is pursuing dialogue with the national authorities for the involvement of the Public Procurement Regulatory Agency in the consideration of complaints.

5.3 Sustainability

PAMOCCA's sustainability depends primarily on the Government's commitment and a participatory approach in its preparation. Secondly, it also depends on the authorities' commitment to create a training stream in ENAM to provide Government departments with competent senior staff in land registration and management. The project will consolidate the outcomes of the various ongoing projects, including reform of land registration tax (which collects substantial revenue for the State budget) developed by the project in line with the public finance modernization plan. This is another strong aspect for project sustainability. Furthermore, the land sector is among the priority objectives of the Government, which in its strategic vision

intends to acquire the resources needed to achieve the development goals supported by the project. The size of Government's contribution to the project (projects financed by public investment budget, repair and construction of premises, recruitment, maintenance, additional equipment, taxes, levies, customs duty, etc.) and payment of recurrent costs, attest to its long-lasting commitment to this reform process.

5.4. Risk Management

Table 5.4.1 below presents a summary of risks and the corresponding mitigation measures for project implementation.

*Table 5.4-1
Project Management Risks and Mitigation Measures*

Risks	Scale of Risk	Mitigation Measures
General level of governance in the country and compartmentalization of land-related initiatives and reforms	Moderate	Risk is mitigated by regular project audits, CMFO's close monitoring and the institutional arrangement linking the sector's main public and private stakeholders and institutional coordination of TFPs
Fiduciary risks and PIU's capacity to implement the project	Moderate	Maintaining the PIU, to be reinforced by an Accounting Officer and IT engineer. The Delegated Contracting Authority of Component 1 will also be maintained by direct agreement
Insufficient human resources at MINDCAF to make land reform sustainable	Moderate	Risk limited by Government's commitment to reinforce MINDCAF staff, as well as the creation of a specialized stream in ENAM for the training of officers to be recruited in Government departments in charge of land registration and management.

5.5 Knowledge Building

PAMOCCA will contribute to knowledge building through studies and training. The following studies are envisaged: (i) a study to map the entire country; (ii) a study to create a national land registration system; (iii) a study on national land use planning; and (iv) a study on women's access to land. With regard to training, the project will help design new curricula at ENSTP and train technicians and surveyors. Assistance will also be granted to support revision of the land-related legislative and regulatory framework. The NTF loan will in particular finance curriculum design to create a new specialized stream in land registration and management at ENAM. All analytical tasks conducted in PAMOCCA will enable the Bank and Government to strengthen knowledge in this area, with inputs for the national urban and territorial development strategy.

VI. LEGAL FRAMEWORK

6.1 Legal Instrument

For the additional financing of PAMOCCA, the following instrument will be used: a Loan Agreement financed with NTF resources for an amount not exceeding UA 5 million will be signed by the Bank Group President and the Republic of Cameroon.

6.2 *Conditions Associated with Bank Intervention*

Conditions precedent to effectiveness

6.2.1 Effectiveness of the Loan Agreement shall be subject to fulfilment, by the Borrower, of the conditions defined in Section 12.01 of the General Conditions.

Conditions precedent to first disbursement

6.2.2 In addition to effectiveness as indicated above, the first disbursement of loan resources shall be subject to fulfillment, by the Borrower and to the satisfaction of the Fund, of the following conditions:

- provide the Bank with evidence of the opening of a special account in a bank acceptable to the Bank to receive the NTF resources;
- provide evidence of maintaining the PIU of PAMOCCA as implementation unit of activities under the NTF additional financing.

Compliance with Bank policies

This project complies with all applicable Bank policies.

VII. CONCLUSION AND RECOMMENDATION

7.1 *Conclusion*

Land issues constitute some of the major constraints on wealth creation in an enabling environment for private sector development and better mobilization of internal resources. Through this project, the Bank will make a significant contribution towards creating a favourable social climate, enhancing land management, and improving the private sector environment. The initial financing granted to the project started up activities and financed the establishment of modern land registration and management services in four pilot towns. It is important for project activities to be extended to the country's six other regional headquarters to give the Government a solid basis for implementing the National Land Registration and Management System. Furthermore, given the weak human resources, it is indispensable to assist the country to build the capacity of staff in charge of land registration and management so as to consolidate the modernization of land registration and management. In light of the foregoing, the additional loan requested by the Government will enable PAMOCCA to fully achieve its outcomes.

7.2 *Recommendation*

Management recommends that the Board of Directors: (i) waives, exceptionally, the application of the rule of origin for goods and services to be procured under the project; and (ii) award to the Republic of Cameroon an additional NTF loan of Five Million Units of Account (UA 5,000,000) to finance the Support Project for Modernization of Land Registration and Improvement of the Business Climate.

Annex 1: Cameroon – Key Macroeconomic Indicators

Indicators	Unit	2000	2008	2009	2010	2011	2012	2013 (e)
National Accounts								
GNI at constant market prices	USD Million	9,877	21,760	23,202	23,519	24,237
GNI per capita	USD	630	1,160	1,210	1,200	1,210
GNI at constant prices	USD Million	10,046	23,295	23,414	23,578	26,482	26,404	29,196
GDP at constant 2000 prices	USD Million	10,046	13,216	13,468	13,912	14,482	15,198	15,960
GDP growth in real terms	%	-3.9	2.9	1.9	3.3	4.1	4.9	5.0
Per capita GDP growth in real terms	%	-6.1	0.7	-0.3	1.1	1.9	2.7	2.8
Gross internal investment	% of GDP	15.5	18.2	18.5	19.0	20.6	21.3	21.4
Public investment	% of GDP	2.6	2.4	2.2	2.2	2.4	3.1	3.2
Private investment	% of GDP	12.9	15.8	16.3	16.8	18.2	18.2	18.2
National savings	% of GDP	13.0	16.3	12.8	13.1	15.7	15.5	16.3
Prices and Money								
Inflation (CPI)	%	0.9	5.3	3.0	1.3	2.9	3.0	3.0
Exchange rate (annual average)	Local Currency / USD	712.0	447.8	472.2	495.3	471.9	510.5	...
Total money in circulation, annual variations (M2)	%	19.1	13.7	6.3	12.9	9.4
Velocity of circulation of money (GDP/ M2)	%	14.1	21.0	21.0	22.5	23.0
Public Finance								
Total revenue and grants	% of GDP	18.5	21.2	17.4	16.6	17.9	18.0	17.6
Net total expenditure and loans	% of GDP	14.4	19.0	17.5	17.7	20.7	21.5	21.5
Overall Deficit (-) / Surplus (+)	% of GDP	4.1	2.2	-0.1	-1.1	-2.7	-3.5	-3.9
External Sector								
Fluctuation of export volume (goods)	%	-0.7	-2.0	-4.8	-0.5	6.3	10.1	7.1
Fluctuation in import volume (goods)	%	14.9	5.8	-5.2	12.4	11.6	7.6	7.2
Fluctuation of terms of trade	%	40.9	-3.5	-20.9	25.9	1.3	-5.1	-2.5
Current account balance	USD Million	-61	-1,097	-1,797	-1,237	-1,194	-1,399	-1,554
Current account balance	% of GDP	-0.6	-4.7	-7.7	-5.2	-4.5	-5.3	-5.3
International reserves	Minus imports	1.1	4.7	7.0	6.7	4.3	4.0	...
Debt and financial flows								
Debt service	% of exports	36.6	3.5	4.1	3.1	2.1	2.7	2.4
Total external debt	% of GDP	74.3	5.2	5.3	6.2	7.3	8.6	9.1
Net total financial flows	USD Million.	218	590	765	245	665
Net official development assistance	USD Million	377	549	648	541	623
Net foreign direct investments	USD Million	159	-24	668	354	360

Source: ADB Department of Statistics, culled from national and international sources.

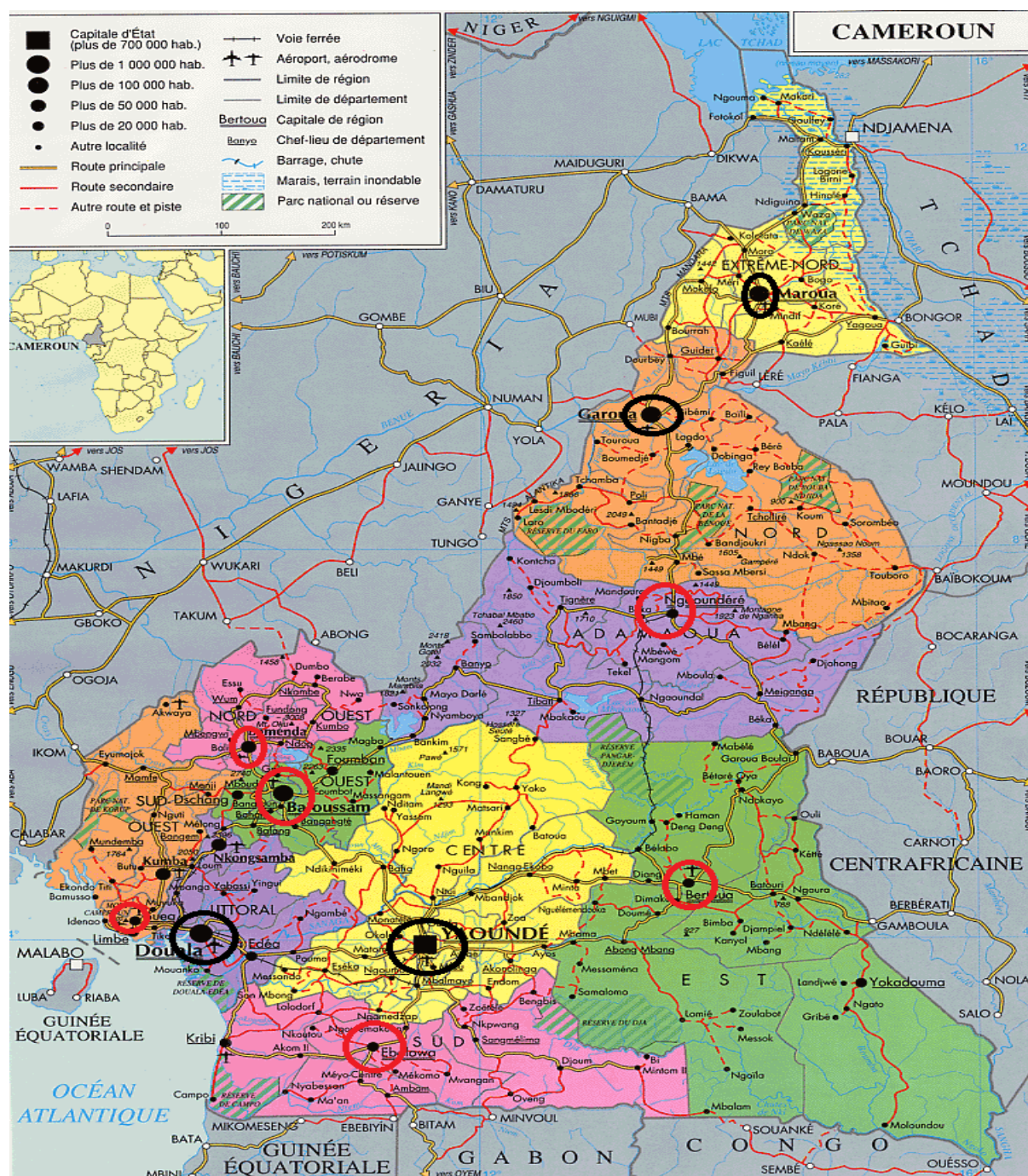
*Most recent year

Last updated: May 2013

Annex 2 : Table of ADB Portfolio in Cameroon as at 30 June 2013

SECTORS	PROJECTS	Approval Date	Signature Date	Effectiveness	Disbursement Date	Closing	Bank Contribution (UA Million)			
							ADB Loan	ADF Loan	ADF Grant	Disburs. Rate
Multi-sector	Cadastral Survey Project (PAMOCCA)	15.11.2010	05.01.2011	17.05.2011	10.02.2012	31.12.2015		7.00		10.41 %
Transport	Numba –Bachuo-Akagbe Road Development Project	15.11.2006	12.02.2007	12.07.2007	08.04.2008	31.12.2013		44.70		73.33 %
	Batchenga-Ntui-Yoko-Tibati- N’Gaoundéré Road Study.	14.10.2009	11.01.2010	29.03.2010	29.03.2010	31.12.2013		3.36		29.50 %
	Kumba-Mamfé Road Project	21.11.2012	09.02.2013			31.12.2016		47.26		0%
Public Utilities	Yaounde Sanitation Project (PADY 2)	19.06.2013	11.09.2013			31.12.2017		20.99		0%
	Semi-Urban DWSS Project	28.01.2009	13.05.2009	02.11.2009	28.05.2010	31.12.2013		40.00		4.73%
	Rural DWSS Project	12.05.2010	29.06.2010	14.04.2011	02.05.2011	29.02.2016		10.00	4.63	36.19%
Energy	Strengthening of Electricity Transport and Distribution Networks (PREREDT).	15.09.2010	15.10.2010	20.04.2011	22.01.2013	31.12.2016		31.64		0.80%
	Lom Pangar Hydro-Electricity Development	10.11.2011	18.01.2012	14.06.2012	14.12.2012	31.12.2017		44.93		00.02%
Private sector	Shipyard and Industrial Engineering. (CNIC)	12.12.2002	02.06.2003	29.04.2005	29.04.2005	31.12.2014	32.13			41.67%
	AES-SONEL Investment Programme 51.00	10.05.2006	08.12.2006	13.02.2007	15.02.2007	31.12.2020	51.33			100.0%
	Growth-Oriented Women’s Enterprises (GOWE)	27.12.2007	25.03.2009	24.06.2009	24.06.2009	31.12.2009	0.34			-
	Dibamba Thermal Power Plant	28.04.2010	11.05.2011	11.05.2011	15.07.2011	01.06.2023	19.86			100 %
	Kribi Thermal Power Plant	15.07.2011	22.12.2011	22.12.2011	27.08.2012	15.11.2025	39.82			100 %
Multinational Environment	Safeguarding elephants in Central Africa	22.07.2013						0.25		0%
Multi-national Transport	Douala-N’Djamena and Douala-Bangui Corridors Transport Facilitation and Transit Programme	05.07.2007	22.02.2008	06.10.2008	11.11.2009	30.11.2014		48.00		81.00%
	Bamenda- Mamfe-Ekok- Mfum-Abakaliki-Enugu Corridor Transport Facilitation Programme	25.11.2008	13.05.2009	04.11.2009	01.12.2009	31.12.2014		90.39		45.67%
	Ketta-Djoum Road and Brazzaville-Yaoundé Corridor Transport Facilitation Project.	25.09.2009	11.01.2010	29.03.2010	13.02.2012	31.12.2015		59.27		31.70%

Annex 3 : Map of Project Area



This map has been drawn up by the staff of the African Development Bank exclusively for the use of the readers of the report to which it is attached. The names used and the borders shown do not imply on the part of the ADB Group and its members any judgment concerning the legal status of a territory nor any approval or acceptance of these borders.

Project areas are circled in black for PAMOCCA-ADF (Yaoundé, Douala, Maroua and Garoua) and in red for PAMOCCA-NTF (N'Gaoundéré, Bertoua, Ebolowa, Bafoussam, Bamenda, and Buea).

Annex 4 : Summary Table of Donor Interventions

Project	Total Cost (CFAF Billion)	Donors	Amount of Financing	Source of Financing
Tax assessment roll	17	Government	0.8	Budget
		Kingdom of Spain	16.3	Loan: Financing stopped
National Land Registration Project	89.5	Government	0.560	ADF
		ADB (PAMOCCA)	6.2	
Project for computerization of procedures, products and records of the Directorate of Land Management	2.5	Government	0.040	
		ADB (PAMOCCA)		
Project for Sustainable Development of Cameroon Highlands by Satellite Imaging	208	Government	Financing is being sought	Canadian Cooperation stopped its financing
		Canada		
Project for connection of databases of key Government departments and semi-public establishments (E-Government)		Government	Talks are in progress with South Korean Cooperation	
		South-Korean Cooperation		

Annex 5 : Detailed Description of Activities Financed by the NTF Additional Loan

The table below presents all PAMOCCA activities. The detailed activities financed by NTF are presented in the sections below.

#	Component Name	ADF Financing	Cost	NTF Financing	Cost
1.	Component I	Modernization of land registration and management			
			4.61		4.13
1.1	Modernization of technical support facilities of central directorates and regional delegations	<ul style="list-style-type: none"> Construction/rehabilitation of buildings of MINDCAF delegations in <u>4 towns, which are regional headquarters</u> (financed by the Government's counterpart contribution) ; Procurement of technical geodesic and topography equipment to upgrade the technical support facilities of MINDCAF services in the 4 project regions; Installation of fourth and fifth degree reference points networks (at least 525 points) in 4 towns, which are regional headquarters in the country; Computerization of existing files and installation of a computerized integrated data management system. Creation of a web portal to make information available to all stakeholders (public and private sector and civil society) ; Drawing of digital cadastral maps in the 4 towns of PAMOCCA 	4.08	<ul style="list-style-type: none"> Construction/rehabilitation of buildings of MINDCAF delegations in <u>6 towns, which are regional headquarters</u> (financed by the Government's counterpart contribution) ; Procurement of technical geodesic and topography equipment to upgrade the technical support facilities of MINDCAF delegations in six towns, which are regional headquarters in the country; Installation of fourth and fifth degree reference points networks (at least 400 points) in six towns, which are regional headquarters in the country; Computerization of existing files and installation of a computerized integrated data management system in six towns, which are regional headquarters. Study to create a land reserves database accessible to Government departments, municipalities and private sector. 	4.13
	Strengthening of the institutional, legislative and regulatory framework	<ul style="list-style-type: none"> Revision of organic and institutional framework and basic instruments to facilitate preparation of a land code. Activities related to diagnosis, reflection and sensitization on land issues 	0.53		0
2	Component II	Development of land registration and management to improve the business climate and living environment of the population			
			2.32		1.27
2.1	Development of strategic tripartite	<ul style="list-style-type: none"> Support for the ongoing process launched by Government to establish a framework for steering 	1.75		0

#	Component Name	ADF Financing	Cost	NTF Financing	Cost
	management framework for land registration and management and design of appropriate tools	the national land registration and management strategy. • Design of land use planning tools such as the national land use plan and town planning master plans for the towns of Maroua and Garoua			
2.2	Technical, institutional and organizational capacity building	<ul style="list-style-type: none"> • Revision of curricula for engineers and technicians of the National Advanced School of Public Works (ENSTP) and procurement of teaching aids. • Equipment and support for activities of the State's strategic partners (City Councils, Association of Surveyors, and Cameroon Business Forum) 	0.57	<ul style="list-style-type: none"> ▪ Organization of continuing training sessions for MINDCAF employees (at least 200) ▪ Creation of a specialized stream in land registration and management at ENAM (curricula, equipment and teaching aids) for the training of 600 senior staff over a four-year period. ▪ Strengthening of IPA capacity to increase private investment ▪ Support for ACAFEJ to improve the legal knowledge of rural women through education on economic and social rights in the North-West and East Regions 	1.27
3	Component III	Project Management			
			1.29		0.83
	Total Base Cost		7.60		6.24
	Physical contingencies and inflation (5%)		0.62		0.34
	Total Cost		8.22		6.58

Component I. Modernization of land registration and management

The objective of this component is to help modernize land registration and management, and thereby make it reliable, efficient, accessible and transparent for all users. It mainly consists in modernizing the technical support facilities of 6 Regions and 28 Divisions, enhancing the geodesic network, computerizing land management, digitizing land and parcel titles, and conducting a study for the creation of a database on land reserves.

Modernization of the technical support facilities of 6 Regions and 28 Divisions

This activity seeks to create a professional environment conducive to more efficient organization of work and more reliable and secured data throughout the country. Its specific objectives include: improve working conditions in Regional and Divisional Delegations of MINDCAF and the quality of services rendered to users, generate more land registration and management tax revenue, optimize the entry and processing of land-related information nationwide, reduce file processing timeframes and the cost of production of files in MINDCAF delegations, give credibility to real land rights, and promote equal access to land for all.

Activities concern the construction/rehabilitation of premises, provision of IT and office equipment to services (6 Regions and 28 Divisions), and procurement of surveys and production equipment (drawing, printing, and reproduction);

Construction/rehabilitation of premises, procurement of equipment and training on their use

- ◆ Construction/rehabilitation works of premises (financed by national counterpart contribution); procurement of surveys and IT equipment for six (6) Regional Delegations of MINDCAF, based on the following table:

N o	Region and Headquarters	Situation and State of Premises in which the Service is Lodged
1	ADAMAWA / <i>Ngaoundere</i>	Building to be repaired
2	EAST / <i>Bertoua</i>	Building to be repaired
3	NORTH-WEST / <i>Bamenda</i>	Building to be repaired
4	WEST / <i>Bafoussam</i>	Building to be repaired
5	SOUTH / <i>Ebolowa</i>	Building to be constructed
6	SOUTH-WEST / <i>Buea</i>	Building to be constructed

- ◆ Procurement of topographic and IT equipment for 10 Divisional Delegations of MINDCAF: Vina (Ngaoundere), Lekie (Monatele), Mbam and Inoubou (Bafia), Lom and Djerem (Bertoua), Mezam (Bamenda), Mifi (Bafoussam), Mvila (Ebolowa), Ocean (Kribi), Fako (Limbe), and Meme (Kumba).
- ◆ Training of two hundred (200) employees on how to handle technical equipment procured and use the application software.
- ◆ Maintenance of technical and IT equipment, as well as annual payment of licences of GPS receptors to receive differential corrections.

Enhancement of the geodesic network

The aim is to continue enhancing the geodesic network so as to plant at least 400 additional pillars in 6 regions. Considering the 525 pillars financed by ADF and the 400 pillars by NTF, the Bank will contribute to the planting of 925 pillars, or 4.6% of the expected 20,025 pillars. The Government has already financed 1,159 pillars with its own resources, and hopes to plant 2,000 additional pillars over the 2014-2016 period. In a nutshell, over 3,000 reference points of the geodesic network will be planted at completion of PAMOCCA Project, or 15% of the total.

The project will also finance a diagnostic study for the operation of six permanent GPS stations constructed by the Government under the land registration tax project. The permanent stations will complete the national geodesic network, making it more operational thanks to the technological innovations introduced.

Computerization and digitization of existing land titles and plots

The project will finance IT equipment and the services of a consultant who will design the management software and computerize existing files in the project towns. This will help to safeguard land registration and management documents found in the records and land conservation services, which are endangered due to lack of maintenance. In addition, the computerization of land and parcel titles will enable financial services to know the tax potential of land registration and management.

Study to create a database on land reserves

The project will finance the services of a national consultant in charge of the study and data collection for establishment of a land reserves database.

Component II: Development of land registration and management to improve the business climate and living environment of the population

This component seeks to build staff capacity in land administrations, semi-public and private structures involved in the modernization of land registration and management. The objective is to strengthen the capacities of the Investment Promotion Agency (IPA) to attract foreign investors and the National Institute of Cartography for cartographic production, support ACAFEJ for sensitization campaigns on land issues, and create a specialized stream in land registration and management at ENAM to give basic training to workers recruited in MINDCAF and offer continuing training to employees in service in MINDCAF.

Strengthening of IPA capacities to increase FDIs

IPA's mission, working closely with the appropriate Government departments, public and private structures, is to help develop and implement the Government's investment promotion policy in Cameroon. It provides public services to enterprises which so request or benefit from one of the investment regimes – the Investment Code or Investment Charter. IPA also provides support for business promotion fairs (by organizing business forums and B2B).

To strengthen IPA's capacities, the project will finance: (i) study trips for IPA staff to African countries having relevant experience for exchanges; and (ii) IT and office equipment for IPA connection to its focal points and to the land reserves database.

Strengthening of ACAFEJ capacities to improve women's access to land titles

The Cameroon Association of Women Lawyers has designed a project to improve the legal knowledge of rural women through education in economic rights in Cameroon. The main project activities are a study on rural women's access to land and sensitization campaign on equal access to land. The NTF will finance the study and sensitization campaigns.

Strengthening the capacity of the National Institute of Cartography

The National Institute of Cartography is a public establishment whose mission is to carry out mapping and remote sensing-related tasks and coordinate geographic research throughout the country. As such, it carries out or commissions works required for the installation and maintenance of geodesic, gravimetric and leveling networks, as well as basic research networks, and geographic thematic data collection networks. The key priority of the National Institute of Cartography is the production of the basic relief map of Cameroon. In fact, the country is covered by a basic mapping whose scale (1/200 000) makes it impossible to draw a cadastral map. The

production of this new map requires: (i) determining and adjusting Cameroon's local geoid gravimetric model; (ii) operating and extending the permanent GPS stations network, and territorial coverage with aerial photography.

Under this project, support will be provided to strengthen NIC capacities in cartographic production through: (i) the recruitment of a consultant to undertake a diagnostic study for the operation of permanent GPS stations; and (ii) the procurement of technical equipment, including two gravimeters, to enable NIC to complete the geodesic infrastructure of Cameroon, by determining and adjusting a local gravimetric geoid model of Cameroon.

Creation of a specialized stream in land registration and management at ENAM

Through this activity, the project will help open a specialized stream in land registration and management at ENAM (curricula, equipment and teaching aids). Specifically, the training programme seeks to provide MINDCAF with six hundred (600) high-level senior staff specialized in land registration and management.

Created in July 1959, ENAM is a State-owned professional higher education institution that provides training and further training for civil servants. It is a public administrative establishment with legal and financial status. ENAM provides initial professional training to civil servants of the Public Service, as well as continuing training through its Research and Documentation Centre (CRD), working closely with various training divisions and in liaison with its network of experts.

The cost of two-year training of one student is estimated at CFAF 8 million. The project will subsidize the training of 200 students for the project's duration, equivalent to two batches of 100 students to cover the urgent personnel needs of MINDCAF.

Continuing training of MINDCAF employees

NTF will finance continuing training sessions for MINDCAF employees. Direct agreements will be concluded in that regard with ENAM and for a training programme in land registration and management for around 200 people.

Annex 6 : Glossary of Technical Terms Used in the Report

1.	Land use planning: Land use policy. It consists in choosing and implementing a series of measures such as town planning, economic planning, agricultural orientation, industrial decentralization, regional expansion for balanced development of a territory (generally a State) and judicious distribution of the population according to the potentials of that territory.
2.	Land registration: System whose purpose is to physically and legally identify immovable property and determine its value. Land registration gives a list of appropriated parcels and a graphic representation of the plot plan. It generally comprises a large-scale parcel plot, list of parcels and register identifying charges on built-on and unbuilt-on properties. For each administrative entity, the cadastral documentation comprises: a cadastral matrix which describes for each apparent owner the list of immovable properties belonging to him; a cadastral map (computerized or not) bearing parcels of numbered properties, and a section statement which is the list of parcels with their numbers and owners, by section. The land register is like the civil status document of landed property.
3.	Conservation of landed property: Service in which, based on cadastral recitals, all titles to create or modify real property rights are registered.
4.	Estate: Comes from Latin word " <i>dominium</i> " meaning space where possession rights, expressing the idea of mastery rather than ownership, are exercised. Estate is understood in terms of public estate or private estate, and is opposed to property belonging to individuals. State lands are under the Government.
5.	Land entitlement: Set of provisions comprising rules governing access to land and its management. Land entitlement is determined by State legislation and the day-to-day management of challenges faced in urban and rural communities with respect to the land by established institutions.
6.	Property right: Real and fullest right, as it makes it possible to use, enjoy and dispose of things in an exclusive manner. Only the law and regulations can curtail the exercise of property right for reasons of general interest. In land matters, surface estate is the name given to property right on constructions and plantations where ownership of these things is dissociated from soil property.
7.	Landed: An adjective, this word designates what pertains to land, its exploitation and assessment
8.	Land management: Management of procedures of access to land and securing rights, as well as the transmission of such land-related rights.
9.	State property management: Management of State lands and property
10.	Land register: Register in which deeds constituting and modifying rights on real estate, property rights and the various substantive entitlements attaching thereto are recorded.
11.	Land subdivision: Operation consisting in subdividing bare land into several lots for habitation or related activities (commerce, crafts, industry)
12.	Plat: Large-scale plot of a territorial entity, subdivided into sections depending on the size of the territorial entity.
13.	Parcel: Area of simple land demarcated and defined by its double appropriation: owner or occupant, allocation of land. The parcel of property is the cadastral parcel, the smallest unit of land registration.
14.	Geodesic network, Reference system: A geodesic network is a series of material points whose coordinates have been determined. It serves to realize a land reference system and is a component of a process of positioning. Hierarchical points from 1 st , 2 nd , 3 rd , 4 th and 5 th order serve as reference points to obtain maps or cadastral maps.
15.	Land title: Official document attesting someone's ownership over a piece of land. This certificate does not necessarily exist in all countries. It appears in countries where property right is recognized by the administrative authority. Where the principle of registration is applied as is the case in Cameroon or in former French colonies, the land title is a copy of the registration of ownership rights in the land register.