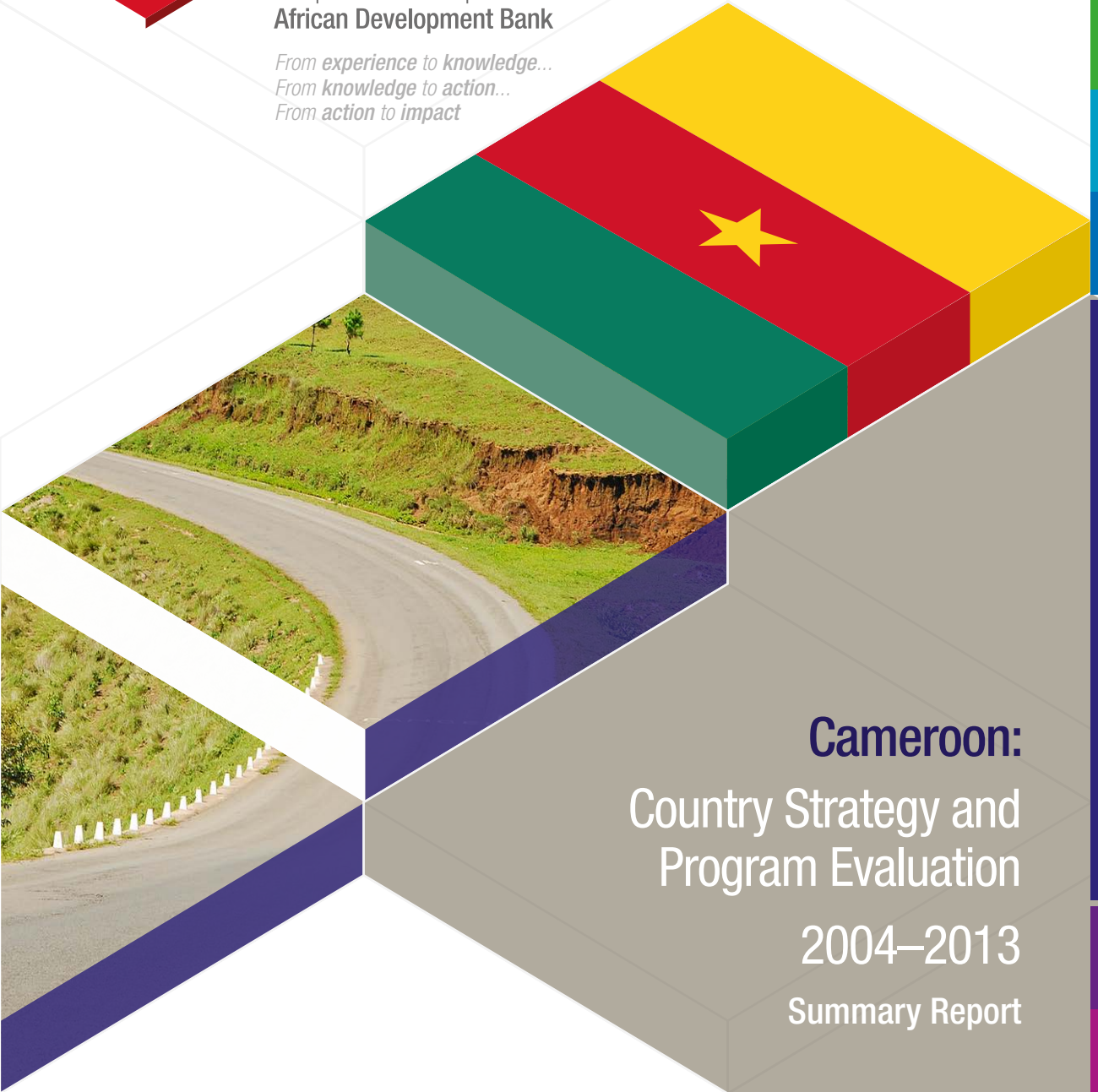




# IDEV

Independent Development Evaluation  
African Development Bank

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*From knowledge to action...*  
*From action to impact*



## Cameroon: Country Strategy and Program Evaluation 2004–2013 Summary Report

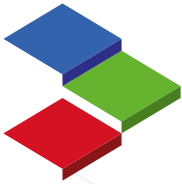


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June 2015

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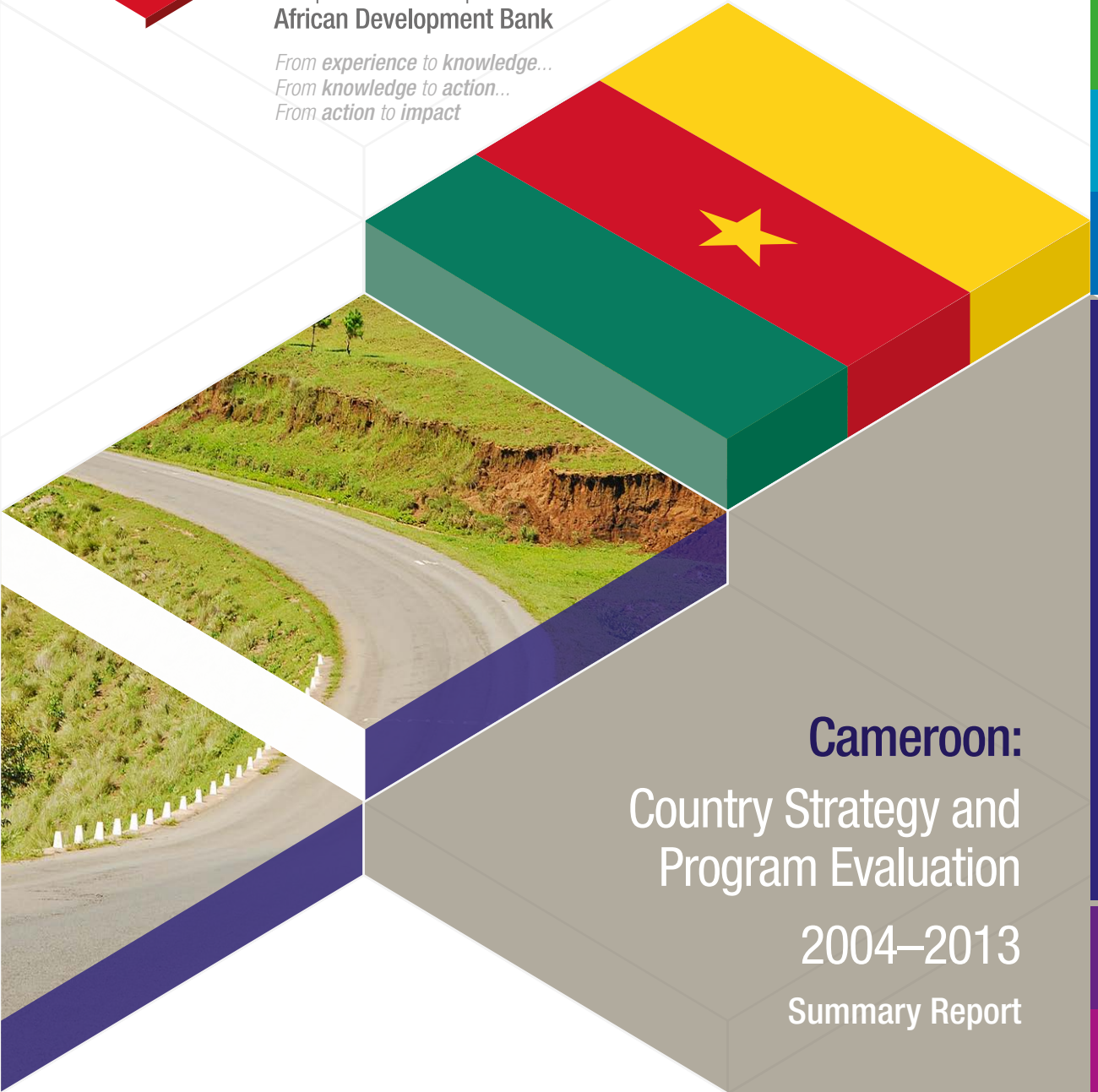




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## Cameroon: Country Strategy and Program Evaluation 2004–2013 Summary Report

An IDEV Country Strategy Evaluation



AFRICAN DEVELOPMENT BANK GROUP

June 2015

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The publication of this report was coordinated by David Akana, Communications and Knowledge Management Specialist, IDEV.

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## Cameroon: Bank Group Strategy and Programme Evaluation, 2004–2013 — Summary Report

Country Strategy Evaluation, June 2015

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## Abbreviations and Acronyms

<b>ADB</b>	African Development Bank	<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ADF</b>	African Development Fund	<b>ESMP</b>	Environmental and Social Management Plan
<b>AES</b>	American Electricity Society	<b>ESW</b>	Economic and Sector Work
<b>AFD</b>	French Development Agency	<b>EU</b>	European Union
<b>ALUCAM</b>	Cameroon Aluminium Company	<b>GDP</b>	Gross Domestic Product
<b>BDEAC</b>	Development Bank of Central African States	<b>GESP</b>	Growth and Employment Strategy Paper
<b>CAB</b>	Central African Backbone	<b>GOWE</b>	Growth-oriented Women Enterprises
<b>CAMWATER</b>	Cameroon Water Utilities Corporation	<b>HDI</b>	Human Development Index
<b>CA-RISP</b>	Central Africa Regional Integration Strategy Paper	<b>HIPC</b>	Heavily Indebted Poor Countries
<b>CARPA</b>	Council for the Implementation of Partnership Contracts	<b>HV</b>	High Voltage
<b>CBF</b>	Cameroon Business Forum	<b>IGA</b>	Income-generating Activity
<b>CBFF</b>	Congo Basin Forest Fund	<b>IGS</b>	Inspectorate General of Services
<b>CEMAC</b>	Central African Economic and Monetary Community	<b>IMF</b>	International Monetary Fund
<b>CFAF</b>	African Financial Community Franc	<b>INS</b>	National Institute of Statistics
<b>CHOC</b>	Change Habits Oppose Corruption	<b>INTOSAI</b>	International Organization of Supreme Audit Institutions
<b>CMFO</b>	Bank's Field Office in Cameroon	<b>IRAD</b>	Institute of Agricultural Research for Development
<b>CNIC</b>	Cameroon Shipyard and Industrial Engineering Ltd	<b>KV</b>	Kilo-Volt
<b>COBAC</b>	Central African Banking Commission	<b>MDC</b>	Multi-Donor Committee
<b>CODE</b>	Committee on Operations and Development Effectiveness	<b>MDG</b>	Millennium Development Goals
<b>CONAC</b>	National Anti-Corruption Commission	<b>MINADER</b>	Ministry of Agricultural and Rural Development
<b>CONSUPE</b>	Supreme State Audit Office	<b>MINEDUB</b>	Ministry of Basic Education
<b>CPO</b>	Bank's Country Portfolio Officer	<b>MINEE</b>	Ministry of Water and Energy
<b>CPPR</b>	Country Portfolio Performance Review	<b>MINEPAT</b>	Ministry of Economy, Planning and Regional Development
<b>CSE</b>	Supreme Audit Council	<b>MINFIN</b>	Ministry of Finance
<b>CSP</b>	Country Strategy Paper	<b>MINFOPRA</b>	Ministry of Civil Service and Administrative Reform
<b>CUY</b>	Yaoundé City Council	<b>MINHDU</b>	Ministry of Housing and Urban Development
<b>DAC</b>	Development Assistance Committee (of the OECD)	<b>MINJUSTICE</b>	Ministry of Justice
<b>DLA</b>	Decentralized Local Authority	<b>MINMAP</b>	Ministry of Public Procurement
<b>DWSS</b>	Drinking Water Supply and Sanitation	<b>MINT</b>	Ministry of Transport
<b>ECAM</b>	Cameroon Household Survey	<b>MINTP</b>	Ministry of Public Works
<b>ECG</b>	Evaluation Cooperation Group		

<b>MPC</b>	Multi-Partner Committee	<b>PD</b>	Paris Declaration
<b>MTEF</b>	Medium-Term Expenditure Framework	<b>PEFA</b>	Public Expenditure and Financial Accountability
<b>NA/FBC</b>	National Assembly/ Finance and Budget Commission	<b>PFPP</b>	Public Finance Partnership Framework
<b>NGO</b>	Non-governmental Organization	<b>PFSC</b>	Public Finance Sector Committee
<b>NTF</b>	Nigeria Trust Fund	<b>PIP</b>	Public Investment Program
<b>ODA</b>	Official Development Assistance	<b>PIU</b>	Project Implementation Unit
<b>OECD</b>	Organization for Economic Cooperation and Development	<b>PPP</b>	Public-Private Partnership
<b>OHADA</b>	Organization for the Harmonization of Business Law in Africa	<b>PPRA</b>	Public Procurement Regulatory Agency
<b>OITC</b>	Bank's Transport and Information and Communication Technology Department	<b>PREREDT</b>	Project to Strengthen and Extend the Electricity Transmission and Distribution Networks
<b>ONEC</b>	Bank's Energy, Environment and Climate Change Department	<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>OPSM</b>	Bank's Private Sector Department	<b>RBM</b>	Results-Based Management
<b>ORPF</b>	Bank's Procurement and Financial Management Department	<b>RDWSSP</b>	Rural Drinking Water Supply and Sanitation Project
<b>OSAN</b>	Bank's Agriculture Department	<b>RF</b>	Road Fund
<b>OSGE</b>	Bank's Governance, Finance and Economic Management Department	<b>RISP</b>	Regional Integration Strategy Paper
<b>OWAS</b>	Bank's Water and Sanitation Department	<b>SME</b>	Small and Medium-sized Enterprise
<b>PADY</b>	Yaoundé Sanitation Department	<b>SONEL</b>	National Electricity Company
<b>PAMOCCA</b>	Support Project for the Modernization of Land Registration in Cameroon Phase 1	<b>SPRA</b>	Permanent Secretariat for Administrative Reform
<b>PA-PNG</b>	National Governance Program Support Project	<b>SU-DWSSP</b>	Semi-Urban Drinking Water Supply and Sanitation Project
<b>PARETFOP</b>	Technical Education and Vocational Training Support Project	<b>TFP</b>	Technical and Financial Partners
<b>PARFAR</b>	Rural Family Income Improvement Program	<b>UA</b>	Unit of Account
<b>PARG</b>	Governance Reform Support Program	<b>UN System</b>	United Nations System
<b>PBA</b>	Performance-based Allocation	<b>UNDP</b>	United Nations Development Program
		<b>USD</b>	United States Dollar
		<b>VOC</b>	Vehicle Operating Costs
		<b>VSE</b>	Very Small Enterprise
		<b>WB</b>	World Bank







AfDB's intervention in the transport sector in Cameroon has helped to encourage inclusive economic opportunities and contributed to the development of trade.

# Executive Summary

## Evaluation Objective

This evaluation examines the Bank Group's assistance to Cameroon over the 2004–2013 period as well as its contribution to the country's development. Its aim is to draw relevant lessons in order to improve future strategy and operations. The main evaluation criteria used are relevance, effectiveness, efficiency and sustainability. The evaluation is based on a document review, sector evaluations and discussions with all stakeholders during two missions and field visits to the project. The evaluation of the results focuses on transport, energy, water and sanitation and governance, the priorities of the Country Strategy Papers (CSPs), and which underwent sector evaluations.

## Country Context and Development Challenges

Cameroon's geographical position makes it a crossroads, which is both an asset and threat in Central Africa. Annual growth of over 3% during the past decade accelerated as of 2011 to reach 4.9% in 2013 but it did not benefit all social categories. Social performance is below that required to achieve the Millennium Development Goals (MDG) in 2015. The Sustainable Human Development Index is 0.495 and the country was ranked 150th out of 187 countries in 2012 compared to 0.499 and a world ranking of 142 out of 186 countries in 2001. Poverty remains high: 39.9% in 2007 and 40.1% in 2001. In 2011, according to World Bank estimates, in the absence of a recent household survey, poverty fell by 1.2 points<sup>1</sup>. Cameroon's main development challenges include economic diversification to

ensure strong and inclusive growth, development of basic infrastructure, combatting corruption and strengthening participation of the population and the private sector in public affairs.

## Main Evaluation Results

The Bank's interventions over the period were guided by three CSPs (2002–2004, 2005–2009 and 2010–2014) that gave priority to governance and infrastructure, two pillars of unequal importance in terms of commitments. The 2002–2004 CSP focused on poverty reduction whereas as of 2005, the Bank refocused on the transport and energy infrastructure required to improve the economy's competitiveness. The volume of Bank assistance to Cameroon over the 2004–2013 period reached about UA 654 million for 25 projects. The portfolio includes four private sector projects representing 16% of commitments over the period.

## Relevance

**Relevance is considered satisfactory.** The CSPs are aligned with the national strategy: the Poverty Reduction Strategy Paper (2003) and the 2010–2020 Growth and Employment Strategy Paper (GESP) operationalize the country's Vision 2035. The strategic positioning on governance and infrastructure is relevant and consistent with the strategic priorities of the country and the Bank. However, the Bank's operations lacked selectivity in governance because the scope of its intervention was too wide and the number of direct beneficiaries too high.

## Effectiveness

**The results of the Bank's operations in Cameroon are considered satisfactory on the whole.** Most of the expected results were achieved with regard to infrastructure but not with regard to governance.

The road projects achieved significant results because of accumulated experience. However, some factors have hindered the achievement of the objectives: (i) in four out of six cases, the engineering designs for asphalted roads were weak and have affected timetables and costs; (ii) the country took an average of 24 months to meet conditions, and delays in compensating displaced communities and in implementation stretched over 90 months rather than the estimated 51, and (iii) road maintenance following project completion, particularly on the priority roads in areas with rainy climates, was lacking and trucks were overloaded.

Projects financed with public-private partnerships (PPPs) (AES-Sonel investment, Dibamba Power Plant and Kribi Power Plant) affected energy sector performance, which was considered to be satisfactory overall. The two thermal power plants have been completed, are operational, and increased the AES-Sonel electricity company's generation capacity by 302MW from 933MW in 2009. These two projects reduced power outages estimated at 4 hours per day in 2010 in the dry season, which has had a positive impact on the well-being and economic activities of households and firms. By guaranteeing a regular supply of high voltage (HV), these projects have boosted the development of the aluminum industry in Cameroon including the ALUCAM Group, which contributes almost 2.5% to secondary sector GDP. This has strengthened Cameroon's trade balance as ALUCAM is one of its main exporters. However, the power transmission network suffers from a lack of investment and caused high technical losses of about 13.4% in 2014. The projects financed

in the public sector have also been affected by institutional and organizational inertia, which delayed their start-up.

The factors responsible for the success of PPP projects relate to: i) the existence of a legal framework and an institutional body, the Council for the Implementation of Partnership Contracts (CARPA), which helped to clearly identify needs; ii) the weak impact of administrative rules and procedures; iii) a thorough appraisal preparation prior to presentation to the Bank's Boards, and iv) high quality at entry.

Drinking water supply and sanitation projects have not yet reached a critical threshold. Only the Yaoundé Sanitation Project has been completed and it has produced its first results: i) the number of floods in Yaoundé fell from 15 in 2006 to 3 in 2011; and ii) the malaria prevalence rate fell from 16.4% in 2005 to 8.6% in 2012, the incidence of typhoid fever fell from 5.4% to 2.8% and of diarrhoeal diseases from 3.8% to 2.4%.

Finally, with regard to governance, many of the outputs were delivered late and often under difficult conditions. Despite some capacity building impacts, the targeted reforms were unsuccessful. This poor result, reflected in the country's weak governance indicators, is mainly due to a lack of political will, the compartmentalization of Ministries, insufficient consideration given by the Bank to the country's capacity to absorb reforms and, more generally, ineffective policy dialogue. The Bank is faced with the same problems as the other technical and financial partners (TFP)<sup>2</sup> who are engaged in dialogue on reforms. The low proportion of ODA in the country's budget (about 5%) limits how the TFPs can weigh in and what they can do. Since there is no leverage effect, dialogue is fragmented and rarely conducted at a high decision-making level. In this context, the reforms targeted by the Bank and by the other TFPs have not produced conclusive results.

## Crosscutting Aspects

**Through the road projects, the Bank has contributed to the achievement of the regional integration objective by capitalizing on Cameroon's pivotal position in Central Africa.**

On the northern corridors in the direction of N'Djamena and Bangui, for example, there was a 17% increase in trade between 2007 and 2011, a 40% drop in the cost of transporting people and goods as well as time savings (between 2007 and 2013, the trip went from 15 to 7 days between Douala and N'Djamena and from 10 to 5 days between Douala and Bangui).

**On the environment front, the standard guidelines were complied with.** The CSP covered the issue and the projects underwent Environmental and Social Impact Assessments (ESIA). On completion, environmental problems were summarized in the control mission's final report and the completion report, whose conclusions indicate that the various service providers complied with the requirements.

**With regard to gender,** the Bank's interventions targeted women entrepreneurs through a specific project (Growth-oriented women enterprises (GOWE), which entailed capacity building and provided a guarantee that ensured that credit was granted to women entrepreneurs. This tool has fallen out of favor since 2010 because of strong competition from the 'ARIZ<sup>3</sup>' product developed by the French Development Agency (AFD). The infrastructure projects financed by the Bank also produced related assets for women (for example, a training center, the provision of small pieces of equipment etc...). The impacts on women resulting from road improvements are positive (for example less drudgery, fewer physical ills, greater security, less travel time) and in water sector projects, associations comprised mainly of women and young people were established.

## Sustainability

**Sustainability is considered moderately likely.** This is more likely for infrastructure, especially energy, than for governance, which is affected by weak ownership, the compartmentalization of ministries and insufficient participation in the formulation, monitoring, and evaluation of public policies.

Until 2011, the Road Fund (RF) was replenished directly from the petroleum product tax revenues.. Pursuant to the amendment to the 2011 Budget Act, the Government decided to reimburse the resources intended for the Fund to the Public Treasury account, which undermines the autonomy of the RF. National capacity (programming capacity, financial resources and the SME network implementation capacity) remains insufficient for road maintenance. Projects financed in the energy sector are likely to be sustainable because they are economically viable and the structures are run and maintained by professionals with the appropriate technical skills. With regard to the Water and Sanitation Sector and the Yaoundé Sanitation Project (PADY1), since the Yaoundé Canal has no protective wall, people continue to throw solid waste into it, which could block it and reduce its discharge flow, and raise the risk of more flooding. In rural areas, the sustainability of the structures depends on government support and the management capacities of local councils.

## Efficiency

According to the portfolio review reports, portfolio performance has improved with an overall score that rose from 1.8 in 2007 to 2.4 in 2014. The average project age, which was 5.4 years in 2007, fell to 3 years at end-2012 and 3.2 at end-2013. However, major problems bedeviled and delayed almost all the projects, especially regarding the provision of counterpart funds, the compensation of people displaced by road projects, the award of contracts and weak capacities of some implementation units and service providers.

These factors made **efficiency moderately unsatisfactory despite** the efforts to improve portfolio performance. **For example**, for road infrastructure, the average lapse of time between approval and the date of last disbursement is 90 months.

## Partners' Performance

**On the whole, the Bank's performance is considered to be moderately satisfactory.** Strategic positioning is relevant. However, with regard to governance the scope of intervention was too wide and there has been a clear lack of selectivity. The Bank has strengthened its complementarity with the other technical and financial partners (TFP). In keeping with the principles of the Paris Declaration (PD), it has established a joint road project implementation unit with the World Bank.

**The country's performance is considered to be moderately unsatisfactory.** The implementation rate of public sector projects financed by the Bank is slow because of generic problems, lack of ownership in some sectors, management difficulties in the case of some projects, the cumbersome nature of some steering committees and monitoring-evaluation shortcomings. However, results have been achieved where there is political will, as shown, for example, by the success of PPP projects in the energy sector. The Government has established a mechanism for monitoring its portfolio with the Bank by organizing quarterly reviews with the participation of CMFO, project oversight Ministries, and project executing agencies. There is an awareness of the shortcomings and a will to address them.

## Conclusions and Recommendations

The performance of the Bank's intervention strategies and programs in Cameroon over the 2004–2013 period is considered **moderately satisfactory** on the whole. The specific conclusions follow.

### *Bank's Positioning*

The Bank's positioning and its trend in the most recent CSPs are relevant to the country's challenges. This is evidenced by the strong emphasis on infrastructure, especially on energy, and the close coordination with the other TFPs, especially in the transport sector. Despite the difficulties, support to good governance is also critical but requires a more cohesive approach in terms of prior analysis and policy dialogue. Private sector investments have a development effectiveness potential as suggested by PPP projects in the energy sector, and require closer programmatic attention.

### *Conditions and Critical Risks*

In the area of governance and in some infrastructure projects, the conditions and critical risks of reforms and projects have not been adequately taken into account upstream and have affected their ownership and their efficient and coordinated implementation by the stakeholders concerned. The reforms initiated by the Bank and other technical and financial partners especially in the area of governance, are slow to be implemented in Cameroon because the administrative procedures for decision-making are cumbersome, which results in a considerable lapse of time between the preparation of reforms by the technical administrations and the decision to effectively start to implement them. Infrastructure projects (especially road projects) entailing the compensation of displaced people can be penalized by the considerable length of time between Bank approval and the dissemination of the compensation decrees.

### *Policy Dialogue*

Because of the relatively low proportion of foreign aid in financing development and the compartmentalization of ministries, there is insufficient sector dialogue to address the

challenges of governance. Carrying out dialogue in several areas further weakens the impact as does the lack of high-level dialogue based on targeted analytical work.

### ***Sustainability of Transport Infrastructure Investments***

Road maintenance problems (road funds and maintenance capacity) and sector governance are threats to the results of major infrastructure investments.

### ***Capacities of Local Enterprises and Right-sizing of Lots for the Structures***

Project performance, especially in rural areas, was affected by the weak capacity of local enterprises. Some lots for the development of structures are too small to attract efficient enterprises; they attract artisanal firms with inadequate cash flows to get through payment delays and that are usually unable to meet the requirements and therefore abandon sites and generate additional costs because of poor workmanship. The monitoring of numerous contracts and procedural operations by CMFO creates a heavy workload that could possibly have been avoided had the Bank previously confirmed the firms' implementation capacity.

## **Recommendations**

**Strengthen the strategic positioning by developing programmatic synergies.** The focus on infrastructure remains highly relevant particularly for increasing the volume of resources. Value added and results may also be further strengthened by increased programmatic integration:

- Greater focus on governance-related operations and improved synergy with other sectors,

for example targeting sector governance, in coordination with the other TFPs;

- Programmatic integration of the private sector, drawing on its PPP experience, and
- Parallel concentration on policy dialogue and on analytical work in the key areas of positioning, especially with regard to reforms.

**Develop risk management and define conditions (identification, planning and monitoring of mitigation measures) in the design and monitoring of the CSP and projects to ensure that they are efficiently coordinated and fully owned by the stakeholders concerned.** One option for implementation is the establishment of a risk-management process for the entire portfolio, complemented by a focus in the governance portfolio on the capacities of government services and other reform-related risks.

**Ensure the sustainability of transport infrastructure investments.** Strengthening infrastructure management, especially in the transport sector, through an efficient road maintenance fund, is necessary to ensure the sustainability of investments and effective public spending. In general, the Bank should help to improve sector governance by combining infrastructure financing with institutional support to create the appropriate conditions for optimal project implementation and achievement of the expected results.

**Contribute to the strengthening of local enterprises.** To this end, the Bank should refine the size of construction jobs for structures under the projects that it finances to give local enterprises access to them. Another useful option could be to prepare an updated directory of competent local companies. ■

# Management Response

Management welcomes the outcome of the evaluation conducted by the Independent Development Evaluation Department (IDEV) on Bank Group Assistance to Cameroon during the 2004–2013 period and its contribution to the country's development. The evaluation aims at drawing relevant lessons to improve the Bank's future strategy and operations in Cameroon. On the whole, Management endorses the outcome of the evaluation. The overall conclusion of the evaluation is that the performance of Bank intervention strategies and programmes in Cameroon during the period under review was fairly satisfactory.

## *Introduction*

The main evaluation criteria used are relevance, effectiveness, efficiency, impact and sustainability. The evaluation is based on a literature review, sector evaluations and interviews with all the stakeholders during the two missions and field trips. The outcome evaluation focuses on the priority pillars and sectors of the Country Strategy Papers (CSPs), especially transport, energy, water and sanitation, and governance, which have undergone sector evaluations.

Management welcomes the evaluation's which will inform future Bank operations in Cameroon. IDEV evaluation recommendations have already been taken into consideration in the Joint Completion Report on the 2010–2014 CSP and Country Portfolio Performance (CPPR) presented to CODE on 11 May 2015 along with the outline pillars of the 2015–2019 CSP. In addition, the Bank's field office in Cameroon (CMFO) has taken into consideration the evaluation's findings and recommendations in the revision of the 2015–2019 Cameroon Country Strategy Paper which is being finalized and will be submitted to the Board of Directors on 10 July 2015 for consideration and approval.

The evaluation's specific recommendations concern:

- Strengthening of the Bank's strategic positioning

by amplifying synergies;

- Management of risks and conditions in the CSP design and monitoring;
- Sustainability of transport infrastructure investments; and
- Strengthening of national companies.

## *Relevance*

Management is pleased that the evaluation of the relevance of Bank interventions has been deemed satisfactory on the whole. The evaluation confirms that Bank interventions met the country's development challenges and priorities, as well as the population's needs. Refocusing the CSP on transport and energy infrastructure is aligned with the priorities of the 2010–2020 Growth and Employment Strategy Paper (GESP) and the Bank's ten-year 2013–2022 strategy. Indeed, the main findings of the evaluation concern:

- Effectiveness of alignment of Bank strategies, during the period under review, with the country's development priorities contained in the Poverty Reduction Strategy Paper (PRSP 2003) and the



2010-2020 GESP, which operationalizes the country's "Vision 2035"; and

- Relevance of strategic positioning on the Governance and Infrastructure pillars.

Management recognizes the lack of selectivity of interventions in the governance sector due to the very large scope of intervention and the very large number of beneficiaries. It also recognizes the need to strengthen selectivity in governance.

Management has already embarked on implementing the recommendations. First, the new 2015-2019 CSP will continue to be aligned with the priorities of the 2010-2020 GESP. In addition, it will contribute to achieving the objectives of the Bank Group's 2013-2022 Ten Year Strategy, focusing on infrastructure development, regional economic integration, private sector development, and promotion of good governance. The Bank's strategy will also support the Regional Integration Strategy for Central Africa (RISP 2011-2015). The two 2015-2019 CSP pillars aim at:

- Reinforcing infrastructure for inclusive and sustainable growth;
- Strengthening sector governance for effectiveness and sustainability of core investments. In line with the Bank's Gender Strategy, the 2015-2019 CSP will support cross-cutting aspects, including gender, youth employment and fragility<sup>4</sup>.

Within the framework of the 2015-2019 CSP, the strategic positioning on the two pillars (Governance and Infrastructure) has been maintained, and selectivity has been enhanced.

It should be recalled that under the first pillar "Strengthening infrastructure for inclusive and sustainable growth" the CSP has two sectors: (i) agriculture and (ii) the transport sector/ICT.

Support to the energy sector, however, is included throughout the private sector facility and regional interconnections of electricity networks, which is linked to the regional integration strategy. This infrastructure, which will be co-financed with other partners in order to leverage Bank resources will promote the opening up of production areas, the development of agricultural value chains, improve the country's competitiveness and facilitate a better access to national and regional markets. This will in turn strengthen the diversification of sources of growth and agro-industrial processing, for greater inclusiveness for the benefit of the people.

The second pillar on governance aimed at improving the efficiency of public expenditure and specifically the development of investment

programs. The analysis by sector and sub-sector is not relevant under this pillar, which aims to improve the management of public finance. The Bank has however chosen to focus its action in the improvement of the public expenditure system in areas where it is already most involved namely infrastructure (transport and energy). It is expected that any measures promoting improved management of public finances, thus the efficiency of public spending, will benefit the entire chain of investment programs in different sectors. The specific objective is to improve the maturation of projects in both sectors: management of road maintenance and regulation of the electricity sector.

In conjunction with the private sector and in view of the energy deficit, interventions in energy production in the form of PPP will continue as a programmatic approach. This will contribute to lower factor costs and the development of value chains in the agricultural sector. In addition, as part of the regional integration strategy (RISP 2011-2015) and the ten-year strategy from 2013 to 2022, regional public interventions of the Bank will focus on the energy sector and will aim to promote interconnection of

electricity networks in the CEMAC zone to create an energy market.

### ***Effectiveness***

The outcome of Bank interventions in Cameroon were deemed fairly satisfactory on the whole. Management notes, with satisfaction, the two main findings of the evaluation, namely:

- Appreciable results achieved by road projects despite the constraints identified; and
- Good performance of projects financed through Public-Private Partnership (PPP), especially in energy production.

The evaluation confirms that in the transport sector, the outputs of road projects are of satisfactory quality and at a level close to the forecasts. For the four road projects completed or nearing completion, achievements stand at 195 kilometres of paved roads out of the planned 202.7 km. In addition, ongoing projects are progressing towards expected goals.

In the energy sector, Public-Private Partnership (PPP) projects are the most significant in the Bank's performance effectiveness. Indeed, PPP project success factors are related to:

The existence of a legal framework and an institutional entity (Partnership Contracts Support Council - CARPA Cameroon) which facilitates clear needs identification;

- The limited impact of administrative rules and procedures, compared to the public sector;
- Proper preparation of the evaluation before presentation to the Boards of the Bank; and

- Good quality at entry and use of external consultants, as was the case with studies that the Bank had requested (gas quality and availability).

It should be noted that projects financed in the public sector did not experience the same effectiveness. They are affected by some of the country's institutional and organizational challenges, which delayed the delivery of expected outcomes. To mitigate those risks in the portfolio, an institutional support component in the 2015-2019 CSP will be submitted to the Board for approval in October 2015 and will aim *inter alia* to strengthen the capacity of public services in charge regulation and implementation of energy projects.

In the water and sanitation sector, the evaluation indicates that the Yaounde Sanitation project has been completed and has delivered the expected outcomes. It is one of the Bank's most visible achievements in Cameroon. The other drinking water and sanitation projects (DWSS) had made little progress at the time of the evaluation and had not reached a critical threshold that could allow for evaluation of their outcomes. However, Management wishes to note the efforts made by the Government and the Bank to improve the implementation rate of rural and semi-urban drinking water supply and sanitation projects.

As regards governance, the evaluation indicates that Bank support has strengthened three key sub-sectors, namely:

- Public finance management, including internal audit, external audit and aid management;
- Economic management, including management of the administration's human resources and the private sector environment; and
- The legal system or legal framework and the fight against corruption<sup>5</sup>.

Management notes the relatively poor performance of governance projects which are due to the following factors:

- Insufficient political will;
- Isolation of Ministries;
- The Bank's limited consideration of the country's capacity to absorb reforms;
- Low effectiveness of political dialogue.

Overall, the Bank faces the same problems as most other Technical and Financial Partners (TFPs) (IMF, World Bank, European Union, France, UNDP, etc.) regarding quality at entry of operations, lengthy procurement procedures, and the relatively low level of reform ownership.

Management takes good note of these recommendations which will be implemented under the 2015-2019 CSP.

First, future interventions in the transport sector will use the programme approach with appropriate financing from the Bank and substantial co-financing from other partners. The field office will closely monitor the conduct of engineering studies and implementation of infrastructure projects. In its capacity as leader in the transport sector group, the Bank will continue to dialogue with national authorities, in collaboration with the other partners, to reduce compensation payment timeframes and revise the operating procedures of the Road Fund.

In addition, the Bank will continue to finance projects through public-private partnerships.

Lastly, the Bank's future support for improving the effectiveness of public expenditure will target two key sectors (transport and energy). The Bank's intervention is timely and seeks mainly to strengthen

energy and road maintenance regulatory frameworks. It will also help the country maintain a viable macro-economic framework, with a sustainable debt level. Having coordinated dialogue on public finance reform over the past five years, the Bank has comparative advantages in the area. Certain decisions recently taken by the Government<sup>6</sup> demonstrate political will to implement reforms.

Cross-cutting Areas: Regional Integration, Environment and Gender. These aspects underwent qualitative evaluation. Management notes the main findings of the evaluation, namely:

- Regarding regional integration, there was a 17% increase in trade per year between 2007 and 2011 on the Northern Corridors leading to N'Djamena and Bangui, a 40% decline in people and goods transport costs, and time savings;
- With regard to the environment, the different actors complied with standard Bank guidelines; and
- Concerning gender, positive impacts were obtained from the implementation of water and sanitation sector projects, the conduct of related activities in infrastructure projects, and support to women entrepreneurs in the Growth-Oriented Women Enterprise (GOWE) project.

Management takes good note of these recommendations which will be implemented under the 2015-2019 CSP.

First, the infrastructure projects included in the 2015-2018 Indicative Lending Programme will further strengthen trade between Cameroon and neighbouring countries (Cameroon accounts for about 40% of CEMAC's GDP).

Furthermore, the Bank will scrupulously ensure compliance with environmental standards as

it devotes a significant part of its financing to infrastructure projects. This should be easy given that Cameroon is a signatory to most international conventions on environmental protection and has since 2008 been committed to the REDD + process.

Lastly, the Bank will include related activities in new infrastructure projects. It should be noted that related infrastructure projects carried out for women and capacity building for young people in labour intensive works were very beneficial in terms of income-generation and job-creation for these two target groups. To consolidate this process, the Bank will work closely with UN

Women, UNDP, ILO and WHO for aspects relating to gender, HIV and decent work.

### ***Sustainability***

Management notes the main findings of the evaluation, namely:

- Low sustainability of governance interventions due to inadequate ownership and low participation in the formulation, monitoring and evaluation of public policies;
- Limited autonomy of the Road Fund due to the decision taken by the Government in 2011 to transfer resources intended for the Fund into the Public Treasury;
- Risk of clogging the Yaounde canal whose works are financed under PADY2 project, due to the absence of a protective wall and the poor conduct of the local population in dumping household waste into the canal.

Management takes good note of these recommendations which will be implemented under the 2015-2019 CSP.

Intense consultations recently held with all stakeholders under the Bank's leadership augur well for greater beneficiaries' ownership of the governance project (Public Expenditure Effectiveness Improvement Support Project) which is being prepared. The Bank will strengthen this participatory approach with all the stakeholders both in the design and the implementation of the future governance interventions.

The Bank and the other partners are constantly dialoguing with the Government to enable it to review the operating procedures of the Road Fund. The objective is to transform the Cameroon Road Fund into a second-generation fund. The Bank is currently exploring the possibility of providing support to the Government for the establishment of this new Road Fund.

The Cameroon field office has drawn the attention of the Yaounde City Council to the serious problem created by the dumping of solid waste into the canal. Information, Education and Communication (IEC) activities in the second phase of the project will seek to further raise awareness among the local population of the urgent need for behavioural change. It should be recalled that PADY1 achievements helped to substantially reduce the number of floods per year in the project area, from fifteen in 2006 to three in 2011.

### ***Effectiveness of Bank Assistance***

Management notes the main findings of the evaluation, namely:

- The steady improvement in the portfolio's performance rating (from periodic reviews) which increased from 1.8 in 2007 to 2.4 in 2014, and the decline in the average project age from 5.4 years in 2007 to 3.2 years at end 2013;

- Project implementation delays (for example, an average of 7.5 years between approval and last disbursement for road projects), mainly due to late release of counterpart funds, delays in compensation payment, long procurement delays, low capacity of some project implementation units and service providers, etc.

Management's comments are summarized here below:

- The Bank and the Borrower will continue to make efforts towards maintaining and even improving the last portfolio performance rating.
- The field office will continue to closely monitor projects so as to speed up their implementation through the implementation of portfolio performance improvement plans and capacity building for project implementation units. The Bank will ensure widespread use of the results-based approach for better monitoring of portfolio performance.

### ***Development Partners' Performance***

Management notes the main findings of the evaluation, namely:

- The Bank's performance rated moderately satisfactory (relevance of strategic positioning, positive role played by the Field Office as lead of the public finance sector sub-committee, complementarity with the other TFPs, etc.) despite the problems noted (opportunistic nature of private sector investments which are not

included in the initial programming, weaknesses in national monitoring and evaluation systems);

- The country's performance rated moderately unsatisfactory (slow progress of public sector

projects, weak ownership, management difficulties in some projects, red tape in some steering committees and monitoring and evaluation shortcomings).

Management notes with satisfaction that the evaluation indicates that the Bank has been successfully playing its lead role in the CMP public finance sector sub-committee since 2009, and actively participated in the establishment of the Public Finance Partnership Framework (PFPF) as well as in dialogue with the authorities on reform implementation in this area, especially through the Public Finance Modernization Plan (PFMP). The TFPs consulted during the mission to Cameroon were unanimous on the Bank's very positive role. The Bank regularly consults with the civil society, and has been innovative in introducing land security through the Support Project for Modernization of the Land Registration System and Business Climate (PAMOCCA I and 2), whereas its experience in this domain is limited to few pilot projects.

Management's comments are summarized here below:

- Regarding the Bank's performance, the field office will work to further include private sector projects in the Bank's overall programming for Cameroon, given the country's access to substantial resources upon graduation. It will also work closely with project execution agencies to strengthen their monitoring and evaluation system through training and technical assistance.
- With respect to the country's performance, the field office will pursue dialogue with national authorities to address or mitigate major issues raised by the evaluation. It will also conduct training sessions on Bank procurement and disbursement rules and procedures, financial management, financial monitoring reports, etc. ■

## Measures Taken by Management

Management agrees with the main conclusions and recommendations of the evaluation. They were fully taken into consideration in the preparation of the 2010-2014 CSP Completion Report and the 2015-2019 Country Strategy Paper, which will be submitted to the Boards in July 2015 for approval. The evaluation's conclusions and recommendations will also be used in the design of the Bank's future strategies and operations in Cameroon.

Recommendation	Management's response
<b>Recommendation 1:</b> <i>Strengthen the Bank's strategic positioning by broadening programme synergies.</i>	
<p><i>Focusing on infrastructure remains highly relevant, especially within the context of increased resources, but the added value and outcomes can be further strengthened through better programme integration:</i></p> <ul style="list-style-type: none"> <li>■ Greater focus and synergy of governance activities, for example, in sector governance, in coordination with the other TFPs;</li> <li>■ Programme integration of the private sector, drawing on PPP experience in the private sector; and</li> <li>■ Concurrent concentration of policy dialogue and analytical work on key positioning areas, particularly regarding reforms.</li> </ul>	<p><b>Agreement.</b> In the preparation of the new 2015-2019 country strategy and in view of enhanced intervention in the infrastructure sector, the following actions have been taken:</p> <ul style="list-style-type: none"> <li>■ Conduct of a study in 2014 on public expenditure efficiency in Cameroon. The study included two sector Public Expenditure Reviews (PER) in the transport and energy sectors which are areas of focus of the Bank's portfolio and areas of interest to the Government. The study also included a third review of public finance management and the financial information system. The conclusions and recommendations of the Energy PER were submitted to the Boards for information in November 2014. The other two reviews will be submitted in September and October 2015.</li> <li>■ The first phase of a programme institutional support operation targeting sector governance (transport, energy, and public finance) based on the recommendations of the three evaluations will be presented to the Boards for approval in October 2015.</li> <li>■ The 2015-2019 Indicative Lending Programme has been expanded and will include 4 large private projects to be financed through PPP with co-financing.</li> <li>■ The 2015-2019 CSP will adopt a programme approach for its lending and non-lending programme, thereby complying with ongoing reforms in the CEMAC region which establish a switch from the resource budget to a programme budget. In this regard, a general identification mission undertaken by CMFO in 2014 with the Government identified projects that could be financed through a programme approach.</li> </ul>
<b>Recommendation 2:</b> <i>Develop risk management and conditions in the design and monitoring of the CSP and projects for effective and coordinated implementation and full ownership by stakeholders.</i>	
<p><i>An implementation option is to establish a portfolio risk management process as a whole, supplemented by a focus on governance portfolio on the government's capacity and other reform-related risks.</i></p>	<p><b>Agreement.</b> Management takes good note of these recommendations which will be implemented under the 2015-2019 CSP. To that end, the following actions have been taken:</p> <ul style="list-style-type: none"> <li>■ A more comprehensive risk assessment at the strategic level inherent in the future implementation context of the 2015-2019 CSP as well as mitigation measures. These measures were presented to CODE on 11 May 2015, along with the draft CSP pillars, and they were deemed relevant.</li> <li>■ To mitigate operational risks: (i) institutional support will be presented to the Boards in 2015 to build the capacity of transport and energy sector government services on project maturation and implementation (Planning-Programming-Budgeting-Monitoring-Evaluation) and sector reforms (regulations, road maintenance fund), and (ii) the Bank will continue to systematize the timely conduct of economic and sector work so as to improve operations' quality at entry.</li> </ul>

Recommendation	Management's response
<b>Recommendation 3:</b> <i>Ensure sustainability of transport infrastructure investments.</i>	
<p><i>Enhancing infrastructure management, especially transport infrastructure, through an efficient road maintenance fund, is necessary in efforts to ensure investment sustainability and public spending efficiency. Overall, the Bank will help to improve sector governance by combining infrastructure financing with institutional support that will help create conditions for efficient project implementation and achievement of expected outcomes.</i></p>	<p><b>Agreement.</b> As TFP lead in the transport sector, the Bank has already undertaken several steps to sensitize the Government on the urgent need to ensure financial autonomy for the existing Road Fund in order to ensure sustainability of major road projects. The actions taken will be consolidated in the implementation of the 2015-2019 CSP whose lending programme takes into account support to improve governance in the road transport sector.</p> <p>For road infrastructure maintenance, the following steps have already been taken:</p> <ul style="list-style-type: none"> <li>■ A joint TFP letter addressed to Cameroon's Prime Minister on 4 March 2015 under the Bank's leadership to hold a high-level dialogue and recommend the prompt establishment of a second generation Road Fund for which Cameroon has been a forerunner in sub-Saharan Africa.</li> <li>■ The establishment of regular dialogue with the various stakeholders (Ministry of Public Works, Ministry of Finance, Ministry of the Economy, Planning and Regional Development, the Road Fund and the other TFPs of the Infrastructure Sector Group) on institutional and regulatory issues and reforms in the road transport sector.</li> <li>■ The systematic building of weighing stations on inter-State corridors financed by the Bank over the 2015-2019 period, as well as capacity building for services in charge of monitoring axle load by procuring mobile axle weighing machines.</li> </ul>
<b>Recommendation 4:</b> <i>Help to strengthen local firms.</i>	
<p><i>The Bank should, in this regard, adjust the size of works lots in the projects it finances to enable local firms to have access to these projects. Furthermore, a useful option would be to facilitate the preparation of an updated directory of competent local firms.</i></p>	<p><b>Agreement.</b> Management takes good note of this recommendation which will be implemented in the 2015-2019 CSP. The following actions will be undertaken:</p> <ul style="list-style-type: none"> <li>■ Preparation of a "business directory", in collaboration with the Infrastructure Sector Group TFPs of whom the Bank is the lead, to identify and assess consulting, construction, sub-contracting and training firms.</li> <li>■ Extension and enhancement of the training programme for units of ongoing projects by CMFO with ORPF support on fiduciary aspects and Bank procedures (procurement, financial management) to local firms in the directory. This will help to enhance the involvement and performance of local firms in the Bank's project portfolio.</li> <li>■ Use of national procedures for National Competitive Bidding. It will therefore be possible, in the implementation of this decision agreed with the authorities, to better determine the size of the activities of Bank-financed projects over the 2015-2019 period to ensure greater participation of local firms in competitive bidding.</li> </ul>

# Introduction

## Goal of the Evaluation

This evaluation examines the Bank Group's assistance to Cameroon over the 2004-2013 period as well as its contribution to the country's development. The aim of the evaluation is to draw relevant lessons to improve the strategy and future operations.

## Methodological Approach

The evaluation draws on international good practices, in particular, of the Evaluation Cooperation Group (ECG) and the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC)<sup>7</sup>. The main evaluation criteria used are relevance, effectiveness (achievement of objectives), efficiency and sustainability<sup>8</sup>. The evaluation matrix (see Annex 4) that served as a guide includes common questions for evaluations of a country strategy and program by Independent Development Evaluation (IDEV), to which the data, sources, and collection methods will help provide appropriate answers. Within IDEV's general evaluation, the scope of this evaluation covers CSPs and projects approved between 2004 and 2013, projects completed between 2009 and 2013 but approved between 2000 and 2004, and ongoing projects approved after 2000. **The results evaluation is focused on the CSP priority sectors, especially governance, transport, energy, water and sanitation infrastructure, which were the subject of sector evaluations. No comprehensive studies have been conducted in the other sectors.**

The evaluation is based on basic and supplementary document reviews, discussions with all stakeholders (government, ADB's Field Office in Cameroon

[CMFO], project officials and beneficiaries, civil society, the private sector, and technical and financial partners) during two missions undertaken in July and September 2014, and project field visits. This evaluation is also based on three sector evaluations on governance, transport infrastructure, energy, water and sanitation.

Individual semi-structured discussions, focus groups, field visits and the collection of additional information were completed. The evaluation team triangulation the data obtained from the different sources and methods, by comparing and consolidating it. The aim of the field mission was to verify the preliminary findings and close the information gaps identified during the document review stage. Project field visits were conducted in Douala and in the Northwest of the country. The choice of field visit sites and the team's itinerary were finalized with the support of MINEPAT, which was also involved. In addition to these direct observations, meetings and focus groups were organized in the field to gather the views of beneficiaries and executing agents on the ground first hand, which gave a more comprehensive analysis.

## Evaluation Limitations and Report Structure

This evaluation opted to focus its efforts on the priority sectors of Bank interventions, covering more than 90% of its total operations. Only a small proportion of the portfolio was not comprehensively evaluated.

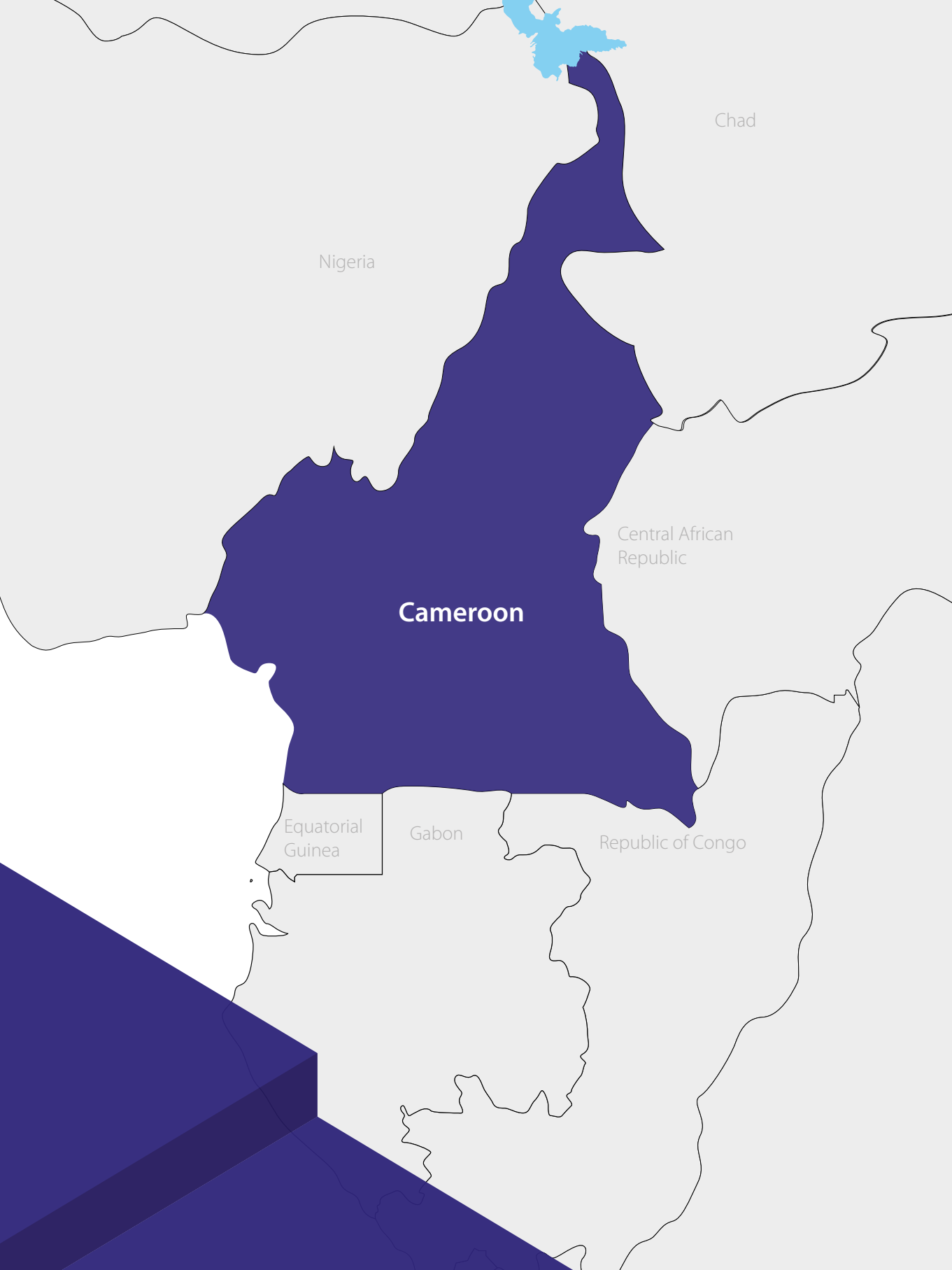
This evaluation had to contend with the weaknesses of the information and monitoring-evaluation system at national and Bank level, e.g. difficulties relating



to access to public finance information where the most recent Public Expenditure and Financial Accountability (PEFA) Assessment dates back to 2007. Regarding poverty, household survey data date to 2007. World Bank estimates have been used, therefore, to update country poverty trends. This type of evaluation also faces the problem of determining the Bank's specific contribution in relation to the many factors affecting impact and the contributions of other stakeholders such as the government and other partners. In order to offset these weaknesses, discussions were targeted and perceptions verified since few conclusive documents were available at beneficiary level, and because of poor archiving. Finally, carrying out the evaluation

and collecting information collected were also limited by staff mobility and the Bank's concomitant return to Abidjan. The mission was able to limit the negative impact of these constraints by maximizing a participatory approach and by including a supplementary document review by including work carried out by the CMFO and the TFPs.

Beyond the introduction, this report focuses on the following points: i) the country context; ii) the Bank's strategies and operational programs; iii) results evaluation and the Bank's contribution to the country's development; iv) the performance of development partners, and v) lessons and recommendations. ■



Nigeria

Chad

Central African Republic

**Cameroon**

Equatorial Guinea

Gabon

Republic of Congo

# Country Context

## Geographical and Political Context

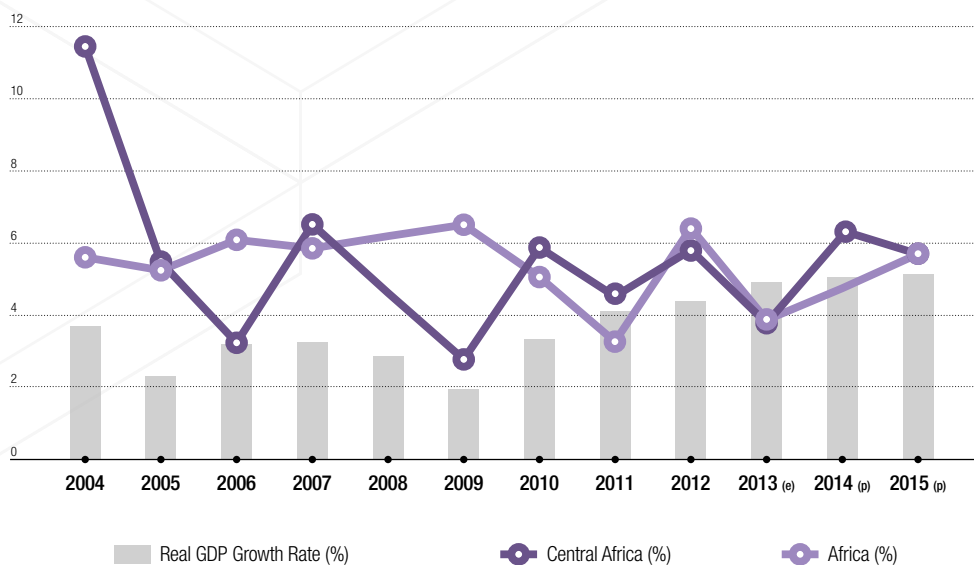
Cameroon covers an area of 475,650 km<sup>2</sup> and has a population of 21.7 million (44.8 inhabitants/km<sup>2</sup>). Women represent 50.57% of the population, which is essentially comprised of young people (more than 50% of the population is under 18 years old) and has an annual population growth rate of 2.54%. Cameroon is at geographical crossroads, which is both an asset and a threat since it is open to trade flows in Central Africa and to the incursion of terrorism in the far north and to the spill-over from the Central African crisis in the east. According to the International Crisis Group, the situation in the North and in the Anglophone area constitutes a particular

threat to the future stability of Cameroon, because of a tradition of both economic abandonment and historical grievances against the State often expressed in political, identity and community terms.

## Economic Performance

**Over the past decade, the growth rate was often about 3% per year and rose to almost 5% in 2013.** Between 2004 and 2013, the annual GDP growth rate was about 3%. Growth has improved since 2011 and reached 4.9% in 2013 because of rising domestic demand created by both the continuation of major infrastructure projects and by actions taken

Figure 1: Growth Rate Trend, 2004 to 2013



Source: BAD, ADB Statistics Department PEA.  
Note: Estimates (e); Projections (p)

to revive production in several market sub-sectors. Growth is also stimulated by the recovery of certain secondary sector sub-sectors and the buoyancy of the building and public works (BPW) sector, supported by investments in critical infrastructure and the extractive industries (especially oil and gas). Inflation was contained at 2.4% in 2013. In 2013, the GDP structure was dominated by the tertiary sector (47.8%, while the primary and secondary sectors were only 22.5% and 29.7%, respectively).

## Social Performance

**Not all social strata have benefited from growth. Social performances do not match the country's aspirations and are below targeted by the Millennium Development Goals (MDG) by 2015.** The Sustainable Human Development Index is 0.495 and the country ranked 150 out of 187 in 2012 compared to 0.499 and a world ranking of 142 out of 186 countries in 2001.

**The overall incidence of poverty has fallen but remains high.** The 2007 survey<sup>9</sup> estimated the poverty rate at 39.9% compared to 40.1% in 2001. It is higher in rural areas and between 2001 and 2007, the incidence increased by almost 3 points compared to a 5 point reduction in urban areas. In the absence of a recent household survey and according to World Bank estimates, poverty fell by 1.2 points in 2011<sup>10</sup>, a reduction which benefited urban segments of the population due to the impact of major works (large-scale projects). Rural communities, however, have become poorer. According to the 2010 Informal

Sector Employment Survey (EESI), the official unemployment rate was 3.84% but higher in the 15-24 age group (6.4%), while the informal sector employs 90.5% of the work force.

## Country's Development Challenges

In order to achieve the strategic objectives set out in the Growth and Employment Strategy Paper (GESP) for 2020 and to move towards emerging country status by 2035, Cameroon must address many challenges including, diversification of the economy to lay the foundations of strong and inclusive growth, while combatting corruption and strengthening participation in the management of public affairs.

**Diversify the economy and exports, mainly composed of oil, and resolve weaknesses in basic infrastructure.** The shift to semi-intensive and industrial rural production will improve the development of the natural potential (9 million hectares of agricultural land, of which only 26% is farmed, and agricultural, stockbreeding, fisheries and forestry potential) and open up areas with a high production potential.

**Combatting Corruption.** Governance in Cameroon remains fairly weak. The country was ranked 144th out of 177 in the 2013 Transparency International Corruption Perception Index (2.5 out of 10) and evolved little between 2004 and 2013 (+0.3) despite the adoption of a national strategy, the establishment of anti-corruption structures (CONAC) and the strengthening of internal and external control of public finances.

### Persisting Poverty and Inequalities

Between 2011 (ECAM 3 data) and 2007 (World Bank estimates), the growth rate picked up but the incidence of poverty remained high and only fell slightly (-1.2%). Urban-rural disparities widened. The urban poverty rate fell from 12.2% to 10.8% i.e. a reduction of 1.4 points, whereas in rural areas the rate rose sharply from 55.0% to 59.2% i.e. (+ 4.2%).

**Strengthening participation by involving the decentralized local authorities (DLA) and civil society in addition to the private sector, represents a challenge in achieving the GESP objectives** because implementation

of the national development strategy requires acceptance by the population which these categories of actors might encourage, thus complementing the government's action given their closeness to the population. ■



Road projects achieved significant results, the evaluation concludes.

# Bank Intervention Strategies and Programmes

## Bank Strategies

The Bank's operations over the period under review (2004–2013) were guided by three country strategy papers (CSPs) (2002–2004, 2005–2009 and 2010–2014) focused on poverty reduction and prioritizing two key pillars: governance; and infrastructure. The 2002–2004 CSP focused on deficit reduction under a Structural Adjustment Program (SAP) and poverty impact mitigation through social infrastructure and income-generating activities (IGA). From the 2005–2008 CSP onwards, the Bank sharply increased its focus on infrastructure, especially in the transport and energy sectors on which growth depends, resulting in the relative marginalization of the agricultural and social sectors.

Also, during the period under review, Cameroon was classified by ADB as an ADF-only country, which provided it with access to the public sector

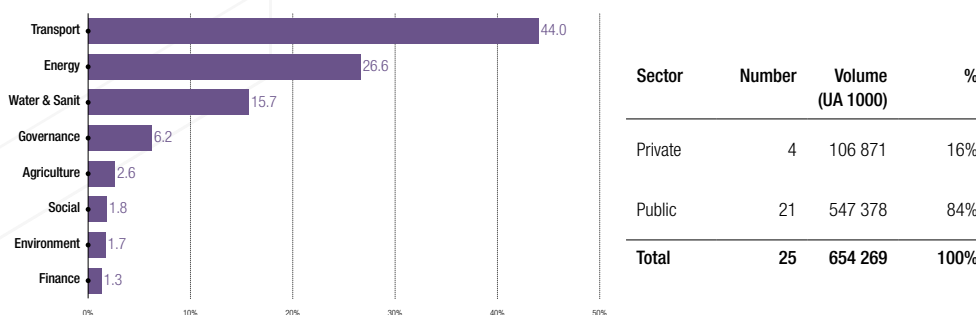
concessional loan window and the private sector window. However, in June 2014, Cameroon was reclassified as a blend country<sup>11</sup>, i.e. with access to the two windows (concessional and non-concessional) for the public sector and a higher volume of resources than previously.

## Implementation of the Bank's Strategy: Financial Operations

**The volume of Bank assistance to Cameroon over the 2004-2013 period was about UA 654 million for 25 projects; 7 have been completed.** The approvals are mainly for loans (94% of total approvals).

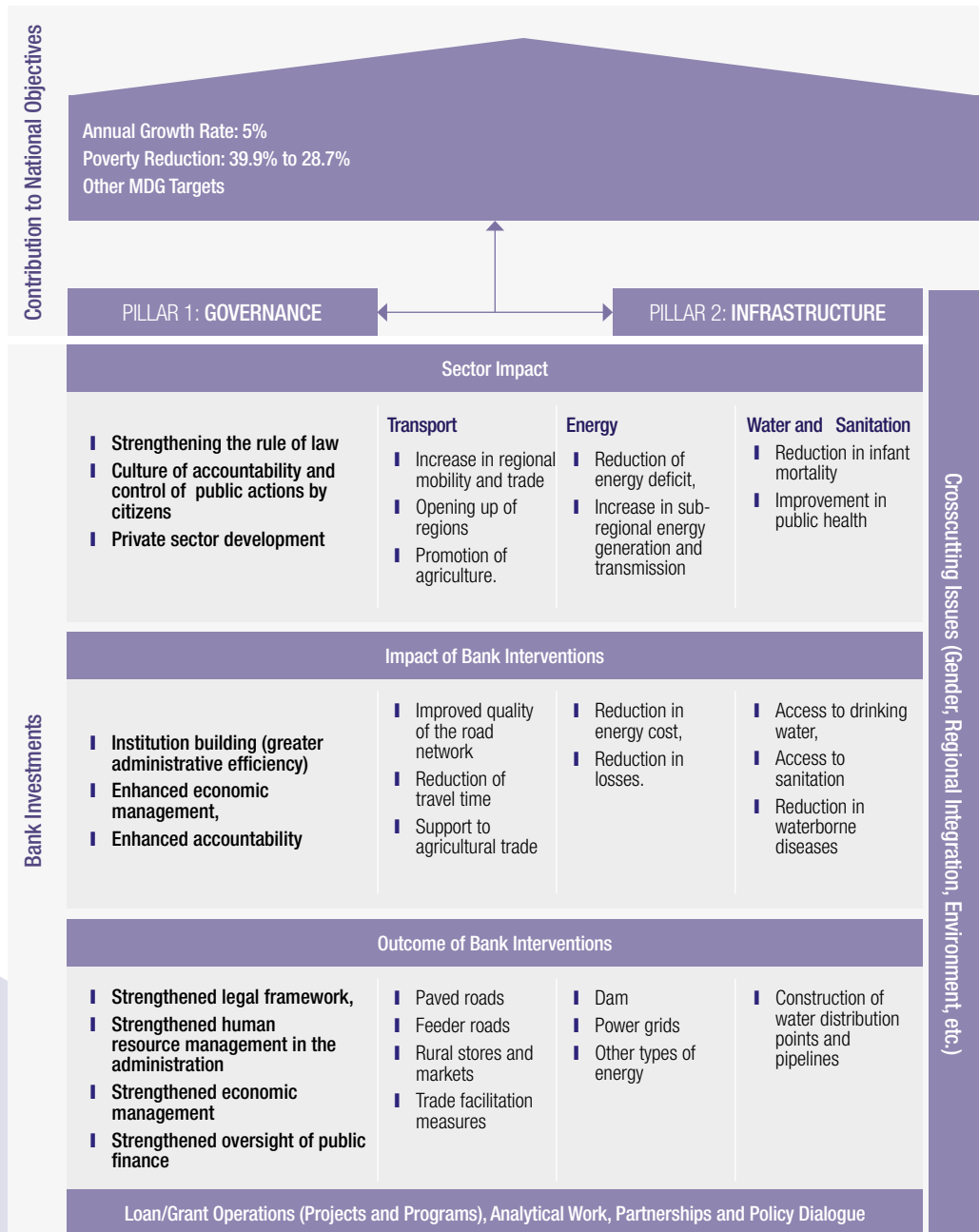
The Bank's operations are mainly in infrastructure (transport, energy, water and sanitation) that accounted for 86% of approvals over the period,

**Figure 2:** Sector Distribution of Bank's Portfolio in Cameroon, 2004–2013



Source: ADB Statistics

**Figure 3:** Bank Strategies in Cameroon





followed by governance with a little over 6% of approvals (Figure 3). With 44% of the Bank's financial commitments between 2004 and 2013, transport is ahead of energy (27%), and water and sanitation (16%). However, during the 2010-2014 CSP period, transport sector approvals declined in favor of energy and higher water and sanitation sector commitments. In order to improve its connectivity with bordering countries and promote regional integration, Cameroon turned to ADF multinational resources and obtained UA 141.8 million, representing 21.3% of all approvals over the period. Three transport projects and an energy sector study were financed with resources from the regional envelope. Cameroon has also used the ADB private sector window to finance 3 PPP projects in the energy sector. Over the entire period, 16% of approvals representing 4 projects came from the private sector window.

### Implementation of the Bank's Strategy: Non-Financial Operations

**The Bank has undertaken considerable economic and sector work (ESW).** The Regional Study on Private Sector Investment in the Economic Community of Central African States (ECCAS) identified the constraints and necessary reforms both at the regional level and for Cameroon. A study on the effectiveness of public spending, comprising three public expenditure reviews in the energy and road transport sub-sectors as well as in the area of public finance and the financial information system, was conducted in 2013 with a view to using it to prepare a program to support the improvement of the effectiveness of public spending targeting the aforementioned sectors. The targeting and quality of

the sectors should be strengthened in order to more effectively guide the operations and dialogue.

**With regard to partnership and aid coordination,** the trend in ODA since 2000 has been influenced by the process of the country's entry into the Heavily Indebted Poor Countries (HIPC) Initiative. Cameroon reached the completion point in 2006. With about 2.5% of total ODA disbursed for Africa over the 2004-2012 period, Cameroon has now ranks 15th among the continent's beneficiaries. The country's main partners are the European Union (EU), the World Bank (WB), ADB, France, Germany, the United States, Japan and China, which has become Cameroon's leading partner. The focal point of Cameroon's aid coordination mechanism was the Multi-Donor Committee (MDC), which became the Multi-Partner Committee (MPC) in 2010. However, while this dialogue and information sharing framework has strengthened cooperation among the Technical and Financial Partners (TFPs) on the one hand, and between the TFPs and Government on the other, several challenges remain, mainly relating to government leadership, the harmonization of TFP operations and the quality of dialogue between the Government and TFP.

However, the Bank's role in dialogue and aid coordination has been strengthened since 2007 with the opening of the Bank's Field Office in Cameroon (CMFO), which has most of the required sector expertise in the Bank's areas of assistance. A member of 11 of the 14 existing thematic sub-groups, the Bank participates actively in the actions undertaken by the TFPs to coordinate their interventions, dialogue with the authorities and implement the Paris Declaration on Aid Effectiveness. ■



“Strengthening effectiveness of road maintenance funds is necessary to ensure sustainability of investments and efficiency of public spending,” the evaluation recommends.

# Results Evaluation and Bank Contribution to the Country's Development

## Relevance

### The relevance of the Bank's interventions was considered satisfactory on the whole.

*The interventions addressed the country's challenges and development priorities and also met the population's needs. Refocusing the CSPs on transport and energy infrastructure is aligned both with the priorities of the GESP and the Bank. Regarding governance, the Bank's areas of intervention were very broad at the beginning of the period under review and have become more focused.*

Table 1 summarizes the relevance of the different sectors of intervention.

The CSPs covering the period are aligned with the national strategy implemented through the Poverty Reduction Strategy Paper (PRSP) (2003) and the 2010-2020 Growth and Employment Strategy Paper (GESP) that operationalizes the Government's

Vision 2035. Thus, the refocusing of the CSPs on infrastructure is aligned with the strategic directions of the GESP emphasizing the importance of transport and energy infrastructure and on which growth depends. The strategic positioning on the Governance and Infrastructure Pillars is relevant and consistent with the strategic priorities of the country and the Bank.

### Transport

The state of the national road network is a major concern (low density, 3 km per 1000 inhabitants and 10km per 100km<sup>2</sup> compared to an average of 4.2km per 100km<sup>2</sup> for Africa, and unevenly distributed; the proportion of asphalt roads is highly insufficient: 34% in 2013, and the number of roads in poor condition was 54% in 2013), resulting in the isolation of the production areas and lack of reliable links between Cameroon and its neighbors. The Bank's strategic option to focus on the transport sector is relevant and aligned with the national development priorities. These are set out in the national strategies that mention the transport sector and roads, in particular, as a driver of poverty reduction, especially in rural

**Table 1:** Relevance Rating

Sector	Rating
Transport	Satisfactory
Energy	Highly Satisfactory
Water and Sanitation	Satisfactory
Governance	Moderately Satisfactory
<b>Overall Rating</b>	<b>Satisfactory</b>

areas where poverty is higher. The option also supports efforts in other sectors of activity (major industrial and agro-pastoral projects in line with the GESp) to diversify the economy, create an enabling environment for private investment, tap Cameroon's vast potential in agriculture, mining and forestry and develop its position as a transit country. The strategic objective is to contribute to the improvement of the road network in order to increase its density, open up production areas and link Cameroon with its neighbors.

### **Energy**

For two decades, Cameroon has suffered from a chronic electric power supply deficit that has impeded growth by making it impossible to start-up new businesses and meet the population's needs. The Bank's strategic positioning in energy is in keeping with the objectives of the GESp, which considers electricity as a key driver of economic recovery and improvement of the business climate as well as a factor that contributes to social equity by making energy available to the greatest number of people. The Bank has also contributed greatly to strengthening public private partnership (PPP) and has mainstreamed training in the projects financed.

### **Water-Sanitation**

Drinking water access rates remain low (59.8% in 2010 i.e. a 12.2 point shortfall in relation to the MDG) and spatial disparities remain wide (88.5% in urban areas compared to 42.0% in rural areas), while the sanitation access rate is virtually zero. The Bank has focused on increasing water and sanitation access rates both in semi-urban and rural areas, where poverty is most prevalent. This strategy is relevant, especially in its selection of target communities to reduce migration towards the saturated towns and cities.

### **Governance**

The governance strategies of the successive CSPs are relevant because they aim to resolve the country's fundamental problems as set out in the national strategy implemented through the interim PRSP, the 2003 PRSP, the 1996 National Governance Plan (updated in 2005) and the 2010-2020 GESp. The projects that have operationalized these strategies have also developed relevant strategies. However, the scope of the projects does not correspond to the real governance challenges and the operations have lacked selectivity because of their overambitious scope and large number of direct beneficiaries<sup>12</sup>. The Bank's areas of intervention were initially very broad before it began to focus more on resource mobilization and improvement of the business climate. During the period under review, therefore, after having initially positioned itself on public finance management, institutional development, the rule of law and the fight against corruption, the Bank made an initial shift towards budget oversight, the rule of law, and the fight against corruption and finally towards building management capacity in the central government's primarily by targeting resource mobilization capacities and the improvement of the business climate, whence the design of projects targeting land-tenure security and an increase in resources for land-tenure management.

### **Effectiveness**

**The evaluation focused on the priority pillars and sectors of the CSPs (governance and transport, energy, water and sanitation infrastructure), which have been the subject of comprehensive sector evaluations, by contrast with other sectors.** Table 2 summarizes the ratings by sector of intervention on the basis of the effectiveness criterion.

**Overall, the effectiveness of the Bank's interventions in Cameroon was considered to be moderately satisfactory, with varying degrees of success from one sector to another. Most of the expected results have become tangible realities in the area of infrastructure but not with regard to governance.**

### Transport

The Bank's interventions aimed to build roads to increase the density of the domestic network, open up the agricultural regions to provide the population with access to markets and basic social services and link Cameroon with the other countries of the sub-region to strengthen regional integration.

Road project outputs have been of satisfactory quality and at a level close to the initial estimates.

For the four completed or almost completed projects, the outputs are 195km of asphalted roads of an estimated 202.7km. The ongoing projects are on track to achieve the expected objectives.

The evaluation was based on document reviews (in particular, the project impact monitoring and evaluation studies) triangulated by discussions with stakeholders and beneficiaries during field visits to Douala and in the North-West Province. It concluded that the results of road construction/improvements with Bank financing or in co-financing with other donors are, on the whole, in line with expectations:

- sharp increase in the movement of people (+700 %) and goods (+ 1000 %)
- very significant reduction of time spent: 150% for short journeys and 50% for long journeys;
- 35% reduction in vehicle operating costs (VOC)
- a decline of transportation costs between 40% to 150% for the transportation of people and goods

Discussions in the field with beneficiaries revealed that more favorable travel conditions facilitated access to basic infrastructure and services and contributed to the improvement of education since teachers are more inclined to return to their duty stations and pupils are more motivated even in the rainy season.

The Bank's intervention in the transport sector has also helped to encourage inclusive economic opportunities and contributed to the development of trade. For example, discussions with the beneficiaries of the Road Transport Facilitation Program on the Douala-N'Djamena corridor concluded that (i) the road has brought development, (ii) their localities which were little more than small villages are now becoming real urban centers, and (iii) new activities are appearing and others intensifying (pharmacies, shops, snack bars, inns, filling stations, garages). The road has created new needs requiring increased production to meet them (market-garden products, ongoing dairy industry project etc...). The construction of the Melong-Dschang Road, as a second example, encouraged smallholders to

**Table 2:** Effectiveness Rating

Sector	Rating
Transport	Moderately satisfactory
Energy	Satisfactory
Water and Sanitation	Moderately satisfactory
Governance	Unsatisfactory
<b>Overall Rating</b>	<b>Moderately satisfactory</b>

### Box 1: Road Projects

The road projects for the period under review have covered the whole of the country and linked it with its neighbors: i) Road Improvement in the west, the coastal and southern provinces, the main component of which is to link up Melon and Dschang (22.5 km) in the North-West Province (completed); (ii) the 27km long Abam-Eking Road Improvement Project that provides an opening towards Gabon (completed); (iii) the Cameroon-Nigeria link with a 203km-long Cameroonian section, two projects -- the 52 km National Numba-Bachuo-Akagbe Road Improvement Project (final acceptance) and the 151 km Multinational Transport Facilitation Project on the Bamenda-Mamfe-Ekok/Mfum-Abakaliki-Enugu Corridor (ongoing); (iv) The multinational Northern Corridor from the Port of Douala to N'Djamena (Chad) and Bangui (CAR), with Bank financing for 73km (ongoing); (v) the link with Congo through the Ketta-Djoum project, the first of which consists of asphaltting 83km and improving 105km to guarantee the continuity of traffic (ongoing), and (vi) Kumba-Mamfe Road Improvement (150 km) to link the Port of Douala with the South-West Province and Nigeria (just started up)

increase their production and, most of the surveys (91.2%) agree on the reasons, including to improve sales.

The objectives have been achieved overall thanks to several factors. With respect to outputs: (i) prior to implementation, **project design** was based on considerable, relevant Bank experience in the area; (ii) during implementation, there was **technical management at worksites** despite the difficult context (climate, terrain, lack of road construction materials) and by capitalizing on this experience and building capacity thanks to the existence of a single implementation unit responsible for all Bank and World Bank projects. With respect to outcomes, more **transportation supply was available** even before work had been completed.

Results notwithstanding, **some factors have impacted negatively on objectives**. For outputs, basically:

- i. before implementation, in four out of six cases, weaknesses in the engineering designs for asphalted roads affected timetables and costs;
- ii. during implementation, an average of 51 months were required to meet conditions rather than the estimated 24 whereas the mobilization of national counterpart funds by the country,

procedures for the procurement of goods and services, and the compensation of displaced persons took more than 90 months, nearly double the estimated 51 months; and

- iii. after implementation, the measures concerning truck overloading and road maintenance proved insufficient, especially on priority roads in rainy areas.

### Energy

Targeted objectives included (1) the rehabilitation of electric power generation, transmission and distribution facilities; (2) increased hydropower generation and supply; (3) fewer technical and non-technical losses; and (4) establishment of electric power grid interconnections with neighboring countries.

The two thermal power plants financed by PPPs (Dibamba Power Plant and Kribi Power Plant), which have been completed and are operational, have significantly increased AES-SONEL's electricity generating capacity by 302 MW from 933MW in 2009. These power plants, coupled with the AES-Sonel investment project aimed at strengthening the country's electricity system, helped to reduce recurrent outages estimated at

4 hours per day in 2010 in the dry season, which has had a positive impact on the wellbeing and economic activities of households and firms. By guaranteeing regular HV supply, these facilities have supported the development of the aluminium industry in Cameroon, including the ALUCAM Group, which contributes almost 2.5% to secondary sector GDP. ALUCAM is one of the main exporters, which has strengthened the national trade balance. However, lack of investment in the dilapidated electric power transmission network led to technical losses of about 13.4% in 2014. Delays in interconnecting the national electric power transmission networks (objective 4) are short- and medium-term challenges for reducing the disparities in urban and rural household access to electricity.

**Public-private-partnership (PPP) projects have shown the effectiveness of the Bank's performance best.** Their success is linked to several factors:

- i. existence of a legal framework and an institutional body (CARPA) that facilitate the clear identification of needs;
- ii. weak impact of administrative rules and procedures, by contrast with the public sector;

- iii. soundly prepared appraisal prior to presentation to the Bank's Boards; and
- iv. high quality at entry and use of external guidance as in the studies required by the Bank (quality and availability of gas).

**Public sector projects have not experienced the same effectiveness.** They are affected by the country's institutional and organizational constraints, which have delayed the delivery of the expected outputs. There is a clear difference in the effectiveness of disbursement rates between the private sector and public sector. The physical implementation of the two electricity projects financed in the public sector (Lom-Pangar and PRERETD) has only recently begun thanks to the support of the enterprises that pre-financed their activities to avoid further slippage in the estimated implementation periods.

### *Water-Sanitation*

The aim of the Bank's assistance was to end flooding in the capital, Yaoundé, which caused disease and significant losses for traders and inhabitants. The Yaoundé Sanitation Project has been completed and produced the expected results, however, the drinking water supply and sanitation projects have made little progress (DWSS) and have not yet reached a critical

### **Box 2:** Initial Energy Sector Results

- i. The AES-Sonel Investment Project has helped to strengthen the country's electricity system.
- ii. The Dibamba Power Plant Project meets demand at peak times and guarantees security of supply in the event of a breakdown in one of the structures.
- iii. The Kribi Power Plant Project has introduced gas as a clean fuel in the country's electric power generation system. Kribi and Dibamba have increased the country's installed power capacity by one third (+302 MW), expanded the 225kV transmission network by a quarter (to 583 km v. 483 km in 2009), closed the supply gap, resumed deliveries to ALUCAM (+23% of energy) and created new connections beyond expectations (76,375 in 2013 v. 57,155 in 2009).
- iv. AES now meets existing demand more flexibly. Dibamba will ensure that almost 50MW of its power will be available as a reserve in order to provide instant response whenever necessary.

### Box 3: Initial Water and Sanitation Sector Results

The PADY 1 project has been completed and has already produced results. The number of floods in Yaoundé fell from 15 in 2006 to 3 in 2011. PADY's outputs have also had positive impacts on water-borne diseases, especially malaria whose prevalence fell from 16.4% in 2005 to 8% in 2012, diarrheal diseases whose prevalence fell from 3.8% to 2.4%, and the typhoid fever rate, which fell from 5.4% to 2.8% over the same period. The project built the capacities of the Yaoundé City Council (CUY), the Ministry of Water and Energy (MINEE) and the Ministry of Housing and Urban Development (MINHDU) by training their personnel; and iv) the population was sensitized on hygiene.

Implementation of this project also provided an opportunity to create direct and indirect jobs thereby reducing the unemployment of women and youth. The training activities carried out under PADY enabled SMEs and NGOs to build their business management capacities, especially labor-intensive (LI) techniques specifically in the sanitation sector. The project also contributed to capacity building for public stakeholders in the sector. It also enabled SMEs, NGOs and associations to participate in project implementation and thus gain experience that would enable them to participate in similar projects. More specifically, the PADY1 resulted in training 20 SMEs, 14 NGOs and 12 consulting firms and culminated in the creation of 1,350 direct and indirect jobs.

The RDWSSP project, though still ongoing, is beginning to produce its expected immediate results and the rural water and sanitation access rate has risen steadily since the entry into service of the decentralized drinking water supply structures and grouped sanitation systems (schools, villages and health centers).

threshold that would make it possible to evaluate their results.

The implementation difficulties reflect insufficient consideration of critical risks linked to inadequate preliminary knowledge of the country's realities and capacities in the sector. By way of illustration, the Ministry of Water and Energy (MINEE) pointed out in 2011 that the cost of improved latrines was too high relative to the incomes of poor households. According to an MINEE study, a Sanplat type latrine should cost an average of CFAF 100,000 but under the RDWSSP latrines costing CFAF 500,000 were proposed, which makes them inaccessible to the targeted poor families.

Furthermore, the sector's institutional environment was not ready for managing such operations, especially in sanitation, which is a neglected area in Cameroon. The large number of operations and complexity of the procedures were aggravating factors. In this sector, it should also be noted that the delays are mainly due to the organizational difficulties of the Coordination Unit of the two DWSS projects (Rural and SU)<sup>13</sup>, and the fragmentation of contracts into small lots that were unattractive

to large enterprises with technical and human resources. The small-sized enterprises and artisanal firms that were attracted to the small lots had little experience, weak cash flow and on occasion, no tax identity.

### *Governance*

The Bank's support has concerned three governance sub-sectors: (i) public finance management, including internal control, external control, and aid management, (ii) economic management, including the management of the administration's human resources, private sector environment and, (iii) others including the judicial system or legal framework as well as the fight against corruption<sup>14</sup>. By supporting governance, the objective was to ensure the emergence of an efficient State concerned about poverty reduction and an appropriate framework for private initiative. Discussions with stakeholders in Cameroon and the document review led to the following:

**Strengthening public finance management and capacity building in particular** has improved public



investment evaluation and programming methods as well as the framework for the consistency of global and sector strategies resulting in Vision2035, 2010-2020 GESP and the Guide to the Planning and Adoption of the 2013 Program Budget. The impacts of these outputs on the administration is, however, difficult to assess since the quality of the Public Investment Program (PIP) has not significantly improved (1/3 of the Medium-Term Expenditure Frameworks presented for the 2013 to 2015 period were rejected because the proposals of the technical ministries were not fully developed . Resource allocation and project quality still have weaknesses: public spending on health fell from 1.5% of GDP in 2008 to 1.2% in 2012; for education, it rose from 3% of GDP in 2008 to 3.2% in 2012 (see IMF, Article IV August 2014).

**The second public finance management component effectively strengthened internal control. In this context, training auditors and providing computer equipment** have built the individual capacities of the auditors of the Supreme Audit Council (CSE). The Bank's support has helped to harmonize audit and control methodologies using the Auditing Guide. However, the improvement of CSE performance was limited because the training center necessary for reaching harmonization was not created. Finally, support to the Public Procurement Regulatory Agency (ARMP) on the dematerialization of procedures could not be carried out, which negatively impacted the transparency of public procurement.

**The third public finance management component strengthened the external oversight of public finances by ensuring** that, as of 2007, the Budget Review Law for year N-1 was available to the National Assembly when it passed the Budget Law for year N. The National Assembly Finance and Budget Commission (NA/FBC) received training and equipment as did the Audit Bench whose performance was enhanced by a combination of coherent, targeted support and a reform of the legal

framework (organization of the Supreme Court). The NA/FBC can play its role but blockages relating to the internal rules of the National Assembly (duration of the parliamentary session) and weak capacity of elected representatives have encouraged ineffective parliamentary control (no investigation committee or oral questions, and majority rule).

**Strengthening the administration's human resources management has provided** operational staff for the Permanent Secretariat for Administrative Reform (SPRA) who helped obtain results-based management tools to ensure rational personnel management and almost universal application of the integrated personnel and payroll information management system (SIGIPES), thus contributing to significant methodological advances. The tangible effects are a reduction from 6 to 2 months and then to 1 month in 2013 to process documents regarding promotions or payment of entitlements and for starting to pay new civil servants, where the time dropped from 12 to 4 months. However, these tools are only partially applied and civil servants are promoted on the basis of seniority rather than merit. Between 2007 and 2013, the quality of public sector management (criterion D of the CPIA) fell from 3.1 to 3.

The Bank's interventions have helped to **strengthen the legal framework by reorganizing the judicial system:**

- Act no. 2006/015 of 29/12/2006 relating to the courts and tribunals of Cameroon, their composition, their competences and organizing their functioning was adopted;
- Act no. 2006/016 of 29 November 2006 defining the new composition of the Supreme Court, its organization, the facilitation of procedures and referral to it by the public was adopted;
- the Audit Bench has become more efficient in

verifying how the Budget Law is carried out, and

- the bilingual – French/English -- country received an English translation of the Uniform Acts of the Organization for the Harmonization of Business Law in Africa (OHADA) to improve the business climate. However, the translation was not approved and there has been no ownership of the OHADA Uniform Acts.

More generally, the Bank's actions have failed to contribute to any progress in human rights, the business climate, the exorbitant powers of the administration (disputes are settled far too often in its favor) or the independence of the justice system (failure to respect the security of judicial tenure). In fact, Mo Ibrahim Index on the 'rule of law' criterion fell by 1.4 points between 2010 and 2014. Specifically concerning human rights, for every 100 prisoners detained, the number of untried prisoners rose from 53 to 63 between 2002 and 2010 while the number of convicted prisoners went from 47 to 37. Finally, the country's Doing Business rank fell by 6 places between 2003 and 2014.

**Strengthening the anti-corruption system in 2010**, with the preparation of the national strategy, provided a suitable framework for harmonization following the implementation of the Change Habits-Oppose Corruption (CHOC) program involving 14 TFPs and the more targeted intervention of the National Anti-Corruption Commission (CONAC) in education, with the national education program for integrity in schools, in the drive to change mentalities. However, the country's overall corruption indicators have not improved significantly. Transparency International's Corruption Perceptions Index barely shifted between 2004 and 2013 (+0.3) despite the anti-corruption mechanism and tightening internal and external public finance controls.

Overall, the factors that have negatively impacted on the achievement of outcomes are both internal to projects – their preparation (inaccurate cost

estimations of software and licenses in the context of SPRA support, insufficient analysis of sectoral capacities to support the legal framework) and their implementation, particularly procurement (cancellation of lots concerning support to ARMP for lack of transparency) -- and also external: factors particularly concerning lack of project ownership by beneficiaries (support to the legal framework), lack of political will (support to the legal framework and combatting corruption), lack of policy dialogue (support to the legal framework), and, finally, a weak national monitoring-evaluation system.

On the whole, the Bank is faced with the same problems as most other TFPs (IMF, World Bank, European Union, France, UNDP...) that are engaged in dialogue on governance reforms: their weight and flexibility are limited by the small proportion of official development assistance (ODA) in the country's budget (about 5%). With little leverage, dialogue is fragmented and rarely conducted at high decision-making levels. In this context, the reforms targeted by the Bank and other TFPs in governance, a sensitive area, have not produced clear results, as the country's low governance indicators confirm.

### *Crosscutting Aspects*

These aspects have been evaluated qualitatively but have not been rated for lack of detailed studies.

### **The implementation of the Bank-funded road projects has contributed to the achievement of regional integration by capitalizing on Cameroon's pivotal position in Central Africa.**

Field visits have shown that the spinoff is already being felt from improvements to the road networks and efforts to facilitate transport. On the northern corridors leading to N'Djamena and Bangui, for example, trade grew by an annual 17% between 2007 and 2011, the cost of transporting people or goods dropped by 40% and between 2007 and 2013 travel time fell from 15 to 7 days

between Douala and N'Djamena and from 10 to 5 days between Douala and Bangui. Trade between Gabon and Cameroon rose by 20% after the Ambam to Eking Road was built. The Bamenda-Enugu Road has symbolic value because it links West and Central Africa. Regarding energy, the country has no electricity connections with bordering countries. The 2010-2014 CSP re-introduced the Cameroon-Chad Electricity Network Interconnection Project; and supplementary studies were approved in 2013 and should be incorporated in the next CSP.

**Environment: the standard guidelines were complied with.** The CSPs covered the environment, and Environmental and Social Impact Assessments (ESIA) were carried out on projects. Successful bidders for road works contracts are required to submit an ESMP. On completion, environmental problems are summarized in the control mission's final report and the completion report. The conclusions of the reports indicate that the different service providers complied with the recommendations. However, the evaluation did not include a comprehensive study beyond the standard actions mentioned.

**Gender:** the Bank has targeted women through the Growth-oriented women enterprises (GOWE) project that carried out capacity-building for women entrepreneurs, women's associations, consulting firms responsible for training, and bankers using the mechanism. The Bank's guarantee made it possible to award loans to women entrepreneurs. Under this agreement, BICEC agreed to award 7 loans. Four recipients have already fully repaid the loan and the remaining three are involved in litigation for CFAF 155 million. This tool has fallen out of favor since 2010 due to strong competition from the ARIZ product developed by AFD exclusively reserved for women entrepreneurs. The flexibility, leeway granted to bankers and AFD's experience explain bankers' preference for ARIZ and the lack of attractiveness to bankers and consequent abandonment of the previous mechanism.

It is also worth mentioning the experiences of providing support to young unmarried mothers and women in the social projects (which did not undergo a comprehensive evaluation). In some transport sector projects, related structures (training center, supply of small equipment) were constructed for women. Road improvements affect women by no longer limiting travel to dry seasons, less drudgery physical ills, , greater security, time savings making it possible to engage in other activities, more affordable freight and travel costs, lower prices for products, greater access to health care centers for medical evacuation for childbirth resulting in lower maternal and infant mortality. Under PADY 1, associations were formed primarily of women and young people. In the project area, an estimated 84,219 women belong to mixed associations in which the proportion of women with responsibilities rose from 63.24% to 66.02%, i.e. an increase of 3.68%, in line with the expected results.

## Sustainability

*Sustainability is considered to be moderately likely on the whole. It is higher for infrastructure than for governance*

Table 3 summarizes the ratings by sector using the sustainability criterion:

**Sustainability for the transport sector is considered moderately likely.** In the case of the roads, it mainly depends on the quality of the construction, and maintenance and the operating methods.

Regarding construction, some weaknesses were noted in the engineering designs that were corrected during implementation to improve sustainability (for example shifting the crown of the Melong-Dschang Road or drainage layers for

**Table 3:** Sustainability Rating

Sector	Rating
Transport	Moderately likely
Energy	Likely
Water and Sanitation	Moderately likely
Governance	Unlikely
<b>Overall Rating</b>	<b>Moderately likely</b>

the carriageway structure of the Numba-Bachuo Akagbe Road).

On the operational front, the axle-load control measures have resulted in: (i) sensitization of transport operators on the need to comply with load standards, and (ii) a reduction in the number of violations from 80% prior to enforcement of the Law on overloading to 7% in 2012, according to the Kumba–Mamfé Road Project appraisal report. The Government has also undertaken to construct new weigh stations (planning to increase them from 18 in 2012 to 23 in 2015).

There are three types of infrastructure maintenance problems: (i) programming capacity; (ii) financing; and (iii) implementation. An update to the Kumba–Mamfé Road Project, which has just started up, is planned to ensure better works scheduling. From the financing standpoint, a 2nd generation Road Fund was established in 1998 with resources primarily from the Road User Charge (RUC) levied directly on petrol sales. Pursuant to an amendment to the 2011 Budget Act, the Government decided to suspend the direct taxation system. Dialogue has been initiated with the Government to improve the quality of collection methods (return to direct levies) and the management of resources allocated to road maintenance. Finally, regarding capacity building for SME beneficiaries of road maintenance contracts, contract management training programs are being carried out using European Union and World Bank financing.

The beneficiaries (users, women, youths) of structures related to the road financed by the Bank were member of associations as observed during site visits, including for example, the Batibo drying area, the Kenden Women’s Centre and the Nfaiok Youth Centre. Stakeholders expect that results from these Bank operations in which the community participates will continue.

The sustainability of PPP projects in the energy sector is considered likely because they are economically viable and the structures are operated and maintained by professionals who have the appropriate technical skills.

With regard to the water and sanitation sector, in the case of PADY1 (the other projects in the sector are not sufficiently well advanced), since the Yaoundé Canal has no protective wall, people continue to throw solid waste into it that could block it and lower its discharge flow and create the risk that floods will recur. In rural areas, sustainability of the structures depends on government support and the management capacities of local councils.

**Finally, with regard to governance, sustainability is weakened** by lack of ownership, compartmentalized ministries, weak policy content of reforms and lack of participation in the formulation, monitoring and evaluation of public policies. Ongoing cabinet reshuffles, changes in the responsibilities of ministries, and lack of participation are the principal reasons for the non-sustainability of results.

## Efficiency

*Efforts made to improve portfolio performance and the recent positive trend notwithstanding, generic problems and specific project implementation difficulties (weak capacity of PIUs and service providers, problem of compensation) are the main factors responsible for the delays that result in efficiency being rated as moderately unsatisfactory.*

Almost all public sector projects have experienced delays in loan effectiveness, procurements, and extensions of closing dates. For example, for a road project, it takes on average approximately 90 from approval to the last disbursement.

According to the country portfolio review reports (CPPR), **portfolio performance has improved since the CMFO opened**, with an overall score that rose from 1.8 in 2007 to 2.4 in 2014. This trend is due to close portfolio monitoring marked by the preparation of 4 CPPRs, 2 CSP Mid-Term Review Reports and 2 CSP completion reports, as well as regular supervision reports, joint quarterly reviews with MINEPAT and monthly meetings on the implementation of AfDB projects. The strict application of guidelines on the cancellation of undrawn balances and completion of agricultural and social projects has resulted in the removal of ageing projects. The average project age, which was 5.4 years in 2007, fell to 3 at the end of 2012, and rose slightly to 3.2 at the end of 2013.

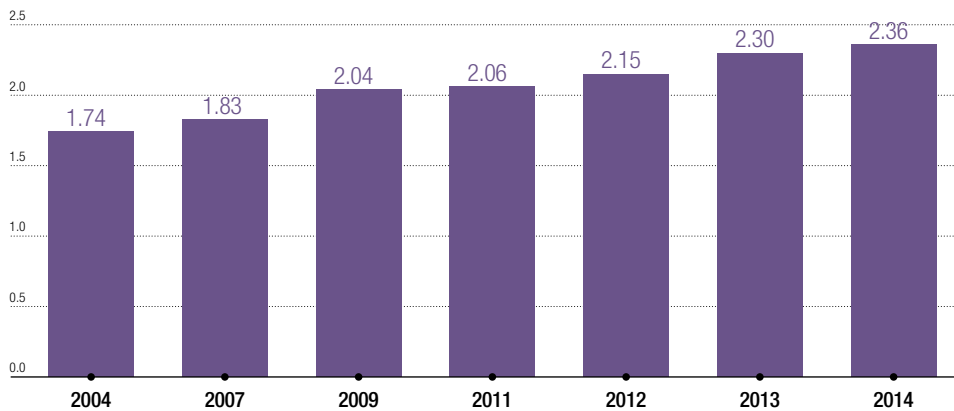
Though the recent portfolio performance is considered satisfactory overall and has been steadily improving according to the CPPRs, **generic problems** affect both the institutional organization of projects and implementation difficulties (provision of counterpart funds, delays in the award of governments contracts). As at 31/12/2013, the cumulative disbursement

rate for the entire portfolio (public and private sector projects) was 38% and the annual disbursement rate stood at 9.24%; at-end-2014, the cumulative rate had risen to 50.35% (25.3% national public, 27.20% regional public, 86.57% private sector) and the annual rate to 16.24%.

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**Figure 4:** Trend of Overall Portfolio Performance Scores as per CPPRs (2004-2014)

Source: ADB Portfolio Reviews

Some project experience implementation difficulties such as compensation in the case of road projects, weak capacity of PIUs, and service providers. According to the 2014 CPPR, as of 30 June 2014, an average of 20.31 months elapsed between the approval of an operation and receipt of the first

disbursement. Multinational public sector projects on average require much more time between approval and receipt of the first disbursement (24.61 months) than national public sector projects (19.48 months). For private sector projects, the average time is 18.33 months. ■

# Development Partners' Performance

Overall, the performance of Bank strategies and programs in Cameroon over the 2004-2013 period is considered to be moderately satisfactory.

## Bank Performance

**Bank performance is considered to be moderately satisfactory.** Strategic positioning is relevant even though support to governance could improve with greater focus. The most recent CSP for Cameroon was the subject of a quality-at-entry review under another evaluation<sup>15</sup> that concluded that it was moderately satisfactory. One aspect noted in that review and worth noting here is the opportunistic nature of private sector investments, which are not incorporated in the original programming. Given the sound performance of these operations, especially in the energy sector, this programming weakness could offer an unexplored potential for investment and results.

Since 2009, **the AfDB has effectively played its role as the leader of the MPC Public Finance Committee** and an active part in the establishment of the Public Finance Partnership Framework (PFPF) and dialogue with the authorities on the implementation of reforms, especially through the Public Finance Modernization Plan (PMFP). All TFPs consulted during the mission to Cameroon were unanimous about the Bank's highly positive role. For example, in view of the administrative delays caused by the introduction of the public procurement reform, marked by the establishment of the Ministry of Public Procurement (MINMAP) in 2012, the Bank, together with the WB, was pro-active in initiating a note advocating adjustments that helped to resolve and shorten the critical delays in public procurement

at project level. Encouraged by this and in relation to its portfolio in Cameroon, the Bank is preparing to lead the Transport Sub-Group of the Infrastructure Group. The Bank is also a member of the G8+6, which is composed of the Ambassadors of the G8 countries and Cameroon's six leading TFPs. The AfDB's membership in the MPC (which is primarily technical) and the G8+6 (primarily political) is both an asset and an avenue for enhancing the effectiveness of policy dialogue.

**In addition to dialogue in the MPC, CMFO has established a Bank portfolio monitoring mechanism with the government that involves organizing quarterly reviews that bring together CMFO, project oversight Ministries and project executing agencies.** These reviews also contribute to the targeted training sessions on procurement and disbursements.

**The Bank has also strengthened its synergy and complementarity with the other TFPs through fruitful partnerships,** as reflected by the number of projects (18) co-financed over the period under review with the other donors, beneficiaries, local and government-owned commercial banks. Also, in keeping with the principles of the Paris Declaration, the Bank has together with the WB has established a joint project implementation unit for transport infrastructure which has led to joint review and supervision missions and to improved coordination in the transport sector interventions of the two institutions. The Bank has also participated in all

the joint missions with the IMF and World Bank that have been organized at the invitation of the Cameroonian Authorities to review the country's economic performance and discuss its opportunities and challenges. The Bank is also associated with the Cameroon Business Forum (CBF), a mechanism for dialogue between the public and private sectors, established by the IMF to improve the business climate. It has also used the services of the CBF primarily for private sector sensitization and information activities under PAMOCCA.

**The Bank regularly consults with civil society** while preparing CSPs, portfolio reviews and project appraisals. It also supports civil society's participation in training, information and validation fora and workshops. Finally, as a follow-up to the Busan Summit, the Bank, along with other TFPs, supported the organization of a symposium in 2012 on establishing an integrated aid coordination and monitoring framework.

**The Bank has innovated by introducing land tenure security at a time when its experience in that area was confined to a few pilot projects.** If the project produces conclusive results, the country would obtain increased financial resources and reassured enterprises able to guarantee future borrowings.

**With regard to support to the national monitoring-evaluations, there is no effective monitoring-evaluation currently.** The majority of

implemented or ongoing projects have not invested in baseline situations. Activity reports are focused on project status (implementation or activities) and not on results.

## Country Performance

**Cameroon's performance is considered to be moderately unsatisfactory.** The implementation rate of public sector projects financed by the Bank is slow due to lack of ownership, management difficulties in some projects, the cumbersome nature of some steering committees and shortcomings in monitoring-evaluation..

**However positive results have been achieved where political will exists,** as for example the success of PPP projects in the energy sector. Similarly, Cameroon has openly acknowledged its shortcomings by recognizing: i) '[...] lack of adequate political ownership of some projects; and ii) lack of professionalism of project management staff [...]'<sup>16</sup> and there is a determination to resolve the issues. The government has established a mechanism for monitoring its portfolio with the Bank by organizing quarterly reviews with the participation of the CMFO, project oversight Ministries, and project executing agencies. In 2012, the country urged donors to support the projects they finance by organizational and institutional strengthening, which Cameroon considers to be a key factor. ■



# Conclusions and Recommendations

## Conclusions

### *Bank Positioning*

The Bank's positioning and its evolution in the most recent CSPs are relevant to the country's challenges, in particular, the strong emphasis on infrastructure, and more specifically on energy. This requires close coordination with the other TFPs, especially in the transport sector. Despite the difficulties, support to good governance is also critical, but requires a more cohesive approach to prior analysis and policy dialogue. Private sector investments offer a development-effectiveness potential, as suggested by PPP projects in the energy sector, and require closer programmatic attention.

### *Conditions and Critical Risks*

In the area of governance and in some infrastructure projects, the conditions and critical risks of reforms and projects have not been adequately considered upstream, which has affected their ownership and efficient and coordinated implementation by concerned stakeholders. The reforms initiated by the Bank and other TFPs, especially in governance, are slow to be implemented because of cumbersome administrative procedures for decision-making leading to long delays between the preparation of reforms and the decision to effectively start to implement them. Infrastructure projects (especially road projects) that involve compensating displaced people can suffer from the considerable time between Bank approval and the dissemination of compensation decrees.

### *Policy Dialogue*

Considering the relatively low proportion of foreign aid in development financing and the compartmentalization of ministries, sector dialogue is necessary but insufficient to address the challenges of governance. Scattering dialogue in several areas further weakens its impact, as does the lack of high-level dialogue based on targeted analytical work.

### *Sustainability of Transport Infrastructure Investments*

Road maintenance problems (road funds and maintenance capacity) and sector governance threaten the results of major infrastructure investments.

### *Capacities of Local Enterprises and Sizing of Lots for the Structures*

The performance of projects, especially in rural areas, was affected by the weak capacity of local enterprises. Some lots are too small for developing structures and do not attract efficient enterprises but rather artisanal firms without an adequate cash flow to sustain payment delays and usually unable to meet the requirements. As a result, they abandon sites and create additional costs because of poor workmanship. Having CMFO monitor numerous contracts and procedural operations creates a heavy workload that might have been avoided had the Bank previously verified implementation capacity in the firms.

## Recommendations

**Strengthen the strategic positioning by developing programmatic synergies.** The focus on infrastructure remains highly relevant particularly for increasing the volume of resources. Value added and results can be further strengthened by increasing programmatic integration:

- Closer focus for governance-related operations and improved synergy with other sectors, for example, targeting sector governance, in coordination with the other TFPs;
- Programmatic integration of the private sector, drawing on its PPP experience, and
- Parallel focus of policy dialogue and analytical work in the key areas of positioning, especially with regard to reforms.

**Develop risk management and define conditions (identification, planning and monitoring of mitigation measures) in the design and monitoring of the CSP and projects to ensure that they are coordinated efficiently implemented and that stakeholders take full**

**ownership.** One implementation option is to establish a risk-management process for the entire portfolio, complemented by a focus on the governance portfolio regarding the capacities of government services and other reform-related risks.

**Ensure the sustainability of transport infrastructure investments.** Strengthening infrastructure management, especially in the transport sector, through an efficient road maintenance fund is necessary to ensure the sustainability of investments and effective public spending. In general, the Bank should help to improve sector governance by combining infrastructure financing with institutional support so as to create the appropriate conditions for optimal project implementation and to achieve the expected results.

**Help strengthen local enterprises.** The Bank should fine-tune the sizing of lots for the development of the structures in the projects that it finances so that local enterprises can compete for contracts. Another useful option could be to prepare an updated directory of competent local companies. ■





According to the evaluation, between 2007 and 2013, journey time fell from 15 to 7 days between Douala and N'Djamena in neighbouring Chad and 10 to 5 days between Douala and Bangui in Central African Republic.



## Annex 1: Objectives, Interventions and Results

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
I. Pillar I: Governance  Promote good governance to ensure sound public resource management	PA-PNG institutional support	PPBM Chain improved training on project cycle, economic data collection and transmission capacities, training, networking of MINEPAT Directorates and provincial delegations, information for CSE officials	PPBM Chain improved training on project cycle, economic data collection and transmission capacities, training, and provincial delegations, information for CSE officials	Strategic management capacity built up	Strategic management capacity built up: Improved evaluation and programming of public investments (improvement, albeit slight of PIP; 2/3 of 2013 to 2015 MTEF projects eligible for selection). Consistency framework of overall and sector strategies improved (preparation of Vision 2035, 2010-2020 GESP. Full application of the program budget in 2013) and allocation of resources to still weak social sectors Health represented 1.5% in 2008, 1.1% in 2009, 1.1% in 2010, 1.1% in 2011 and 1.2% in 2012. Education represented 3% in 2008, 3.6% in 2009, 3.3% in 2010, 2.9% in 2011 and 3.2% in 2012. Concomitantly oil product subsidies represented at least 2.8% of GDP.	Strategic management capacity built up	Improvement of population's living conditions Poverty reduction Eradication of corruption.
		PPBM Chain improved training on project cycle, economic data collection and transmission capacities, training, networking of MINEPAT Directorates and provincial delegations, information for CSE officials	PPBM Chain improved training on project cycle, economic data collection and transmission capacities, training, and provincial delegations, information for CSE officials	Strategic management capacity built up	Strategic management capacity built up: Improved evaluation and programming of public investments (improvement, albeit slight of PIP; 2/3 of 2013 to 2015 MTEF projects eligible for selection). Consistency framework of overall and sector strategies improved (preparation of Vision 2035, 2010-2020 GESP. Full application of the program budget in 2013) and allocation of resources to still weak social sectors Health represented 1.5% in 2008, 1.1% in 2009, 1.1% in 2010, 1.1% in 2011 and 1.2% in 2012. Education represented 3% in 2008, 3.6% in 2009, 3.3% in 2010, 2.9% in 2011 and 3.2% in 2012. Concomitantly oil product subsidies represented at least 2.8% of GDP.	Strategic management capacity built up	Improvement of population's living conditions Poverty reduction Eradication of corruption.

Objectives and intermediate results	Interventions	Outputs		Outcomes			Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual	Actual
		<p><b>Functioning of the justice system improved</b> OHADA Uniform Acts translated into English and disseminated Capacity building for Yaoundé and Douala courts Reception Centre for Litigant Public in Douala and Yaoundé Building ACAJES capacities.</p>	<p>Information on Uniform Acts of OHADA submitted to the competent courts Information on OHADA Centers built Equipment and brochures for the public</p>	<p><b>Improvement of business climate</b> <b>Access to justice</b> <b>Quality of court decisions</b></p>	<p>Business climate not yet favorable Still limited access to justice Quality of court decisions remains low</p>			
		<p><b>Functioning of administration strengthened</b> Staff management instruments improved. User guide produced. Study on level of user satisfaction with civil service conducted</p>	<p>Recruitment of SPRA personnel and introduction of applicants to the functions of organizational advisors in administration management professions. The secretaries-general of ministries have also been sensitized on the implementation of the reform in the administration and on the operationalization of SIGPES. Study on level of user satisfaction with civil service conducted but not disseminated</p>	<p><b>Evaluation of administration personnel stepped up</b> <b>Enhanced transparency of central government management</b> <b>Performance of administrations strengthened</b> <b>Management by central government more transparent</b></p>	<p>SPRA officials applying for organizational advisor positions are operational and have managed the administrative reform and the operationalization of SIGPES.</p>			

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
Strengthening of governance and strategic management of the State	<b>PARG Budget support and institutional support</b>	<b>PF internal control:</b> training of CSE auditors, provision of equipment for the training center, networking of CSE, preparation of audit guide, support to ARMP for dematerialization of procedures <b>PF external control</b> Operationalization of NA/FBC and Audit Bench	<b>Public Finance Internal Control</b> (training of CSE auditors, provision of computer equipment, preparation of audit guide) <b>Public Finance external control</b> (capacity building for NA/FBC, Capacity Building for Audit Bench magistrates)	<b>Efficient internal and external control of public finances</b> <b>Accountability strengthened</b>	<b>Efficient control of public finances and Accountability strengthened</b> (the 2006 audit report on State property was prepared in 2007, Harmonization of auditing and control methods). <b>Effective control of Public Finances:</b> The NA/FBC is able to play its role technically (equipment, operational premises and information, budget review law available). Audit Bench more efficient (from 2006, the 2004 accounts were audited). The Budget Review Law for year N-1 is now available to MPs when they vote the year N Budget Law.)	<b>Improvement of population's living conditions</b> <b>Eradication of corruption.</b> <b>Poverty reduction</b>	



Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
		<p><b>Functioning of justice and information system improved</b></p> <p>Law governing the organization of the judicial system, Law governing the organization of the Supreme Court, computerization of the ministry's services, networking of the ministry and courts in Yaoundé and Douala, establishment of prison database, constitution of central criminal records file, training of magistrates and employees of the Inspectorate General of Services, implementing texts for administrative disputes, implementing texts for organizations of legal professions and paralegal professions, compliance with judges' security of tenure.</p>	<p><b>Functioning of justice system improved</b> (Law governing the organization of the justice system. Law governing the organization of the Supreme Court)</p>	<p><b>Improved access to the justice system</b></p> <p><b>Capacities of justice sector actors built up</b></p> <p><b>Private sector strengthened</b></p> <p><b>Business climate improved</b></p> <p><b>Performance of justice system administration</b></p>	<p><b>Slight improvement in human rights</b> (incarceration statistics show that 62.88 out of 100 prisoners have not been tried and 37.12 have been convicted) 37,12 sont des condamnés)</p> <p><b>Clarification of the status of the Audit Bench and its organization.</b> (its performance is sound for, effective 2007, the Budget Review Laws for 2004 to 2006 were prepared and the Assembly is currently examining the Draft Budget Law accompanied by the Budget Review Law for the year N-1)</p>		

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
	<p><b>Functioning of administration strengthened:</b></p> <p>Census of civil service staff, restructuring of payroll and personnel records, roll out of SIGEPES</p> <p>Preparation of administrative procedures manuals and organic frameworks of ministries;</p> <p>Merit-based evaluation system, application of performance-based evaluation system</p> <p>Preparation of performance standards</p> <p>Administrative procedures manual and career management</p> <p>Payroll management procedures manual</p> <p>Methodology guides and organic frameworks of 4 ministries prepared (MINT, MINTP, MINEDUB, MINADER) in 2011</p> <p>Training of 120 career and payroll management officers</p> <p>Training of human resource management staff and provincial delegates of MINFROPA</p>	<p>Census of civil service staff restructuring of payroll and personnel records regularly carried out since 2007</p> <p>SIGEPES rolled out in 36 administrations and only 2 administrations remain to be equipped;</p> <p>31 administrations have operational human resource management procedures manuals</p> <p>Performance-based evaluation system</p> <p>performance standards prepared in 2011,</p> <p>administrative and career management procedures manual prepared in 2011,</p> <p>payroll management procedures manual in 2011</p> <p>methodology guides and organic frameworks prepared for 4 ministries (MINT, MINTP, MINEDUB, MINADER) in 2011</p>	<p>Evaluation of administration staff strengthened</p> <p>Transparency of central government management improved</p> <p>Performance of administrations improved</p> <p>More transparent central government management</p>	<p>The tools prepared and made available to SPRA have helped to build the capacities of its employees. (preparation of guide and full-scale application of guides: ministries)</p> <p>Use of as yet incomplete tools. Civil servants' promotion based on seniority rather than merit</p>			

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
		<p><b>Combat against corruption:</b> Anti-corruption strategy institutionalized and anti-corruption organs operational (establishment of CNLCC), Appointment of CONAC bureau members, Preparation and validation of national anti-corruption strategy Law on corruption</p>	<p><b>Combat against corruption:</b> Anti-corruption strategy institutionalized and anti-corruption bodies operational (establishment of CNLCC in 2008 , Appointment of CONAC bureau members in 2007 Preparation and validation of national anti-corruption strategy in 2010)</p>	<p><b>More efficient anti-corruption organ (CONAC)</b></p>	<p>The strategy has helped to structure the interventions of 14 IFPs in the 'CHOC' program including the first phase 2007-2011 (harmonization). 3 types of results stemming from the strategy have been tested: PRI to eradicate pockets of corruption in 100 days, PRI at the level of schools and finally those which have helped to raise the level of pupils in national schools. CONAC investigated 227 accusations in 2008, 312 in 2009, 482 in 2010, 1247 in 2011, 2089 in 2012 and 2758 in 2013 its rapid response unit (RIA) carried out 43 missions in 2012 and 22 in 2013. CONAC has initiated a National Education Program for Integrity (PNEI) within schools to tackle changes in mentality.</p>		
	<p>PAMOCCA 1 and supplementary PAMOCCA</p>	<p><b>Land tenure security</b></p>	<p><b>Land tenure security</b> (1135 geodesic markers, publication of procedures and guide for users of Land Transaction One-Stop-Shops, design and preparation of Web-site for Land Transaction one-stop-shops) as well as capacity building of main actors).</p>	<p>Business climate improved Central government's financial capacity improved Private sector strengthened</p>	<p><b>Still no outcomes</b></p>		

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
<b>Pillar II: Infrastructure (Transport)</b>							
Contribute to the improvement of infrastructure in order to reduce poverty	Cameroon Shipyard and Industrial Engineering Ltd. (CNIC)		<ul style="list-style-type: none"> <li>   Breakwater 100%</li> <li>   Multipurpose pier 65%</li> <li>   Dredging and hydraulic backfill 100%</li> <li>   Buildings and site development 100%</li> <li>   Ground equipment and mobile cranes 0%</li> <li>   Rig dock 0%</li> </ul>	<p>Promote employment and improve income distribution in the project area</p> <p>Make Cameroon the preferred place for ship repairs in Central Africa</p> <p>Business climate improved</p> <p>Economic competitiveness strengthened</p>	Awaiting project completion	Contribute to the growth of the industrial sector in Cameroon's GDP	<ul style="list-style-type: none"> <li>   Awaiting project completion</li> </ul>
	Road Improvement Project in West, Littoral and South Provinces (ADF)		Implemented: Yes	<p>35%-45% reduction in VOC on project roads</p> <p>Improved access to socio-economic infrastructure in 2004 for about 10,000 people</p> <p>Approximately 30% reduction in harvest losses</p>	<p>70% reduction in VOC on project roads</p> <p>Improved access to socio-economic infrastructure in 2007 for about 10,000 people</p> <p>Daily tonnage of crops harvested rose from 160 to 207 i.e. 29.5% less in losses.</p>	<p>20% drop in transport costs on the project roads and 22.5 km increase in the length of paved roads</p>	<p>At least 50% reduction in vehicle operating costs.</p> <p>And 22.5 km extension of priority network</p>
	Ambam-Eking Road Project (ADF)		Implemented: Yes	<p>35%-45% reduction in VOC on the Ambam- Eking Road</p> <p>Improved access to socio-economic infrastructure for about 10,000 people</p>	<p>Approximately 35% reduction in VOC on the road</p> <p>Improved access to socio-economic infrastructure for about 20,000 people</p>	<p>10% increase in regional trade (with Gabon)</p>	<p>20% increase in regional and national trade (with Gabon)</p>

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Estimated	Actual	Estimated	Actual
	Numba-Bachuo-Akagbe Road Project (ADF)		Implemented: YES for the road and related structures except for part of the rural roads (38.5 km out of the 135 planned).	The length of unpaved roads in poor condition on the Lagos-Mombasa Trans African Corridor in Cameroon falls from 150km in 2006 to 100km in 2011	The length of unpaved roads in poor condition on the Lagos-Mombasa Trans African Corridor in falls from 150km in 2006 to 100km in 2014	The percentages of paved roads and in good condition in national the road network increases from 23% and 12% in 2005 to 34% and 80% in 2015	In 2013, the percentages of paved roads and in good condition in road network increases from 27% and 23.4% respectively (Source: 10th EDF Assistance Mission to MNTP)
	Transport Facilitation Program on the CEMAC Corridors (Douala-Bangui and Douala-N'Djamena)		Implemented: Yes for the bulk of the road works and related structures but the Transport and transit facilitation actions and measures component' is behind schedule	Travel time on the Douala-N'Djamena corridor dropped from 15 to 7 days in 2009 Travel time on the Douala-Bangui Corridor dropped from 7 days to 5 days over the same period Length of additional paved roads in the longer term: 73km Percentage of roads in poor condition on the corridor's goes from 37% in 2006 to 14% The SYDONIA customs systems in the three countries were upgraded and interconnected in 2010; (ii) manual processing of customs operations is abandoned in the three countries	Travel time on the Douala-N'Djamena corridor dropped from 15 to 7 days in 2013 (EU) Travel time on the Douala-Bangui Corridor dropped from 7 days to 5 days over the same period (EU) 73 km of additional paved roads	Make Cameroon a crossroads for trade in the Central African sub-region due to an integrated efficient transport system covering the national space and firmly open to its neighboring countries Enhance agricultural production Intra-community trade is up from 5% to 15%	On track No available data Percentage of trade between Chad and Cameroon between 2007 and 2012: annual average + 17%

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Estimated	Actual	Estimated	Actual
	Transport Facilitation Program on the Bamenda-Mamfe-Ekok-Enugu Corridors		<p>Implementation: ongoing estimated physical implementation rate of 97% for lot 1 (Bamenda-Batibo-Numba) and 70% for lot 2 (Bachuo Akagbe-Mamfe-Ekok), works completed on the Numba-Bachuo Akagbe (52 km) section in May 2014, i.e. a total of 175km improved out of the planned 203 km.</p>		<p>Average vehicle operating costs (VOC) weighted by distances in 2007 of US\$ 1.99/km for heavy duty vehicles and US\$ 1.47/km for light vehicles on the corridor are reduced by 36%</p> <p>Nominal transport time between Bamenda and Enugu falls from 8 to 12 hours in 2007 depending on the dry or rainy seasons to about 5 hours from 2013</p> <p>Road charges of US\$ 240 per trip paid by hauliers in 2007 are reduced by 40% and visa charges per crossing of US\$ 120 in 2007 are reduced or abolished for hauliers;</p> <p>The average border crossing time falls from 12 hours in 2007 to 3 hours from 2013</p> <p>Length of corridor road in good and moderate condition up from 49% in 2007 to 89% in 2013;</p> <p>Number of overloaded vehicles relative to the authorized standard falls from 80% in 2007 to 20% as of 2014</p>		

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
	Transport Facilitation Program on the Brazzaville-Yaoundé Corridor		Actual: the physical implementation rate was 75% in July 2014 for Phase 1, Djoum-Mintom (83 km), out of a total of 210km up to the Congo border	By 2014, the length of all-season passable roads between Cameroon and Congo increases from 60% in 2009 to 80% Average speed of HV vehicles on the Yaoundé-Brazzaville road increases from 30 Km/h in 2009 to 80 km/h in 2014 Average speed of HV vehicles on the Yaoundé-Brazzaville Road increases from 30 Km/h in 2009 to 80 km/h in 2014 Vehicle Operating Costs (VOC) for HV drop from CFAF816/km in 2009 to CFAF 367/km in 2014		Percentage of trade between Cameroon and Congo increases from about 15% from 2014 (i.e. in terms of value from CFAF 55 billion to CFAF 65 billion)	
	Batchenga-Ntui-Yoko-Lena-Ngoundé Road Study (600 km)		Actual: DDS produced and financing mobilized for the Batchenga-Ntui-Yoko-Lena section (248 km). The study is being finalized.	Mobilization of resources for the road improvement and construction of the bridge due to enhanced knowledge of technical and economic data for implementing the project;	Awaiting validation of study		
	Kumba-Miamfe Roads Improvement Project		Procurements for the project are slightly behind schedule. Contracts signed Works contractors are setting up with a view to works start-up.	In 2011, the vehicle operating costs are: (i) CFAF 456 per km for a light vehicle and (ii) CFAF 1.688 for a heavy vehicle In 2011, travel time averages 5 hours in the dry season and 8 hours in the rainy season In 2011, (i) the Rural Access Index in the PAI is 5% CFAF 1,538,066 per inhabitant. i.e. a 25% increase			

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Estimated	Actual	Estimated	Actual
<b>Pillar I: Infrastructure (Energy)</b> <b>Contribute to the improvement of infrastructure in order to reduce poverty</b>	<b>Dibamba fuel-fired electric power plant</b>	Improvement of GDP due to a reduction in power outages; Reduce poverty by supplying energy; Improve the business environment and boost development; enhance the security of electric power supply; increased energy supply; reduction of power cuts; gender equality improved through women's empowerment	<ul style="list-style-type: none"> <li>   86 MW electric power plant</li> <li>   90 kV transmission line (2 km)</li> </ul>	<ul style="list-style-type: none"> <li>   improvement of enterprises' performance (e.g. expansion of ALUCAM)</li> <li>   Strengthening competitiveness and increased FDI</li> <li>   Power generation capacity increased by 86MW</li> <li>   80% reduction in cuts by 2010</li> <li>   Number of new customers up by 65,411</li> </ul>	<ul style="list-style-type: none"> <li>   fewer power outages/cuts</li> <li>   ALUCAM returns to its previous production level</li> <li>   Power plants operate at less than full capacity with 70% in reserve (used at peak or emergency periods)</li> <li>   86 MW capacity 98% available on a Take-or-Pay basis</li> <li>   New customers not verifiable in Dibamba (sells everything to AES).</li> </ul>	<ul style="list-style-type: none"> <li>   Reduce the proportion of the population living below the poverty threshold</li> </ul>	<ul style="list-style-type: none"> <li>   Availability of power and energy on a Take-or-Pay basis</li> <li>   Resumption of enterprises' activities due to increased availability of electricity and fewer power outages</li> <li>   Increase in number of household subscribers</li> <li>   Resumption of deliveries to ALUCAM</li> </ul>



Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
	<b>KFRIBI natural gas-fired power plant</b>	<ul style="list-style-type: none"> <li>   Increase in electric power supply</li> <li>   Support development of the aluminium sub-sector</li> <li>   Job creation during construction</li> <li>   Job creation during operation</li> <li>   Generate revenue for the Government</li> <li>   Reduce CO2 emissions</li> </ul>	<ul style="list-style-type: none"> <li>   216 MW plant</li> <li>   225 kV transmission line (100 km)</li> <li>   Connection of power plant to the South Interconnected Network</li> <li>   Ongoing implementation of ESMP and RAP</li> </ul>	<ul style="list-style-type: none"> <li>   13600 new domestic industrial connections/year from 2016;</li> <li>   Available capacity of 216 MW including 50MW for ALLUCAM</li> <li>   500 jobs</li> <li>   60 permanent jobs.</li> <li>   340t of CO2 emissions</li> </ul>	<ul style="list-style-type: none"> <li>   Available capacity of 216 MW including 50MW for ALLUCAM;</li> <li>   500 jobs during works;</li> <li>   60 permanent jobs; CO2 reduction by using gas which is cleaner than fuel</li> <li>   Not verifiable: 13600 new domestic connections/year; 2800 new industrial connections / year from 2016</li> </ul>	<ul style="list-style-type: none"> <li>   Reliable energy supply</li> </ul>	<ul style="list-style-type: none"> <li>   Availability of power and energy on a Take-or-Pay basis</li> <li>   Resumption of enterprises' activities due to increased availability of electricity and fewer power outages</li> <li>   increased number of household subscribers</li> <li>   Resumption of deliveries to ALLUCAM</li> </ul>

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
	<b>AES-SOMEL Investment programme</b>	<ul style="list-style-type: none"> <li>   Edea electromechanical equipment replaced and renovated.</li> <li>   Control and auxiliary systems rehabilitated at Song Loulou;</li> <li>   SIN and NIN thermal generators rehabilitated and standardized;</li> <li>   hydrological data collection system on Sanaga established</li> <li>   HV lines rehabilitated and substations equipped</li> <li>   New installations (lines and substations)</li> <li>   New lines and transformers.</li> <li>   Complementary studies on structures and hydrological studies</li> <li>   Vehicle fleet optimized</li> <li>   SAG module with cutover to SAP</li> <li>   Buildings renovated</li> </ul>	<ul style="list-style-type: none"> <li>   40% reduction in distribution investments in 2006</li> <li>   scaling up interventions on hydro-power and transmission</li> <li>   Song Loulou and Edea works have contributed to an increase in their available capacity</li> <li>   € 94.55 million allocated to the transmission sector</li> </ul>	<ul style="list-style-type: none"> <li>   In 2009: improve recovery rate to 90%;</li> <li>   Improve customer/employee ratio to 210</li> <li>   In 2021: 1 549 852 subscribers; electricity access rate improved to 35%;</li> <li>   Reeducation in total network losses to 15%; improvement of non-distributed energy rate to 0.4%;</li> <li>   Diversification of generation by increasing thermal generation to 38%</li> </ul>	<ul style="list-style-type: none"> <li>   2005 à 2013:</li> <li>   LV demand (mainly households) rose from 1062 to 1623 GWh and subscribers from 528 049 to 888 844</li> <li>   Installed capacity has risen from 1023 to 1326 MW (as a result of Kribi and Dibamba)</li> <li>   Increased deliveries to ALLU-CAM (+23% of energy).</li> <li>   Annual connections exceed expected results (66 365 in 2013 v. 56,155 in 2009).</li> <li>   61,024 new MV/LV subscribers for 2013.</li> <li>   Recovery rate exceeds expectations (96.09% in 2013).</li> <li>   in 2013, customer/employee ratio is 246 compared to 210 expected).</li> </ul>	<ul style="list-style-type: none"> <li>   Improved living conditions of population</li> <li>   Private sector promotion</li> <li>   Improve quality of service</li> <li>   Efficiency of network</li> <li>   Meet demand</li> </ul>	<ul style="list-style-type: none"> <li>   Availability of power and energy on a Take-or-Pay basis</li> <li>   Resumption of enterprises' activities due to increased availability of electricity and fewer power outages</li> <li>   increased number of household subscribers</li> <li>   Resumption of deliveries to ALLUCAM</li> </ul>

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Actual	Estimated	Estimated	Actual
	<b>PREREDIT Strengthening of Electricity Networks</b>	<ul style="list-style-type: none"> <li>■ 6 specific environmental studies ESIA, ESMP / FRP</li> <li>■ 105 km of 90kV line; 1 90/30/15 kV 56 MVA and 2x5 MVA substations; 1200 km of MV lines in 8 regions; 800 LV km in 8 regions; 150 000 single phase connections;</li> <li>■ 50,000 three-phase connections; 25,000 prepayment meters; 1000 public lighting units in 8 regions; Information, Education and Communication Program (IEC); Energy Management Program; Environmental and social audits</li> </ul>	<ul style="list-style-type: none"> <li>■ Structure under construction: 10% completed due to disbursement constraints</li> </ul>	<ul style="list-style-type: none"> <li>■ Electricity in 423 localities</li> <li>■ In 2014: country's rural electrification rate by 26%; 20%; 9% rate of technical losses and non-technical losses of 5%</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing project</li> <li>■ No intermediate results yet</li> <li>■ Results delayed</li> </ul>	<ul style="list-style-type: none"> <li>■ increased availability of electric power</li> <li>■ meet rising demand for electricity in 8 regions of Cameroon</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing project</li> <li>■ Impact delayed</li> </ul>
	<b>LOM-PAN-GAR Hydro-Electric Power Plant</b>	<ul style="list-style-type: none"> <li>■ Hydro-electric power plant with installed capacity of 30 MW constructed;</li> <li>■ 300 km of HV network constructed (90KV 105Km Lom Pangar –Bertoua line, 90KV 105Km Bertoua – Abong Mbang line, 90 kV 105 Km Bertoua – Batouri line); 02 90/30/15KV sub-stations</li> <li>■ Abong Mbang and Batouri; 800 Km of 30KV MV networks; 200 Km of LV networks; 10 000 prepayment meters installed; ESMP and FRP; Information, Education and Communication Program; energy management; environmental and social audits carried out</li> </ul>	<ul style="list-style-type: none"> <li>■ Structure under construction: 8% completed due to disbursement constraints</li> </ul>	<ul style="list-style-type: none"> <li>■ Hydro-electric power plant by 2016: 1616 km 90 kV; 3 additional HV/MV sub-stations; 190 additional MV/LV sub-stations;</li> <li>■ 10,000 additional connections; 1863 MW of installed capacity; 3426 km of HV lines; 19268 km of MV lines; 21684 km of LV lines; 36% electrification rate;</li> <li>■ 10% rural electrification rate; 12% technical and 5% non-technical losses</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing project</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase availability of electric power and meet country's demand for electricity.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing project</li> <li>■ Impact delayed</li> </ul>

Objectives and intermediate results	Interventions		Outputs		Outcomes		Impact	
	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
<b>Pillar II: Infrastructure (Water and Sanitation)</b>								
<b>Contribute to the improvement of infrastructure to reduce poverty</b>								
<b>PADY 1 Yaoundé stormwater drainage</b>	<ul style="list-style-type: none"> <li>Study of the landscape of the improvements;</li> <li>Mfou ndi Canal constructed;</li> <li>Storm water collectors dredged and cleaned.</li> <li>feeder roads and canal maintenance ramps built.</li> <li>Mfoundi Canal protected</li> <li>area around canal developed.</li> <li>Capacities of CA and CUY, MINEE and MINDUH built.</li> <li>Social actors and SME and EBs trained in LI techniques and management</li> <li>Population sensitized on hygiene</li> <li>Waste pre-disposal contracts signed</li> </ul>	<ul style="list-style-type: none"> <li>All planned activities completed with the exception of part of the canal (800m) and landscaping work (carried over to PADY2).</li> <li>The CUY observatory was provided with new computers and training equipment.</li> <li>Increased capacities of CUY technical services (18 professionals trained), councils</li> <li>(11 officials trained) and ministries involved (9 officials trained).</li> <li>Organization of 3 sensitization workshops and campaigns (61,588 participants)</li> </ul>	<ul style="list-style-type: none"> <li>The number of people affected by floods will rise from 243,000 in 2005 to 48,000 in 2009.</li> <li>Reduction in WBD prevalence rates (malaria: 16.4% to 5% in 2009, diarrhea: 3.8% to 1.9% in 2009, and typhoid: 5.4% to 2.2% in 2009).</li> <li>Creation of 1350 direct jobs in 2009 and 2350 indirect jobs in 2009. In 2009, 14 neighborhoods have an operational pre-disposal system</li> </ul>	<ul style="list-style-type: none"> <li>Floods in Yaoundé drop from 15 to 3 per year.</li> <li>Malaria prevalence rate down from 16.4 in April 2005 to 8.66% in March 2012; for typhoid from 5.4 to 2.88% and for diarrhea from 3.8 to 2.44 %.</li> <li>Discharging waste into the canal has fallen only slightly (from 38.6% to 36.42%) instead of .to 8.6%.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the reduction of urban poverty.</li> <li>improve stormwater drainage</li> <li>improve the population's environment</li> <li>Build the capacities of the CUY, SMEs and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Project implemented under good conditions. Despite the delay it will be strengthened by the PADY project in order to fully achieve its expected impact</li> </ul>		

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Estimated	Actual	Estimated	Actual
	<b>SU-DWSSP Drinking Water Supply and Sanitation in Semi-Ur- ban Areas</b>	<ul style="list-style-type: none"> <li>   Extension/rehabilitation of 16 DWS systems</li> <li>   Construction of 3 new networks and 2 water intakes; 35 810 lm of primary network pipes; 95 146 lm of pipes; Construction of 16 warehouses; 1 high flow rate borehole;</li> <li>   2 water treatment plants; 6 water reservoirs; laying of 286 500 lm of water pipes;</li> <li>   Construction of 14 000 private social connections, 20 gender-segregated toilet facilities, 18 dump sites, 43 incinerators, 43 septic tanks, 42 sanitary facilities, 640 school latrines, 200 communal public latrines, 33 tractors, 161 tipper trucks, 18 kits small waste collection tools, 18 motorcycles and 36 km of access roads to rubbish dumps.</li> <li>   connections, 20 gender-segregated toilet facilities, 18 dump sites, 43 incinerators, 43 septic tanks, 42 sanitary facilities, 640 school latrines, 200 communal public latrines, 33 tractors, 161 tipper trucks, 18 kits small waste collection tools, 18 motorcycles and 36 km of access roads to rubbish dumps.</li> </ul>	18% implemented	<ul style="list-style-type: none"> <li>   WBD prevalence rate down from 19% to 13.5% in the project area</li> <li>   Incidence of malaria down from 15% to 3% in the area</li> <li>   Drinking water access rate in the area is improved</li> <li>   Access rate to sanitation services in the area</li> <li>   Time spent fetching water reduced</li> <li>   All pupils in the area have received hygiene/health lessons reduced</li> <li>   All pupils in the area have received hygiene/health lessons</li> </ul>	Ongoing project. Has not yet produced any initial intermediate results	<ul style="list-style-type: none"> <li>   Improve the population's living environment by improving access to drinking water and sanitation</li> <li>   Improve the population's health status by facilitating greater access to drinking water and sanitation in 19 towns</li> </ul>	Ongoing project Impact delayed

Objectives and intermediate results	Interventions	Outputs		Outcomes		Impact	
		Estimated	Actual	Estimated	Actual	Estimated	Actual
	<b>RDWSSP Rural Sanitation</b>	<ul style="list-style-type: none"> <li>   90 AEP; 285 six-compartment ventilated pit latrines in schools and health centers; 1332 private single compartment latrines; 2 gender-segregated toilet facilities</li> <li>   Feasibility study on 42 DWS systems</li> <li>   Rural sanitation strategy study</li> <li>   Training of DHH officials</li> <li>   Construction of DREE offices in 2 regions</li> </ul>	<ul style="list-style-type: none"> <li>   28% implemented</li> <li>   20 DWS systems constructed / rehabilitated</li> <li>   256 six-compartment ventilated pit latrines</li> <li>   210 private VPL constructed</li> <li>   2 latrine blocks consulted</li> <li>   Training of DHH officials</li> <li>   Construction of DREE offices in 1 region</li> </ul>	<ul style="list-style-type: none"> <li>   WBD prevalence rate down from 19% to 13.5% in the project area</li> <li>   Incidence of malaria in project area down from 15% to 3% in project area.</li> </ul>	<ul style="list-style-type: none"> <li>   Ongoing project but has produced some initial intermediate results: <ul style="list-style-type: none"> <li>   Drinking water access rate up from 33% to 60% in the project area</li> <li>   Sanitation access rate up from 16% to 22% in the project area</li> <li>   30% of the population has improved latrines</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>   Improve the population's living environment by improved access to drinking water supply and sanitation in 4 of the country's regions.</li> </ul>	<ul style="list-style-type: none"> <li>   Ongoing project</li> <li>   Initial intermediate impact: initial improvement in access to drinking water and sanitation as the works lots are completed</li> </ul>
	<b>PADY 2 Yaoundé stormwater drainage</b>	<ul style="list-style-type: none"> <li>   16.5 km of drainage canals built; 1 wastewater treatment plant; 16.5 Km of feeder roads and other works along the canal; 5 health centers rehabilitated; 300 female relays with training; 20 Associations and NGOs trained in LI works; 2.3 million inhabitants sensitized; 20 site maintenance vehicles; 5 studies; prevention of flooding; waste management; updating of stormwater master plan;</li> <li>   Assessment of PADY 2 impacts</li> <li>   PADY 2 Manual PADY 2; 360 waste bins; 63 waste collection platforms</li> </ul>	<ul style="list-style-type: none"> <li>   Project launched 0% implementation rate</li> </ul>	<ul style="list-style-type: none"> <li>   In 2008; sanitation coverage rate of 59%; number of floods down to 1 per year; reduction in WBD prevalence rates: malaria: less than 5%; diarrhoea less than 1%; Typhoid: less than 0.5%</li> <li>   In 2020 child mortality rate down to less than 46 per thousand and poverty index reduced to less than 29% in the project area.</li> </ul>	<ul style="list-style-type: none"> <li>   This PADY 2 project has recently been launched. It complements the completed Pady1 project.</li> </ul>	<ul style="list-style-type: none"> <li>   Improved stormwater drainage, hygiene/ health of Yaoundé's population.</li> <li>   Contribute to poverty reduction in urban areas (by LI or CI works).</li> </ul>	<ul style="list-style-type: none"> <li>   This PADY 2 project has recently been launched. It complements the completed Pady1 project.</li> <li>   Contribute to poverty reduction in urban areas (by LI or CI works).</li> </ul>



## Annex 2: List of Operations

N	Project Name	Division	Status	Approval Date	Signature Date	Effectiveness	First Disbursement	Amount Approved (in thousand UA)	Total Project Cost (in thousand UA)	Disbursement Rate	Public/Private
<b>Agriculture</b>											
	Emergency assistance to combat the spread of avian flu in Cameroon	OSAN3	Completed	4/5/2006	5/16/2007			325.5	325.5	100	Public
	Support to IRAD for the production of basic seeds	OSAN/CMFO	Completed	3/2/2012	9/7/2012	9/7/2012	2/1/2013	420	420	65	Public
	Grassfield 2 participatory rural development project 2	OSAN2	Approved	10/23/2013	12/16/2013			16.800	16.800	0.00	Public
	<b>Agriculture Total</b>							<b>17,545.5</b>	<b>17,545.5</b>		
<b>Finance</b>											
	Growth-oriented women enterprises development	OPSM4	Ongoing	12/4/2006				8,924.7	8,924.7	3.87	Private
	<b>Finance Total</b>							<b>8,924.7</b>	<b>8,924.7</b>		
<b>Governance</b>											
	Governance reform support programme	OSGE1	Completed	12/4/2006	12/27/2007	7/10/2008	7/10/2008	29,000	29,490	100	Public
	Land registration modernization project	OSGE1	Ongoing	11/15/2010	1/5/2011	5/17/2011	2/10/2012	7,000	7,000	10.44	Public
	Land registration modernization project (Supplementary Support)	OSGE1	Approved	12/17/2013				5,000	6,588.46	0.00	Public
	<b>Governance Total</b>							<b>41,000</b>	<b>43,078.46</b>		
<b>Energy</b>											
	Sonel investment programme	OPSM5	Completed	5/10/2006	12/8/2006	2/13/2007	2/15/2007	51,134	329,816.43	100	Private



N	Project Name	Division	Status	Approval Date	Signature Date	Effectiveness	First Disbursement	Amount Approved (in thousand UA)	Total Project Cost (in thousand UA)	Disbursement Rate	Public/Private
	Project to strengthen and extend the electricity network	ONEC1	Ongoing	9/15/2010	10/15/2010	4/20/2011	1/22/2013	31,640	58,990	1.26	Public
	Dlbamba power project	OPSM5	Completed	4/28/2010	5/11/2011	5/11/2011	7/15/2011	19,679.1	87,562.55	100	Private
	Kribi power project	OPSM5	Completed	7/15/2011	12/22/2011	12/22/2011	8/27/2012	25,252.6	227,406.2	100	Private
	Lom pangar hydroelectric project	ONEC1	Ongoing	11/10/2011	1/18/2012	6/14/2012	12/14/2012	44,930	264,490	0.96	Public
	Cameroon-Chad interconnection study	ONEC1	Approved	10/7/2013				2,500	3,063	0.00	Public
<b>Energy Total</b>											
<b>Transport</b>											
	Numba-Bachuo akagbe road improvement	OITC1	Ongoing	11/15/2006	2/12/2007	7/12/2007	4/8/2008	44,700	53,800	77.96	Public
	Transport facilitation Cameroon, Douala-Bangui-Njamena Corridor	OITC1	Ongoing	7/5/2007	2/22/2008	10/6/2008	11/11/2009	48,000	261,567.19	84.16	Public
	Bamenda-Mamfe-Ekok-MFUM-Abakaliki- Road	OITC1	Ongoing	11/25/2008	5/13/2009	11/4/2009	12/1/2009	90,390	128,590	47.59	Public
	Batchenga-Yoko-Tibati-Ngaoun road study	OITC1	Ongoing	10/14/2009	1/11/2010	3/29/2010	3/29/2010	3,360	3,740	29.50	Public
	Cameroon/Congo: Ketta-Djoum road	OITC1	Ongoing	9/25/2009	1/11/2010	3/29/2010	2/13/2012	59,270	65,860	44.20	Public
	Kumba-Mamfe road project	OITC1	Ongoing	11/21/2012	2/9/2013	9/16/2013	11/7/2013	47,260	108,450	1.46	Public
<b>Transport Total</b>											<b>292,980</b>
<b>Water &amp; Sanitation</b>											
	Yaounde sanitation project (PADY)	OWAS1	Completed	12/14/2005	5/16/2006	5/16/2006	8/26/2006	25,600	28,4900	99.96	Public
	Water and Sanitation inventory	AWTF	Cancelled	12/22/2006	2/12/2007	7/13/2007	7/13/2007	411.5	411.5	63.90	Public

N	Project Name	Division	Status	Approval Date	Signature Date	Effectiveness	First Disbursement	Amount Approved (in thousand UA)	Total Project Cost (in thousand UA)	Disbursement Rate	Public/Private
	Semi-Urban DWSS project	OWAS1	Ongoing	1/28/2009	5/13/2009	11/2/2009	5/28/2010	40,000	45,580	9.80	Public
	Rural DWSS project	OWAS1	Ongoing	5/12/2010	6/29/2010	4/14/2011	5/2/2011	15,000	17,250	38.97	Public
	Yaounde Sanitation phase ii	OWAS1	Approved	6/19/2013	9/11/2013			23,661	102,205	0.00	Public
<b>Water and Sanitation Total</b>									<b>193,936.55</b>		
<b>Social</b>											
	Reproductive health programme support project	OSHD3	Completed	6/16/2004			10/11/2006	12,130	13,640	100	Public
<b>Social Sector Total</b>									<b>12,130.0</b>	<b>13,640.0</b>	
<b>Environment</b>											
	Reforest. of Degraded Areas & Development of Non-Timber Forest Products in SANAGA-MARTIME	CBFF	Completed	11/4/2009	11/13/2009	11/13/2009	11/17/2009	264	264	88.76	Public
	Alternatives to Mangrove Destruction for Women's Livelihood in Central Africa	CBFF	Completed	11/4/2009	11/13/2009	11/13/2009	11/17/2009	255.4	255.4	95.62	Public
	Promoting Community Land Tenure Rights in the Congo Basin	CBFF	Completed	11/12/2009	12/3/2009	12/3/2009	1/13/2010	487.1	487.1	98.08	Public
	Partnership for the Development of Community Forests	CBFF	Completed	11/13/2009	12/15/2009	1/7/2010	1/7/2010	1,196.1	1,196.1	100	Public
	Building the Foundation for success; Ensuring Community participation is at the heart of REDD	CBFF	Completed	11/13/2009	1/21/2010	4/16/2010	4/19/2010	1,351.4	1,351.4	76.07	Public
	Stabilizing Carbon Emissions in the Sangha Tri-National Forest Complex Through Sustainable Financing and Improved Livelihoods	CBFF	Completed	11/5/2009	11/18/2009	11/18/2009	12/1/2009	615.3	615.3	71.91	Public

N	Project Name	Division	Status	Approval Date	Signature Date	Effectiveness	First Disbursement	Amount Approved (in thousand UA)	Total Project Cost (in thousand UA)	Disbursement Rate	Public/Private
	Achieving Conservation and Improving Livelihoods through the Sustainable Management of Community-Based Forest Operations in Cameroon	CBFF	Completed	11/13/2009	11/13/2009	1/10/2010	1/10/2010	1,145.5	1,145.5	64.86	Public
	Beyond Timber: Reconciling the needs of the logging industry with those of forest-dependent people	CBFF	Ongoing	6/9/2010	4/12/2011	7/27/2011	8/3/2011	1,294.7	615.3	57.74	Public
	Project for the conversion of forest scrap and reforestation of degraded areas in Central Africa	CBFF	Ongoing	12/9/2011	2/20/2012	2/20/2012	4/20/2012	1,301.9	1,294.7	28.59	Public
	Project for the reforestation and rehabilitation of forest ecosystems around the village palm groves in MATOMB district	CBFF	Ongoing	12/6/2011	2/17/2012	2/17/2012	5/25/2012	194.4	342.9	71.89	Public
	Support Project for multi-stakeholder participation in the REDD process in CAMEROON, CONGO, GABON AND CENTRAL AFRICAN REPUBLIC	CBFF	Ongoing	12/6/2011	2/17/2012	2/17/2012	5/25/2012	194.4	342.9	71.89	Public
	Sustainable Management Project in the Biological Interest Zone of TCHEBOA	CBFF	Ongoing	4/26/2012	6/12/2012	11/28/2012	11/28/2012	53.5	194.4	100	Public
	Involving The Autochthones Peoples BAGYELI in the Sustainable Management of CAMPO-MA'AN Natural Park	CBFF	Ongoing	6/17/2010	2/28/2011	2/28/2011	3/10/2011	615.3	1,640.3	45.78	Public
	Project to eliminate fire-wood consumption in COCOA sector-SOLAR COOKERS COMBINED WITH BIOGAS	CBFF	Ongoing	12/22/2011	2/23/2012	2/23/2012	10/11/2012	342.9	53.5	0.00	Public
	Rehabilitation and Management Project	CBFF	Ongoing	4/26/2012	6/12/2012	11/28/2012	11/28/2012	53.5	53.5	16.15	Public
	Protecting Central Africa's Elephants	CBFF	Ongoing	7/22/2013	12/16/2013			250	250	0.00	Public
<b>Environment Total</b>									<b>11,061.2</b>	<b>11061.19</b>	
<b>Grand Total</b>									<b>663,449.65</b>	<b>1.881.521,8</b>	

## Annex 3: List of Economic and Sector Work

<b>2004</b>	Country Governance Profile
<b>2009</b>	Enhanced fiscal space for growth and poverty reduction    Diagnostic study on modernization of the land registration and State-owned land sectors
<b>2012</b>	Update of the diagnostic study of modernization of the land registration and State-owned land sectors in Cameroon
<b>2013</b>	Transport Sector Public Expenditure Review    Energy Sector Public Expenditure Review    Public Finance and Financial Information System Public Expenditure Review

## Annex 4: Evaluation Matrix

Evaluation Question	Indicators	Data Source	Collection Methods
<b>Relevance</b>			
To what extent are the Bank's interventions relevant in relation to the country's development challenges and priorities?	<ul style="list-style-type: none"> <li>▮ Addressing challenges at sector level</li> <li>▮ Addressing national development priorities: (i) poverty reduction; (ii) promotion of strong and sustainable growth</li> </ul>	<ul style="list-style-type: none"> <li>▮ PRSP</li> <li>▮ Vision 2035</li> <li>▮ GESP and Monitoring Reports</li> <li>▮ Road Master Plan, Country Governance Profile</li> <li>▮ IMF Report</li> <li>▮ 2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>▮ IMF Report</li> <li>▮ MDG Reports</li> <li>▮ UNDP Human Development Reports</li> <li>▮ Key Ministry Personnel</li> <li>▮ CMFO Experts</li> </ul>	<ul style="list-style-type: none"> <li>▮ Document Review</li> <li>▮ Working meeting with DIR/ MINEPAT</li> <li>▮ Discussions with DIR/MINMAP officials</li> <li>▮ Meeting with sector Ministry officials</li> <li>▮ Discussions with sector experts CMFO, TFP, civil society</li> <li>▮ Meeting with CMFO</li> </ul>
To what extent do the Bank's interventions address the needs of the beneficiary target groups?	<ul style="list-style-type: none"> <li>▮ Confirmation of target groups' needs in relation to the sector: mobility, transport costs, access to basic services, access to markets, economic opportunities</li> <li>▮ CSP alignment with needs</li> </ul>	<ul style="list-style-type: none"> <li>▮ PRSP</li> <li>▮ Vision 2035</li> <li>▮ GESP</li> <li>▮ Minjustice Sector Strategy</li> <li>▮ Public Finance Modernization Plan</li> <li>▮ National Governance Plan</li> <li>▮ Governance Action Plan (GAP 1 and 2)</li> <li>▮ ECAM Survey</li> <li>▮ 2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>▮ Project Appraisal Reports</li> <li>▮ CSP Reviews and Completion Reports</li> <li>▮ Project Completion Reports</li> <li>▮ Impact Assessments</li> <li>▮ Key Ministry Personnel</li> <li>▮ CMFO Experts</li> <li>▮ Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>▮ Document review and statistics review</li> <li>▮ Discussions with DIR/MINMAP officials</li> <li>▮ Meeting with representatives of civil society</li> <li>▮ Discussions with beneficiaries during site visits</li> <li>▮ Discussions with project coordinators</li> </ul>

Evaluation Question	Indicators	Data Source	Collection Methods
To what extent are the interventions in the country aligned with the Bank's operational priorities?	<ul style="list-style-type: none"> <li>   Identification of Bank's operational priorities</li> <li>   Addressing the Bank's operational priorities</li> </ul>	<ul style="list-style-type: none"> <li>   Bank's medium-term strategy</li> <li>   Strategic Plan</li> <li>   Regional Integration Plan</li> <li>   Governance Action Plan (GAP 1 and 2)</li> <li>   Long-Term Strategy</li> <li>   1993 Transport Plan</li> <li>   Transport Review of Past Decade</li> <li>   2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>   RISP</li> <li>   Project Appraisal Reports</li> <li>   CSP reviews and completion reports</li> <li>   Project Completion Reports</li> <li>   REC Reports</li> <li>   CMFO Experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Discussions with CMFO experts</li> <li>   Meeting with CMFO</li> </ul>
<b>Effectiveness</b>			
<b>What are the Bank's results at country level in terms of the planned objectives of its operations?</b>			
To what extent have the Bank's interventions delivered their expected outputs?	<p>At project level, compare estimates and actual results with expected outputs, in particular:</p> <ul style="list-style-type: none"> <li>   Length of asphalted roads</li> <li>   Length of rural feeder roads</li> <li>   Related structures</li> <li>   Supporting activities</li> <li>   Transport costs</li> <li>   Time savings</li> </ul> <p>And others including:</p> <ul style="list-style-type: none"> <li>   Capacity Building</li> <li>   Reform-related measures</li> </ul> <p><b>Identify factors of success and failure at project level</b></p> <p><b>Prepare the results framework and analyze the results obtained in relation to forecasts</b></p> <p><b>Aggregate factors of success and failure at sector level</b></p>	<ul style="list-style-type: none"> <li>   2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>   Project Appraisal Reports</li> <li>   Portfolio Reviews</li> <li>   CSP Reviews and Completion Reports</li> <li>   Periodic control mission reports</li> <li>   Final control mission reports</li> <li>   Supervision mission aide-mémoires</li> <li>   CMFO periodic reports</li> <li>   Project Completion Reports</li> <li>   Impact assessments</li> <li>   Key Ministry Personnel</li> <li>   CMFO Experts</li> <li>   Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Meeting with sector Ministry officials</li> <li>   Discussions with ADB-WB RPCIMU</li> <li>   Discussions with project leaders</li> <li>   Site visits and on-site discussions with Control Mission and Project leaders</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> <li>   Meeting with civil society representatives</li> <li>   Discussions with beneficiaries during site visits</li> </ul>

Evaluation Question	Indicators	Data Source	Collection Methods
<p>Has the Bank contributed to the achievement of the immediate results: (i) improvement of access to basic infrastructure and services; (ii) improvement of regulatory frameworks; (iii) capacity building for governance?</p>	<p><b>Evaluate the achievement of immediate results following the Bank's interventions at project level:</b></p> <ul style="list-style-type: none"> <li>■ Improved access to infrastructure</li> <li>■ Improved access to basic services</li> <li>■ Improved regulatory framework at sector level</li> <li>■ Building the sector's capacities and strengthening its governance</li> </ul> <p><b>Identify factors of success and failure</b></p> <p><b>Consolidate findings at sector level</b></p>	<ul style="list-style-type: none"> <li>■ 2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>■ Project Appraisal Reports</li> <li>■ Portfolio Reviews</li> <li>■ CSP Reviews and Completion Reports</li> <li>■ Periodic Control Mission Reports</li> <li>■ Final Control Mission Reports</li> <li>■ Supervision mission aide-mémoires</li> <li>■ CMFO Periodic Reports</li> <li>■ Project Completion Reports</li> <li>■ Impact Assessments</li> <li>■ Key Ministry Personnel</li> <li>■ CMFO Experts</li> <li>■ Beneficiaries</li> <li>■ Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>■ Document Review</li> <li>■ Working meeting with DIR/ MINEPAT</li> <li>■ Discussions with MINEPAT officials</li> <li>■ Meeting with sector Ministry officials</li> <li>■ Discussions with ADB-WB RPCIMU</li> <li>■ Discussions with project leaders</li> <li>■ Site visits and on-site discussions with Control Mission and Project leaders</li> <li>■ Discussions with CMFO Experts</li> <li>■ Meeting with CMFO</li> <li>■ Meeting with civil society representatives</li> <li>■ Discussions with beneficiaries during site visits</li> </ul>
<p>Has the Bank contributed to the achievement of higher results: (i) favourable business environment; (ii) creation of jobs, trade and inclusive economic opportunities ;(iii) greater transparency and accountability in public finance management activities; iv) cohesive and inclusive social service delivery?</p>	<p>Identify whether there has been a contribution to the achievement of higher results:</p> <ul style="list-style-type: none"> <li>■ Enabling business environment</li> <li>■ Job creation</li> <li>■ Trade and inclusive economic opportunities</li> <li>■ Transparency and accountability in public finance management</li> <li>■ Cohesive and inclusive social services</li> </ul>	<ul style="list-style-type: none"> <li>■ 2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>■ Project Appraisal Reports</li> <li>■ Portfolio Reviews</li> <li>■ Supervision mission aide-mémoires</li> <li>■ CMFO Periodic Reports</li> <li>■ Project Completion Reports</li> <li>■ Impact Assessments</li> <li>■ Key Ministry Personnel</li> <li>■ CMFO Experts</li> <li>■ Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>■ Document Review</li> <li>■ Working meeting with DIR/ MINEPAT</li> <li>■ Discussions with MINEPAT officials</li> <li>■ Meeting with sector Ministry officials</li> <li>■ Discussions with ADB-WB RPCIMU Unit</li> <li>■ Discussions with project leaders</li> <li>■ Discussions with CMFO Experts</li> <li>■ Meeting with CMFO</li> <li>■ Meeting with civil society representatives</li> <li>■ Discussions with beneficiaries during site visits</li> </ul>

Evaluation Question	Indicators	Data Source	Collection Methods
<b>Which factors have contributed to/impeded the achievement of results?</b>			
<p>Which are the main factors that have contributed to or impeded achievement of the expected results?</p>	<p><b>At project level, on the basis of comparisons between estimated and actual results in terms of outputs, identify the factors of success or failure at project level</b></p> <p><b>On the basis of the results obtained in relation to estimates, aggregate the factors of success or failure at sector level.</b></p>	<ul style="list-style-type: none"> <li>   2002-2004, 2005-2009, 2010-2014 CSPs</li> <li>   Project Appraisal Reports</li> <li>   Portfolio Reviews</li> <li>   CSP Reviews and Completion Reports</li> <li>   Periodic Control Mission Reports</li> <li>   Final Control Mission Reports</li> <li>   Supervision mission aide-mémoires</li> <li>   CMFO Periodic Reports</li> <li>   Project Completion Reports</li> <li>   Impact Assessments</li> <li>   Key Ministry Personnel</li> <li>   CMFO Experts</li> <li>   Control Mission</li> <li>   Beneficiaries</li> <li>   Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Meeting with sector Ministry officials</li> <li>   Discussions with ADB-WB RPCIMU Unit</li> <li>   Discussions with project leaders</li> <li>   Site visits and on-site discussions with Control Mission and Project leaders</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> <li>   Meeting with civil society representatives</li> <li>   Discussions with beneficiaries during site visits</li> </ul>
<b>Sustainability</b>			
<b>What is the probability that the Bank's achievements will be maintained after the assistance has been provided?</b>			
<p>To what extent are the results likely to be maintained following completion of the Bank's interventions?</p>	<ul style="list-style-type: none"> <li>   Identification of positive and negative factors for the sustainability of intermediate project results</li> <li>   Consolidation of positive and negative factors for the sustainability of intermediate results at sector level</li> <li>   Identification of positive and negative factors to ensure sustainability of intermediate results in the priority areas of the Bank at project level</li> <li>   Consolidation of positive and negative factors to ensure the sustainability of results in the Bank's priority areas at project level</li> </ul>	<ul style="list-style-type: none"> <li>   CSP Review and Completion Reports</li> <li>   Project Completion Reports</li> <li>   Impact Assessments</li> <li>   Project Unit Heads</li> <li>   Key Ministry Personnel</li> <li>   CMFO Experts</li> <li>   Civil Society</li> <li>   Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Meeting with sector Ministry officials</li> <li>   Discussions with project coordinators</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> <li>   Meeting with civil society representatives</li> <li>   Discussions with beneficiaries during site visits</li> </ul>



Evaluation Question	Indicators	Data Source	Collection Methods
<b>Efficiency</b>			
<b>Has the Bank efficiently converted its inputs into results at country level?</b>			
To what extent has the Bank efficiently converted its inputs into results at country level?	<ul style="list-style-type: none"> <li>   Comparison between estimated and actual project schedules</li> <li>   Identification of reasons for delay</li> <li>   Comparison between financial forecasts and results at project level</li> <li>   Determine the cost efficiency ration</li> <li>   Collect the ERR and IRR</li> </ul>	<ul style="list-style-type: none"> <li>   Project Appraisal Reports</li> <li>   Project Completion Reports</li> <li>   Project Unit Heads</li> <li>   Project Leaders</li> <li>   Key Ministry Personnel</li> <li>   CMFO Experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Meeting with sector Ministry officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> </ul>
<b>Bank's performance</b>			
To what extent has the Bank assured the design quality of its CSPs?	<ul style="list-style-type: none"> <li>   CSP quality control</li> </ul>	<ul style="list-style-type: none"> <li>   CSP Design Framework</li> <li>   CSP</li> </ul>	<ul style="list-style-type: none"> <li>   Document review</li> <li>   Interviews</li> </ul>
Has the Bank applied selectivity in the design of its country portfolio?	<ul style="list-style-type: none"> <li>   CSP sector priorities</li> <li>   Compliance of Bank's sector portfolio with sector priorities defined in the CSP</li> <li>   Quality of sector portfolio</li> </ul>	<ul style="list-style-type: none"> <li>   CSP</li> <li>   CSP Reviews and Completion Reports</li> <li>   Portfolio Reviews</li> <li>   Project appraisal report</li> <li>   Project completion reports</li> <li>   Key ministry personnel</li> <li>   CMFO experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with beneficiaries during site visits</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> </ul>
Do country strategies/ programmers show complementarities/ synergies with ongoing interventions and those of other TFPs?	<ul style="list-style-type: none"> <li>   Ongoing projects in other sectors or infrastructure sub-sectors</li> <li>   Ongoing projects of other TFPs</li> <li>   Evaluation of complementarity/ synergy</li> </ul>	<ul style="list-style-type: none"> <li>   CSP</li> <li>   CSP Reviews and Completion Reports</li> <li>   Portfolio Reviews</li> <li>   Project Appraisal Reports</li> <li>   Project Completion Reports</li> <li>   Appraisal or Completion Reports of other ongoing projects</li> <li>   CMFO periodic reports</li> <li>   Documents of other TFPs</li> <li>   Key ministry personnel</li> <li>   Project coordinators and leaders</li> <li>   CMFO experts</li> <li>   Personnel of other TFPs</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with beneficiaries during site visits</li> <li>   Discussions with CMFO Experts</li> <li>   Meeting with CMFO</li> <li>   Discussions with personnel of other TFPs</li> </ul>

Evaluation Question	Indicators	Data Source	Collection Methods
Has the Bank helped to build leadership and government/client partnership for the CSP and contributed to the volume and quality of policy dialogue on the country's dialogue issues?	<ul style="list-style-type: none"> <li>   Type of Government/Bank partnership for the CSP</li> <li>   Quality and quantity of policy dialogue</li> </ul>	<ul style="list-style-type: none"> <li>   CSP</li> <li>   CSP Reviews and Completion Reports</li> <li>   Portfolio Reviews</li> <li>   Project Appraisal Reports</li> <li>   Project Completion Reports</li> <li>   CMFO periodic reports</li> <li>   Supervision mission aide-mémoire</li> <li>   Key ministry personnel</li> <li>   Project coordinators and leaders</li> <li>   CMFO experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with CMFO experts</li> <li>   Meeting with CMFO</li> </ul>
Have the monitoring-evaluation systems for Bank-supported operations been effectively implemented? What factors promote or impede implementation?	<ul style="list-style-type: none"> <li>   Existing monitoring-evaluation system</li> <li>   Effectiveness of monitoring-evaluation system</li> <li>   Factors encouraging or impeding monitoring-evaluation</li> </ul>	<ul style="list-style-type: none"> <li>   CSP</li> <li>   CSP Reviews and Completion Reports</li> <li>   Portfolio Reviews</li> <li>   Project Appraisal Reports</li> <li>   Project Completion Reports</li> <li>   CMFO periodic reports</li> <li>   Supervision mission aide-mémoire</li> <li>   Impact Assessments</li> <li>   Key ministry personnel</li> <li>   Project coordinators and leaders</li> <li>   CMFO experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with CMFO experts</li> <li>   Meeting with CMFO</li> </ul>
Have the Bank's capacity building strategies and operations specifically tackled results-based management –related activities?	<ul style="list-style-type: none"> <li>   Mainstreaming of results-based management in the strategies</li> <li>   Mainstreaming of results-based management in operations</li> <li>   Mainstreaming of results-based management in capacity building programmers</li> </ul>	<ul style="list-style-type: none"> <li>   Bank's sector strategies</li> <li>   CSP</li> <li>   CSP Reviews and Completion Reports</li> <li>   Portfolio Reviews</li> <li>   Project Appraisal Reports</li> <li>   Project Completion Reports</li> <li>   CMFO periodic reports</li> <li>   Supervision mission aide-mémoire</li> <li>   Impact assessments</li> <li>   Key ministry personnel</li> <li>   Project coordinators and leaders</li> <li>   CMFO experts</li> </ul>	<ul style="list-style-type: none"> <li>   Document Review</li> <li>   Working meeting with DIR/ MINEPAT</li> <li>   Discussions with MINEPAT officials</li> <li>   Discussions with Project leaders</li> <li>   Discussions with CMFO experts</li> <li>   Meeting with CMFO</li> </ul>

Evaluation Question	Indicators	Data Source	Collection Methods
<b>RMC Performance</b>			
<b>Has the government been effective regarding the preparation and ownership of its CSP?</b>	<ul style="list-style-type: none"> <li>▮ CSP preparation process</li> <li>▮ CSP implementation</li> </ul>	<ul style="list-style-type: none"> <li>▮ CSP</li> <li>▮ CSP Reviews and Completion Reports</li> <li>▮ Portfolio Reviews</li> <li>▮ Project Appraisal Reports</li> <li>▮ Project Completion Reports</li> <li>▮ CMFO periodic reports</li> <li>▮ Supervision mission aide-mémoire</li> <li>▮ Key ministry personnel</li> <li>▮ Project coordinators and leaders</li> <li>▮ CMFO experts</li> </ul>	<ul style="list-style-type: none"> <li>▮ Document Review</li> <li>▮ Working meeting with DIR/MINEPAT</li> <li>▮ Discussions with MINEPAT officials</li> <li>▮ Discussions with Project leaders</li> <li>▮ Discussions with CMFO experts</li> <li>▮ Meeting with CMFO</li> </ul>
<b>Has the government played a leadership role in aid coordination/harmonization?</b>	<ul style="list-style-type: none"> <li>▮ Government's role in aid harmonization/coordination</li> <li>▮ Evaluation of Paris Declaration implementation</li> </ul>	<ul style="list-style-type: none"> <li>▮ CSP</li> <li>▮ CSP Reviews and Completion Reports</li> <li>▮ Portfolio Reviews</li> <li>▮ Project Appraisal Reports</li> <li>▮ Project Completion Reports</li> <li>▮ CMFO periodic reports</li> <li>▮ Supervision mission aide-mémoire</li> <li>▮ Key ministry personnel</li> <li>▮ Project coordinators and leaders</li> <li>▮ CMFO experts</li> <li>▮ Personnel of other TFPs</li> </ul>	<ul style="list-style-type: none"> <li>▮ Document Review</li> <li>▮ Working meeting with DIR/MINEPAT</li> <li>▮ Discussions with MINEPAT officials</li> <li>▮ Discussions with Project leaders</li> <li>▮ Discussions with CMFO experts</li> <li>▮ Meeting with CMFO</li> <li>▮ Meeting with other TFPs</li> </ul>
<b>How effective are the Government and key RMC partners in implementation and management for results?</b>	<ul style="list-style-type: none"> <li>▮ Aid effectiveness at sector level through the implementation of and results obtained from the different TFP interventions at sector level.</li> </ul>	<ul style="list-style-type: none"> <li>▮ CSP</li> <li>▮ CSP Reviews and Completion Reports</li> <li>▮ Portfolio Reviews</li> <li>▮ Project Appraisal Reports</li> <li>▮ Project Completion Reports</li> <li>▮ CMFO periodic reports</li> <li>▮ Supervision mission aide-mémoire</li> <li>▮ Key ministry personnel</li> <li>▮ Project coordinators and leaders</li> <li>▮ CMFO experts</li> <li>▮ Personnel of other TFPs</li> </ul>	<ul style="list-style-type: none"> <li>▮ Document Review</li> <li>▮ Working meeting with DIR/MINEPAT</li> <li>▮ Discussions with MINEPAT officials</li> <li>▮ Discussions with Project leaders</li> <li>▮ Discussions with CMFO experts</li> <li>▮ Meeting with CMFO</li> <li>▮ Meeting with other TFPs</li> </ul>

## Annex 5: Partners' Main Intervention Sectors

Cameroon Donor Matrix	Education		Health				Governance					
	Basic education, secondary education, employment and professional training	Higher education	Maternal, child and adolescent health	Fighting against diseases	Health promotion	Servicing	Capacity development for planning	Strengthening capacity for financial management and control	Strengthening citizen and civil society participation in management of public affairs and local development	Reforming state institutions (public service, national assembly and justice system)	Improving investment climate and promoting public-private partnerships	Fight against corruption
EU							**	**	**	**		
Germany			**				**	**				
Belgium												
Denmark												
Spain												
France-AFD												
France-SCAC												
Italy												
Luxemburg												
United Kingdom		**		**			**	**			**	
<b>Other Bilaterals</b>												
Canada												
United States												
Japan	**				**							**
Switzerland												
<b>Multilaterals</b>												
IAEA												
ADB							**	**			**	**
World Bank	**	**	**	**	**	**	**		**		**	
BDEAC												
ECA												
FAO												
UNCDF												
IFAD												
IMF							**	**	**	**	**	

	Infrastructure				Industries and Services					Rural				Social						
	Infrastructure maintenance	Rehabilitating existing road network	Development of the national framework	Strengthening institutional capacities	Deepen network of national enterprise	Development and support to manufacturing output	Development and support to market access	Deepening research in development and innovation	Development of norms and quality	Development and promotion of tourism	Development of vegetable production, livestock, fisheries and forestry	Improving living conditions	Sustainable management of natural resources	Improving institutional framework	Social prevention and protection	National solidarity and social justice	Family and social education	Professional training and employment	Strengthening institutional capacities and legal framework	Number of sector by active partners
	**	**	**	**		**			**	**	**	**	**							4
		**									**	**	**	**						4
				**		**					**				**	**				7
	**		**								**	**	**		**		**			6
	**	**	**	**	**	**	**	**			**	**	**	**				**		5
	**	**		**		**	**	**	**	**	**	**	**	**	**	**	**	**		7
											**	**		**						1
																				1

Cameroon Donor Matrix	Education		Health				Governance					
	Basic education, secondary education, employment and professional training	Higher education	Maternal, child and adolescent health	Fighting against diseases	Health promotion	Servicing	Capacity development for planning	Strengthening capacity for financial management and control	Strengthening citizen and civil society participation in management of public affairs and local development	Reforming state institutions (public service, national assembly and justice system)	Improving investment climate and promoting public-private partnerships	Fight against corruption
UNFPA												
OCHA/CERF												
WHO			**	**	**	**						
UNAIDS												
WFP												
UNDP				**			**		**	**	**	**
UNESCO												
UNICEF												
UNIFEM												
<b>Active TFP</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>4</b>

Source: 2015–2019 CSP

	Infrastructure				Industries and Services						Rural				Social					
	Infrastructure maintenance	Rehabilitating existing road network	Development of the national framework	Strengthening institutional capacities	Deepen network of national enterprise	Development and support to manufacturing output	Development and support to market access	Deepening research in development and innovation	Development of norms and quality	Development and promotion of tourism	Development of vegetable production, livestock, fisheries and forestry	Improving living conditions	Sustainable management of natural resources	Improving institutional framework	Social prevention and protection	National solidarity and social justice	Family and social education	Professional training and employment	Strengthening institutional capacities and legal framework	Number of sector by active partners
							**		**		**	**	**				**			1
																				5
	4	4	3	4	1	2	4	2	4	2	8	7	6	5	3	1	1	4	0	

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  - 2013. Contribution to the preparation of the national report for the formulation of the Regional White Paper on Universal Access to Energy Services including the possible contribution of renewable energies and energy efficiency
  - 2013. Modernization Plan for the Cameroonian Economy prior to the entry into force of the EPA, October
  - 2013. Study on the Business Climate in Cameroon in 2013: Impact of Business Start-up Reforms, November
  - 2014. Formulation of Public Procurement Sub-Sector Strategy- Strategic Options and Action Plan, June
  - 2014. Report on GESP implementation as at 31 December 2013, May

## Annotations

1. IMF Article IV Report August 2014
2. International Monetary Fund, World Bank, European Union, France, and the United Nations Development Program
3. Risk-sharing mechanism intended to facilitate access to financing for very small, small and medium-sized enterprises and micro-finance institutions thanks to greater involvement of financial institutions in their financing.
4. Cameroon is not a fragile State in the Bank's classification, but regional crises (Nigeria and CAR) affecting the North, Far North and East have produced pockets of fragility which can exacerbate latent tensions.
5. The projects during the period under review are the PA-PNG (National Governance Programme Support Project), PARG (Governance Reform Support Programme in the support to balance of payments and institutional support components), and PAMOCCA (Support Project for Modernization of the Land Registration System and Business Climate (PAMOCCA) 1 - 2 PAMOCCA 2 is in its start-up phase.
6. With regard to strengthening debt management, the main measures taken are: (i) defining an external debt ceiling commitment basis for the fiscal year to better supervise the work of structures in charge of committing the State to external loans;
7. In particular, the key document, published in 2008 by the Asian Development Bank and ECG entitled, "Good Practice Standards for Country Strategy and Program Evaluations".
8. Relevance concerns the degree of consistency in the design and objectives of the assistance strategy and programs with the country's needs and the government's development plans and priorities. Effectiveness refers to the performance of assistance instruments in the achievement of the targeted objectives. Efficiency concerns the determination of how inputs (funds, expertise, time, etc.) are translated into results in the most economic manner. Sustainability refers to the resistance of actual and anticipated results to risks beyond the program period. Scores are awarded on a scale of 0 to 6 points: 6 highly satisfactory, 5 satisfactory, 4 moderately satisfactory, 3 moderately unsatisfactory, 2 unsatisfactory, 1 highly unsatisfactory.
9. National Institute of Statistics (INS): Cameroon Household Survey (ECAM), 2007
10. IMF Report, Article IV, August 2014
11. ADB/BD/IF/2014/99
12. Beneficiaries include the Ministry of Justice, including the courts, the Ministry of Finance, Ministry of the Economy, Planning and Regional Development, the Ministry of Civil Service, the Supreme Court, the Audit Bench, Supreme Audit Council, the National Anti-Corruption Commission, the Public Procurement Regulatory Agency, professional organizations and civil society.
13. The efforts of the government and the Bank regarding the semi-urban DWSSP to instill fresh momentum to this project are noteworthy, especially the recruitment of a water and sanitation expert for the Bank's Office in 2012, the establishment of a new organizational structure for the project coordination unit and assigning personnel responsible exclusively for project monitoring by the CAMWATER executing agency. The RDWSSP (rural areas) is on track since the joint unit for the two DWSS projects has been monitoring its implementation.
14. The projects include the National Governance Support Program (PA-PNG), Governance Strengthening Support Project (PARG) particularly the balance of payments support and institutional support components), the Project in Support of the Modernization of Land Registration and the Business Climate (PAMOCCA 1) and PAMOCCA 2, which is in the start-up phase.
15. Independent Evaluation of the Quality at Entry of Country and Regional Integration Strategies, IDEV, July 2014
16. MINEPAT, Development Partnership Strategy Paper, July 2012





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## About this Evaluation

This evaluation examines the Bank Group's assistance to Cameroon over the 2004–2013 period as well as its contribution to the country's development. Its aim is to draw relevant lessons to help improve future strategy and operations.

The evaluation is based on a document review, sector evaluations and discussions with stakeholders. It focuses on transport, energy, water and sanitation and governance, the priorities of the Country Strategy Papers (CSPs).

Overall, this evaluation finds that the performance of the Bank's intervention strategies and programs in Cameroon over the 2004–2013 period were moderately satisfactory.

To ensure the sustainability of investments and effective public spending, the evaluation recommends the strengthening of infrastructure management, especially in the transport sector, through an efficient road maintenance fund. It also recommends that the Bank should help improve sector governance by combining infrastructure financing with institutional support to create the appropriate conditions for optimal project implementation and achievement of expected results.



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