

## Cameroon: Poverty Reduction Strategy Paper—Progress Report

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**Poverty Reduction Strategy Paper**  
**Progress Report**

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January - December 2006

August 2007

## **LIST of ABBREVIATIONS and ACRONYMS**

ARV	Antiretrovirals
BEAC	Bank of Central African States
PIB	Public Investment Budget
BTP	Construction
CAMTEL	Cameroon Telecommunications (Société Camerounaise des Télécommunications)
SAC III	Third Structural Adjustment Credit of the Society for International Development
CCIMA	Chamber of Commerce, Industry, Mining, and Crafts
CCS/PPTE	Advisory Committee on the management of HIPC resources
CDC	Cameroon Development Corporation
MTEF	Medium-Term Expenditure Framework
CDT	Diagnostic-Treatment Center
CAEMC	Economic and Monetary Community of Central Africa
CEP	Postal Savings Bank
CICAM	Cotonnières Industrielles du Cameroun
COOPEC	Cooperative Savings Association
CRC	Competition and Regulation Board
CSI	Integrated Health Center
CTSE- PSRP	Technical Committee for the Monitoring and Evaluation of PRSP Implementation
PRSP	Poverty Reduction Strategy Paper
DSX	Douala Stock Exchange (Bourse de Valeurs Mobilières de Douala)
ECAM	Cameroonian Household Survey
EDS	Population and Health Survey
MFI	Microfinance Institution
EPA	Government Administrative Agency
FNE	National Employment Fund
PRGF	Poverty Reduction and Growth Facility
GICAM	Cameroon Business Association
GUCE	Guichet Unique au Commerce Extérieur (One-Stop Shop for Foreign Trade)
HIMO	Haute Intensité de Main-d'œuvre (Labor-intensive)
IEC	Information, Education, Communication
IMF	Microfinance Institution
ISSEA	Subregional Institute for Statistics and Applied Economics
JNV	Journées Nationales de Vaccination (National Vaccination Days)
MINADER	Ministry of Agriculture and Rural Development
MINEDUB	Ministry of Basic Education
MINEFI	Ministry of Economy and Finance
MINEPAT	Ministry of Economic Affairs, Planning, and Regional Development
MINEPIA	Minister of Economy, Finance and Privatization
MINEP	Ministry of the Environment and Nature Protection
MINESUP	Ministry of Higher Education
MINFOF	Ministry of Forests and Wildlife
MINPLAPDAT	Ministry of Planning, Development Planning, and Regional Development
MINSANTE	Ministry of Public Health
MINTP	Ministry of Public Works
NSERR	New Rural Road Maintenance Strategy
GMO	Genetically Modified Organism
NGO	Nongovernmental Organization
UNIDO	United Nations Industrial Development Organization
PAD	Autonomous Port of Douala

PADC	Community Development Support Program
NEAP	National Energy Action Plan for Poverty Reduction
PCIME	Prise en Charge Intégrée de la Maladie de l'Enfant (comprehensive childhood disease care)
EIP	Expanded Immunization Program
SME	Small and Medium-Sized Enterprises
SIMs	Small and Medium-Sized Industries
PNDP	National Participatory Development Program
PNG	National Governance Program
PNVRA	National Agricultural Research Extension Program
PPBS	Planning-Programming-Budgeting-Monitoring
PPMF	National Support Program for Microfinance
HIPC	Heavily Indebted Poor Countries
PRCPB	Project for the Rehabilitation and Creation of Livestock Water Supply Points
PSFE	Forest-Environment Sectoral Program
PSM	Minimum Statistical Program
RGPH	General Population and Housing Census
SNA	System of National Accounts
SIGEFI	Integrated Fiscal Management Information System
SIGIPES	Integrated Computerized Management System for State Personnel and Salaries
SNEC	Société Nationale des Eaux du Cameroun
SNH	Société Nationale des Hydrocarbures
TDR	Terms of Reference
ICTs	Information and Communication Technologies
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNEXPALM	National Union of Palm Oil Producers

<b>LIST OF ABBREVIATIONS AND ACRONYMS.....</b>	<b>A</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>I</b>
<b>I. OBJECTIVES AND MONITORING/EVALUATION PROCESS OF THE PRSP.....</b>	<b>1</b>
1.1 INTRODUCTION .....	1
1.2 OBJECTIVES AND MAIN THRUSTS OF THE STRATEGY .....	1
1.3 MONITORING/EVALUATION OF THE STRATEGY .....	2
1.3.1 Institutional Mechanism.....	2
1.3.2. Statistical monitoring/evaluation tool .....	2
1.3.3 Participatory Monitoring System.....	4
<b>II. MACROECONOMIC AND BUDGETARY SITUATION.....</b>	<b>5</b>
<b>III. RECENT PROGRESS IN IMPLEMENTING THE STRATEGY.....</b>	<b>6</b>
3.1. PROMOTING MACROECONOMIC STABILITY .....	6
3.1.1. Implementation of the three-year economic and financial program .....	6
3.1.2. Resource allocation and use of appropriations .....	7
3.1.3. Reinforcement of planning and programming capacities.....	8
3.2. DIVERSIFICATION OF THE ECONOMY .....	9
3.2.1. Rural development .....	9
3.2.2. Financial intermediation.....	14
3.2.3. Industrial development.....	14
3.3 BOOSTING THE PRIVATE SECTOR.....	16
3.4. INFRASTRUCTURE DEVELOPMENT AND NATURAL RESOURCE MANAGEMENT .....	18
3.4.1. Basic infrastructure.....	18
3.4.2. Information and communication technologies .....	21
3.4.3. Natural resource management.....	23
3.5. SPEEDING REGIONAL INTEGRATION.....	24
3.6. HUMAN RESOURCES .....	26
3.6.1. Implementing the education strategy.....	26
3.6.2. Implementation of the health strategy .....	28
3.6.3. Employment and social security .....	31
3.6.4. Gender and family support .....	31
3.6.5. Urban poverty .....	32
3.7. IMPROVING THE INSTITUTIONAL FRAMEWORK AND GOVERNANCE .....	32
3.7.1. Consolidating the democratic system .....	32
3.7.2. Management of public affairs: transparency, information and accountability.....	33
3.7.3. Strengthening the rule of law and business security .....	34
3.7.4. The anticorruption drive .....	35
3.7.5. Decentralization and the promotion of local development.....	35
<b>IV. POVERTY ASSESSMENT FACTORS .....</b>	<b>36</b>
4.1 INCOME TRENDS.....	36
4.2 POVERTY AND LIVING CONDITIONS .....	37
4.2.1 Access to housing.....	37
4.2.2 Access to water, power, gas and telephone service .....	37
4.2.3 Households equipped with consumer durables .....	38
4.2.4 Status of urban poverty .....	39
4.3 BENEFICIARY EVALUATION .....	40
<b>V. CONSTRAINTS AND PERSPECTIVES .....</b>	<b>42</b>
5.1 CONSTRAINTS REGARDING THE PREPARATION OF SECTORAL STRATEGIES.....	42
5.2 CONSTRAINTS AND ENVISAGED SOLUTIONS IN THE IMPLEMENTATION OF THE ACTION PROGRAMS.....	43
5.3 OUTLOOK FOR REVIEW OF THE PRSP .....	45

## Executive Summary

i. With the achievement of the completion point, the Cameroon government concluded the third year of implementation of its Poverty Reduction Strategy Paper. Since the document was adopted in April 2003, quarterly, weekly, and annual implementation reports have been produced on a regular basis. The most recent annual report came out in February 2006 and covered the calendar year 2005. It was included in the dossier presented by the government for achievement of the completion point. Since then, progress has been made in continuing the implementation strategy and this report, which covers the period January to December 2006, highlights the developments noted as well as the main constraints and prospects.

### ◆ Strengthening the mechanism for the follow-up evaluation of the strategy

ii. A formal participatory follow-up methodology was prepared in 2006. It proposed two basic remedial measures. The first was to refocus the measure on the results and the second was to base the measure at the communal level. An action plan to implement the measures was also prepared. For the experimental stage of the methodology, a working group was set up composed of representatives of the ST/CTSE-PRSP, the INS, the PADDL, the SNV, the UNDP, and the PNDP. The group's basic mandate was to define the tools for exchanging and collecting data and the criteria for the choice of the pilot communes, and to prepare the budget of the pilot operation.

iii. Participatory evaluation reviews were also organized in all the provinces in the country during August 2006, which provided a first opportunity to raise players' awareness of the changes proposed by the methodology.

### ◆ Macroeconomic Situation

iv. The real growth rate was 3.9 percent in 2006, compared with 2 percent in 2005. This growth was accompanied by a 5.1 percent rise in prices as measured by consumer price index, as against 2 percent in 2005. The overall trade balance shows a surplus of CFAF 220.34 billion in 2006 owing to the high price per barrel of oil, with the nonoil trade balance being CFAF 225.4 billion. Moreover, coverage of sight liabilities by external assets was nearly 80 percent. Cameroon has rarely been in such a brilliant position as far as the accumulation of net external assets is concerned, owing mainly to the favorable performance of oil revenues.

v. Revenue and grants amounted to CFAF 2,089.5 billion in 2006, i.e. CFAF 324.5 billion more than the projections in the Budget Law presented to the National Assembly at the start of the fiscal year. Expenditure was CFAF 1,704.8 billion compared with the CFAF 1,790 billion envisaged in the Budget Law, owing mainly to weaker than expected consumption of investment credits.

### ◆ Strategic area No. 1: Promotion of macroeconomic stability

vi. *Economic and Financial Report.* A joint IMF and World Bank mission visited Cameroon to assess the progress made at end-fiscal 2006. The mission noted that the majority of the fiscal and financial objectives had been met, but it highlighted the appearance of certain extra-budgetary spending.

vii. A major effort was made to bring public spending under control, namely the survey of civil servants, which took up most of the year 2006. It will allow the payroll to be cleaned up and savings to be made by identifying bogus salaries and allowances.

viii. With regard to controlling inflation, analyses show that the rise in the consumer price index from 2 percent to 5.1 percent between 2005 and 2006 is due mainly to the rise in fuel prices at the pump. This affects the cost of transporting goods, leading to higher prices for foodstuffs, which are already subject to subregional demand pressures. To protect the purchasing power of the population, the government reduced import taxes on certain staple goods. It should be noted in

this connection that Nigeria has become Cameroon's leading supplier of imported goods, supplanting the European Union countries.

◆ ***Strategic area No. 2: Economic Diversification***

ix. The main advances made concern rural development, financial intermediation, and industrial development.

x. Rural sector. **The growth rate of agriculture is estimated at 3.3 percent in 2006, compared with 2.7 percent in 2005. This is due to increased activity in the food agriculture sector (4.3 percent) and in forestry and logging (4.0 percent). Livestock farming and fisheries grew by 3 percent and 2 percent respectively. Industrial and commercial agriculture, on the other hand, experienced a slow-down with a growth rate of -2.3 percent in 2006 compared with 1.7 percent in 2005. More specifically, it should be noted that:**

- **In food agriculture**, the main products (manioc, plantains, maize, macabo, etc.) have grown consistently in recent years thanks to support from programs and projects that the government implements under the rural development strategy, for example the roots and tubers development program and the program for the development of the plantain sector.
- **In the field of export agriculture**, the traditional crops of cocoa and coffee are benefiting from good international price trends. However, according to estimates, Robusta production fell by approximately 8 percent in 2006, whereas Arabica grew by 4 percent. Cocoa production is expected to have continued its upward trend and grown by 7 percent. With a view to ensuring the recovery of these sectors, a coffee development fund has been established, with the fee payable to the National Cocoa and Coffee Office (ONCC) being increased from CFAF 3 to CFAF 5 per kilogram. To prevent farmers being paid less than the minimum producer price set by the government [*coxage*], periodic markets have been reestablished.
- **Logging** is an example of a sector with good growth prospects since, of the 300 tree species identified as having commercial potential, only around sixty were actually exploited in 2006, owing to lack of planning and cartographic coverage. The authorities stepped up their efforts to tackle these problems in 2006. Moreover, implementation of the PSFE has already raised around CFAF 27.5 billion from aid donors (United Kingdom, GTZ, CIDA, IDA, and GEF) to finance the activities. Markets to allow the project to go ahead have already been launched.

xi. With a view to providing farmers with better access to modern high-yield cultivation methods, the government has sought to consolidate technical and economic fact sheets. Legislation implementing the Law on sowing activities, and in particular on fertilizers, has been adopted. Seven department confederations, bringing together 230 SIGs of 3000 livestock farmers, have been formed and have received health protection equipment. Twelve health protection and health alert groups have been set up to protect 14,000 pigs.

xii. In the field of financial intermediation, it is worth noting that **credit to the economy amounted to CFAF 865.2 billion in December 2006 as against CFAF 836.7 billion in 2005. Credit to the private sector went from CFAF 859 billion to CFAF 832.3 billion [sic] during the same period, which represents an increase of only 3.2 percent, whereas private sector deposits in banks were CFAF 1,294.9 billion in December 2006, compared with CFAF 1,454.7 billion in December 2005, representing an increase of 12.3 percent. The money supply grew by 9 percent to reach CFAF 1,713.4 billion at end-December 2006.**

xiii. Financial market activity was marked by the launch of the first quotations on the Douala Stock Exchange (DSX) in June 2006. In particular, the government disposed of part of shares held



by the SNI in certain companies, in particular the Société des Eaux Minérales du Cameroun (SEMC).

xiv. To promote the development of financing structures and mechanisms suited to the rural sector, the proposal to create a rural bank was adopted during a meeting of the Cameroon National Credit Council in January 2006, with the name of the “Agricultural Bank of Cameroon.”

xv. A sum of CFAF 400 million, coming from external debt forgiveness, was made available to 19 COOPEC in the form of a subsidy to boost their credit funds. Moreover, to promote support for cooperative development, coordination frameworks have already been put in place.

xvi. Growth in the industrial sector was an estimated 5.5 percent in 2006 due to buoyant activity in the extractive industries owing to the contribution of additional wells. Extractive industry growth reached 8.7 percent in 2006, compared with five years of negative growth rates, including -6.9 percent in 2005. Manufacturing industry also shone with growth of 6.8 percent in 2006 compared with much poorer performances in recent years, and in particular in 2005 (1.6 percent).

xvii. Overall, industrial sector performances in 2006 are encouraging and the government launched a number of development programs which once completed, will considerably improve the sector’s infrastructure. It is noteworthy that:

- the Limbé oil shipyard project was accelerated in 2006, reaching an overall completion rate of 60 percent for planned investment of CFAF 90 billion for the first installment.
- the development of the Alucam extension project continued, with an anticipated overall investment of US\$1.5 billion compared with the initial estimate of US\$900 million;
- the conditions for the realization of the AES-Sonel five-year business plan were met with the signing of a direct loan of CFAF 1 billion by international finance and banking institutions.

xviii. Moreover, a decision creating a steering committee for the industry and service sector strategy was drafted and adopted. The enactments establishing the Subcontracting and Cameroon Industrial Partnership Exchange (BSTP) have been finalized. The other initiatives conducted in 2006 include: (i) continued identification of rural craftsmen producing agricultural equipment in the provinces of the south, north, and extreme north with a view to training them and providing them with support in the form of equipment; (ii) inauguration of the first pilot plant for milk packaging in Bamenda in the first half of 2006, with a second pilot plant for processing ginger under construction; the drafting of 250 national quality standards, of which 13 are mandatory, (iv) the adoption of eight other standards in the beverages sector.

### ♦ **Strategic area No. 3: Private Sector Revitalization**

xix. A program to new and develop vocational training in the agricultural, livestock, and fisheries sector is currently being framed with the support of Coopération Française.

xx. In the field of energy, the regulatory framework for the downstream oil sector has made considerable progress with the signing of a decree by the Prime Minister and Head of Government. The Decree entrusts the financing of the security stocks of oil products managed by the SCDP [Cameroon Oil Distribution Company] to SNH [Société Nationale des Hydrocarbures (oil and natural gas company)], and the conditions for the granting of licenses to set up service stations are clarified through a circular of the Minister for Energy and Water.

xxi. In the construction sector, the Law on public sector/private sector partnership has been adopted; it opens the way to “Build Operate Transfer” (BOT) and should attract more foreign direct investment (FDI). There have been a number of calls for expressions of interest for the selection of design consultants (BET) for the studies relating to the development of the private

sector, in particular the analysis of the competitiveness of companies and design consultants in the construction sector. A framework for the generation and analysis of economic data in the construction sector has been designed and implemented. Legislation on the liberalization of cement production has been signed and may lead to the establishment of new production units.

xxii. Dialogue between the public and private sectors was pursued by holding a meeting of the CIESP [Comité Interministériel Elargi au Secteur Privé (Interministerial Committee Meeting Extended to the Private Sector)] in October 2006 under the effective chairmanship of the Prime Minister and Head of Government on the subject of “How can Cameroon leave underdevelopment behind and enter the modern world?”

♦ **Strategic area No. 4: Infrastructure Development and Natural Resource Management**

xxiii. *On the road front*, work carried out in 2006 produced the following results: (i) the repair and ongoing and/or periodic maintenance of 4568 km of asphalt roads; (ii) ongoing and/or periodic maintenance of 13,366 km of dirt roads classed as priority or nonpriority; (iii) maintenance and rehabilitation of 3,070 km of rural routes; (iv) the construction of approximately 66.3 km of asphalt roads; (v) the opening of approximately 10 km of dirt roads; (vi) the construction of approximately 22 ml (linear meters) of bridges.

xxiv. Thus, considerable progress was made on a number of projects in 2006, in particular: the Ayos-Abong Mbang road (35 percent), the Yaoundé-Soa road (27 percent), the Garoua-Pont de Gashiga road, the bridge over the Moungo (39 percent), and the bridge over the Wouri, on which work is nearly complete (90 percent). Achievement of the completion point opened the way for a major road program under C2D (EUR 115 million over five years). The calls for tender for the various components were launched in 2006.

xxv. Moreover, important projects have been completed, in particular the Ngaouderé Touboro-Moundou road, the Melong-Tschang road, and the Ambam-Eking road (completion of the Ambam-Kye-ossi highway linking Cameroon to Gabon and Equatorial Guinea helped to elevate Kye-ossi to the status of an *arrondissement*).

xxvi. In the posts and telecommunications sector, work focused on developing support infrastructures, including the installation of a national fiber optic backbone and bit stream access infrastructures as well as providing access to rural areas, which help to reduce the digital divide and bring the advantages of ICTs to the country’s entire economic base.

xxvii. In the mining and energy sector, activity was geared to finalizing the sectoral strategy and geological maps for risk and disaster management. Particular attention was paid to improving access to drinking water, the development and extension of electrification program in rural areas as well as the development and provision of other forms of energy to eliminate power shortages.

♦ **Strategic area No. 5: Regional Integration**

xxviii. The seventh regular session of the CAEMC Heads of State was held in Bata in Equatorial Guinea on March 14 and 15, 2006. During the meeting, the Heads of State discussed the audit reports that had been recommended at the extraordinary summit in Malabo in June 2005. The audit reports highlighted the obstacles to regional integration in terms of both the operational effectiveness of the institutions as well as the development of intracommunity trade flows and the construction of a common market. However, there were notable advances made in implementing a common market in sugar with the adoption, in July 2006, of the domestic regulation laying down the operating procedures of the committee for the coordination and monitoring of sugar policies.

xxix. The reports also highlighted a lack of acceptance of the integration process on the part of the member countries reflected in the nonapplication of community rules adopted by consensus. To eliminate the obstacles, it was decided to create, without delay, a strategic committee with the task of drawing up and carrying out a regional reform program by March 2008.

xxx. With regard to the Economic Partnership Agreements with the European Union, with a view to the transition to a free-trade area in 2008, Cameroon is engaged in a negotiation process alongside its CAEMC partners and Sao-Tomé and Principe; the negotiations, which are due to end on December 31, 2007, have encountered differences of opinion on capacity building and upgrading the economies of the region. In this connection, the government is keen to ensure that the liberalization process improves the country's production facilities, which is why there is a need to upgrade companies to make them more competitive in the current context of globalization. Consequently, the ACP countries and the European Union agreed during the most recent round of negotiations to establish a fund to support the ACP countries during the transition period, taking into account the development dimension to the Cotonou Agreement.

♦ **Strategic area No. 6: Strengthening Human Resources**

xxxii. *Education.* For the first time, the country has adopted a global strategy for the education sector that takes account of the linkages between the various levels of education, ranging from nursery school to higher education. The strategy has allowed the country to become eligible for the G8 Fast Track Initiative intended to accelerate implementation of Education for All.

- In 2006 basic education was also marked by: (i) a vast contractualization exercise involving 13,300 primary school teachers; (ii) the adoption and implementation of Decision No. 315/B1/1464/MINEDUB of 02/21/06 laying down the procedures for the advancement of primary school pupils with a view to improving the efficiency of primary education; (iv) [sic] the preparation and adoption of a medium-term expenditure framework to improve transparency in the preparation and monitoring/assessment of the ministerial budget.
- In secondary education, the activities carried out improved access to education and its quality with a view to fostering the development of human resources and teaching activities. For this purpose, 2000 new teachers were recruited and assigned and a start was made on making lessons more professional. The education supply capacity was increased by building and rehabilitating classrooms. There was clear improvement in examination results in the Baccalauréat and GCE A levels.
- In 2006, infrastructures were reinforced in higher education with the building of new lecture halls, students' living conditions were improved by building new mini-halls of residence and giving education grants. At the start of the 2006/2007 academic year, the faculties of medicine and industrial engineering were established at the Universities of Douala and Buéa, an Ecole Normale Supérieure was established in Maroua and the one at Yaoundé was rehabilitated. However, the problem of the student intake is becoming critical with a total of 133,916 students in state universities in the 2006/2007 academic year compared with 105,297 in 2005/2006.

xxxiii. *Health.* In 2006 the Ministry of Public Health sought to implement its sectoral strategy. The strategy is based essentially on priority programs to combat disease and programs to support the health system. Thus, the disease control activities were stepped up. The campaign against malaria sought to prevent the disease by distributing mosquito nets to vulnerable population groups and to improve care for those infected. In the fight against HIV/AIDS, the goal of providing universal access to treatment was attained by holding down ARV prices (between CFAF 3,000 and CFAF 4,000).

xxxiv. The anti-tuberculosis campaign continued. Diagnostic and treatment centers were rehabilitated. Activities to combat onchocerciasis were stepped up in traditional outbreak sites, and the geographical and treatment coverage rates are 75 percent and 95.5 percent respectively. The campaign against schistosomiasis and intestinal parasitoses was intensified in school. The Expanded Immunization Program (EIP) started with a view to the long-term development of the immunization and disease monitoring system.

xxxv. Measures to combat nontransmissible diseases took the form of correct treatment for patients and intensification of information, education, and communication (IEC) campaigns. With regard to infrastructure, the program to build 1,000 integrated health centers (CSI) in five years continued with the launch of new CSI projects and the reception of completed projects. As regards

the strengthening of human resources, the process for the recruitment of 570 members of staff was launched. On the partnership front, the strategy was activated in 2006 and projects were developed with certain organizations in the United Nations system. Cameroon was declared eligible for the Global Fund, the “Global Alliance for Vaccination and Immunization” (GAVI) Fund, and the French C2D.

xxxv. *Urban poverty.* In the area of urban poverty (i) discussions held in the context of coordination among players in the field of housing led not only to a report on housing in general and social housing in particular, but also to a pilot program for the creation of 1,000 units of public housing and 5,000 developed plots; (ii) specific institutional studies were launched as part of the “urban development and water supply” project financed by the World Bank. The urban road and sewer rehabilitation program was stepped up thanks to financing from C2D and the HIPC.

◆ **Strategic area No. 7: Improvement of the Institutional Framework and Governance**

xxxvi. Measures to strengthen democracy included in particular the establishment of “Elections Cameroon (ELECAM)”, an independent body for organizing election, tidying up laws on the election of parliamentary deputies and municipal councilors, and computerizing the electoral roll.

xxxvii. The Court of Auditors is now operational and has delivered two provisional judgments relating to ministerial departments; public bodies and enterprises have also been requested to submit their accounts to the Court. The government procurement audit report for 2005 is being finalized, and training for the chairmen and members of procurement boards continues.

xxxviii. Moreover, a priority action plan to reform the judicial system is currently being implemented. It can be broken down into three main elements: (i) consolidation of judicial independence; (ii) stronger anti-corruption measures in the field of justice; and (iii) better application of laws, court decisions and penalties. For this purpose, the Code of Criminal Procedure that will come into force in January 2007 will better safeguard the rights of individuals during proceedings and prevent the many abuses observed hitherto.

xxxix. Anti-corruption measures were noticeably stepped up during the period under review with the launching of judicial investigations of certain senior government officials and public enterprises or enterprises subject to government supervision. The National Anticorruption Commission (CONCAC) was also established in 2006. Its President and Members have already been appointed. The government complied with the Extractive Industries Transparency Initiative (EITI); in this connection, an action plan was drawn up and adopted. The EITI administrator’s report for 2001-2004 was published in 2006. Similarly, the Law on the disclosure of assets was adopted.

xl. The decentralization process is also ongoing. The reform of the Special Intercommunal Equipment and Loan Fund (FEICOM) has been completed and the decree restructuring the fund has been adopted. The Law on the election of regional councilors has been adopted by the National Assembly at its June 2006 session.

◆ **Constraints and Outlook**

xli. The government is aware of the shortcomings in the budgeting of the sectoral strategies. Accordingly, a draft circular has been prepared jointly by specialist staff of MINEFI and MINPLAPDAT. The draft should allow preparation of the government budget to be aligned with the PRSP.

xlii. To monitor the effectiveness and quality of public investment expenditure, discussions have started with the aim of strengthening the methodological frameworks for the monitoring and implementation of the physical and financial execution of the PIB. They should also lead to the projects included in the PIB being more fully developed. Discussions are also taking place with a view to increasing the involvement of decentralized services.

xliii. The government also intends to remedy the shortcomings in collaboration and functional linkage between the operational agencies for programs and projects and the permanent units within ministries responsible for specific issues. The aim will be, on each occasion, to clarify the implementation mechanism for programs and projects with a view to achieving greater complementarity.

xliv. In general, the government is well aware of the inadequacy of budget resources; it expects to strengthen its social initiatives through budget savings made on multilateral debt as a result of achievement of the completion point under the HIPC Initiative. Moreover, the review of the PRSP, for which the process is already under way, will place the emphasis on seeking strong growth and quality by reliance on a dynamic private sector playing its full role in wealth generation, job creation, and income distribution.

## **I. OBJECTIVES AND MONITORING/EVALUATION PROCESS OF THE PRSP**

### **1.1 Introduction**

1. The Cameroonian government has been implementing the Poverty Reduction Strategy contained in the first edition of the PRSP since April 2003. Through implementation of the PRSP the Cameroonian authorities are seeking to bring about a real and lasting improvement in people's living conditions, using the Millennium Development Goals (MDGs) as an essential benchmark.

2. The government prepares regular quarterly, half-yearly, and annual reports on the implementation of the PRSP; the most recent annual report was published in February 2006 and covers the 2005 calendar year. It was included in the dossier that the government presented for attainment of the completion point. Since then, progress has been made and a mid-term report for 2006 has been produced. The present report serves as a progress report and covers the year 2006. It analyzes the developments and main constraints.

3. This report is in preparation at a time when the process for reviewing the strategy has been launched. It will provide material for the discussions on the pre-completion point policies assessment, which constitutes the first stage of the PRSP review. It is based on the participatory evaluation reviews held in all provinces of the Republic during August 2006 and on all the sectoral data produced centrally. It complies with the plan adopted by the government with the agreement of all the development partners and takes account of the various observations and recommendations made during the first meetings of the CTSE-PRSP.

4. This document comprises five sections, of which the first is an introduction presenting the objectives of the strategy and its monitoring/evaluation mechanism; the second takes stock of the macroeconomic and budget execution situations; the third section sets out the main developments noted during the period under review, linking them as far as possible to the strategic areas of the PRSP; the fourth presents an outline poverty assessment; and the fifth section highlights the constraints and sets out the solutions envisaged.

### **1.2 OBJECTIVES AND MAIN THRUSTS OF THE STRATEGY**

5. The strategic area that the Cameroonian authorities are promoting through the PRSP seeks to reconcile the demands for economic performance with the need to ensure social development in a context of poverty reduction. The Millennium Development Goals constitute the initial target principles of the PRSP in the run-up to 2015. The aim is to cut poverty by half between 2001 and 2015.

6. The choice of strategic areas and the priority actions adopted justifies both the government's ambition and its realism. The authorities are in fact aware that achievement of the MDGs requires increased economic diversification with a view to raising substantially the average real growth rate and implementing a set of targeted measures and actions to maximize the positive effects of growth on poverty reduction.

Box 1: The Millennium Development Goals (MDGs)	
<ol style="list-style-type: none"> <li>1. Eliminate extreme poverty and hunger by cutting in half the number of Cameroonians living below the poverty line and suffering from hunger.</li> <li>2. Ensure primary education for all by giving every child the means to complete primary education.</li> <li>3. Promote equality of the sexes and the independence of women by eliminating differences between the sexes in primary and secondary education, and if possible at all levels of education.</li> <li>4. Reduce by two-thirds the mortality rate of children under 5 years of age.</li> <li>5. Improve maternal health but cutting maternal mortality by three-quarters.</li> </ol>	<ol style="list-style-type: none"> <li>6. Halt and begin to reverse the spread of HIV/AIDS, halt and begin to reverse the incidence of malaria and other major diseases.</li> <li>7. Ensure a sustainable environment by reducing by half the proportion of people without sustainable access to safe drinking water; achieve a significant improvement in housing by integrating the principles of sustainable development into country policies and reverse the current loss of environmental resources.</li> <li>8. Create a partnership for the development of information and communication technologies and strategies to allow young people to find decent and productive work.</li> </ol>

7. The growth and poverty reduction strategy contained in the PRSP is based on the seven strategic areas presented below, each of which comprises clear guidelines and an action plan that government adjusts periodically in the light of environmental developments, the available resources, and the progress made in implementing the actions.

**Area No. 1:** Promotion of a stable macroeconomic framework;

**Area No. 2:** Consolidation of growth through economic diversification;

**Area No. 3:** Promotion of the private sector as the engine of growth and partner in the provision of social services;

**Area No. 4:** Development of basic infrastructure, natural resources, and environmental protection;

**Area No. 5:** Acceleration of regional integration through the CAEMC;

**Area No. 6:** Strengthening human resources, the social sector and the integration of disadvantaged groups into the economy;

**Area No. 7:** Improvement of the institutional framework, administrative management, and governance.

### 1.3 MONITORING/EVALUATION OF THE STRATEGY

8. In implementing the Poverty Reduction Strategy (PRS) and monitoring the progress towards Millennium Goals (MDGs), the government has introduced a steering and control system to provide timely information and indicators allowing progress to be measured for the purposes of monitoring and evaluating the implementation of the PRSP and hence achievement of the MDGs.

9. The mechanism for monitoring and evaluating implementation of the poverty reduction strategy is based on three main instruments, namely: (i) the institutional steering framework, (ii) the statistical tool, and (iii) the participatory monitoring tool.

10. The implementation of those instruments is supported by capacity building activities in line with the priority needs identified. The capacity building involves the coordinating agencies as well as the sectoral ministries.

### **1.3.1 Institutional Mechanism**

11. The coordination and technical support agencies that have been set up reinforce the existing agencies, namely the Technical Committee for the Monitoring of Economic Programs (CTS) and the Advisory Committee on the Management of HIPC Resources.

12. To improve the coordination and effectiveness of its action, the government set up an interministerial committee on supervision of PRSP implementation. The committee is chaired by the Secretary-General of the Prime Minister's Office and supervises the implementation of the PRSP as well as the proper performance of the commitments entered into by the government under the three-year medium-term economic and financial program.

13. It is assisted by a Technical Committee for the Monitoring and Evaluation of PRSP Implementation under the aegis of the Ministry of Economic Planning, Development Planning, and Regional Planning. The technical committee, which is chaired by the Secretary-General of the ministry, has the task of assisting the interministerial committee with the technical coordination of the monitoring and evaluation of the implementation of the PRSP. The technical committee is composed of, on the one hand, representatives of the public authorities and certain public bodies (PNG and INS) and, on the other hand, of representatives of chambers [of trade, industry, etc.], the private sector, local government, religious organizations, NGOs and associations, and donors and lenders. The technical committee has already produced a number of quarterly internal monitoring reports and three annual reports. The CTSE-PRSP has also produced a methodology on participatory monitoring of implementation of the PRSP. Moreover, in 2007 the CTSE will conduct the review of the PRSP.

14. The technical committee has a technical secretariat, which comprises a central coordination unit and five thematic groups with the task of monitoring the governance, infrastructures, social, production, indicators, and macroeconomic guidelines, respectively.

15. The provincial commissions on the participatory monitoring of the PRSP monitor implementation of the PRSP at provincial level. They are chaired by the provincial Governors and their members include the provincial agents of MINPLAPDAT, rapporteur, the provincial financial controller, a representative of civil society (vice-chair), the INS, the private sector, NGOs, religious groups, and associations. The commissions also have sectoral groups and produce quarterly reports which provide input for the national reports.

### **1.3.2. Statistical monitoring/evaluation tool**

16. The main objective of this tool is to boost the capacity of the national statistics system to generate structured and coherent data capable of producing pertinent indicators for the monitoring/evaluation of policies and programs. More specifically, the indicators allow the government and all the partners involved: (i) to monitor the raising and use of resources; (ii) to assess the progress of the physical implementation of projects and programs; (iii) to measure the results obtained and the impact on improving living conditions and reducing poverty.

17. In the course of 2006, completion of the management structure of the National Statistics Institute (Executive Board, Directorate-General, Financial Control, and Accounts Department) helped to provide fresh impetus to the activities of the national statistical information system.

18. Furthermore, to allow the national statistics system to play to the full its role as a support tool for decision-making in the monitoring/evaluation of policies, programs, and projects, the government initiated a process designed to transform the present system into a genuine National Strategy for Developing the Statistics System (SNDS), including the medium-term expenditure frameworks (MTEFs).

19. The SNDS aspires to provide a comprehensive answer to the problem of the availability and quality of statistical information to contribute to the preparation and monitoring/evaluation of



policy implementation. It therefore necessarily requires an overarching approach that has to support both the sectoral strategies and the overall strategies (PRSP, PND, PNG, etc.).

20. The chief characteristics of the SNDS in progress are as follows:

- It is designed to supplement and perpetuate the current system for monitoring and evaluation the PRSP and MDGs;
- It adopts a priority-based management-by-results approach;
- It seeks to be the framework of reference for the development of statistical activity;
- It aims at strengthening the programming of activities and coordinating the search for financing using a medium-term expenditure framework (MTEF).

21. On the operational front, during 2006 statistics production under the above-mentioned system was marked by: (i) the processing of the third General Population and Housing Census (3rd GPHC), in particular the post-censal survey (PCS in December 2006); (ii) the publication of the results of the national survey of employment and the informal sector (EESI), which allowed the government to launch more initiatives to promote employment, in particular for young people, and to improve the targeting of measures in the informal sector, among others; (iii) the carrying out of the third multiple indicator survey on the situation of women and children (MICS 2006); (iv) the production of reports on progress towards attaining the MDGs in the 10 provinces and a national report; (v) publication of the results of the follow-up survey on young children in Adamaoua (ESA), a UNICEF activity convergence zone; (iv) the establishment of a new tool for monitoring economic conditions, namely an index of construction costs, which will appear quarterly from 2007 on.

22. Other support activities, in particular for sectoral agencies, included: the carrying out of a national survey on the level of penetration of ICTs in Cameroon (SCAN-ICT) on behalf of Minpostel, support for the Ministries of Basic Education and Secondary Education with the 2005 school-zone map, and support for Minsanté with the mid-term review of the sectoral strategy (2001-2010) and the immunization coverage survey, phase 2.

23. Furthermore, the new series of the annual national accounts produced under current system of national accounts (*SCN 93*) were officially taken into account and integrated into economic models and programs. Statistics on household final consumption expenditure to assess the inflation trend, trade, another other current statistics, are being produced on a regular basis and in a timely manner. Work is continuing on the International Comparison Program (ICP) to provide purchasing power parities (PPPs). Finally, the regular updating of the website of the National Statistics Institute ([www.statistics-cameroon.org](http://www.statistics-cameroon.org)) in its new format has helped to improve the dissemination of statistical information.

24. With regard to the use and exploitation of the results of the studies, publication and dissemination of the results of the survey on the monitoring of public expenditure and the satisfaction of beneficiaries in the education and health sectors (public expenditures tracking survey) allowed the government to start implementing some of the recommendations contained in the table of priority actions adopted by the various parties involved and forwarded to the government. They include in particular:

- the creation of local committees to monitor implementation of the BIP in the 58 *départements*;
- publication of the projects log book in the press and posting it in public services,
- the requirement for budget appropriation managers to provide the recipients with information on the investments to be made and to produce a budget execution report at least at the end of each year.
- Similarly, work has begun on archiving information on the management of public funds with the aim of being able to constitute financial and accounting documentation for the work of the Court of Auditors.

### **1.3.3 Participatory Monitoring System**

25. The main objectives of participatory monitoring are to foster ownership of the poverty reduction strategy process, improve transparency and the accountability of the various players, to improve quality and the relevance of services (especially public services), and to ensure control of the PRSP process and, ultimately, of the National Development Plan.

26. In 2004, 2005, and more recently, in August 2006, the monitoring/evaluation system was implemented using participatory evaluation reviews. They were initiated by a directive of the Ministry of Planning, Development planning, and Regional Planning dating from March 2004 and updated in July 2005.

27. These reviews, which take place in the ten provinces within a broad consultation framework, make it possible to take stock of the implementation of the actions included in the poverty reduction program, with special emphasis on assessment of performance quality by the beneficiaries.

28. The review work is based on the preliminary report prepared by the provincial commissions. It consists essentially in presenting this working document to a more representative assembly of the locality to ensure that all poverty reduction projects are evaluated, to confirm the rates of execution given in the preliminary report, to assess the quality of performance and its relevance to the poverty reduction objectives, and to highlight the assessments of beneficiaries and proposals for remedial measures. The work is carried out by four commissions corresponding to the sectoral groups set up within the provincial commission, namely the manufacturing sector commission, the infrastructure sector commission, the social sector commission, and the governance sector commission.

29. The participatory monitoring methodology prepared in 2006 will be tried out in a number of pilot communes. For this purpose a working group has been set up comprising representatives of the ST/CTSE-PRSP, the INS, the PADDL, the SNV, the UNDP, and the PNDP. Its mandate will include definition of the information exchange and gathering tools and of the criteria for the choice of the pilot communes, and preparation of the budget for this pilot project.

## II. MACROECONOMIC AND BUDGETARY SITUATION

30. **According to the most recent estimates, the real growth rate will be nearly 3.9 percent in 2006, compared with 2 percent in 2005.** The oil sector posted a real growth rate of 8.7 percent. Inflation measured by the change in consumer prices was 5.1 percent in 2006 compared with 2 percent in 2005; the increase was due mainly to the increase in the price per barrel of oil, which subsequently affected the cost of transporting goods, leading in particular to higher prices for foodstuffs, which were already subject to subregional demand pressures.

Table 1: Growth Estimates (%)

Sectors	2005	2006	PRSP 2006
Primary sector	2.7	3.3	3.8
Secondary sector	-1.1	5.5	5.7
Tertiary sector	3.0	3.1	7.3
<b>GDP</b>	<b>2.0</b>	<b>3.9</b>	<b>5.8</b>

Source : DAE/MINEFI, PRSP

31. **With coverage of sight liabilities by external assets at nearly 80 percent, Cameroon has rarely been in such a brilliant position as far as the accumulation of net external assets is concerned, owing mainly to the favorable performance of oil revenues.** While net foreign assets were CFAF 499.7 billion in December 2005, they increased by CFAF 534.3 billion in one year to reach CFAF 1,034 billion in December 2006, which represents an increase of 106.9 percent.

32. However, that particularly positive trend in net foreign assets coincided with a 26.5 percent reduction in net foreign credits from CFAF 1,174.3 billion in December 2005 to CFAF 869.3 billion in December 2006. While it is true that this reduction in domestic credit was due mainly to the reduction in credit to the public sector (CFAF 337.8 billion in December 2005 and CFAF -2.0 billion in December 2006, it should be noted that the credit extended to the private sector stood at CFAF 859 billion in December 2006 compared with CFAF 832.3 billion in December 2005, representing an increase of only 3.2 percent, whereas private sector deposits with banks were CFAF 1,296 billion in December 2006 compared with CFAF 1,162 billion in December 2005, which is an increase of 11.5 percent.

33. Analysis of the structure of credits extended by the secondary banks by term reveals that only 3 percent of the credits extended are long-term, for financing investment.

34. So since the credits extended were essentially short-term credits, it is necessary to seek the underlying reasons for the uneven performance of the money supply counterparts. However, the general state of the business environment does not appear to favor giving the two counterparts of the money supply comparable growth trends.

35. **With regard to government finance, revenues and grants amounted to CFAF 2089.5 in 2006, which was CFAF 324.5 billion higher than the projections in the Budget Law presented to the National Assembly at the start of the fiscal year.** The overshoot is due to grants of CFAF 248.2 billion (compared with projections of CFAF 39 billion in the Budget Law) and oil revenues of CFAF 618.1 billion (compared with projections of CFAF 515 billion in the Budget Law). Nonoil revenues increased to CFAF 1,223.2 billion (i.e. CFAF 12.2 billion higher than the Budget Law projections).

36. It should be noted, however, that with actual expenditure of CFAF 1,704.8 billion in 2006, as against the Budget Law projections of CFAF 1,790 billion, performance was below expectations. In particular, actual investment expenditure was CFAF 282.5 billion or CFAF 155.5 billion less than forecast in the Budget law for 2006, despite high oil revenues and grants. It should also be pointed out that externally financed capital expenditure was CFAF 61.5 billion, compared with the Budget Law projections of CFAF 110 billion, despite attainment of the completion point in April 2006.

37. By making actual investment expenditure of CFAF 522.3 billion, for total revenues and grants of CFAF 2,089 billion, the government made a remarkable contribution to sustaining growth through a consistent fiscal policy, in the absence of a monetary policy working in the same direction. But to reduce poverty effectively, the government should devote at least 25 percent of its revenues to investment. In other words, there is still room for improvement in the poverty reduction process in terms of the level of capital expenditure execution.

38. The year 2006 posted a nonoil trade balance of CFAF 225.36 billion compared with a deficit of CFAF 251.98 billion in 2005. However, the overall trade balance posted a surplus of CFAF 220.34 billion owing to the high price per barrel of oil. In 2005, the overall trade balance posted a deficit of CFAF 15.2 billion. Over recent fiscal years, it appears that oil and oil products are coming to representing an increasingly large proportion of export revenues, to the point where they account for 61.76 percent of export revenues, followed by timber and wooden constructions, 14.77 percent of revenues, and cocoa beans, 0.18 percent. If we include primary aluminum, cotton, coffee, and bananas, Cameroonian exports are made up of around 10 products, the volumes of which remain low, reflecting the continued use of production methods that are for the most part outdated.

39. With regard to expenditure on imports, 32 percent was attributable to oil and oil products (CFAF 526.5 billion), 7.33 percent to cereals, 11.22 percent to chemical industry products, and 5.8 percent to vehicles. It should be mentioned that in 2006 Cameroon earned 19.1 percent of its export revenues from Spain (CFAF 357.6 billion), 13.2 percent from Italy (CFAF 246.3 billion), 9.8 percent from France (CFAF 183 billion), and 6.02 percent from the Netherlands (CFAF 112.5 billion). Moreover, 24.1 percent of Cameroonian imports came from Nigeria in 2006 (CFAF 396.7 billion) and 16.4 percent from France (CFAF 269.6 billion).

40. In 2006, Cameroon posted a total trade deficit of CFAF 388.3 billion with Nigeria, CFAF 86.6 billion with France, a trade surplus of CFAF 338.2 billion with Spain, CFAF 205.1 billion with Italy, and CFAF 87.9 billion with the Netherlands. Cameroonian exports to the CAEMC increased to CFAF 55.4 billion in 2006, i.e. 2.96 percent of total exports, and imports increased to CFAF 47.6 billion, or 2.88 percent of total imports.

### **III. RECENT PROGRESS IN IMPLEMENTING THE STRATEGY**

#### **3.1. PROMOTING MACROECONOMIC STABILITY**

##### **3.1.1. Implementation of the three-year economic and financial program**

41. Cameroon reached the HIPC completion point in April 2006 and is proceeding with the economic and financial program negotiated under the PRGF with the International Monetary Fund (IMF) for the period July 2005-June 2008. A joint IMF-World Bank Mission visited Cameroon in the second half of the year to review progress at the midpoint of fiscal year 2006. A further mission has just completed its work of assessing progress to the end of that

fiscal year. It found that the main fiscal and financial objectives have been achieved, but that some off- budget expenditures have reappeared. Progress has been recorded in the structural reforms:

- **Public finances.** (i) The work of preparing data for better monitoring of budget execution continued, with the regular production of statements tracking the expenditure chain. (ii) Steps were taken to strengthen the control system for execution and physical/financial monitoring of government expenditure. (iii) As well, the authorities adjusted retail prices for oil products, as planned, and transfers were made to SONARA.

Other concrete measures have been taken to foster budgetary transparency and reinforce fiscal management. In particular, an inventory of civil servants and government workers has been compiled in order to delete fictitious bonuses and allowances in processing payroll.

- **CAMAIR.** A provisional partner for privatizing the company was recruited, together with the liquidator, on the basis of the strategy adopted in December 2005. There has been significant progress with privatization of CAMAIR, and a new company, CAMAIR CO, has been created by presidential decree. It will not have to assume CAMAIR's liabilities, but will give priority in hiring to the personnel employed by the former enterprise.

42. There has been some slippage against the benchmarks for the privatization of CAMTEL, implementation of a corporate plan for CAMTEL, publication of court decisions and penalties for corruption at the website, recruiting a management team for CAMPOST, finalizing preparations to establish a subsidiary for CAMPOST, and negotiating a public-private management partnership contract for the SNEC.

### 3.1.2. Resource allocation and use of appropriations

43. The government budget for fiscal year 2006 amounted to CFAF 1,861 billion, of which 110 billion was externally financed. Ministerial portfolios were allocated CFAF 993,261,000 (excluding external financing, FINEX). The education sector received CFAF 284.7 billion (or 28.7 percent); 84.1 billion (8.5 percent) went to health, 61.6 billion to productive sectors, and 167.1 billion to productive infrastructure.

**Table 2:** Sectoral breakdown of the 2006 budget 2006 (excl FINEX)

Sectors/Ministries	2004	2005	2006
Education	27.8	28.9	28.7
<i>Of which: Basic education</i>		10.3	10.4
<i>Secondary education</i>		15.2	15.1
Health	8.0	8.2	8.5
Social development and employment	1.4	1.4	1.6
Production and commerce	8.6	6.1	6.2
<i>Of which: Agriculture and rural development</i>		3.3	3.3
Productive infrastructure	15.1	16.3	16.8
<i>Of which public works</i>	8.7	9.2	9.8
Total Ministries	100.0	100.0	100.0

Source : 2006 Budget Law, central MTEF

44. Proceeds from debt relief. Budget allocations of HIPC funds amounted to CFAF 102 billion. This envelope was devoted primarily to public works (25 billion), health, and basic education, each of which received more than 10 percent. Water and energy, agriculture and rural development also received significant allocations, at 8 and 12.5 billion respectively. Three billion was earmarked for government subsidies, primarily to civil society organizations.

### **Chart 1. Sectoral breakdown of HIPC resources, 2006**

[Horizontal axis:]

Basic education.  
Water and energy.  
Urban development.  
Civil society

### **3.1.3. Reinforcement of planning and programming capacities**

45. With the support of its development partners, the government is in the process of generalizing the sectoral Medium Term Expenditure Frameworks (MTEF). With support from a World Bank trust fund, several ministries (including MINEDUB, MINESEC, MINESUP, MINSANTE, MINTP, MINADER, MINFOF and MINEP) have prepared or revised their MTEF. Similar work is underway in the Ministry of Justice, the Supreme Court, and MINPOSTEL.

46. At the same time, the central MTEF has been constructed and bridges have been built to the sectoral MTEFs. The SIPAE macroeconomic model has been reinforced to make growth more endogenous. The macroeconomic model and the central MTEF have been interfaced. The ministerial budget envelope projections derived from the central MTEF have been communicated to the sector ministries, which have adjusted their expenditure frameworks accordingly. Thus, when the basic 2007 envelopes were communicated, slight adjustments were made for the budget conferences. To give greater force to this process of anchoring the budget to the MTEFs, a draft circular was prepared jointly by the ministries of planning and finance (MINPLAPDAT and MINEFI) and submitted for ministerial signature.

### **Box 2. PRSP and central MTEF**

Since the PRSP was adopted, real growth rates have been consistently lower than those assumed in the strategy's central scenario. Consequently, budget resources have been lower than expected, and budget allocations to the ministries did not meet those planned, in nominal or relative terms. With implementation of the central MTEF, the priorities under the strategy have been reconciled with changes in the level of resources. In September 2006, the first medium-term budget framework report was communicated to the sector ministries. That report programmed the ground to be made up against the national strategy, in light of resource forecasts. The following chart provides an example of programming for the Social Development and Employment sector.

[Legend:] PRSP projections. Allocations

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47. That circular synchronizes the review of strategies and MTEFs with budget preparation. By this circular, the sectoral ministries will now be required to produce reports on implementation of their strategies in relation to use of the funds allocated to them. These reports will be an integral part of the PRSP monitoring and evaluation mechanism.

### **3.2. Diversification of the economy**

48. The Cameroonian authorities are seeking to secure sustainable growth on the basis of endogenous factors, through economic diversification. The principal achievements in this area over the period under review relate to rural development, financial intermediation, and industrial development.

#### **3.2.1. Rural development**

49. Under the first three-year program (2003-2006) of the PRSP, priority measures were defined to mitigate the effects and impacts of constraints identified in the rural economy. Aware of the importance of the rural economy and in particular its support role for primary production, the government has established for it four challenges: (i) to ensure food security and self-sufficiency for families and for the country; (ii) to contribute to economic growth, and in particular to employment and foreign trade; (iii) to increase farm incomes and improve the lives of rural people; and (iv) to make better and more sustainable use of natural capital, as the basis of agricultural production.

50. These challenges, which were taken as a basis in formulating the Rural Development Strategy (RDS) in 2002 and revising it in 2005, have been broken down into six strategic areas, in each of which a great many activities are being pursued.

#### ***Sustainable development of farming, livestock, fishing, wildlife and forestry***

51. The intention here is to achieve production levels that will meet the objectives of food security, rural growth, higher incomes for producers, and greater exports. To this end, the emphasis has been placed on improving people's access to modern, high-yield production techniques through the development and transfer of appropriate technologies.

52. Thus, in the area of crop production, efforts have focused on: (i) production and use of improved plant materials; (ii) improved farming techniques and systems; (iii) better conservation techniques; and (iv) protection of crops and products.

53. Activities in support of the production and acquisition of inputs have been effective in producing seeds and plant material for maize, potatoes, plantains, groundnuts, sorghum, fruit trees, mushrooms and coffee (see Box 3). As well, regulations to Law 2001/014 of July 23, 2001 on seeding activity have been signed, as well as those dealing with fertilizers.

54. On the phytosanitary front, pesticides and treatment equipment have been distributed to the "village brigades" and fields have been treated under the pest control project and the project to protect cocoa and coffee plantations.

55. Similarly, the program to improve the supply of agricultural inputs, recommended in the RDS, has been made a priority for implementing that strategy. Terms of reference were prepared in 2006, and formulation is expected to begin in 2007.

56. In the course of developing promising opportunities, significant steps have been taken through specific programs such as the Village Palm Grove Development Program, the Plantain Revival Program (PRBP), the rice growing revival project in the Logone Valley, the Upper Noun Valley Development Authority (UNVDA) and the National Roots and Tubers Development Program (PNDRT).

57. In the livestock area, efforts are focused on raising per capita meat consumption from the current level of 13 kg a year to 25 kg per year by 2015. On this score:

- The swine development project (PDFP) launched on March 7, 2006 calls for the establishment of 30 modern piggeries, training of 1,100 production leaders, support for 600 producers' associations, and improvement of 30 breeding farms.
- The cane rat husbandry project proceeded with training of 15 trainers and 200 young breeders, and the purchase of breeding stock.
- The Smallholder Dairy Development Project launched its pilot phase on 28 March 2006. The intention is to increase milk production.
- The traditional marine fishery project built and equipped two fishery training centers at BONAMATOUMBE (Douala) and at DEBUNDCHA(Limbé), and supplied fishing equipment worth CFAF 45 million to the young trainees.
- Construction work on the fisheries center at Kribi has been completed and the keys were turned over to the Cameroonian authorities; the project to reduce post-catch losses has now started up.
- The project to control livestock trypanosomoses and their vectors (i) has provided support for establishing 230 breeders' associations (covering 3000 livestock farmers), grouped in seven departmental unions (Vina, Faro and Déo, Mayo-Banyo, Mbéré, Djerem, Faro and Mayo-Rey); (ii) trained to breeders in alternative control methods; (iii) distributed products, materials and equipment to breeders; (iv) supported control efforts.

58. In the forestry industry, efforts have focused on maintaining output at its current level through diversification. The suspension of "small-scale forestry permits" has been lifted, with two purposes in mind: first, to allow Cameroonians to supply the local market legally, and second to ensure that the government can collect the taxes that were formerly lost through illegal cutting.

59. The above listing of accomplishments under this strategic objective shows clearly that progress is being made in meeting production policy objectives. It is difficult to assess success to date, however, because the short, medium and long-term objectives have not been sufficiently defined, and the statistical database for this sector is weak.

60. Nevertheless, it is clear that further efforts are needed to make inputs economically and physically available. Those efforts must address, in particular, the inadequate distribution channels, insufficient seed production, and the lack of financing. In addition, the procedures



for releasing funds are too slow to meet project needs, and this has resulted in bottlenecks in pursuit of this objective.

### ***Promoting local and community development***

61. The government seeks to improve the lives of the rural population by removing constraints on socioeconomic development and creating conditions that will allow the poorest people to become part of the economy and to meet their basic needs.

62. The most important activity here is the Cooperatives Development Program (PADC, which covers the provinces of the Center and the Extreme North, with IFAD financing) and the National Participatory Development Program (PNDP, financed by the World Bank and covering the provinces of the Extreme North, the South and the Center).

63. Under the PADC, (i) 125 micro-projects have been financed on the basis of “*cautions tournantes*” (revolving guarantee funds) for a total of CFAF 45 million in the income-generating activities context; (ii) 55 classrooms and two playgrounds have been built, 44 classrooms have been rehabilitated, and 48 latrines improved; (iii) 11 health centers, 13 “community houses”, two community markets, and six stores have been built; (iv) 54 wells have been dug and equipped with power pumps, 12 water springs have been improved, 16 boreholes made and four rehabilitated.

64. Under the PNDP, studies and actions are underway to improve community management. The studies are examining reforms to local taxation, strengthening the technical and operational capacities of municipalities where local governance projects are planned, by training project managers and the members of municipal commissions in procurement procedures, with support of the ARMP (Public Contracts Regulatory Board).

65. Other initiatives are underway through integrated programs and projects such as PARI (MINADER), Behavioral Change (MINADER), GRASSFIELD (MINADER), RUMPI (MINADER), Mungo-Nkam (MINADER), support for animal husbandry organizations (MINEPIA), program for sustainable fishery livelihoods (MINEPIA) and the swine production program (MINEPIA)

66. The programs now underway (PNDP and PADC in particular) are playing an important role in their respective areas of intervention, but their geographic coverage is still inadequate. Moreover, it needs to be highlighted again that coordination in implementing this strategic area is insufficient.

### ***Sustainable management of natural resources***

67. The sustainable use and management of natural resources requires solutions to four interrelated problems: the allocation of land to different uses, maintenance of soil fertility, water controls, and conservation and restoration of biodiversity.

68. To this end, the most important event during the year was the approval by the World Bank's Executive Board of the program of support for the PSFE (Forest/Environment Sector Program) to which IDA and GEF contributed US\$25 million and US\$10 million respectively, thus triggering release of financing from other partners (for example DFDID, £4 million).

69. Other important achievements should also be noted. Under the program to improve State-owned forests and upgrade forest products, forest zone maps of the national territory have

been prepared and are available, while a sustainable management survey of non-timber forest products in Cameroon has been completed. For the conservation of biodiversity and the upgrade of wildlife products, the map of ZICs (hunting zones) and ZIGCs (community-managed hunting zones) has been completed for the southern portion of the country.

70. In April 2006 the MINEP launched activities under the subprogram for protection and regeneration of the environment and natural resources to promote rural development (APREN).

71. Generally speaking, implementation of strategic area 3 was held back by weak coordination and a failure on the part of all parties involved to master the mechanisms needed for simultaneous intervention of several donors in the same project.

### ***Developing suitable financing mechanisms***

72. The goal of rural finance policy is to bring together producers and lenders and facilitate access to financing. Actions on this score can be grouped under three aspects: (i) creation of the Agricultural Bank; (ii) credits to rural development programs and projects; and (iii) the activities of private micro-finance institutions.

73. On January 25, 2006 the National Credit Board of Cameroon approved the project to create the Agricultural Bank of Cameroon, as a corporation with a majority of private shareholders and a partner of reference. The specific purpose of the bank is to finance production, processing, marketing and export of farming, livestock and fishery products.

74. The PADC has financed 125 loans for rural development projects, totaling CFAF 45 million, on the basis of *cautions tournantes*, while PNDP approved nine community and municipal micro-projects for a total of CFAF 151,394,800. The project for livestock and fisheries development in the southwest granted 519 credits for a total of CFAF 123,942,000.

75. The Execution Unit for PREPAFEN (Poverty Reduction and Action in Support of Women in the Far North Province) and the Working Group instituted by the Government of Cameroon and the African Development Bank has decided to put component II, the "Economic Activity Support Fund", on a permanent footing by creating the Provincial Refinancing Fund (FPR).

76. With respect to private micro-finance institutions (MFIs), an amount of CFAF 400 million in proceeds from external debt relief has been made available to 19 savings and loan cooperatives (COOPECs) as a subsidy to bolster their lending funds. On June 13, 2006, MINADER and the MFIs signed a contract governing the use of these resources, which remain the property of the government.

77. Given the limited impact of micro-finance to date, there are great expectations surrounding the creation of the Agricultural Bank of Cameroon, although it is likely to take some time to reach maturity.

### ***Employment and vocational training***

78. The objective is to rejuvenate an aging agricultural workforce and thereby reap productivity gains and higher incomes, and combat rural unemployment. In this context, training is being provided by the Upper Noun Valley Development Authority (UNVDA), agricultural training centers, and a number of projects such as the National Agricultural Research Extension Program (PNVRA) and the Cooperatives Development Program (PADC).

79. MINFOPRA has launched an open competition to recruit water and forestry experts, including 145 technical agents, 145 technicians, 100 senior technicians, and 75 engineers. In fact, there are many initiatives under way in the area of training and employment, but they need to be better coordinated in order to produce synergy.

#### ***Developing the institutional framework***

80. Improving the institutional environment is intended to bring greater efficiency to the work of the government's rural development agencies as project owners, and the activities of private organizations and associations as project contractors. In this respect the first (admittedly hesitant) steps have been taken to make operational the Steering Committee that is to support and monitor implementation of the rural development strategy. This should make for smoother and more efficient management of resources earmarked for this sector.

81. As well, MINADER has refined the Rural Development Strategy Paper with a subsectoral strategy and has finalized its Medium-Term Expenditure Framework (MTEF), and these were presented to the country's development partners on January 31, 2006. This undertaking is still in gestation within the MINEPIA. The PARI project has established a platform for coordination between the government and rural organizations

82. Generally speaking, the initiatives taken by the various ministerial departments to improve the institutional framework still suffer from a lack of synergy in their planned activities.

83. The main issues for attention in 2007 in terms of rural development are thus, on one hand, to improve statistics so that better monitoring indicators can be developed, and on the other hand to reinforce coordination among government agencies, development partners and civil society.

#### **Box 4. Promotion of financial intermediation**

An amount of CFAF 400 million in proceeds from external debt relief has been made available to 19 savings and loan cooperatives (COOPECs) as a subsidy to bolster their lending funds. On June 13, 2006, MINADER and the MFIs signed a contract governing the use of these resources, which remain the property of the government.

Three structures (in addition to the HIPC projects) have been put in place within MINEPIA for financing the rural economy. Two of these are now operational: the Project for Livestock and Fisheries Development in the Southwest (PDEP/SO) and the PSSA (Special Project on Food Security) diversification project.

Under the PADDC, CFAF 33 million in revolving guarantee funds has been placed with the MFIs for the account of the CDVs (village development committees) established under the PADDC. The CDVs have accumulated savings totaling CFAF 30, 250, 000, and have financed 125 micro-projects for a total of CFAF 45 million.

As part of the move to decentralize financial systems, two regional networks have been established for the Decentralized Rural Credit Project, PCRD III, comprising 110 S&Ls with 37,243 members. Their savings deposits average CFAF 504, 043, 855, and their outstanding loans average CFAF 738,067,041. Consolidation of the S&Ls is continuing.

Under the FIMAC project (Investment Fund for Agricultural and Community Activities), CFAF 20 million has been recovered and loans totaling CFAF 130 million have been granted to 290 rural associations.

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### 3.2.2. Financial intermediation

84. Credit to the economy stood at CFAF 865.2 billion in December 2006 versus 836.7 billion in 2005. Credit to the private sector went from CFAF 859 billion to 832.3 billion over the same period, for an increase of only 3.2 percent, while private-sector deposits in banks stood at CFAF 1,294.1 billion in December 2006 compared to 1,454.7 billion in December 2005, for an increase of 12.3 percent. The money supply grew by 9 percent, and stood at CFAF 1,713.4 billion at the end of December 2006.

85. With respect to making operational the Cameroon financial market (Douala Stock Exchange), the first stocks have been listed. As part of the effort to rationalize the savings and loan cooperatives (COOPECs), 232 micro-finance establishments have been licensed; those of the CAMCCUL (Cameroon Cooperative Credit Union League) network have been approved by COBAC (Central African Regional Banking Commission), and the licensing authorization has been signed by the MINEFI.

86. The project to support micro-finance establishments for rural development (MC2/MUFFA), intended to strengthen relations between micro-finance institutions (MFIs) and the commercial banks with a view to introducing micro-credits into their portfolios, has been finalized and is planned to run for five years with HIPC and IFAD (PPMF) financing. The overall cost is estimated at CFAF 3,814,544,650. The project will be executed by the Appropriate Development for Africa Foundation (ADAF), and Afriland First Bank and MINADER will be the principal financial partners.

87. On January 25, 2006 the National Credit Board of Cameroon approved a project to create a rural bank, known as the Agricultural Bank of Cameroon, as part of the effort to promote financing structures and mechanisms appropriate to the rural economy. It will be a corporation with a majority of private shareholders, including a partner of reference.

88. A civil society organization, CANADEL, has drawn up an operating plan to raise equity capital for each of the 38 Village Development Committees (CDVs) so as gradually to reduce their dependence on external financing.

### 3.2.3. Industrial development

89. The industrial sector as a whole performed well in 2006, achieving a growth rate of 5.5 percent. To strengthen the sector further, the government has launched a number of key programs that will in time expand infrastructure capacities. Highlights include the following:

- Work on the Limbé oil yard accelerated in 2006, and the project is now 60 percent complete; investment for the first phase is planned at CFAF 90 billion.
- Design work on the Alucam expansion project continued; the total investment cost is now expected to be US\$1.5 billion versus the initial estimate of \$900 million.

- AES-Sonel has met the conditions for realizing its five-year business plan, with signature of a direct loan of CFAF 1 billion from international financial and banking institutions.

90. The Prime Minister established a steering committee to prepare the strategy for the industry and services sector. The Competitiveness Committee has completed a study analyzing the competitiveness of various industries and to identify and select those with the greatest growth potential. The sectors identified are textiles, wood, energy and hydrocarbons, sectors undergoing change (plantains, maize, oilseeds), “configuration” sectors (cocoa, coffee, rubber), high-tech sectors (ship building and repairs, ICT, pharmaceuticals).

91. In the textiles industry, a strategic audit was performed on CICAM. The final report has been approved by government and its recommendations are now being implemented: in particular, an ad hoc committee and provincial units have been established to combat fraud, counterfeiting and contraband.

92. A regional project for development and modernization of the palm oil industry is being formulated with support from UNIDO and the CFC (Common Fund for Commodities). The project embraces Nigeria, Equatorial Guinea and Cameroon. Feasibility studies have been prepared with technical assistance from UNIDO.

93. The Integrated Project for Industrial Development, approved in April 2003 in cooperation with UNIDO, made further progress in 2006, with the creation of pilot centers for agri-food processing. The first center, for milk processing, was inaugurated in Bamenda in the second half of 2006, and a second center for processing ginger has been built at Bafoussam with equipment supplied entirely by UNIDO.

94. As part of preparations for a specific policy to promote local subcontracting, a study on the industrial subcontracting and partnering potential was conducted by CCIMA, under a government contract awarded by tender. The purpose of the study was to pave the way for creating an Industrial Subcontracting and Partnership Exchange (BSTP) in Cameroon. The corporate charter and business plan of the BSTP have now been finalized.

95. In the context of promoting standardization and quality control, a draft decree on the organization and functioning of the National Standards and Quality Agency was approved on June 28, 2006 by the Competitiveness Regulation Board, chaired by the Prime Minister. To this end, 250 national standards have been prepared, 13 of which are mandatory. Eight other standards have been adopted in the beverages industry. The standard on concrete reinforcing rods, welded wire mesh and binding yarn have been approved and will be made mandatory by order of MINIMIDT.

96. The program to support and assist with the economic partnership agreement between Central Africa and the European Union (PASAPE) is providing preparatory assistance to develop a national program for industrial scale-up and competitiveness. Under that program, an integrated quality promotion strategy has been prepared to help Cameroon meet international requirements in terms of standards, technical regulations, and fit assessment. The pilot phase, which will support scale-up, standardization and quality in Cameroon, was validated at a workshop in Kribi in November 2006. The cost of this phase is €7,235,946. The program is being financed by the European Union, with technical assistance from UNIDO.

97. An inventory of consulting firms specializing in SME development and a study on the definition of SMEs have been prepared. A draft law on the creation and organization of one-stop business service centers has been submitted for ministerial approval. A study on improvements to the regulatory and administrative framework governing micro, small and medium-sized enterprises and crafts has been finalized with UNIDO support. Studies for the creation of pilot enterprise nurseries (Douala CUD, Mairie II in Yaoundé, and Extreme North) have been finalized.

### 3.3 BOOSTING THE PRIVATE SECTOR

98. Measures and actions to boost the private sector continued throughout the year. These included activities to promote enterprises and to eliminate bottlenecks, as well as large-scale infrastructure works in support of the private sector.

99. As part of the effort to promote the generic drugs industry, a project was launched in 2004 to overhaul a unit that produces essential drugs in generic form, and to equip it electronically. The purchase of new machines for packaging the drugs, together with packaging materials, was planned for fiscal year 2005 in order to make the malaria kit available. At this time, laboratory stocks of the drugs are available and are awaiting industrial-scale production.

100. Progress has been made in eliminating obstacles to private development in the energy sector, with improvements to the regulatory framework for the downstream oil industry, pursuant to a decree from the Prime Minister entrusting to SNH the financing of security stocks of oil products. As well, the Minister of Energy and Water has issued a circular clarifying licensing conditions for service stations. New entrants in the sector include TRADEX and PETROLEX.

101. Large-scale infrastructure works in support of the private sector included: (i) rehabilitation of the Wouri bridge, which is now 97 percent complete. The bulk of the work is done, and only the dike and the bayou works remain to be finished; (ii) the construction study for a second bridge over the Wouri, under a public-private partnership (BOT) contract which is in the process of signature; (iii) plans for a network of trunk roads: Ngaoundéré-Touboro-Moundou (on the border with Chad): 89 percent complete, 237 km in length; (iv) Ambam-Eking: all the work on the route has been completed (27 km), representing 84 percent of the total works. Still to be finished are the related works, which were 35 percent completed as of December 31, 2006; (v) construction of the Ambam – Kye Ossi Road (to the border with Equatorial Guinea): studies are now underway for a bridge over the Kye, the road works have been acceptance-tested, and the studies are 100 percent complete.

102. Other projects in the course of study or negotiation include: progressive improvements of the Fouban-Tibati-Ngaoundéré route and the Garoua-Boulai-Ngaoundéré road (studies 90 percent complete), asphaltting of the Ekok-Mamfé road (study 85 percent complete), construction of the Sangmélina Djoum- Congo Frontier road (studies 83 percent complete) and of the Maroua-Bogo road (studies 56 percent complete).

103. Urban road improvements in Douala and Yaoundé. The Douala Infrastructure Project (PID), financed by IDA, is well advanced. The project was intended to enhance competitiveness by upgrading links between the port and the industrial zones, as well as the exit from the port towards the Yaoundé-Douala highway and towards the Wouri bridge. Of the 23 km of roadways to be rehabilitated, the first lot (covering 12 km and costing CFAF 9 billion) has been acceptance-tested. The second lot, covering 10 km at a cost of CFAF 11

billion, was about 70 percent complete as of December 31, 2006. The works are scheduled to be finished in July 2007.

104. Following Cameroon's achievement of the HIPC completion point in 2006, the cities of Douala and Yaoundé have been granted project financing in the amount of €115 million under the Debt Settlement and Development Contract (C2D). Tenders were called in 2006 and the works will begin in 2007. These works will change the image of the country's two main cities and enhance their overall competitiveness.

105. The *Entreprise-Cameroun* project marks further progress in building the capacities of private-sector organizations to participate in the preparation and implementation of economic policies and to improve the contributions of their members. The project has provided training for 18 people in strategic management, coaching for 13 SMEs, three entrepreneurship training seminars for 17 business managers, and training for 15 entrepreneurs in the design of management programs.

106. The Inter-Ministerial Committee Enlarged to the Private Sector (CIESP) met in October in Yaoundé. This forum for coordination between the public and private sectors not only identified obstacles to the growth of the national private sector and progress with efforts to remove those obstacles, but also gave thorough consideration to the issue of "how to bring Cameroon out of underdevelopment and into the modern world". Concrete proposals were put forward in several sectors, relating in particular to basic infrastructure, sectors with high growth potential, and financing for the economy.

107. The law on partnership contracts, which has been under discussion between the public and private partners for nearly 2 years, was promulgated on December 29, 2006. Cameroon now has a legal framework conducive to the construction and operation of large-scale infrastructure and public services, through partnership between the public and private sectors. Major projects such as the second bridge over the Wouri, the Yaoundé-Douala-Bafoussam-Yaoundé freeway loop, and various power generating stations can now be pursued within an appropriate legal framework.

108. Despite the progress on certain fronts, serious difficulties persist in other areas. For example, implementation of the Investment Charter seems to be held up by work on the regulations and introduction of the structures called for in that charter. Nearly 5 years after the law was promulgated, the Investment Promotion Agency and the Export Promotion Agency, among others, are still not operational. The private sector argues, among many other complaints, that the tax system is still not adapted to the needs of a competitive economy, citing as well the limited access to financing and the inadequacy of human capital in light of market needs.

109. An analysis of outcome indicators for this strategic area produces mixed results. The following table, taken from the macroeconomic framework and showing the public and private investment rates as a percentage of GDP, is instructive on several scores.

**Table 3:** Gross Fixed Capital Formation (GFCF)

YEAR	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>GFCF</b>	14.7	16.0	20.3	19.8	18.0	18.3	19.2	19.7	19.6	22.5	23.6	24.1
Private	12.3	13.9	18.1	17.5	15.7	15.7	16.5	15.4	14.9	17.5	18.9	19.5
Public	2.4	2.1	2.2	2.3	2.3	2.6	2.7	4.3	4.7	5.0	4.7	4.6

Source: SIPAE

110. While the investment rate rises significantly from 14.7 percent in 1999 to nearly 25 percent in 2010, stagnation is apparent over the period 2002-2007, contrasting with more dynamic performances in 1999-2001 and again in 2008-2010. The private component follows the same curve, with effective stagnation and even a slight retreat between 2003 and 2007. The increase in public investment over the same period suggests a crowding-out effect, which in principle should not be the case at these levels of investment. It is clear, then, that the measures taken to revive the private sector have yet to bear fruit, in terms of private investment capacity. The pace of reform in this important strategic area of the PRSP must therefore be accelerated.

### **3.4. INFRASTRUCTURE DEVELOPMENT AND NATURAL RESOURCE MANAGEMENT**

#### **3.4.1. Basic infrastructure**

111. The strategic guidelines in the PRSP and those relating to the Construction and Public Works (BTP) sector have been broken down into areas, strategic objectives and projects for purposes of strategic planning (BTP sector strategy and its MTEF). Since 2006, these documents have formed the basis for MINTP activity in the BTP sector.

112. The BTP sector strategy was adopted on June 15, 2005, and its 2006-2008 MTEF was confirmed in December 2005. The documents were updated in the course of 2006. These updates have made it possible to assess needs for the next three years of the strategy, and to produce the 2007-2009 MTEF. In contrast to preparation of the 2006 budget, the 2007 budget is based on the MTEF, and all programs under the sector strategy are budgeted.

113. The study of the Roads Master Plan (PDR) was completed in 2006 and adopted at the first session of the National Roads Board, chaired by the Prime Minister. At that same meeting, the 2007-2009 MTEF was adopted, consistent with the high scenario of the Master Plan.

114. Overall results in the roads sector in 2006 may be summarized as follows: (i) *cantonnage*, current and/or periodic maintenance of 4,568 km of paved roads; (ii) current and/or periodic maintenance of 13,366 km of "priority" and "nonpriority" dirt roads; (iii) maintenance and rehabilitation of 3,070 km of rural roads; (iv) construction of 66.3 km of paved roads; (v) opening of about 10 km of dirt roads; and (vi) construction of some 22 linear meters of bridges.

115. Current maintenance work on paved roads was completed to the extent of 74 percent, or around 4,568 km. Current maintenance work on 13,366 km of dirt roads represented a completion rate of 82 percent.

116. In an effort to protect the country's roads, several awareness and education seminars for truckers were organized in provincial capitals (Yaoundé, Douala, Ngaoundéré, Maroua, Garoua, Bafoussam). They were preceded by a campaign to weigh tanker trucks and impose fines, with a three-ton leeway. In addition, a national strategy is being developed to manage rain gates, and three open tenders have been issued for the construction, rehabilitation and management of rain gates.



117. Environmental preservation along roadways. Inspection visits to work sites were continued, to enforce environmental regulations. A call for expressions of interest was issued for renewing the environmental audit of the Yaoundé-Douala Road, and the recommendations of the World Bank Mission on the environmental impact study for the Douala-Ndjamena corridor were taken into account.

118. Progress with road projects during the period under review can be appreciated as follows:

- Seven projects showed a positive rate of progress: construction of the reinforced concrete bridge over the Lokoundjé (7 percent), construction of the Ayos-Abong-Mbang road Lot 1 (35 percent or 18 km), construction of the Yaoundé-Kribi road Section 1 + Makak ramp (5 percent or 4 km), construction of the Mounjo bridge (39 percent), construction of the Yaoundé-Soa road (27 percent or 2.84 km), construction of the Garoua-Gashiga Bridge road (3 percent), opening of the Mosse-Ndogbassaben road (17 percent or 9.69 km).
- Three projects showed a positive rate of progress, thus contributing to the completion of major works: rehabilitation of the Wouri bridge, improvements to the Ngaoundéré-Toubo-ro-Moundou road, paving of the road from Ambam to Eking (Gabon border), paving of the Melong-Dschang road.
- Five projects are still getting started. Contracts have been awarded, and administrative arrangements (negotiation of the contract, issuance of instructions to contractor) are being completed. These relate to construction of the Ayos-Abong Mbang road Lot 2, reinforcement of the Loum-Nkam Bridge road, rehabilitation of the KFW bridges, the Ebebda, Noun and other bridges (phase 1) and improvement of the Mutengéné-Muea-Kumba road.

119. Upgrades in the construction sector proceeded as follows: (i) implementation of a workable regulatory system; (ii) strengthening management capabilities for civil engineering operations; (iii) intermediation, management and operation of works; (iv) studies to increase the number of structured and efficient firms.

120. To avoid defects, cost overruns and accidents in the sector, works supervision has been further reinforced and construction quality has been improved through better design and the use of local materials. More than 700 worksites and contractors' offices were inspected during the year, including:

- Construction of the *Palais des sports* (sports center).
- Construction of the headquarters for the Economic and Social Council.
- Construction of the courthouses at Batouri, Eseka, Mora, Kumbo and Ngaoundéré, which is continuing despite payment problems.
- Studies for construction of the Sangmelima hospital, where the site has changed.
- Construction of a building for the National Assembly, for which bids are now being analyzed.
- Construction of the headquarters building for the CSPH (Oil Price Stabilization Fund), which is proceeding normally.
- Maintenance works on the Maga dike; the firm selected for the rehabilitation studies is now on site.

121. Urban infrastructure. Preparatory work for the urban development strategy continued with: (i) development and validation of an interim strategy paper in preparation for the donors' roundtable initially scheduled for 2006; (ii) programming workshops for the strategy, in May 2006; (iii) preparation of a first draft of the strategy paper.

122. Studies on the future of the urban affairs agencies (SIC, MAETUR, CFC) are planned for 2007. These studies will provide input for the final strategy paper, which will be available before the end of 2007. As soon as the final strategy is validated, MINPLAPDAT will prepare the 2007 MTEF, with financing from a World Bank trust fund.

123. Preparation and adoption of the national housing policy. The ministries involved (MINDUH, MINDAF, MINPLAPDAT, MINEFI) have worked together with the operating agencies for the sector (CFC, MAETUR, SIC, MIPROMALO) to produce a report that is now available. There is also in hand a report with more general considerations for a new housing policy in Cameroon, which contains as an annex a program for 10,000 dwellings and 50,000 serviced lots.

124. A specific report on social housing was also produced. As a result of all this preparatory work, a pilot project has been implemented to build 1,000 social housing units and improve 5,000 lots in the cities of Yaoundé and Douala at five sites already identified (Olembé and Ngoulemakong in Yaoundé, Logbessou TV, Mbanga Bakoko and Japoma Bakoko in Douala). The cost of the project will be spread out over three years, and is estimated at CFAF 53 billion, of which CFAF 6.908 billion is earmarked for (i) release of sites, (ii) topographic, urban planning, external works, geotechnical, geological, architectural and technical studies, (iii) procurement, and (iv) preparatory work for lot servicing and construction.

125. In the first half of 2006, MAETUR (the Urban and Rural Lands Development and Equipment Authority) improved 1,030 lots. It also began preparations for creating a small unit (essentially a real estate agency) to handle an experimental project for 300 dwellings in Nyom II (Yaoundé).

126. MAETUR's work program for the second half of the year calls for completing work in the older housing tracts (Logbessou 1 in Douala, Limbé Extension- section 1 in Limbé, Buea tranche 2 and North Residential Lands in Buea).

**Table 4 : MAETUR results in 2006**

City	Project name	Number of lots
Yaoundé	- Mendong Lycée III	200
	- Nyom II	200
Douala	- Mbanga Bakoko I	490
Bafoussam	- Koptchou 3	140
Total		1030

**Source :** MAETUR

127. Crédit Foncier du Cameroun (CFC, a housing bank) provided loans totaling CFAF 6.5 billion in the first half of 2006, to private developers (2.4 billion), MAETUR (1.8 billion), BASIC (1.8 billion) and individuals (500 million). In September 2006, CFC launched a new product, known as "*Foncier Solidarité*": associations and other organizations will sign contracts with CFC, and their members will then be able to obtain loans to purchase land and to construct or upgrade their dwelling, simply on the basis of the association's endorsement.

128. In the first half of 2006, the Société Immobilière du Cameroun (SIC, Cameroon Housing Corporation) continued with its project to build 160 units in Mfandena. Housing projects in Yaoundé Hippodrome, MANGUIER/Bastos and NKOLONDOM are under study.

129. The Local Materials Promotion Agency (MIPROMALO) performed the following activities in the first half of 2006: (i) a material and construction pathology survey in the 10 provinces; (ii) a campaign to promote the use of clay tile bricks; (iii) quantitative and qualitative improvement of products in experimentation workshops; (iv) geological identification of clay deposits, prospecting, analysis and characterization of products; (v) research and development on local construction materials, alternative cement equipment and processing.

130. Urban sanitation. The Urban Community of Yaoundé has undertaken the work of cleaning out a number of drains, in particular those flowing into the Mingoua River at the site known as *Messe des Officiers*. The Yaoundé Sanitation Project (PADY) is under way with financing from the African Development Bank. It involves construction of the 25 km Mfoundi canal. An amount of CFAF 350 million has been budgeted for 2006 to rehabilitate the pumping station at the SIC's Grand Messa housing tract. Although the work was delayed by redimensioning of the project, it has now begun. The estimated cost is CFAF 600 million.

131. The Urban Community of Douala has called for tenders to build 20 km of drains, with C2D financing. In the secondary towns, the Sanitation Master Plan (SDA) of the city of Maroua was prepared in 2004, but has yet to be launched because of lack of financing. Kousseri is currently seeking funding to prepare its SDA.

132. Urban streets. MINDUH had planned to rehabilitate and maintain some 120 km of streets in 17 cities, including Yaoundé and Douala, with financing from a variety of sources (government budget, HIPC, C2D and the Roads Fund). As of December 31, 2006, all the contracts had been awarded and most were underway, with completion scheduled for 2007. Nearly all of these works are designed to improve accessibility for underserved neighborhoods and to restructure the squatter settlements that are home to many poor people. Since last year, the World Bank has been financing a program to rehabilitate 23 km of primary roads in Douala (work under way), through a credit that has been entirely passed on by the government as a grant to the Urban Community of Douala.

### **3.4.2. Information and communication technologies**

133. The strategic guidelines of the PRSP for the posts and telecommunications sector call for finalization of the P&T sector strategy, further promotion of community telecenters, strengthening the legal and regulatory framework for ICTs, and improving the capacity and quality of telecommunications infrastructure.

134. The telecommunications and ICT strategy paper has been prepared, validated and adopted by the government. The MTEF for the strategy has also been prepared. The latest version of the strategy for postal services has been submitted to MINPLAPDAT for comment before adoption, as well as a copy of the MTEF, for information.

135. Community telecenters. Some 30 multipurpose community telecenters (TCP) have been completed, a third of which are already operational. Other TCP are now being equipped and readied for operation with support from CAMTEL, the technical partner for the project. Construction work on 16 other centers programmed in 2006 is under way. "Postel community

digital centers", involving the installation of digital access points in post offices, are programmed for 2007 with financing from the Special Telecommunications Fund (FST).

136. Eight of the 14 fiber optic-linked output points along the Kribi-Doba pipeline have been activated, and the other six are scheduled for 2007. CAMTEL's work on the Douala-Kribi fiber optic link (passing through Edéa) is completed and the link is operational. The feasibility studies for construction of the Yaoundé-Bafoussam FO link with a branch to Bamenda and the Ngangui-Ngaoundere link will be updated in 2007.

137. Consideration of the project to establish the Central Africa Trunk Network and the transatlantic network is also proceeding. The project will be evaluated by the international consulting firm AXIOM, to which the World Bank has awarded the technical and financial feasibility study. A feedback session with Axiom is scheduled for early March 2007 at N'djamena in Chad. MINPOSTEL has already validated the results of the survey conducted at the beginning of the year on ICT user and penetration rates in Cameroon.

138. Strengthening the regulatory framework. A draft law on cyber-security and cybercrime is now under discussion among the various ministries and agencies concerned. When it is completed, Cameroon will be in a better position to punish and combat electronic crime and to launch applications such as e-commerce and many other electronic transactions that MINPOSTEL is experimenting with.

139. Three draft regulations have been prepared and submitted for signature, relating to Decree 2005/441 of November 1, 2005 which sets conditions for the installation and use of telecommunications facilities in government offices. An interministerial committee has been established to control the consumption of telecom services by government employees, and this will facilitate establishment of an interministerial network and allow the government to realize great savings. The government has issued a call for expressions of interest to perform a technical and economic feasibility study for establishing a broadband interministerial network for 2007, thereby demonstrating its determination to modernize this sector.

140. CAMTEL is making satisfactory progress in deploying the local wireless loop using CDMA technology; all provincial capitals are now served. The "CT phone" system is being extended to all towns in Cameroon. Work is continuing on digitalizing certain central offices and trunk lines.

141. Mobile telephone operators (Orange and MTM) have been deploying their network to provide comprehensive nationwide coverage in accordance with the contractual specifications. Each of these operators has more than a million subscribers. Mobile telephony covers all the provincial and departmental capitals, urban districts and the larger villages of the country, as well as the major interurban roads. The available telephone numbers for mobile telephony are nearly exhausted, and studies are nearing completion for moving the national numbering plan from seven to eight digits.

142. In December 2006 a framework agreement was signed on the operation of telecommunications infrastructure in Cameroon, which should speed the process and ultimately help to reduce the costs of telephone calls and telecom services. The agreement covers existing facilities, and opens the possibility of pooling future infrastructure.

143. The Special Fund for Telecommunications has begun activities, and will speed the development of telecommunications and ICTs in Cameroon. The Fund has already selected

the projects that it will help finance (with priority to the backbone, the telecenters, promotion and popularization of ICTs).

144. The law governing postal services in Cameroon was adopted in December 2006. It will rationalize this subsector and quantify its real contribution to the national economy and the country's development.

### **3.4.3. Natural resource management**

145. Drinking water. Work on a national water sector strategy continued in 2006, with validation of the diagnosis. Despite the lack of a sector strategy, access to drinking water has been improved through a number of programs such as "Rural Hydraulics II". With the stepped-up pace of the water programs, 60 water points were constructed or rehabilitated in 2006 under the PADDC and FIMEX projects.

146. Mining research and exploitation. Regulations have been prepared and information seminars for operators have been scheduled, in support of the mining legislation reform, and an inventory of mining licenses has been compiled (8 small-scale mining licenses, 1 prospecting permit, 25 pre-mining research licenses, and 4 operating licenses).

147. Work continued on making the CAPAM ("Support Framework for Small-Scale Mining") operational, with CFAF 4.5 billion in HIPC financing for 2005-2007. Twenty small-scale mining cooperatives (GICAMINES) have been created and registered, through which 1,000 miners have found sustained self-employment. Five of these cooperatives are in Bindiba, nine in Bétaré-Oya and six in Béke. The miners have been equipped with six motorbikes, 80 power pumps, and 100 washing tables and other materials. Extension services are provided, and site managers provide day-to-day coaching for the miners. Two "local site managers" are now working at each of the first three sites. The miners have received training in mineral prospecting, exploitation and product treatment, as well as in revenue management and the promotion of cooperatives.

148. Geological risk management. Work on the geological mapping of Mount Cameroon is nearing completion. As well, a geological observation mission has been conducted (report available) in the context of reinforcing the natural dam at Lake Nyos.

149. The system for degassing the Nyos and Monoum lakes remains in operation and presents no danger. Two new small-diameter pipe columns were constructed in Lake Nyos in July 2005 and are operational, as are those inserted in Lake Monoum in April 2006.

150. Energy access for all. During the first six months of 2006, PRSP activities in the energy and water sector pursued the following objectives: (i) develop and expand the rural electrification program; (ii) develop and make accessible other forms of energy (solar, wind etc.); (iii) increase access to modern energy sources for domestic cooking; and (iv) take steps to overcome the energy deficit.

151. Rural electrification. As of May 30, 2006, the 2006 rural electrification program financed from the government budget was at the consultation stage, and the HIPC-financed program was at the definition study stage. In the latter case, together with the studies, a draft execution plan is being prepared with experts from the HIPC advisory committee. The process of pre-qualifying firms to carry out the works has also begun.

152. The PANERP (Energy Plan of Action for Poverty Reduction) report was ratified by the government during the second half of 2006, and is now considered satisfactory by the World Bank. Efforts are now underway to secure financing and implement the components. A draft law on creation, organization and management of the PANERP has been proposed by the AER (Rural Electrification Board) and is under study.

153. Programs for electrification of 26 sites along the border with Nigeria, financed by Spain, and the electrification of 33 other rural localities with Islamic Development Bank funding are ready for imminent launch. For the latter program, the loan contract has already been signed.

154. Cooking fuel. Significant quantities of cooking gas are now available on the market, thus overcoming the chronic shortages of previous years. During the first six months of the year, an average of 4,000 tons of gas was marketed nationwide, of which 2,200 tons was produced locally by SONARA and 1,800 metric tons was imported. The new gas storage facility at Maroua has stabilized supply in this part of the country, which is exposed to desertification.

155. Measures to overcome the energy deficit include the following projects: the gas-fired power station at Kribi; the dam and reservoir at Lom Pangar; and the hydroelectric stations at Nachtigal, Memve'élé, and Colomines on the Kakey.

156. Work continued on making the CAPAM ("Support Framework for Small-Scale Mining") operational, with CFAF 4.5 billion in HIPC financing for 2005-2007. Twenty small-scale mining cooperatives (GICAMINES) have been created and registered, through which 1,000 miners have found sustained self-employment. Five of these cooperatives are in Bindiba, nine in Bétaré-Oya and six in Béke.

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158. A joint venture agreement was signed on October 14, 2003 between CAPAM and South African and Danish investors, giving birth to a joint venture company called Cameroon Mining Company (CAMINCO SA). CAPAM signed another joint venture agreement on January 13, 2006 with Korean investors, creating the Cameroon and Korea Mining Corporation (C&K Mining Inc.), which has a diamond exploration permit in the Mobilong area near Yokadouma.

### **3.5. SPEEDING REGIONAL INTEGRATION**

159. The seventh regular session of the Conference of Heads of State of CEMAC Member Countries was held on March 14 and 15, 2006 at Bata in Equatorial Guinea. During the session, Heads of State discussed the audit reports they had commissioned at the special summit meeting of June 2005 in Malabo. Those audit reports highlight the obstacles to regional integration, relating both to the operation of institutions and to the growth of trade within the Community and the construction of the common market. Leaders also recognized that member countries have not asserted sufficient ownership over the integration process, and have failed to apply the Community standards that were adopted by consensus. To tackle these obstacles it was decided to create promptly a strategic committee to prepare and carry out a regional program of reforms, by March 2008.

### **Box 5. Negotiation of the Economic Partnership Agreements (EPA)**

The first phase of negotiations took place during 2005. The following issues were identified and debated: (i) sanitary and phytosanitary standards (SPS), (ii) customs facilitation and border measures affecting trade, (iii) competition policy and other trade-related matters; (iv) trade in services and the investment framework; and (v) strengthening productive capacities.

The second phase of negotiations extended through 2006, and dealt with the structure of the agreement and the development and strengthening of productive capacities in Central Africa. A draft outline of the EPA is now under discussion. Some fundamental differences persist as to the concepts for strengthening capacities: for the European Union, capacity building is confined to market access and trade assistance issues, while for Central Africa there can be no EPA without strengthening the capacities and upgrading the economies of the region. The state of progress with the negotiations was to be assessed at the end of 2006.

The third phase of negotiations will run to December 2007 and will deal with market access, the schedule of tariff cuts, and the sectors to be liberalized.

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160. Training. High-level training activities have begun at the regional training center for financial administrators in Libreville. The conference also decided to provide matching funds for rebuilding and rehabilitating the inter-state public health center of Central Africa in Brazzaville.

161. Community Integration Tax (TCI). Heads of State recognized the weak performance of the TCI, and instructed ministers of finance to enforce the corresponding provisions strictly. They also recommended that customs exemptions should be addressed promptly, so as to reach an equitable basis for contributions that would be fair to all countries. Finance ministers will need to clear up the current TCI arrears owed by national treasuries to the Central Bank.

162. On economic issues, the Heads of State ratified creation of a subregional committee on the thorny issue of cotton, and reaffirmed their commitment to work together and cooperate in the multilateral negotiations. A common organization was created to regulate the sugar market and to prevent fraudulent imports into the subregion. On the worrisome question of avian flu, a special budgetary allocation will be given to the CEBVIRHA (CEMAC's Economic Commission on Cattle, Meat and Fish Resources) to establish an epidemiological surveillance network in the CEMAC zone.

163. Harmonization of agricultural policies within CMAC. At the current stage, draft legislation and action plans have been prepared. Negotiations have begun to establish reference laboratories, one to analyze the quality of pesticides and the other to analyze pesticide residues in agricultural products.

164. In this connection, MINEFI has been asked to seek funding from the European Union for a feasibility study of these laboratories. The EU has also supported the Inter-African Phytosanitary Council (CPI) in holding a meeting of experts to amend the regulations governing approvals. The meeting of ministers, convened by the CMAC Executive Secretary, was held in Douala in September 2005. There has been no significant forward movement in this matter since the beginning of 2006.

165. Important progress was also made in the establishment of a common market for sugar, with the adoption in July 2006 of an internal regulation governing the workings of the coordination committee and the monitoring of sugar policies.

166. Economic Partnership Agreements with the European Union. With the pending move to a free trade zone in 2008, Cameroon has joined the negotiating process along with its CMAC partners. The government wants to ensure that the liberalization process will be conducted in such a way as to preserve the national productive apparatus, and it recognizes that firms will have to be strengthened and made more competitive in the current context of globalization.

### **3.6. HUMAN RESOURCES**

#### **2.6.1. Implementing the education strategy**

167. A global strategy for the education sector was approved on June 6, 2006. This made Cameroon eligible, in September 2006, for financing under the G-8 "Fast-Track Initiative" for achieving Education for All (EFA).

168. To give greater visibility to their budget execution, the ministries in charge of education, with the exception of MINEFOP, have each prepared and adopted a 2007-2009 MTEF.

169. Funding for education in 2006 represented 15.1 percent of the government budget, or CFAF 280.2 billion, of which 17.5 billion was funded from HIPC resources. The funding is distributed as follows: 103.2 billion for basic education, 150.4 billion for secondary, and 24.6 billion for higher education. Grants to private education amounted to 4.5 billion for nursery, primary and secondary schools, while grants to state universities totaled 17.9 billion.

170. Nursery schools and primary education. The government has also given effect to its commitment to support the strengthening of the education system with an administrative provision that would help to reduce the repetition rate from 30 percent to below 10 percent in primary school. Decree 315/B1/1464/MINEDUB of February 21, 2006 established procedures for student promotions in primary school, and came into effect after a broad campaign of information for the local school authorities.

171. On a commitments basis, the Ministry of Basic Education has used up 90 percent of its operating budget, and 89.8 percent of its capital budget. Overall, the operating budget was used to:

- Pay the salaries of temporary teachers until they have permanent contracts: CFAF 7,154,174,000.
- Subsidize private primary education: CFAF 3 billion.
- Supply the "basic kit" to public primary schools: CFAF 1,845,573,000.
- Organize and conduct examinations and competitions: CFAF 700 million.
- Cover the payroll for MINEDUB staff: CFAF 54,201,930,000.
- Support professional development for teachers: CFAF 300 million.

172. Capital expenditure. In 2006 the Ministry of Basic Education financed some major infrastructure and logistics projects, including construction or renewal of 546 classrooms, 10 nursery schools, 5 regional offices, 10 local inspection units, 11 accommodation units for



teachers, 6 normal schools, and the purchase of vehicles. The additional HIPC financing was used to construct 429 classrooms and equip them with desks and seats.

173. A number of studies were funded, for a total of CFAF 185 million, including those for the second phase of the school infrastructure and equipment audit, and the school location map. Counterpart funds from the 2006 government budget (CFAF 714,670,000) were earmarked for projects for which MINEDUB has received international funding (Islamic Development Bank, African Development Bank, the Japanese grant etc.): the construction of fences around schools, and connections to the AES-SONEL power company network.

174. The Japanese grant was used for the construction of 17 latrine blocks in 12 schools, and construction, furnishing and supplies for 150 new classrooms, for a cost of some CFAF 4.5 billion.

175. Recent achievements have included the strengthening of decentralized management, finalization of the Medium-Term Expenditure Framework (MTEF) and its use in preparing the 2007 budget, strengthening teacher training, and investments in school infrastructure (classrooms, fences, latrines, water wells).

176. A number of steps have been taken to address the critical shortage of teachers at the primary level. Personnel files have been purged and updated, management has been decentralized, and most importantly, large numbers of interim teachers have been given permanent contracts. In addition, the work now under way to update the school map will make it easier to track many other ongoing activities.

177. Secondary education. The budget execution rate for MINESEC to the end of 2006 was 95 percent. The budget was used to:

- Increase the accessibility and improve the quality of education by promoting human resource development and pedagogical activities, including: (i) recruitment, coaching and assignment of 2,000 teachers graduating from the normal schools; (ii) hiring, through competition, of 99 interim teachers in technical education; (iii) refresher training for 3000 teachers, training courses and assignments for 2,500 classroom assistants and 6,000 teachers; training for 60 monitors, principals and inspectors in the Multimedia Resource Centers; (iv) supply of tamper-proof diplomas (BEPC, CAP and CAPIET), for a cost of CFAF 783,080,000; (v) a start on the restructuring of the secondary and normal school cycles; (vi) a start at professional development activities for teachers; (v) further development of ICTs in secondary education, with construction of three new multimedia resource centers in high schools, bringing their number to 17, with 999 workstations.
- Expand the supply of education: CFAF 119 billion was devoted to the second area, for: (i) designing standard construction and rehabilitation plans for schools and decentralized administrative offices, and preparation of cost estimates for the works; (ii) construction of 270 classrooms, 7 specialized rooms, 20 teacher housing units, 16 sani-stations, 20 administrative units, 2 complete structures in areas ceded to Cameroon by Nigeria, 9 connections to the AES-SONEL network, 1 borehole, 3 connections to the SNEC network. As well, 62 vocational workshops have been built in secondary technical schools; (iii) rehabilitation of three specialized rooms, 300 regular classrooms, and 13 obsolete establishments, 29 offices at headquarters; (iv) workshops have been equipped with teaching materials for CFAF 1.1 billion, 60 classrooms with computer materials, provincial and departmental offices outfitted for

CFAF 303 million, and desks and seats have been acquired for a total of CFAF 300 million.

- Strengthen the institutional framework. Spending on this item amounted to CFAF 30.392 billion, and was used to: (i) implement the organization chart; (ii) step up the campaign against corruption in the schools; (iii) promote good governance; and (iv) strengthen planning and programming.

178. Higher education. To improve living conditions for students, recreational and cultural facilities have been constructed or rehabilitated. At the University of Ngaoundéré, two "mini-university cities", a student center, an information technologies center and a social-medical center have been built. At Yaoundé II amphitheatres seating 1,000 and 1,500, respectively, have been built, a digital law campus and a UNESCO channel created for distance education in social governance and the rule of law.

179. At the beginning of the 2006/2007 university year, faculties of medicine and industrial engineering were established in the universities of Douala and Buéa, and an Advanced Teacher Training College at Maroua, while the one in Yaoundé was rehabilitated.

180. To reduce unemployment among recent graduates, the government has fostered a practical partnership between the universities and vocational circles in order to establish a closer match between education and employment opportunities. A start was made in 2006 at adapting the curriculum in order to enhance the quality and relevance of instruction.

181. Student aid was provided in the form of 268 bursaries totaling CFAF 402 million and payment of 240 million in arrears. With support from the World Bank and French cooperation, the PASE and COMETES projects were financed for a total of CFAF 600 million.

### **3.6.2. Implementation of the health strategy**

182. The Government continued to implement its health strategy in 2006. Budget execution capacity was improved following reorganization of the technical unit for programming and monitoring the HIPC programs. This year also saw increased mobilization of external financing.

#### ***Disease control***

183. The malaria program. Efforts to control this endemic disease have been boosted. Thus, 10,082 community health workers were trained in the impregnation of mosquito nets, and received a manual. 800,000 leaflets were printed and distributed during house visits. The distribution of insecticide-treated mosquito nets to pregnant women is now part of the prenatal consultation process. Training for health workers in methods for preventing and treating simple and severe malaria has been reinforced.

184. Community and civil society partnerships have been established with 10 NGOs and associations at the provincial level, 160 NGOs and associations in health districts, and 1,549 NGOs and associations in health areas for raising community awareness.

185. Monotherapies are now being withdrawn from the market, and contracts have been signed to subsidize the new therapeutic combinations. Health facilities have been equipped

with antimalarial drugs for free distribution to pregnant women. More than 238 members of health district teams have been trained in the new anti-malaria strategies, as well as 2,102 health workers, who have received 2,300 care manuals.

186. STD/AIDS. The objective of this program is to provide universal access to treatment for persons living with HIV/AIDS (PLWA). In 2006, decentralization took effect at the health district level. Drugs are distributed free to infected pregnant women and their newborns. 65 care units are now operating. Activities under the program to prevent mother-to-child transmission have been planned. ARV drug costs have been kept to CFAF 3,000 and 7,000 a month, while children and indigents are treated free of charge. 25,500 PLWAs are on ARV, including 1,001 children. 12,937,394 condoms have been distributed. The cost of quick tests has been lowered (CFAF 500), and biological monitoring examinations have been subsidized.

187. Tuberculosis. Rehabilitation work has been completed on 29 diagnosis and treatment centers, bringing their number to 197. 77 physicians, 96 nurses and 40 laboratory technicians have been trained in treating tuberculosis. A national communication plan is available.

188. Onchocerciasis (river blindness). Treatment activities have been stepped up in the historical hotspots (Fontem, Campo and Mamfé) with the distribution of Mectizan. Geographic and therapeutic coverage rates are now 75 percent and 95.5 percent, respectively. 1,365 health workers have been trained. The special meeting of APOC (African Program for Onchocerciasis Control) partners, covering 19 African countries, was held in Yaoundé; its program could be extended to 2015.

189. Schistosomiasis and intestinal parasites. The battle against intestinal worms has been stepped up in the schools. Nearly 20,000 nursery and primary school children, and 150,000 older students, have been treated to eliminate parasites. A parasitology survey was conducted in 40 schools; 10,000 information leaflets on schistosomiasis, 10,000 disinfestation guides, and 1,000 measuring tapes were distributed, and 2,000 posters have been produced to raise public awareness of the threat of helminthiasis.

190. Other communicable diseases, such as Buruli ulcers and sleeping sickness (human African trypanosomiasis) are the subject of screening, awareness campaigns for target populations, and the distribution of drugs throughout the country. A WHO team has certified the eradication of Guinea worm.

191. Other non-communicable diseases, such as cancer, hypertension, diabetes, epilepsy, drepanocytosis, rheumatic afflictions and deafness are the subject of operational research, epidemiological surveillance, screening and treatment, as well as IEC (information, education and communication) and training activities.

### ***Reproductive health***

192. Expanded Program on Immunization (EPI). This program was restructured last year at the central and provincial levels to give it more visibility, self-management and efficiency. EPI introduced a viral hepatitis B vaccine in 2005. Refrigerated storage and transport facilities have been reinforced for the delivery of vaccines. Combined "measles/impregnated mosquito nets" campaigns have been organized in the northern provinces. IEC manuals have also been produced. The routine coverage rate for DTP3 (diphtheria, tetanus and pertussis) is around 80 percent. A review of the EPI program covering the period 2001-2005 has been organized and GAVI (Global Alliance for Vaccines and Immunization) contracts have been signed with the

health districts. A full multiyear plan for 2007-2011 has been prepared. Thanks to all these actions, there has been a clear improvement in vaccination coverage.

193. Under the health program for mothers, adolescents and the elderly, training modules have been prepared and adapted for family planning and prenatal consultation, and a local communicator model has been developed for obstetrical care. The comprehensive program for childhood diseases (PCIME) is now operational in four more health districts, bringing the total number to 17 districts. 16 physicians and 72 managers of comprehensive health centers have been trained. Emergency obstetrical and neonatal activities have been conducted in four provinces.

194. The prices of essential drugs, reagents and medical devices have been reduced by some 65 percent. CENAME (National Center for the Supply of Essential Drugs) is now an independent agency, with HIPC funding (300 million), and it has made drugs more affordable and available.

### ***Health sector financing***

195. Health insurance: a forum was held in February 2006, and a strategic plan prepared to introduce health insurance. Experiments with health insurance arrangements have been monitored in the field.

196. Partnership. The strategy was activated in 2006, and projects have been pursued with a number of United Nations agencies. Cameroon is eligible for the World Fund, GAVI funding, and C2D funds from AFD and is receiving considerable financial support for the treatment of AIDS, malaria, and tuberculosis, and for immunization and strengthening of the health system. Support for maternal and child health comes from several partners: WHO, UNICEF, UNFPA, PLAN Cameroun, GTZ, the European Union, Coopération Française, OPEC, the Islamic Development Bank ( IDB), the AfDB, the CTB, the Canadian fund, Japanese cooperation (JICA) and local NGOs and associations.

### ***Improving the supply of health services***

197. Program for the construction of 1,000 comprehensive health centers (2004-2009). HIPC-funded construction of 91 CSIs has continued; eight centers have received provisional acceptance, and the other 83 are under way. In terms of rehabilitating health facilities, 51,23 [sic] CMAs (local or district health centers) have been rebuilt, and 95 CSIs have been rehabilitated. The government has continued with the construction of accommodation for on-duty doctors (phase I); of the 25 units planned initially (2003), 20 were completed and accepted between 2005 and 2006. In addition, 108 official housing units are built or under construction; nine have already been accepted.

198. Hospital reform. Preliminary work has been done on the establishment of "centers of excellence". Some health facilities have been audited (Yaoundé General Hospital). A draft organization scheme for health facilities in categories 2, 3 and 4 has been proposed.

199. Human resources. The Ministry of Public Health is in the process of recruiting 570 health workers, and a human resource development plan is being prepared.

200. Other aspects of improving the supply of health services. Two new health districts have been created, as well as a provincial hospital. 129 CSIs have been built; 90 percent of on-duty physician housing units have been built, and 96 percent of boreholes drilled. Inspections have

been conducted in private health facilities, and 51 district hospitals, 23 CMAs, and 95 CSIs have been rehabilitated.

### **3.6.3. Employment and social security**

201. To ensure protection and coverage for the greatest possible number, the Social Security system is being reformed in three aspects: extension of the social protection system to other occupational groups, improvement in existing services, and establishment of new facilities. To deal with rising unemployment, the National Employment Policy Paper is being prepared, as well as an employment program for youth, women and other disadvantaged groups.

202. The Integrated Project of Support for Workers in the Informal Economy (PIAASI) provided support for 1,000 promoters in 2006, and the FNE (National Employment Fund) has placed 6,480 jobseekers; 866 projects have been financed, and 1,364 people have found independent employment.

203. Improvements to the institutional framework have focused on finalizing the Code of Individuals and the Family, a draft of which is now under examination to harmonize it with the Child Protection Code and the Nationality Code. Other actions include strengthening mentoring capacities, specialized services, non-formal education for women and girls (particularly on HIV/AIDS) and income generating activities. Local self-help and family support initiatives have been encouraged: 35 projects have been financed with funding from UNFPA.

204. To protect socially disadvantaged children, campaigns have been conducted against stigmatization. 150 orphans and at-risk children have received birth certificates, and another 300 have been accepted in health and education facilities. Nearly 1,500 "street children" are being cared for in specialized institutions, and 500 girls have benefited from life-skills coaching.

205. National solidarity and the battle against social exclusion. Various forms of assistance are offered to indigents, including medical and financial aid to the handicapped, to people living with AIDS, and to the elderly.

### **3.6.4. Gender and family support**

206. Special attention is being paid to reducing poverty among women and reinforcing women's capacities. CFAF 900 million has been granted to women in the Extreme North province through the PREPAFEN program.

207. The "Project in support of poor women in centers for promotion of women and the family" has provided women with 36 computers, 43 sewing machines, 36 knitting machines, 18 embroidery machines, and a typewriter. PARFAR (Program to Improve Rural Household Incomes) has granted loans for a total of CFAF 6,726,000.

208. Under the program for "gender equity and equality", designed to strengthen women's capacities, 571 men and women have been enlisted, 64 trainers and 24 association leaders have been trained. To foster social cohesion, 100 families have been trained in parental education in Adamaoua Province.

### **3.6.5. Urban poverty**

209. Consultations were held with stakeholders in the housing sector on preparation and adoption of the national housing strategy. More general consideration was also given to a new housing policy for Cameroon, which contains as an annex a program for 10,000 dwellings and 50,000 serviced lots. As a result of all this preparatory work, a pilot project has been undertaken to build 1,000 social housing units and to service 5,000 lots in the cities of Yaoundé and Douala. The cost of the project will be spread out over three years, and is estimated at CFAF 53 billion.

210. A study for a strategy to address urban poverty has been prepared for the donors' roundtable. The World Bank is financing a number of studies that were begun in 2006, under the Urban Development and Water Supply Project.

211. In Yaoundé Nkomkana, the State has built a Social Reintegration Center for at-risk urban youth, on land made available by the municipal government of Yaoundé II. Supplementary financing from the 2005 budget paid for a security fence around the building. Budget funds for 2006 are equipping the Center. A site has been located in Fouban for space to exhibit artworks created by young artists in search of self-expression.

## **3.7. IMPROVING THE INSTITUTIONAL FRAMEWORK AND GOVERNANCE**

212. By the end of the year significant progress had been made in the area of governance. There are still some persistent weaknesses, however, relating to the consolidation of democracy, transparency and rigor in fiscal management, participation by nongovernmental stakeholders in the management of public affairs, improving the institutional framework for the business climate, reinforcing the decentralization process and local development, and combating corruption.

### **3.7.1. Consolidating the democratic system**

213. Efforts to modernize the electoral system and improve the functioning of State structures have been front and center in the government's activities. Five laws were adopted and promulgated. The laws of July 14, 2006, determining procedures for electing regional councilors and establishing conditions for the election of senators, are intended to round out the institutional provisions stipulated in the constitution of January 18, 1996. The laws of December 29, 2006, amending and supplementing provisions of the law of December 16, 1991 on the election of deputies to the National Assembly and the law amending and supplementing provisions of the law of 14 August on the election of municipal councilors, will relax the time limits for electoral operations and reduce the piggybacking of offices, thereby implementing various recommendations submitted by national and international observers. The law on the creation, organization and functioning of Election Cameroon (ELECAM) has established an independent institution that will oversee the entire electoral system.

214. The work of computerizing the electoral system proceeded at a faster pace, with the introduction of a national computerized election management center, equipped with satellite centers at the provincial and departmental levels. In time, this center will manage the voter registration list, and bring greater transparency and credibility to elections.

215. There have been a number of delays, however, in establishing the structures called for in the 1996 Constitution, and existing computer systems are inadequate to handle the electoral process. To remedy this weakness, the studies underway will be accelerated, the necessary legislation will be prepared, computer facilities will be upgraded, and personnel responsible for elections management will be trained, with support from the international community.

### **3.7.2. Management of public affairs: transparency, information and accountability**

216. The principal steps taken involved further rationalization of the public expenditure cycle, strengthened management in the social sectors, the production and publication of statistical data, and information to the citizenry on the management of public affairs.

217. With a view to improving the quality and efficiency of public spending, the government conducted a survey tracking public expenditures and measuring user satisfaction in the education and health sectors. The survey laid the groundwork for an action plan that will require budget managers to communicate information to beneficiary groups on the investments planned and to produce a budget execution report at least annually. As well, work to establish information archives on fiscal management was pursued, in order to constitute financial and accounting documentation for the work of the *Cour des Comptes* (Audit Court).

218. Training continued for members of the public procurement commissions. The provisions of the 2006 budget law did much to limit the fragmentation of procurement orders. To assess the reliability and performance of the national procurement system, a series of indicators has been adopted, in cooperation with the World Bank. The 2006 budget exercise will be evaluated on the basis of those indicators.

219. In a further move to improve the quality of public expenditure, a physical inventory of staffing levels was performed and the payroll files were purged and updated. Initial results show that, at December 31, 2006, there were 102,756 civil servants, 6,034 contract workers, and 7,135 decision-making agents, for a total of 115,925 government employees. These figures demonstrate considerable progress in the control of staffing levels, starting with the payroll. The Integrated State Employee and Payroll Management System (SIGIPES) was installed in four pilot ministers, and new functionalities are being developed. Extension of the stabilized version to 11 other ministerial departments has begun.

#### **Box 6. Main activities for improving the institutional framework and governance.**

- Promulgation, dissemination and publication of the Code of Criminal Procedure.
- Creation of the National Anticorruption Commission (CONAC).
- Regular publication of the Treasury account balances.
- Regular publication of information on oil production, prices and revenues to the public coffers.
- Systematic publication of sanctions imposed on unscrupulous public officials.
- Making the National Financial Intelligence Agency (ANIF) operational.
- Adoption of a law governing the elections of regional councilors.
- Adoption of a law creating Election Cameroon.
- Computerization of the voter registry.

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220. The government also subscribed to the Extractive Industries Transparency Initiative (EITI). In addition to setting up a Technical Secretariat for the Monitoring Committee and

implementing the principles of the Initiative, the authorities also adopted a plan of action, prepared through a participatory process. That plan calls for the reconciliation of data on oil production and the publication of periodic reports, among other measures. The responsible officer has now collected the information and produced an interim report.

221. Measures to bring greater transparency to fiscal management also included audits and regular monitoring of public sector and quasi-public enterprises, public administrative establishments, accounting offices, and subsidized entities. In the forestry sector, measures are being taken concerning the allocation of forest operating licenses, combating illegal logging, and forestry development. A list of valid operating licenses and a list of companies facing legal and judicial action are published periodically in the media. A study on public access to information on government affairs has been conducted, and the provisional report is available.

### **3.7.3. Strengthening the rule of law and business security**

222. A priority action plan to reform the judicial system is now being implemented. It involves three aspects: (i) reinforcing the independence of the judiciary; (ii) stepping up the drive against corruption in the justice system; and (iii) improving the enforcement of laws, court orders and penalties.

223. The Code of Criminal Procedure was promulgated at the beginning of the year and came into force on January 1, 2007. As a consequence, individual rights will be respected more thoroughly in legal proceedings, to avoid the many abuses that were denounced in the past. To ensure the effectiveness of this new legal instrument, an intensive publicity campaign was conducted in all 10 provinces, and it was carried to the departmental level between August 28 and September 22, 2006. Judicial and quasi-judicial personnel have received training in OHADA law, and court registrars have been trained in the use of computers. The legal arsenal in support of modernizing the judiciary has been reinforced with the laws of December 29, 2006 on judicial organization, on organization and functioning of the Supreme Court, and on the organization, powers and functioning of the regional audit tribunals.

224. These laws have clarified the responsibilities of judicial institutions, and the decentralization of the Audit Bench (*Chambre des comptes*). To achieve the objectives of speed and credibility in the context of the judicial reform now under way, however, will require effective implementation of the new structures and application of the stipulated measures. A start has been made at computerizing the judicial system, and the African Development Bank has provided 95 workstations this year. In addition, the budget for the justice sector has been increased for fiscal year 2006 in order to speed implementation of the action plan to reform the judiciary.

225. Considerable progress has been made in establishing the institutions called for in the Constitution of January 18, 1996. The Audit Bench is operational, and two provisional decisions have been handed down on the 2004 accounts of two ministerial departments. The court's review of the accounts of the Ministries of Public Health, Basic Education, Public Works, and Economy and Finance is under way.

226. The principle of collegiality has been adopted in the appeals courts for commercial cases, and is being extended to the high courts of Yaoundé and Douala, as a move to strengthen the security of property. The law enforcement authorities have also conducted swift and targeted interventions to suppress violent crime.



#### **3.7.4. The anticorruption drive**

227. The drive against this scourge was stepped up in April 2003 with the establishment of several agencies and mechanisms. The institutional framework was overhauled with the creation of the National Anticorruption Commission (CONAC) on March 11, 2006, to replace the Corruption Observatory. To attack corruption at its roots, a course dealing with public morals, citizenship and the evils of corruption has been inscribed in the school and university curricula for the academic year 2006-2007.

228. The tools available for combating corruption have been reinforced with establishment of the National Financial Intelligence Agency (ANIF). A financially autonomous public body, it has the mandate (among others) to receive and process information and evidence in cases involving persons suspected of money laundering or the financing of terrorism, and to pass this on to the competent legal authorities.

229. The stepped-up drive against corruption has also led, through "Operation Dragnet", to the initiation of legal proceedings against certain senior officials and public enterprises relating to their management of the institutions and funds in their care. Among those being pursued are the former Minister of Mines, Water and Energy, and the former general managers of Crédit foncier du Cameroun (CFC), the Société immobilière du Cameroun (SIC) and the Fonds d'équipement inter communal (FEICOM, a municipal facilities fund). In addition, several managers have been stripped of their functions for unscrupulous or illegal behavior, or for violating the professional code of ethics in the health, education, justice, rural development, finance and other sectors.

230. Institutional effectiveness has been further enhanced since the general reorganization of the ministries, through reinforcement of the powers of the inspectors general and the creation of reception, mail and liaison offices, which should reduce the points of contact between officials and the users of public services. Newly prepared administrative procedures manuals are improving the effectiveness and efficiency of public officials by introducing formal rules, while the user guides inform the public about the conditions to be fulfilled, the documentation to be supplied, the time limits for processing applications, applicable laws, and access procedures.

#### **3.7.5. Decentralization and the promotion of local development**

231. The decentralization process has been pursued since the promulgation in July 2004 of the decentralization laws. Training is being provided for all those involved in decentralization. The reform of FEICOM has been completed, the decree reorganizing its structure has been signed, and employees have been reassigned to the new positions that were determined during the restructuring studies. The law on the election of regional councilors was adopted by the National Assembly at its June 2006 session, marking a further step in establishing the institutions called for in the January 1996 Constitution.

232. The urban governance program has served to: (i) strengthen the capacities of central and local officials involved in formulating and implementing municipal poverty reduction strategies in 23 municipalities, (ii) develop local capacities to control urban crime in the cities of Yaoundé and Douala, and (iii) assist municipal councilors and officials in eight provinces to perform their roles in the decentralization and democratization process more effectively.

233. In March 2006, “city contracts” were signed between the central government and the cities of Douala and Yaoundé to speed up reconstruction work and to strengthen their economic role in promoting growth. Funding for renovation work in these two cities will come from several sources. In the case of Yaoundé, CFAF 24.7 billion is expected from the C2D agreement with France, between 2006 and 2009; 50 billion from the HIPC arrangement, and 20 billion from the ADP-financed Yaoundé sanitation project, for a total of 94.7 billion. The envelope earmarked for Douala amounts to CFAF 170.5 billion, of which 60 billion is expected from the HIPC arrangement for 2006-2009, 58.5 billion from C2D, and 52 billion from the Douala infrastructure project. The “city contract” is an innovation that demonstrates the government's determination to pursue a contractual approach to decentralization of urban management that will empower local governments.

#### IV. POVERTY ASSESSMENT FACTORS

234. This assessment covers 2006 and consists of a presentation and an analysis of the available information and trends. As a result of this approach, which is limited by the lack of a new poverty profile, the focus of this fourth progress report has been on the main results of some far-reaching actions that could significantly influence the living conditions of the population, and on certain trends in living standards drawn from the new statistical surveys.

##### 4.1 INCOME TRENDS

235. It is difficult to analyze trends in monetary poverty because there is no data source on household income. To address this issue, the examination of certain specific aspects—economic growth profile, civil service wages, some sources of income in rural areas—reveals some trends.

236. From a macroeconomic standpoint, changes in the growth rate have an impact on monetary poverty, first because this indicator is directly proportional to per capita income, and secondly because growth contributes to the reduction of this type of poverty. Therefore, a growth rate of 3.7 percent in 2004 would mean an increase of about 1 percent in per capita income, population pressure having absorbed 2.7 percent of that growth. Similarly, the growth rate of 2 percent in 2005 would correspond to negative growth in per capita income. In 2006, the expected real growth rate of 3.5 percent is attributable to the oil sector and will allow for a slight increase in per capita income over the 2005 level. In light of the fact that economic growth in recent years would not have contributed directly or significantly to monetary poverty reduction, a second-generation PRSP should consider measures for equitably sharing growth so that it make a better, albeit small, contribution to poverty reduction objectives.

237. In the civil service sector, trends in the wage bill and pensions have an effect on household final consumption. In 2004, the civil service paid CFAF 541.1 billion overall in emoluments, pensions, and the like. In 2005, these payments increased to CFAF 534.6 billion, namely a decrease of 1.2 percent attributable in particular to new hires, which were far fewer in 2005 than in 2004 (the year in which recruitment took place in the police force, education, and health). At December 31, 2006, these same payments<sup>1</sup> (wages, other personnel expenses, emoluments (*titres salariaux*), and salary adjustments) are estimated at CFAF 504.4 billion, which represents a 5.6 percent decrease. The 2006 figures reflect the termination of a compensation payout operation that had lasted four years and reaffirms the downward trend of domestic demand.

238. Income trends in rural areas are closely tied to the performance of cash crops and the increase in the supply of food products. In the cotton sector, the production of cottonseed and cotton fiber declined in 2005 and should continue to do so in 2006 given the downward trend of producer prices in the 2004-2006 period, in tandem with world prices. Producers that do not use enough fertilizer and abandon their crops have lower incomes. As new plantations went into production, cacao output increased by 9.7 percent in 2005 and may increase by a further

<sup>1</sup> The source of these data is the fiscal indicator table (*tableau de bord des finances publiques*).

7.6 percent in 2006. The operators remaining in the sector should see their earnings increase since output is expanding at a time when international prices are rising. Traditional palm oil producers recorded a 6-percent increase in production, which should continue in 2006 with the expansion of areas under crop that have begun to yield output. Stable domestic prices have enabled sector operators to increase their incomes. The situation in the coffee sector is characterized by a continued decline in production of both Arabica and Robusta. Outside the southwest, where yields exceed 400 kg per hectare, coffee producers find it difficult to earn ample incomes despite the steady rise in international prices since 2004.

239. In 2005, food production estimates were up 3.2 percent over 2004. This upward trend in quantities should continue in 2006. In both 2005 in 2006 the increased output of corn, rice, cassava, potatoes, plantains, tomatoes, onions, and groundnuts maintained a stable supply to the local and subregional markets. This increase, which is attributable to seed development programs and the development of certain sectors or the entry of new producers into others, is a source of monetary income and subsistence. The production of millet/sorghum decreased by about 14 percent in 2005, exposing the northern region to famine and forcing the government to resort to emergency food aid from PAM to save the population in these areas from the extreme poverty they were facing.

## 4.2 POVERTY AND LIVING CONDITIONS

240. This analysis assumes that access to certain commodities is a reasonable reflection of the standard of living of households. Using that approach, changes in access to these goods and services by households is a strong indicator of a change in their standard of living.

### 4.2.1 Access to housing

241. There was a decline in access to housing, as measured by the rate of home ownership, which can be imputed to rapid urban sprawl, since access to home ownership in towns is more difficult than it is in the country.

**Table 5.** Changes in access to housing (in percent)

<i>Access Indicators</i>	<i>2001</i>	<i>2005</i>
<i>Home ownership</i>	<i>63.0</i>	<i>59.2</i>
<i>Flushing toilets</i>	<i>7.3</i>	<i>6.9</i>
<i>Permanent flooring</i>	<i>49.2</i>	<i>54.2</i>
<i>Permanent walls</i>	<i>24.4</i>	<i>33.8</i>
<i>Permanent roofing</i>	<i>77.9</i>	<i>79.6</i>
<i>Air conditioning</i>	<i>0.8</i>	<i>0.7</i>

*Sources: Household surveys - ECAM II and EESI-INS*

242. With respect to housing amenities, there has been an improvement in the materials and covering used for floors, walls, and roofs, but there were slightly fewer installations of flushing toilets and air conditioning in 2005 than there were in 2001.

243. In sum, though there has been an expansion of large construction projects, the same cannot be said of amenities, probably as a result of the current expenses these installations require (electricity and water rates are rising).

### 4.2.2 Access to water, power, gas and telephone service

244. The proportion of households with access to safe drinking water rose from 50 percent in 2001 to 53 percent in 2005. This represents an average improvement of one half of a percentage point per year. This slight increase is due, at least in part, to the increased number of boreholes in the northern region, as well as the construction of new wells financed with HIPC resources. To

reach the government's target of 71 percent access by 2015, the current rate, if confirmed, must rise to 1.8 percent per year. A sustained effort is therefore needed to provide new waterworks and to maintain all available networks.

**Table 6.** Trends in the access of households to certain utilities (in percent)

<i>Utilities</i>	<i>2001</i>	<i>2005</i>
<i>Safe drinking water</i>	<i>50.5</i>	<i>52.7</i>
<i>Electric lighting</i>	<i>46.1</i>	<i>49.8</i>
<i>Telephone - land lines</i>	<i>1.7</i>	<i>1.5</i>
<i>Telephone – mobile</i>	<i>7.6</i>	<i>30.2</i>
<i>Cooking gas</i>	<i>13.4</i>	<i>15.6</i>

*Sources: Household surveys - ECAM II; EESI; MICSIII-INS*

245. Over the period 2001-2005, the proportion of households using electricity for lighting increased. In 2005, just under 5 households out of 10 used electric lighting in urban areas, as opposed to 3.5 out of 10 in rural areas. This improvement continued in 2006, when there was a clear increase in the number of districts covered by networks run by established operators.

246. The use of gas as a cooking fuel makes it a commodity consumed almost exclusively by urban households. Over the period 2001-2005, despite regular hikes in the price of liquid petroleum gas (LPG), its use by households is constantly increasing. The upward trend in access to domestic gas has also been driven by the improvement in 2005 of its supply to Extrême-Nord province, where a gas bottling company was opened.

247. The diversification of telephony products has created a new market structure. While there has been no change in the rate of access of households to land lines, access to mobile telephones has skyrocketed from 7.6 percent in 2001 to 30.2 percent in 2005. These access rates for households masks the real rates for individuals; the number of mobile telephone subscribers per household is at least two in urban areas and many individuals have multiple subscriptions. In 2006, CAMTEL launched its very competitive City Phone product, which clearly boosted demand.

#### **4.2.3 Households equipped with consumer durables**

248. Changes in the consumer durables acquired by households is assumed to reflect their standard of living over the period under consideration. Upon review of the two data sources, the ECAM II and the EESI, it appears that overall, households have improved their consumer durables.

249. Over the period 2001-2005, there has been an increase in access to bicycles, motorcycles, and vehicles, reflecting the importance that households place on transport in the management of their budgets, especially in a context where urban mass transport is scarce. Similarly, with regard to household consumer durables, the rate of ownership of radios, television sets, fans, and gas heaters between 2001 and 2005 has increased for these four goods, which appear to be the ones placed at the top of the priority list by the majority of households.

250. There has been a greater increase in acquisitions of televisions than of radios, proving that the liberalization of the audiovisual sector has created a short-lived fad in favor of television instead of radio. 2006 world cup football certainly had a favorable impact on television ownership, particularly since it coincided with a decline in digital cable prices.

**Table 7.** Changes in the rate of access of households to certain durables (in percent)

Type of consumer durables	2001	2005
Bicycle	12.7	16.6
Motorcycle	4.0	6.5
Car/truck/other automobile	3.6	4.6
Television	18.7	26.0
Radio	54.7	62.3
Refrigerator	9.5	9.4
Freezer	4.0	3.8*
Fan	16.8	20.9*
Hi-fi system	7.2	7.8*
Gas heater	12.9	15.9
Gas cooker	7.2	6.4

Sources: Household surveys - ECAM I; ECAM II; EESI - INS

251. Overall, access to gas cookers, refrigerators and freezers is decreasing. The decline in access to gas cookers and the increase in access to cooking gas by households confirms that these households are making greater use of gas heaters, which are a perfect substitute for gas cookers. Once again, this is evidence of a shift in the behavior of households with inadequate purchasing power. The downward trend in the access of households to refrigerators and freezers would not be not only a means of avoiding current expenses, especially at a time when electricity rates are rising, but could also be partially explained by the shrinking size of households, since these smaller households do not seek the economies of scale associated with the possession of these goods.

#### 4.2.4 Status of urban poverty

252. Urban poverty affects some 2 million persons, concentrated mainly in large towns. Monetary poverty is even more acute in these areas, relative to the other dimensions of the population's living standards, correlated with its income levels. Indeed, close to half the households in Yaoundé and Douala are not directly connected to electricity and three quarters do not have individual access to safe water. The densely populated neuralgic districts and cramped living spaces have a multiplicity of effects on the level of basic public health infrastructure.

253. The absence of a collective sanitation system for waste water and rain water in these districts results in the spread of a number of diseases, such as malaria, intestinal diseases, and by the emergence of a few hotbeds of cholera in 2004 and 2005. With respect to meeting basic needs, food insecurity is greater in urban areas affecting close to 92 percent of the poor. This is compounded by the growing incidence of insecurity and delinquency involving increasingly younger children.

254. Urban sprawl has accelerated during the past 20 years, with an average growth rate of between 6 and 7 percent, together with a decline in urban public investment. This has a real impact on the immediate environment of the population and on the demand for jobs. One of the repercussions is the development of at-risk inner city communities (especially in Yaoundé and Douala) and the proliferation of informal activities, all which are a refuge for the underprivileged.

255. In Yaoundé and Douala, the poor live in at-risk areas that are unfit for habitation. Over 60 percent of the urbanized areas of these two big cities is flood-prone. Housing is mostly makeshift, built with discarded materials. Three-quarters of the districts in Yaoundé comprise unplanned housing. Basic services, such as garbage collection and sanitation are inadequate. The assessment of 23 towns<sup>2</sup> has shown that poverty is reflected mainly in:

<sup>2</sup> National urban poverty reduction strategy – UN Habitat, January 2005.

- scarce opportunities for employment and income generation since the environment is not conducive to the development of income generating activities and jobs for the poor;
- lack of control over the development of the urban fabric by the municipal authorities: the lack of master plans for urban development in most towns results in anarchic population settlements, including on state lands and/or in at-risk areas. Over 80 percent of urban lands are not registered, yet they are occupied without control;
- very little access to basic urban services: less than 40 percent of households are connected to safe water systems and more than 85 percent of the urban population uses individual sanitation systems, with all the pollution risks they entail. This is compounded by the absence of lighting in public areas in most towns;
- an increase in insecurity and hazards, including depravity in the form of sexual abuse, of minors in particular, and abuse of all kinds (prostitution, pimping, drug use, etc.); urban violence (mugging, witchcraft, beatings, rape, burglary, etc.); increases in the number of street children and the mentally ill. Furthermore, handicapped and elderly people have no spaces or equipment designed for them.

256. The level of unemployment is another major characteristic of urban poverty. In 2005, the unemployment rate, as defined by the ILO, was 4.4 percent, namely 10.7 percent in urban areas and 1.7 percent in rural areas. In broader terms, the unemployment rate, which is calculated to include discouraged job seekers who are included in the inactive population, stands at 6.2 percent-14.1 percent urban and 2.7 percent rural. The broader unemployment rate estimated by the EESI<sup>3</sup> in 2005 was 17.9 percent in Yaoundé and 16.0 percent in Douala.

257. In 2005, the urban informal sector was bursting at the seams with informal production units, in which 50 percent of the operators earned a monthly income equal to or less than CFAF 22,000, in other words, less than the minimum wage (SMIG). This leads to a very hazardous situation in this sector of refuge, where youth and graduates struggle to survive.

### 4.3 BENEFICIARY Evaluation

258. This assessment is conducted at the time of the PRSP participatory evaluation reviews, the third of which was held in July 2006. The results of this latest review are a good reflection of the beneficiary assessment.

259. Within the framework of this review, the information from the representative sample of Cameroon's 10 provinces shows that 47 percent know about the BIP project log and 67 percent are familiar with the development and poverty reduction projects in their area that are not under the BIP. In addition, 35 percent state that they are well informed of the ongoing projects in their area.

260. Efforts by the authorities to post the BIP project log in the communes and the different awareness campaigns in the first two participatory evaluation reviews of the PRSP have certainly contributed to these results, which should be consolidated.

261. The 171 beneficiary representatives in July 2006 have knowledge of 918 projects and the municipal judges are familiar with more than 60 percent of them. Among the 918 projects, 34 percent are considered to be very well executed while 27 percent are deemed to be merely passable. If these projects are executed, 48.5 percent of them are expected to have a vital impact on poverty reduction, as opposed to 20 percent, which would contribute only marginally to the improvement of living conditions.

262. Analysis by area shows that 70 percent of beneficiary representatives think that school infrastructures have improved. By contrast, 56 percent believe that road infrastructure has deteriorated and 62 percent find that health infrastructure has improved. Fifty-nine percent of

<sup>3</sup> EESI = *Enquête sur l'Emploi et le Secteur Informel* (Survey on Employment and the Informal Sector), conducted by the National Statistics Institute in 2005

those interviewed thought that the conditions of access to electricity had worsened, However, 58 percent of interviewees thought that conditions of access to safe water had improved. In more general terms, and as a result of the preceding findings, the majority, namely a little more than 50 percent, thinks that living conditions have deteriorated, as opposed to 31 percent who consider them to have improved. The general opinion is that public services have become more accessible, which means that the assessments of the various areas covered a number of parameters, including cost, quality, and many others.

263. Of the sample of 171 persons interviewed, 23 percent deplore the fact that the local authorities do not take part in the project monitoring process. Similarly, 17 percent complain that execution deadlines are not observed, while 8 percent question the relevance of the projects chosen. It is this lack of relevance and the poor quality of some of the work delivered that accounts for the weak impact of these projects on the improvement of beneficiaries' living conditions. Interviewees made the following recommendations for overcoming these obstacles:

- Improvement in the quality of project execution by: (i) involving local elected officials in the monitoring and implementation of development actions, (ii) strengthening controls over procurement contracts, and (iii) including local elected officials and members of parliament in procurement committees in their respective localities;
- continued social dialogue and improved governance and living conditions of the population through: (i) an improvement in the dialogue with local partners in the participatory process, (ii) better communication on the PRSP to improve familiarity with the document, (iii) intensification of the fight against corruption, (iv) prior public information on the projects to be carried out in their localities, and (v) better communication on ongoing projects;
- promotion of public access to means of production, by: (i) developing agriculture, (ii) stepping up actions to create income generating activities; and (iii) establishing frameworks for SMEs and microenterprises;
- accelerated computerization of local authorities by: (i) implementing decentralization through the actual transfer of skills to the communes, (ii) establishing measures to make the local authorities effectively autonomous, particularly with respect to finance, and (iii) supporting local authorities with a view to preparing sectoral development plans.

264. Measures to be implemented to improve the living conditions of the public have also been assessed by the participants in the third PRSP review, who think that despite major advances, there are still problems with funding and sustaining the actions carried out, particularly in the productive, infrastructure and governance sectors. The gains in the productive sector have been limited by: (i) problems of access to factors of production (credit, suitable agricultural equipment, access to land), (ii) problems with the functioning of the process of disseminating agricultural research products, (iii) agro-pastoral conflicts, (iv) deterioration of pasture land, (v) insufficient and unsuitable microfinance institutions, and (vi) high cost of agricultural inputs and energy.

265. Regarding the infrastructure sector, participants in review work stressed in particular the problems related to the negative effects of delays in performance on government contracts, owing in particular to the lack of professionalism of the persons awarded those contracts.

266. The social sector is always characterized by inadequate resource allocation compared with the sector's ever-growing needs. Constraints in the governance sector relate in particular to: (i) the laxism sometimes observed in the application of procurement regulations, (ii) the problems posed by the implementation of projects in the provinces that are centrally managed, with the resulting consequences of ineffective programming and guesswork in their monitoring, (iii) failure of the procurement committees to master the data in the various technical proposals, and (iv) lack of mastery by all the development stakeholders at the local level of the HIPC funds management manual.

## V. CONSTRAINTS AND PERSPECTIVES

267. Since April 2003, PRSP implementation and has led to important gains, notably more coherent government action and the inclusion of strategic programming and planning tools for administrative management, such as the sectoral medium term expenditure frameworks (MTEFs), on the basis of which human, material, and financial resources can be used more efficiently and effectively. However, some factors still limit better implementation of the strategy and lessen its potential impact.

### 5.1 CONSTRAINTS REGARDING THE PREPARATION OF SECTORAL STRATEGIES

268. The preparation and implementation of sectoral strategies is the response to the government's new approach to public affairs management based on results and planning by objectives. These sectoral strategies are the launching pad for planning and key tools for preparing more efficient government resource allocation. Drafting work has been under way since 2003 in keeping with: (i) the methodological blueprint prepared in 2002 and revised in October 2006, (ii) a participatory approach through steering committees, and (ii) the guidelines given in the PRSP and the MDGs.

269. 2005 saw the end of the process of preparing the Rural Sector Development Strategy Paper (DSDSR) and the Social Development Sectoral Strategy (SSDS). In 2006, work on the education sector yielded an Education Sector Strategy Paper (SSE) encompassing MINEDUB, MINESEC, MINESUP, and MINEFOP and giving the sector a more coherent image with greater operational integration. Despite the progress, three key sectors still have no sectoral strategies, namely: (i) infrastructure, (ii) industry and services, and (iii) general, economic and financial administration.

270. The results for the ministerial strategies are quite similar. Very few ministries had completed the process. In 2006, MINJUSTICE, MINATD, MINDUH, MINPOSTEL, and MINRESI made progress in their respective areas. In the energy ministry, work has been under way since 2005 yet results are still partial and apply mainly to the master plan for the development of the means of production and transmission of electrical energy, and the National Energy Action Plan for Poverty Reduction (PANERP), which have already been validated. Some strategies prepared before the government reorganization of December 8, 2004 are being reread, particularly those relating to industry.

271. To have a complete frame of reference for its medium-term actions, the government needs all these sectoral strategies. Therefore their drafting or updating is a priority for identifying critical action to be taken under the PRSP that is currently being revised.

272. The results obtained show that the completed strategies should be revisited so that they can be better used in the revision of the second-generation PRSP, which is intended to be a true national growth and poverty reduction strategy. Grounded in a Results-based Management (RBM) approach, this version of the PRSP must contain the most pertinent programs and projects drawn from the available sectoral and ministerial strategies. It should be noted that the programs and projects formulated in the strategy documents are usually only ideas that have not been subject to pre-feasibility studies, far less feasibility studies. Therefore, the general objective of the rereading is to make each strategy document available to contribute to the improvement of the PRSP as it is being revised. These documents need to be revisited to improve their readability and to identify the most pertinent aspects that should be reflected in the second-generation PRSP. The specific objectives are as follows:

- revisit each available strategy to make it more suitable as an input for improving the relevant areas of the PRSP;
- make the sectoral or ministerial strategy coherent with the national vision for development set out in the PRSP and the MDGs;



- facilitate operationalization of the strategy (completed and validated or in progress) and provide a list of priority programs and projects for the sector, including an indication of scheduling, entities involved in project execution, donors and lenders, and indicators for monitoring results.

273. Since 2005, the government has been making efforts to develop medium-term expenditure frameworks (MTEFs) for the sectors with available ministerial strategies. This work will be extended to other sectors once they have prepared their strategies. Discussions on the central MTEF to control the level of fiscal resources over three years and to allocate these resources to different ministerial departments were started in 2006. A joint MINEFI-MINPLAPDAT draft circular targeting greater coherence between the PRSP and the government budget was prepared. As the draft has not yet been validated by the higher authorities, very little of it has been taken into account in the 2007 budget.

## 5.2 CONSTRAINTS AND ENVISAGED SOLUTIONS IN THE IMPLEMENTATION OF THE ACTION PROGRAMS

274. **Rural sector.** The major constraints which have so far held up attainment of the sectoral objectives can be grouped into two categories. On the institutional front, there has been a weak functional link and poor complementarity between the project/programs and the traditional MINADER units responsible for the issues being tackled; an instrument for the implementation of projects and programs not clarified; lack of financial and technical resources on the part of the private support organizations for assuming the rural population support functions, and few measures to boost their capacities when projects are being prepared; implementation of conflicting approaches to intervention in the same areas and for the same targets, which is the cause of the destabilization of the emerging producer organizations; cumbersome procedures for selecting support structures and getting them under way; little knowledge of the PRSP and the SDSR on the part of a number of public and private players.

275. As regards the financing of actions, the constraints relate to the procedures for releasing funds being unsuited to the swiftness demanded by the implementation of the projects and the rigidity of the agricultural calendar, considerable delays between the entry into force of the loan/credit agreements and the first disbursement (approximately one year), insufficient appropriations for the budget lines reserved for counterpart funds; low utilization of external resources owing to cumbersome procedures and extremely long delivery times, inadequate/inappropriate procurement procedures for the purchase of agricultural inputs that are essentially perishable, and the nature of the economic operators concerned.

276. The removal of those constraints is not particularly a matter for the agricultural sector. Envisaged solutions have been funded in the context of finalization of the SDSR at MINADER. The solutions relate mainly to: (i) analysis of the involvement capacities of players so as to take account of their strengths and weaknesses in the preparation and implementation of programs and projects; (ii) clarification of the roles of the stakeholders when preparing the procedural and implementation manuals; (iii) the contribution to implementation of the recommendations of the Paris Declaration of March 2005 on improving the efficiency of development assistance; (iv) improvement of the structure of the public capital budget and of the level of allocation for counterpart funds and structural investment; and (v) greater ownership of the SDSR on the part of the main players.

277. The resumption of negotiations with a view to tailoring the utilization of resources from debt relief more closely to the specific circumstances of agricultural produce.

278. **Energy.** The difficulties encountered include, in order of priority, poor human competences and limited resources available for the administration, monitoring, and successful completion of important MINEE dossiers and projects.

279. The human competence problem is due to the freeze on recruitments in the civil service combined with the departure of many members of the professional staff, either to start their retirement or to seek more financially rewarding jobs. Thus, thanks to keeping a retirement age at 50 and 55 for the majority of staff, the civil service is gradually becoming depleted without having a real renewal mechanism. As for the limited resources, it is reflected in lack of access to modern equipment for work (low-level of computerization of services and lack of Internet, software applications, and vehicles for missions), and the low level of operating appropriations allocated to the MINEE, which is far lower than needed for it to properly fulfill its missions.

280. The solutions to these difficulties require an upward revision of the retirement age, the resumption of recruitment and training programs for new recruits, as well as special courses to retrain staff already on active duty. An increase in budget appropriations is needed to support an improvement in performance.

281. **Urban development.** The implementation of the activities listed above has encountered difficulties that should be underlined, namely: (i) the low-level of budget resources which does not allow the implementation of high-impact projects; (ii) the slow carrying out of works sometimes caused by the smallness of the stock of civil engineering equipment; (iii) the failure to master procurement procedures on the part of entrepreneurs; (iv) the fact that workers have abandoned some work sites to go and work in the fields (low-skilled workers); (v) the chaotic establishment of the network of concessionaires (PTT, SNEC, SONEL), combined with poor collaboration between them and the companies entrusted with the works, has often led to lengthy work stoppages; and (vi) the slow start made on the road maintenance campaign, the abandonment of certain projects by presumably insolvent entrepreneurs, and the cancellation of some programmed projects.

282. As regards the preparation and implementation of the urban development strategy, the main difficulty encountered is the lack of statistical data on the urban and housing sectors. The available data are, for the most part, highly aggregated, and unfortunately do not provide sufficient information about the quality of life of the people living in the districts concerned. The lack of statistics on the urban sector is the main reason for the delays in carrying out the study.

283. To meet the challenges facing the Ministry of Urban Development and Housing, its budget needs to be increased gradually on the basis of the amenities-to-inhabitant ratio. Moreover, measures need to be taken to encourage an improvement in the stock of civil engineering equipment and to promote support for SMEs through training, with a view to helping to make these partners become more efficient.

284. Despite these difficulties, the actions taken are gradually helping to achieve the specific objectives of the urban sector, set by the PRSP for 2006, even if there is still a need to close the gap between what has actually been achieved and what has been planned. The Cameroonian government is determined to redouble its efforts to further reduce urban poverty.

285. **Construction and public works.** The following combination of limiting factors has hindered progress on actions in the construction sector: (i) the lack of logistical resources for monitoring projects; (ii) the persistent lack of civil engineering equipment on the local market, which is a serious obstacle to meeting the campaign objectives, the current difficulties of MATGENIE only exacerbate this already highly fraught situation; (iii) delays in payment of bills, particularly for BIP financing; (iv) delays in awarding contracts, which are still not completely under control; (v) the late start made on road works related to the delay in actual implementation of the “new measures”; (vi) the early heavy rains in the south of the country; and (vii) the studies financed by the BIP are experiencing serious payment problems, which extend their provisional completion dates and consequently delay the start of the works themselves.

286. The following measures are being taken to resolve some of the problems: (i) rigorous management of the dry season by the various players in the field; (ii) strict monitoring of the SMEs and companies for the major road works in the light of the directives and various implementation schedules for the projects; (iii) the adoption and implementation of the

recommendations of the specific audits and of the Road Maintenance Internal Audit Mission (MAIER), financed by the European Union; (iv) the validation of the jointly financed projects and the Yaoundé-Soa road by the Advisory Committee on the Monitoring and Management of HIPC resources at its meeting of June 9, 2006 allowed the projects to be speeded up and consequently successful performance of the road map; and (v) the cancellation of certain works contracts and the conclusion of works supervision contracts relating to year 3 of the HIPC on rural roads, so as to initiate a procedure to award contracts directly to efficient companies.

287. **Health.** The constraints faced are the difficulties encountered in finding the financial and technical resources necessary to cover the operating expenses of programs. There is also a shortage of personnel in general and in a number of specialties in particular. The infrastructures remain inadequately equipped to a greater or lesser extent. There is poor coordination between the different programs.

288. It is planned to strengthen the monitoring/evaluation system at all levels of the health system, to improve the work environment of program managers, to step up the public information campaign about EPI, STIs/AIDS, make the supply of medicines more regular, and open new health facilities. External financing will supplement national resources under the SWAP-health, to guarantee the success of all these programs. Obviously, an improvement in the availability of financing remains a key element for the success of these programs.

289. **The reform of the judicial system faces constraints related to:** (i) the modest resources available to the Ministry of Justice; (ii) the establishment of quarterly quotas; (iii) difficulties in executing the budget; (i) difficulties in settling companies' bills.

290. In fact, the establishment of quarterly quotas slows down execution of the budget. Moreover, the late approval of the budget and commitment-based management when it would be better to have advance-based management constitute an obstacle to the implementation of many of the department's priority actions.

291. The following steps should be taken to resolve those problems: (i) increase the budget allocation for the Ministry of Justice to at least 1 percent of the national budget; place special emphasis on the capital budget for rehabilitation and construction of courts and prisons; (ii) remove the implementation quotas at least as regards execution of the capital budget; (iii) pay the bills of entrepreneurs; (iv) facilitate disbursement of the appropriations earmarked for supervisory missions and the functioning of the committees and commissions set up, and do so using the system of cash advances.

### 5.3 OUTLOOK FOR REVIEW OF THE PRSP

292. Since its adoption in April 2003, the PRSP has, overall, been executed in a satisfactory manner with the effective implementation of the majority of actions in the action matrix. However, rates of progress have been uneven. Thus, the social sectors (education and health), where the sectoral strategies were available when the PRSP was prepared, have progressed more rapidly whereas others (infrastructure and production) have taken longer to establish their planning and programming instruments.

293. Consequently, the average annual growth rate of 5 percent between 2003 and 2006 projected by the PRSP was considerably lower over this period at around 3.5 percent. This represents a 1.5 percentage point loss each year, for four years, of average per capita income. That trend, which could compromise attainment of the main objectives of the strategy, must be reversed by proactive action to revive growth. The choice of methods for carrying out this action requires a fresh look at all the aspects of the strategy.

294. That is main reason for the review of the PRSP. The review has been conceived as a two-stage process, the first of which gave rise, in June 2005, to an interim document, a compendium of the strategic guidelines in the various sectors with or without a formally validated strategy. The second stage will deepen the strategic analysis and programming of actions; it should lead to a so-called second generation PRSP that meets the following concerns:

- *the need to strengthen the PRSP as a Reference Framework for the Development and Poverty Reduction Strategy (CSDLP) of Cameroon, and as an operational framework for the implementation of the President's Great Ambitions, Cameroon's progress toward the MDGs, and for structuring the support of the development partners;*
- *the need to refine/enrich the strategic framework and to make it more coherent with the sectoral strategies (including the incorporation of the sectoral strategies that have been prepared since the adoption of the first edition of the PRSP) so as maximize complementarity and hence the effect of growth and poverty reduction of all the policies of the strategic framework;*
- *the imperative to strengthen the business framework and accelerate structural reforms in order to speed up diversification and growth: improved governance, upgrading of companies to make them more competitive, etc.;*
- *the imperative for the government to extend its new result-based strategic planning/management approach (GAR) to all sectors by: (i) preparing strategies with well defined objectives, programs, and projects and reviewing them annually; (ii) extending the medium-term expenditure framework (MTEF) to guide the allocation of budgets among ministries and within ministries in line with the priorities of the strategies; and (iii) strengthening the statistical and institutional monitoring/evaluation system within ministries and at the central level, including the preparation of an annual progress report on the implementation of the sectoral strategies.*

295. Major analytical work under way or already completed will facilitate preparation of this new generation of PRSP. The analyses in question are: (i) new surveys on living conditions of households; (ii) numerous studies on the competitiveness of sectors and sources of growth; and development of macroeconomic and budget guideline tools (strengthening of the macroeconomic simulation model, development of the central MTEF and the sectoral MTEFs for education (MINEDUB, MINESEC, MINESUP), health, construction, and the rural sector (MINADER, MINERPIA, MINEFOR); (iii) new discussions on regional planning and on regional and local development.

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March 2007

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## PRSP IMPLEMENTATION MATRIX

### Core area 1: Promotion of a stable macroeconomic framework

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/constraints	Solutions envisaged
<b>1.1- Macroeconomic and budgetary framework</b>						
1.1.1 Maintaining a stable macroeconomic framework	- Inflation rate < 3% - Money rate of coverage > 20% - Rising or stable growth		MINEFI MINPLAPDAT CCS/PPTE	- <b>Inflation rate</b> = 5.1 % (annual average) - <b>Growth rate</b> = 3.9% (December 2006 estimates)		
1.1.2 Using budget savings from the debt relief process in conformity with criteria set out in the decision point document (control and monitoring mechanism)	- Increased disbursement rate of HIPC funds, - Satisfactory execution of eligible projects	2004-2005	MINEFI MINPLAPDAT CCS/PPTE	<b>HIPC funds</b> : About CFAF 102 billion were allocated in 2006. These funds went mostly to the health, education, energy and water sectors, the rural sector and civil society. <b>Execution of HIPC projects</b> The final audit report of HIPC projects financed in 2004 is available; a monitoring matrix of recommendations of the audit has been prepared; the relevant services now own the tool.		
<b>1.2 Continue implementing the action plan for improving public expenditure management</b>						
1.2.1 Press ahead with the setting up of the SIGEFI system	- Activities laid down in the MINEFI circular were carried out. - Summary statements regarding State budget execution were regularly produced	Permanent	MINEFI MINPLAPDAT	<b>Execution of activities in the circular</b> - Information System Division (DSI) established; - The entire SIGEFI technical mechanism is in place; <b>Summary statements on State budget execution</b> - Regular production of statements tracing the budget chain; - Publication of State budget execution data on the Internet started in August 2005 and continues.		
1.2.2 Improving the quality of public investment spending	- Sector strategies and Medium-Term Expenditure Frameworks (MTEF) were finalized; - Quality spending criteria established; - Periodic reports on the physical and financial execution of public investment budget (PIB) prepared.	Permanent	MINEFI Sector ministries	<b>Central MTEF</b> - The central MTEF was constructed and interfaced with sector MTEFs. The macroeconomic model and the MTEF were interfaced. The central MTEF served as a basis for preparing the 2007 State budget. <b>Sector MTEFs</b> Several ministries designed or reviewed their MTEFs. These include especially the following ministries: (i) in the educational sector MINEDUC, MINESEC and MINESUP, (ii) MINSANTE, (iii) in the infrastructure sector, MINTP, and (iv) in the rural sector, MINADER, MINFOF and MINEP. This exercise is also underway in the Ministry of Justice, at the Supreme Court and at MINPOSTEL.		
1.2.3 Ensuring the production of a complete and reliable Treasury account balance	Regular production of complete balances.	Permanent	MINEFI	<b>The draft version of the Treasury account balance</b> is available. Most government accounts in commercial banks have been closed and their balances transferred to the Treasury account at BEAC		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/constraints	Solutions envisaged
1.2.4 Systematizing public spending auditing	Regular production and publication of audit reports.	Permanent	MINEFI MINPLAPDAT	<u>Audit reports:</u> The provisional audit report for 2003 public contracts is available.  <b>An invitation to tender was published to recruit an independent auditor for 2004 public contracts.</b>  Budget execution-related dates are now available on the Internet.  <u>Budget preparation</u> A budget preparation reference matrix is available and the budget is henceforth prepared on the basis of this matrix.		
1.2.5 Continuing the preparation of an objective-based budget	- Methodology adopted, budget estimates prepared and submitted to MPs in the National Assembly. - Level of concessionality of loans approved by the Government, - Sector ministries informed and sensitized	From 2005	MINEFI MINPLAPDAT	<u>Level of debt concessionality:</u> The non concessional borrowing ceiling is 0		
1.2.6 Pursuing a prudent borrowing policy which gives priority to concessional loans	- Preparation and publication of quarterly reports on the execution of the budget of the ministries concerned	Permanent	MINEFI MINPLAPDAT CAA	- <b>PIB physical and financial execution report</b> - Ministries produce periodic financial execution reports		
1.2.7 Regularly preparing periodic physical and financial budget execution reports of ministries given priority in poverty alleviation (Education, Technical Education, Health, Public Works, Agriculture, Finance and the Budget, Economic Affairs, Mines, Power and Water Resources, Transport, Social Affairs, Justice and Women's Affairs)	- Program on institutional capacity building drawn up and implemented; - Organization of budgetary conferences; - Organization of seminars and training sessions.	Permanent	MINEFI MINPLAPDAT	- <b>A capacity building program</b> is under preparation at MINEFI - <b>Budgetary conferences</b> were held during the preparation of the 2007 budget		
1.2.8 Building institutional capacities of spending ministries in programming, monitoring and execution of operations, and in the quality and efficiency of public spending	- (MTEF) updated (Education and Health); - Extension to three new MTEFs - Annual budgets prepared and executed on the basis of MTEFs.	2004-2005	MINEFI MINPLAPDAT	<u>Sector MTEF</u> - Several ministries prepared their MTEFs. These include especially the following ministries: (i) in the educational sector, MINEDUB, MINESEC and MINESUP, (ii) MINSANTE, (iii) in the infrastructure sector, MINTP, and (iv) in the rural sector, MINADER, MINPOF and MINEP. The exercise is also underway in the Ministry of Justice, at the Supreme Court and at MINPOSTEL.  <u>The public contracts Code</u> was adopted in September 2004		- Extension to other MTEFs
1.2.9 Implementing Medium-Term Expenditure Frameworks (MTEF) in social ministries (Education and Health)	Adoption of Public Contracts Code; Tender Boards and specialized control boards are functional in conformity with the regulations in force;	2004-2005	SPM/ARMP	<u>Tender Boards</u> are in place and functioning.		
1.2.10 Completing the groundwork of public contract reforms and ensuring that they are properly implemented		Permanent	SPM/ARMP			



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/constraints	Solutions envisaged
	Independent observers recruited and they participate in tender board activities.	Permanent	SPM/ARMP			
<b>1.3 Pursue structural reforms</b>						
1.3.1 Privatizing SNEC, what is left of the CDC and CAMTEL.	Signing of a transfer agreement for SNEC, what is left of CDC and CAMTEL.	From 2004	MINEFI	<p><b>CAMTEL</b> CAMTEL privatization strategy was adopted during the IMC session of 27 December 2005. Preparation for sale is underway.</p> <p><b>SNEC</b> Modalities for public and private sector partnership were laid down. The call for expression of interest for public and private sector partnership was launched.</p> <p>The Head of State signed Decree No. 2005/493 of 31 December 2005 to lay down modalities for the delegation of potable water utility and sanitation services in urban areas, and Decree No. 2005/494 to set up the Cameroon Water Utilities Corporation, a public corporation responsible for the management of assets and entitlements of the potable water utility in urban and semi-urban areas.</p> <p><b>CDC</b> The privatization of the rubber and oil palm sectors is underway. An investors' forum will be held to present the operational privatization strategy adopted.</p> <p><b>CAMAIR</b> The specific action plan for the privatization of CAMAIR was adopted during the Inter-ministerial Committee meeting of 23 December 2005. A temporary awardee for the privatization of the company was selected, likewise a liquidator. A new company called CAMAIR Co was created by presidential decree.</p>	There were delays in the implementation of the CAMTEL privatization schedule.	
1.3.2 Continue scaling down port transit time	Reduction of port transit time for container goods.	2004-2005	MINTRANS GUCE	<p><b>Trend of goods transit time</b></p> <ul style="list-style-type: none"> <li>- Liberalization of activities led to a significant reduction in transit costs of container goods at the Douala port;</li> <li>- Delays attributable to government services are around 6 days and now fall short of the set objectives.</li> </ul>		
<b>1.4- Mobilize non-oil domestic resources</b>						
1.4.1 Strengthening the establishment of the general income tax	<ul style="list-style-type: none"> <li>- Training of the staff of the taxation Department;</li> <li>- Information and training seminars for taxpayers, notably socio-professional groups;</li> <li>- Corrective measures to be introduced into the 2005 Finance law</li> </ul>	2004-2005	MINEFI	<p><b>Tax service reforms:</b></p> <ul style="list-style-type: none"> <li>- A sample of 110 enterprises was prepared with the technical support of the IMF to measure the impact of the 2004 personal income tax reform;</li> <li>- On the basis of this sample, a study was conducted to measure the impact of the 2004 personal income tax reform; findings are available.</li> <li>- A Taxation-Customs joint unit was set up</li> </ul> <p><b>Sensitization of taxpayers:</b> The Ministry of the Economy and Finance launched a sensitization campaign in conjunction with social partners.</p>		
1.4.2 Pursue the implementation of the program on securing customs revenue, notably through limiting exemptions from custom duties	<ul style="list-style-type: none"> <li>- Increased security,</li> <li>- Publication of restricted list of exemptions,</li> <li>- Conformity with the list of exceptional exemptions.</li> </ul>	2004-2005	MINEFI	<ul style="list-style-type: none"> <li>- The Ministry of the Economy and Finance took measures to suspend all exemptions.</li> <li>- The suspension is in force.</li> </ul>		

## Core area 2: Consolidation of growth through economic diversification

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<b>2.1- Rural sector development</b> 2.1.1 Improving farmers' access to modern and high-yielding agricultural methods	<ul style="list-style-type: none"> <li>- Identification of priority research fields</li> <li>- Number of research topics identified in conjunction with farmers</li> <li>- List of research findings</li> <li>- Number of technical and economic fact sheets available</li> <li>- Number of farmers' associations that had access to agricultural research findings</li> <li>- Type and quantity of pre-basic seeds maintained</li> <li>- Type and quantity of pre-basic seeds produced</li> </ul>	Permanent	MINADER MINEPIA MINFOF MINEP MINRES/IRAD	<p><b>Research and development in rural areas:</b></p> <ul style="list-style-type: none"> <li>- Improvement of farming, stock breeding and conservation techniques;</li> <li>- Crop and product protection;</li> <li>- Production and use of improved plant material;</li> </ul> <p><b>Contracting research services:</b></p> <ul style="list-style-type: none"> <li>- 24 contracts signed within the context of the competitive research fund</li> </ul> <p><b>Technological innovation transfer:</b></p> <ul style="list-style-type: none"> <li>- Consolidation in the form of a compendium of the 196 technical and economic fact sheets produced and disseminated to 13,877 producer organizations in 2005; is underway and will be done per agro-ecological zone.</li> <li>- Low Lands Project: To date, 351 ha were developed for close to 1,000 beneficiaries, and 1,200 power-driven pumps distributed</li> <li>- PNVRA: 124 reaches constructed and 6370 ha developed. ESA: 300 ha developed and 280 reaches constructed.</li> </ul> <p><b>Support to production and acquisition of inputs:</b></p> <ul style="list-style-type: none"> <li>- Mushroom: 730 basic seedling jars (white) produced and disseminated; 86,350 production jars produced, including 6,350 by the project and 80,000 by farmers. National production is estimated at 37.5 tons.</li> <li>- PSCC: 43,211 hybrid pods and 381 grafted young cocoa plants were distributed to be planted on close to 800 ha of plantation. 96,952 rooted cuttings of robusta coffee were distributed for 34 ha of plantation and 17 kg of arabica coffee seeds for 24 ha of plantation. 841 propagation fruit stock were produced and disseminated.</li> <li>- PVCC: 126,674 liters of pesticides and 960 sprays are being distributed to more than 300 Producers Organizations and more than 4,500 village brigades for the treatment of more than 70,000 ha cocoa plants and 30,000 coffee plants. 360 brigades were trained.</li> <li>- Project for the development of village palm plantations: 1,074 ha of plantations were perceived created</li> <li>- UCCAO: 1,500 young cocoa plants distributed to rehabilitate old farms; 1,000 young robusta coffee plants distributed and 372,000 young arabica coffee plants produced on more than 210 ha of planted area</li> <li>- PSDRT: 75 tons of fresh palm seeds and 509,000 healthy and high-yielding improved varieties of cassava (for 200 ha of plantation) made available to farmers.</li> <li>- Plant Project: on a perspective of 4 million plant seedlings to be distributed. 1,666,300 seedlings were effectively received and distributed to be planted on 1,260 ha of plantation.</li> <li>- Maize Program: 5 tons of basic seed were distributed to the 565 trained seed multipliers who produced 1,000 tons of quality seeds; 4,460 ha of maize were planted and 15,000 tons of maize produced.</li> <li>- PAREAR: 6,720 tons of certified seeds produced including 5,800 tons of maize, 320 tons of groundnuts, 600 tons of sorghum. 7,052 propagation fruit stock produced.</li> <li>- Project to support the revival of tobacco cultivation in the East: 1,000 farmers were trained to product conditioning techniques. Driers were acquired.</li> <li>- Installation of young farmers: 8 of the 60 tractors received from the Indian government were dispatched to the pilot site in Wassandé (Adamoua) and Niobesse (South); young beneficiaries were trained and monitored on the two sites; they received financial assistance for a total sum of CFAF 100 million. Financial support was provided for 300 youth micro projects in the 58 divisions of the country for a total amount of CFAF 174 million</li> <li>- Support to the seed private sector: 10 meetings held; collection of applications for the concession of seed farms.</li> </ul> <p><b>CAVADEL:</b>  <i>Preparation of community forest works: three forests were selected from a total of ten villages.</i></p>	<p>Credit lines set aside by MINADER and MINEPIA do no longer make it possible to carry out the various types of diagnosis performed jointly with the multidisciplinary research teams, extension workers and farmers.</p> <p>Contracts were not monitored up to their complete execution because of depletion of funds.</p> <p><b>Difficulties encountered were classified into two categories, those that could be controlled by Government, including: i) the instability of the staff which partially affected the results; ii) the non-boards outside the Project; iii) the lack of an implementation instrument for the law governing seeds, which partly affected the results as it was not possible to produce basic seeds; iv) the accumulation of arrears due to complex procedures for mobilization of internal funds and v) the mobilization of financial resources was not commensurate with the technical program; those that could not be controlled by the Government include the accumulation of arrears due to prolonged delays in the treatment of files for the disbursement of external funds by IFAD.</b></p>	<p>Seek funds for the implementation of the development program identified in the PKSP, namely the National Agricultural Extension and Counseling Program (PNVCA) whose cost is estimated at CFAF 16,275 billion.</p> <p>Continue the experience within the possible context of the implementation of the research strategy.</p> <p>Planned for the PNVRA whose activities had stopped since June 2004 due to lack of funding, it is necessary to: i) facilitate the extension of basins to other divisions; ii) extend the support to the structuring of producers around other sectors such as pig rearing, cattle and sheep rearing; iii) consolidate the findings obtained by continuing activities relating to the emergence of APP unions/federations, to the managerial capacity building of APP officials and to the strengthening of networks between stakeholders of the sectors through production contracts.</p>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
	<ul style="list-style-type: none"> <li>- Identification of priority research fields</li> <li>- Number of research topics identified in conjunction with farmers</li> <li>- List of research findings</li> <li>- Number of technical and economic fact sheets available</li> <li>- Number of farmers' associations that had access to agricultural research findings</li> <li>- Type and quantity of pre-basic seeds maintained</li> <li>- Type and quantity of pre-basic seeds produced</li> </ul>	Permanent	MINADER MINEPIA MINFOF MINEP MINRESI/IRAD	<p><b>Training of actors:</b></p> <ul style="list-style-type: none"> <li>- Maize Program: within the context of implementation of the "production support" component, 565 maize seed multipliers were trained;</li> <li>- Plantain Program: 137 nursery farmers' organizations were trained.</li> <li>- Program for the protection of cocoa and coffee orchard: 360 village phytosanitary intervention brigades were formed;</li> <li>- Major Pest Project: 250 village Brigade leaders trained;</li> <li>- Project to support the revival of tobacco cultivation in the East: 1,000 farmers were trained to produce conditioning techniques;</li> <li>- CFR and CFJA: 3,500 producers trained;</li> <li>- Training and specialization schools: 402 young graduates left school;</li> <li>- PADCC: 12 AGR service providers trained; 58 community workers and volunteers trained in planning, negotiation and participatory management, and in community</li> <li>- AIDS control: to date, 2037 persons have been trained in management and specific technologies.</li> <li>- GRASSFIELD: 40 community development workers trained;</li> <li>- Mushroom Project: 1,227 persons trained in seed production technology, including 280 producers at the project headquarters at Obala and 947 by provincial correspondents;</li> <li>- PNVRA: 879 seed multipliers trained; 1,986 extension workers and 128 researchers trained;</li> <li>- UNVDA: 13 extension worker undertook refresher courses in group dynamics; keeping and updating of registers; organization and management of meetings; popularization techniques;</li> <li>- PARL: creation of 30 CIG unions and 15 cooperatives is underway in the South, West and North West provinces. 50 FO representatives trained;</li> <li>- PDPV: 1,864 producers trained in 5 provinces.</li> </ul> <p><b>Type and quantity of pre-base seed maintained:</b></p> <ul style="list-style-type: none"> <li>- 6 farms on 19 pre-base seeds were maintained;</li> </ul> <p><b>Type and quantity of pre-base seed produced:</b></p> <ul style="list-style-type: none"> <li>- Nursing of 19 basic seed farms in the 10 provinces;</li> <li>- Start of harvest of pre-base seeds of 19 farms in the 10 provinces. This production is stored in adapted granaries while awaiting phase two of the project</li> <li>- Second disbursement of funds was effective for the second phase of the project. This phase consists in multiplying basic and pre-base seeds in the 10 provinces, in collecting and characterizing genetic material, in training actors of the sector, in rehabilitating infrastructure and monitoring and evaluation.</li> </ul>	Inadequate work logistics and suppression of certain budget lines (training schools) PARL: AFD procedures; inadequate funding from SDOFAC. PDPV: late disbursement of resources	Programming of suppressed budget lines (training schools) PDPV: speed up fund disbursement procedure
	<ul style="list-style-type: none"> <li>- Identification of priority research fields</li> <li>- Number of research topics identified in conjunction with farmers</li> <li>- List of research findings</li> <li>- Number of technical and economic fact sheets available</li> <li>- Number of farmers' associations that had access to agricultural research findings</li> <li>- Type and quantity of pre-basic seeds maintained</li> <li>- Type and quantity of pre-basic seeds produced</li> </ul>	Permanent	MINADER MINEPIA MINFOF MINEP MINRESI/IRAD	<p><b>Type and quantity of pre-base seed maintained:</b></p> <ul style="list-style-type: none"> <li>- 6 farms on 19 pre-base seeds were maintained;</li> </ul> <p><b>Type and quantity of pre-base seed produced:</b></p> <ul style="list-style-type: none"> <li>- Nursing of 19 basic seed farms in the 10 provinces;</li> <li>- Start of harvest of pre-base seeds of 19 farms in the 10 provinces. This production is stored in adapted granaries while awaiting phase two of the project</li> <li>- Second disbursement of funds was effective for the second phase of the project. This phase consists in multiplying basic and pre-base seeds in the 10 provinces, in collecting and characterizing genetic material, in training actors of the sector, in rehabilitating infrastructure and monitoring and evaluation.</li> </ul>	The project kicked off late due to late and insufficient disbursement of funds for the first phase. Joint coordination of the project makes the implementation mechanism cumbersome. The set-up of scientific structures to host the project is not effective for lack of financial means. Consequently, project implementation is delayed. Administrative red tape also constitutes setback to project implementation.	Disburse at least 50% of funds for the kick-off of the project in order to carry out priority activities necessary for the proper execution of the project.

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>2.1.2 Promoting community development</p>	<p>Execution of PNDDP, PADC, RUMPI, GP-DERUDEP, RIGC projects: number and amount of operations conducted per component</p> <ul style="list-style-type: none"> <li>- <i>income-generating activities</i></li> <li>- <i>infrastructure and micro infrastructure</i></li> <li>- <i>support to village and council planning development committees</i></li> <li>- <i>micro project support to production</i></li> </ul>	<p>Permanent</p>	<p>MINADER MINEPIA MINEFOF MINPLAPDAT</p>	<p><b>DLDC:</b> - Elaboration support committee set up by the Ministry of Agriculture and Rural Development; search for funds underway; - Formulation of a new vision for educational centers and community actions (ECCA); training of 35 national trainers to popularize the new vision of ECCAs and further training of staff of decentralized services. - Discussions are held with the relevant partners (UNICEF, PLAN, JAPAN, etc.); draft memorandums of understanding with VSO, SNV, UNICEF, Plan International and Japan are available. <b>CHACOM:</b> - 5 local HIV control plans developed; - 2 Buildings prepared; equipment being acquired; 8 radio presenters trained; 8 technicians identified; installation and training of 24 members of two management teams <b>PADC and FIMAC:</b> 125 micro projects funded with resources from rotating guarantees for a total amount of CFAF 45,000,000; 50 village development plans designed; CFAF 130,000,000 of credit distributed to 290 rural groups; <b>PARI:</b> - Prospective identification of local micro finance experiences of MFIEs in 4 provinces (West, South-West, Littoral and North-West); - National Forum on access to the food crop market: 50 FOs took part in the discussions on local initiatives on the marketing of food crops, a typical equity « bank » was set up for 4 initiatives (market gardening products, cassava processing by-products, pistachio and maize) - Several border and sub-regional markets are in favor of marketing these products; <b>PADC:</b> - 300 km of rural roads maintained/rehabilitated and 18 crossing works constructed. 89 classrooms constructed/rehabilitated and 2 playgrounds constructed; 48 latrines improved; 11 health centers constructed; 29 community constructions built (granaries, multipurpose centers, small-scale stock-breeding facilities); 2 community market constructed; 6 warehouse constructed. 54 well constructed and equipped with power-driven pumps. 12 springs rehabilitated. 16 boreholes constructed and 4 rehabilitated. 18 crossing works and 5 micro school perimeter/equipment provided. <b>PARFAR:</b> - 5 warehouses, 3 vaccination pools, 4 points sales points and 48 latrines constructed; 9 wells dug.</p>	<p>Financing the functioning of the Committee <b>PADC and FIMAC:</b> Refusal to fund micro projects by MFIEs. <b>PARI:</b> Financing and logistics; movement on the field; disparity in markets; frequency of trade, market insecurity; police and customs harassment.  Difficulties to obtain the contribution of beneficiaries; difficulties to mobilize government counterpart contribution.</p>	<p><b>PADC:</b> Review rotating guarantee mechanism <b>PARI:</b> Increase SDOPAC budget allocation; consultation between the various stakeholders  Public awareness raising</p>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.1.3 Promoting and supporting the development of and cooperatives, notably professional and inter-professional organizations, cooperatives and Common Initiative Groups (CIGs)	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector</li> <li>- Adoption of the action plan of the sector</li> <li>- Execution of measures of the action plan</li> <li>- Number of organizations legalized (per type of organization)</li> <li>- Number of organizations backed (per type of organization and type of support)</li> </ul>	2004-2006	MINADER MINEPIA MINEF MINDIC	<p><b>Consultation Frameworks:</b></p> <ul style="list-style-type: none"> <li>- Establishment of 4 provincial consultation frameworks being finalized in the Far North, North, Adamaoua and North West; contracting procedure is underway; brainstorming is on with FOs, provincial delegations of Agriculture and provincial delegations of animal husbandry. The national forum of farmers' organizations of Cameroon was held in Yaounde from 25 to 27 July 2006 (58 divisional meetings, 10 provincial meetings and 1 national consultation meeting). 150 FOs took part therein.</li> <li>- Marketing of cocoa: Collection of funds for purchasing inputs; Community forest management; Designing action plans for State-FO consultation frameworks; Establishment of professional platform; Organization of marketing of agricultural, pastoral and fisheries produce; Access of producers to financial services.</li> </ul> <p>79,725 organizations registered, 2,118 organizations <b>legalized</b> as at 30 June 2006; 2,000 FO fact sheets available at national level and in the 10 provinces</p> <p><b>PARI:</b></p> <ul style="list-style-type: none"> <li>- Feasibility study for the establishment of the regional center for support to professionalization in the three northern provinces under completion; support to the setting up of inter-professional organizations (CICC and AGROCOM). ToR for the drawing-up of the capacity building master plan forwarded to the procurement service for publication of invitation to tenders; support to the Cameroon National Cocoa Producers' Confederation (CONAPROCAM with its 17 federations) to set its priorities and draw up its training program; Diagnosis of the UCCAO and SOWEFCU groups underway; contracting procedure underway.</li> </ul> <p><b>PADC:</b> total credit disbursed by MFEs for producers stands at CFAF 45,175,775 for the funding of 323 micro projects thanks to the existence of rotating guarantees;</p> <p><b>FIMAC:</b> CFAF 20,000,000 recovered; 4 contracts signed to partnership with MFEs; CFAF 130,000,000 of credits distributed to 290 rural groups;</p> <p><b>PCRD III:</b> average outstanding savings stand at CFAF 504 million;</p> <p>average outstanding loans granted to producers stand at CFAF 738 million</p> <p><b>Support to the establishment of partnership between farmers and economic operators</b></p> <p>474 contracts signed, including 386 for the supply of inputs, 50 for farming season loans, 21 production contracts and 17 for marketing are being implemented</p>	<p><b>Consultation Frameworks:</b></p> <ul style="list-style-type: none"> <li>FO representative election;</li> <li>implementation of FO representation criteria; mobilization of FOs (leadership, influence peddling, interference of politicians) communication among FOs which seems not to have faith in the State/FO consultation; wait-and-see attitude of the other partners to the consultation process.</li> </ul> <p><b>PARI:</b></p> <ul style="list-style-type: none"> <li>Delays due to the modalities of transfer of the PARI project to the portfolio of the AFD; inadequate funds from SDOPAC</li> <li>AFD procedures, insufficient funds from SDOPAC; mobilization of FO financial contributions</li> </ul> <p><b>PADC:</b></p> <ul style="list-style-type: none"> <li>Complexity of guarantee procedures</li> </ul>	<p><b>Consultation Frameworks:</b></p> <ul style="list-style-type: none"> <li>Sensitization and information of stakeholders</li> <li>PARI</li> <li>Review procedures</li> </ul>
2.1.4 Strengthening support to specific priority development support programs and to the organization of buoyant sectors	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	MINADER MINEPIA MINOF MINEP	<p><b>Support measures identified and implemented:</b> i) technical support (supervision) to farmers in many projects; ii) organizational support; iii) institutional support; iv) financial support in the form of subsidies and cash granted to three associations and support in the form of loans highly concessional rates (2 structures); and support through the funding of three HIPC projects.</p> <p>Signing of decisions by Head of Department (i) to endorse the appointment of members of the management committee of the Kribi fisheries center, (ii) to authorize the importation of great can rats, (iii) to authorize the importation of day-old brood fish; (iv) to set up an ad hoc Unit for the monitoring and evaluation of highly pathogenic Bird Flu and Decision No. 021 to appoint members of the committee.</p> <p><b>6 promising sectors supported:</b> milk, aviculture, pig, great can rats rearing, fish farming, small-scale maritime and continental fishing; effective start of project to support the sector in the Adamaoua, West and North-West provinces; as well as the project to develop pig rearing; structuring of the stock breeders concerned into an association of great can rats breeders.</p>	<p>Apart from HIPC projects whose major constraints were the procedures and late disbursement of funds, in the other projects, the constraints are those of limited financial resources to enhance support to priority programs, the involvement of service providers in the supply of goods and services.</p>	<p>Still awaited is the effective take-off of the project to support the management and development of fishing in center East Region of the Atlantic and that on the production of vaccines to combat the Newcastle disease and the small ruminant pest (contagious pustular stomatitis).</p>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	MINADER MINEPIA MINFOF MINEP	<b>MINFOF</b> - Tests conducted within the framework of the FAO project on the institutional and regulatory environment, and two promising sectors were identified (Onetum and Arabic Gum). The findings of both studies were presented and an action plan will be drawn up to capitalize the findings of the study. - The national strategy for non-timber forest products and the 400,000 ha of mangrove swamps was drawn up and is pending adoption.		
	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	MINADER MINEPIA MINFOF MINEP	<b>MINADER</b> <b>Roots and tubers</b> 75 tons of Irish potato seeds placed at the disposal of farmers. Reference study finalized. Roots and tubers local development plans underway		
	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	MINADER MINEPIA MINFOF MINEP	<b>Plantain</b> Training of 137 nursery farmers' organizations is underway as well as the distribution of 4 million suckers and 129 tons of nematocides. An economic renewal program of the production component of the plantain sector (PREBAP) was drawn up. A memorandum of understanding for private/public partnership was signed. PREBAP Technical Support Unit was installed and contacts made with the association of research structures that constitute the program's Scientific and Technological Coordinator (IRD, CARBAP, CIRAD) for the kick-off of validation studies. A workshop is being prepared with the various project partners (government services, private sector, research structures, donors...) to define priority actions, actors and schedule in view of starting the program. <b>Banana</b> Cameroon was represented in Paris by the Minister of Agriculture and Fisheries on 6 November 2006. During the meeting, banana producing African countries and the EU countries agreed on a common stance on 3 points, while awaiting new negotiations at the WTO: (i) maintaining the price of 176 euros per ton of banana on the community market; (ii) disbursement of funds from the financial technical assistance (FTA) for banana improvement (payment of these funds are still delayed in Cameroon; arrears for 2003, 2004 and 2005 are still pending); (iii) speaking with one voice. <b>Cocoa and Coffee</b> PPVCC: ongoing distribution of 126, 674 liters of pesticides and 960 atomizers for more than 300 Producer Organizations and more than 4,500 village brigades for the treatment of more than 100,000 ha of cocoa and coffee plants against capsids, antestia and bark beetle. PSSC: 43,211 hybrid pods and 881 grafted cocoa shoots were distributed to be planted on close to 800 ha of plantation. 96,952 robusta coffee rooted cuttings were distributed for 54 ha of plantation and 17 kg of arabica coffee shoots for 24 ha of plantation. UCCAO: 1,500 cocoa shoots distributed to regenerate old plantations; 373,000 coffee shoots, including 1,000 robusta and 372, 000 arabica distributed for about 210 ha of plantations	<b>Plantain</b> Delays in the fund disbursement procedure <b>Banana</b> Arrears in the use of the FTA funds from the European Union due to administrative red tape <b>Cocoa and Coffee</b> Delay in the disbursement of credits	National authorizing officer contacted to negotiate the simplification of procedures

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	<p>MINADER MINEPIA MINFOF MINEP</p>	<p><b>Oil Palm (Village plantations)</b> Selection of 2,114 producers in the 7 provinces of intervention of the village plantation development project; 1,864 producers trained in 5 provinces About 155,000 seedlings distributed and enabled the effective planting of 1,074 ha of oil palm plantations; The contract for the supply of seedlings was awarded partly Study on production improvement is being finalized Structuring and consolidation of the Union of Oil Palm Farmers is underway in several divisions; oil palm producers are organized in sections of UNEXPALM. 3 sectors have been created effectively. The study for the establishment of a credit guarantee fund was finalized.</p> <p><b>Market gardening crops (Lowlands)</b> Effective selection of 1,200 groups 1,200 lowlands already prospected 1,200 power-driven pumps already allocated 511 ha of lowlands summarily developed and 40 ha pilot developments Study of the reference situation conducted</p>	<p><b>Oil Palm (Village plantations)</b> Procurement procedure very long and cumbersome  <b>Market gardening crops (Lowlands)</b> Delay in the disbursement of HPC credits ; Insufficient functioning and logistical means</p>	
	<ul style="list-style-type: none"> <li>- Identification and implementation of support measures</li> <li>- Number of buoyant sectors organized and developed</li> </ul>	2004-2006	<p>MINADER MINEPIA MINFOF MINEP</p>	<p><b>Rice</b> Information on the establishment of a fertilizer trading capital worth CFAF 200 million; sensitization on the need for harmonious lowlands exploitation by farmers and stock breeders in conjunction with MIBOSCUDA and SNV. 224 groups of 3,783 members authenticated, including 160 in the area of intervention of the project for the revival of rice cultivation in the Logone valley and 224 (of the 3,783 members) in the area covered by UNVDA. In the UNVDA zone, 60 rice growing executive committees were elected by the farmers themselves and commissioned by administrative authorities; management counseling provided to CIGs, unions and federations; <b>Logone Rice growing:</b> More than 1,600 rice growers trained; <b>UNVDA:</b> technical assistance to rice producers since the beginning of the season, as well as to rice growers who diversify their production; training of leaders of unions and federations on group dynamics, organization and organization of meetings. <b>UNVDA:</b> 39 01 tons of paddy rice treated and stored. The transformation of 7,98 tons of paddy rice gave 2.7 tons of white rice, 1.88 tons of parboiled rice and 0.93 tons of residues. All these produced destined for sale were conditioned and bagged.</p> <p><b>Pineapple</b> Breeding and marketing of 12,000 suckers</p> <p><b>Mushrooms</b> 118 tubes of stock seeds (white); 316 jars of basic seeds (white); 2,165 jars of white seeds; 835 bales of mycelium cake</p> <p><b>Niebe</b> 7.2 tons of seeds placed at the disposal of producers.</p>	<p>Delays in execution due to unavailability of funds Convention between the Niebe project and the PNVTA not formalized</p>	

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.1.5 Designing and implementing a rural water supply master plan (for village, agricultural and pastoral use)	<ul style="list-style-type: none"> <li>- Resumption of consultation meetings between MINADER, MINPLAPDAT, MINMEE, MINEPIA</li> <li>- Inventory conducted</li> <li>- Terms of reference updated</li> <li>- Technical studies conducted</li> <li>- Master plan prepared</li> <li>- Master plan measures implemented</li> <li>- Number of rural water supply projects carried</li> </ul>	2004-2006	MINADER MINEE MINPLAPDAT MINEPIA	<p><u>Water supply plan</u></p> <p>An invitation to tender was published for a study on the preparation of an agricultural water supply master plan (PDHA) in 2004. The study was not conducted due to insufficient funds. The study was re-programmed for the second half of 2005.</p> <p>Letter from the Secretariat General of the Presidency of the Republic to the Secretariat general of the Prime Minister's office of 19/08/2005 with reference No. B782/SG/PR instructing all ministries in charge of rural development to accelerate the preparation of the rural water supply master plan provided for in the PRSP with a view to its urgent implementation;</p> <p>Letter from the SG of the PM's Office of 13/09/2005, Ref. No. B70/d-3/SG/PM to the Minister of Agriculture and Rural Development to forward a copy of the above-mentioned letter.</p> <p>DGRCV/SDHA: Two inter-ministerial consultation meetings held; a technical committee to support the drawing-up of the ToK of the study of the master plan.</p> <p><b>PSFE</b></p> <ul style="list-style-type: none"> <li>- A joint MINFOF and MINEPIB mission went to Washington to discuss terms for the funding of the PSFE.</li> <li>- All the program incentives were deemed satisfactory.</li> <li>- The World Bank agreed to finance the program.</li> <li>- Study on the modernization of SIGIF was presented.</li> <li>- Certification of forest products took off with the publication of PCIs.</li> <li>- About 10 billion frames were mobilized by the donor community for the financing of the PSFE (United, GIZ, and CIDA).</li> <li>- The software on the management system of forest offences and disputes (SIGCOF) was developed and validated. Review of the rules and regulations governing 2 training schools is complete (Garoua Wildlife School, and the Ecole des Liaux et Forêts de Mbalmayo – Forestry school).</li> <li>- MINFOF led a mission to the headquarters of the World Bank in Washington to negotiate an agreement with IDA for the financing of the PSFE. About USD 25 million were granted by the IDA and 10 million by GEF.</li> <li>- Signing of a management contract between MINFOF (Cameroon) and GTS-IS. The funds mobilized will help finance technical expertise, studies, audits and training in the execution of the PSFE.</li> <li>- A national strategy on forest and wildlife control is available.</li> </ul>	<p>Technical committee representatives from MINEE, MINFOF, and MINPLAPDAT are not known;</p> <p>Lack of technical committee operating means</p>	<p>Mobilize resources for 2006. Revive envisaged consultation for the harmonization of all components of the village water supply scheme, the preparation and start of the study</p>
2.1.6 Continued implementation of the Forest/Environment sector program (PSFE)	Level of execution of the PSFE	From 2004	MINFOF MINEP	<p><b>PSFE</b></p> <ul style="list-style-type: none"> <li>- An inventory of all community forests was made: 83 community forests, 3 of standing volumes.</li> <li>- Pre-emption right was respected during the last committee on the award of plans was set up and 21 simple management plans were validated out of 30.</li> <li>- Proofreading of the <b>procedures manual</b> on the granting and management of community forest was programmed.</li> <li>- Permanent monitoring of compliance with simple management plans.</li> <li>- The simple management plans study Committee held a meeting. 14 simple management plans were thus validated.</li> <li>- First draft of the instrument prepared. Internal validation of this draft is underway</li> <li>- Consultation meeting between MINEPI, MINAT and MINFOF awaited</li> </ul>		<p>- There are plans to implement the recommendations of the study on the modernization of SIGIF.</p>
2.1.7 Continued implementation of statutory instruments on community forests	<ul style="list-style-type: none"> <li>- State of implementation</li> <li>- Number of community forests granted</li> </ul>	From 2004	MINFOF	<ul style="list-style-type: none"> <li>- An inventory of all community forests was made: 83 community forests, 3 of standing volumes.</li> <li>- Pre-emption right was respected during the last committee on the award of plans was set up and 21 simple management plans were validated out of 30.</li> <li>- Proofreading of the <b>procedures manual</b> on the granting and management of community forest was programmed.</li> <li>- Permanent monitoring of compliance with simple management plans.</li> <li>- The simple management plans study Committee held a meeting. 14 simple management plans were thus validated.</li> <li>- First draft of the instrument prepared. Internal validation of this draft is underway</li> <li>- Consultation meeting between MINEPI, MINAT and MINFOF awaited</li> </ul>		
2.1.8 Completing and implementing the instrument on the equalization fund	- Instrument completed, published and implemented	As from 2004	MINFOF MINEP MINATD MINEFI	<ul style="list-style-type: none"> <li>- Instrument completed, published and implemented</li> </ul>		
2.1.9 Regulating exploitation of non-timber forest products	- Instrument published and disseminated.	2005-2006	MINFOF MINEP	<ul style="list-style-type: none"> <li>- Studies on instruments entrusted to consultant.</li> <li>- First draft available but not yet validated.</li> </ul>		



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.1.10 Increasing fishing productivity by introducing new young fish species	- Number of young fish introduced. - Development of catches	2004-2006	MINEPIA	<p>The following techniques were studied:</p> <ul style="list-style-type: none"> <li>- Techniques for breeding young African cat fish (<i>Clarias gariepinus</i>) in rural areas;</li> </ul> <p>Pre-grow out of young <i>Heterotis niloticus</i> caught in their natural habitat in order to increase the survival rate of such species in pools.</p> <p>Production and distribution of 14 800 young fish as part of the project on the development of livestock and fisheries production in the South-West province; contract awarded for the construction of a fish cultivation station.</p> <p><b>With regard to the Project on the Development of Livestock and Fisheries (PDEP) in the South-West province, an interim fish cultivation station of 8 pools for a total area of 1 000 m<sup>2</sup> was constructed, 26 510 young fish, including 17 210 <i>Clarias</i> and 9 300 <i>Tilapia</i> were produced and distributed; the construction of a fish cultivation station is underway.</b></p>		Assessment of bids for the construction of fish cultivation station tendered within the context of the livestock and fisheries development project in the South-West, will help increase the volume of young fish produced within this project.
<b>2.2- Industrial sector development</b>						
2.2.1 Completing the sector strategy on industrial development	- Sector strategy paper completed and published.	2004-2005	MINCOMMERCE MINIMIDT MINPMEESA MINPLAPDAT	<ul style="list-style-type: none"> <li>- A Committee to design MINIMIDT strategy was set up in June 2006. Concerning the sector strategy which will include the industry, Mines, Commerce and SME sectors, it will be steered by MINPLAPDAT.</li> <li>- Concerning the industry and Services Strategy which includes MINIMIDT, MINPMEESA, MINCOMMERCE, MINTOUR and MINRESH, the Prime Minister, Head of Government, signed an order to set up the steering committee chaired by the SG of MINPLAPDAT and members made up of SGs of the ministries concerned.</li> </ul>		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>2.2.2 Conducting a study on the industrial sector to identify and select areas with strong growth potential</p>	<ul style="list-style-type: none"> <li>- Inventory of studies conducted</li> <li>- Sectors with strong growth potential identified</li> <li>- Reports on available studies published</li> <li>- Technical fact sheets of priority sectors prepared</li> <li>- Monograph on selected sectors prepared</li> </ul>	<p>2004-2005</p>	<p>MINCOMMERCE MINIMIDI MINPMEESA MINPLADAT/ Competitiveness Committee</p>	<p><b>Report of the competitiveness Committee available;</b>  <b>Report on Cameroon's industrial competitiveness being finalized</b></p> <ul style="list-style-type: none"> <li>- A diagnostic study of the competitiveness of industrial sectors was conducted by the Competitiveness Committee.</li> <li>- The following sectors were identified: Textile, Timber, Energy and Hydrocarbons, Changing sectors (plantain, maize, oil crops), configuration sectors (cocoa, coffee, rubber), high tech sectors (naval construction and repair, ICTs, pharmaceuticals). With regard to the textile sector, a strategic audit of CICAM was conducted. The report of the audit was approved by the Prime Minister, Head of Government. Implementation of the short-term actions recommended in the report has already started (sensitization campaign against fraud, counterfeiting and smuggling, setting up of an ad hoc committee and provincial units to control such practices).</li> <li>- Within the context of revamping the Textile-Cotton sector, an industrial project is being designed with the French company DYRCOTON; there is ongoing research to identify other reference partners. The draft contract amendment relating to the renewal of the convention between the State of Cameroon and CICAM, whose provisions should enable CICAM efficiently carry out its restructuring program, was signed by MINEFI and MINIMIDI in December 2006.</li> <li>- A regional project on the development and modernization of the oil palm sector is being drafted with the assistance of the UNDP and CFC (Common Fund for Commodities). The project brings together Nigeria, Equatorial Guinea and Cameroon. Feasibility studies were conducted with the technical assistance of the UNPD.</li> <li>- The redeployment in the Bauxite-Aluminium sector is being stepped up with the ALUCAM extension program with the Canadian group ALCAN. Consultation meetings are currently being held to mobilize Cameroon government services so that each in its own sphere should pick out activities for this investment estimated at more than USD 900 million, with 30% reserved for local SME/SMI in terms of subcontracting.</li> <li>- An Integrated Industrial Development Support Program was approved in April 2003. The program, which is backed by UNIDO, is under implementation and concerns the following activities: <ul style="list-style-type: none"> <li>- Promotion of investments with the publication of the second edition of the study on the perception of foreign investors in Africa with the support of UNIDO and the promotion of a portfolio of Cameroonian projects in the TIPO-UNIDO network;</li> <li>- Capacity building in industrial competitiveness analysis. In this regard, MINIMIDI and UNIDO published a document on Cameroon's industrial performance and capacities;</li> <li>- Creation of food processing pilot center. In this regard, the first milk reconditioning pilot center was inaugurated in Bamenda during the first half of 2006 and a second ginger processing pilot center was constructed in Bafoussam with equipment entirely supplied by UNIDO;</li> <li>- Promotion of SMIEs.</li> </ul> </li> </ul>	<p>Unavailability of financial resources and low level of consultation between the relevant government services.</p>	<ul style="list-style-type: none"> <li>-&gt; Feasibility study;</li> <li>-&gt; Scientific and economic frame;</li> <li>-&gt; Validation of frame;</li> <li>-&gt; Setting up steering structures;</li> <li>-&gt; Take-off of pilot centers for the production of in vitro plantlets.</li> </ul>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.2.3 Designing a specific policy for promoting local outsourcing	-Terms of reference of the study updated -Study resumed -Study report available	2004-2005	MINCOMMERCE MINIMIDT MINPMEESA	<p>100% of the study updated Study resumed</p> <p>Following the publication of a tender notice, a survey on the potential of industrial outsourcing and partnership was conducted by CCIMA to which the Government entered the execution of the project. The survey is conducted ahead of the creation of a Sub-contracting and Industrial Partnership Exchange (BSTP) in Cameroon.</p> <p>The constituent instruments of the BSTP and the business plan were finalized. In order to remain consistent with the fundamental options of liberalization and State withdrawal from the production sector and in view of enabling the BSTP to exercise its autonomy and play its role of center for technical information and networking responsible for promoting industrial sub-contracting and partnerships between contract givers and contract awardees with a view to maximizing companies' manufacturing capacities, the choice of creating BSTP-CAM as an Economic Interest Group (EIG) pooling around the CCIMA private sector institutions like FENAP, GICAM, MECAM, SYNDUSTRICAM, GFAC ... and all giver and recipient enterprises.</p> <p>The expertise of UNIDO (project technical and financial partner) being mobilized to render the project operational.</p> <p>The convening of the constituent Assembly is expected in the weeks ahead.</p> <p>- Collection and centralization of research findings in the various research institutes completed; inventory and capturing of research findings also completed; these findings are available on CD-ROM and hard copy.</p> <p><b>- The first partnership consultation meeting with information and communication bodies for better popularization of research findings held early March 2005, in view of drawing up a scientific research and innovation popularization strategy.</b></p> <p>- Since March 2005, MINRESI has been committed to the identification of new research partners, strengthening existing ones, so as to define research findings valorization conventions with the latter.</p> <p>- A databank is available as part of actions to establish an information and scientific documentation system. A list of researchers and publication can be obtained in the databank. This operation is monitored on a daily basis and continues with the correction of publications and capturing of information on researchers whose questionnaires came in late.</p> <p>- The Partnership Competence Pole (PCP) of the Great South of Cameroon is a platform which today brings together some one hundred researchers, lecturers and civil society representatives. It is aimed at supporting the management of family farms in the tropical agro forestry systems of South Cameroon, in view of meeting the national and sub-regional food demand</p>	For now, the major obstacle to the execution of this action is the financial difficulties faced by CCIMA.	Seek national and international partners to ease the dissemination of research findings. Create a Scientific, Technological and Innovation Resource center for better dissemination of research findings
2.2.4 Establishing dialogue mechanisms between research institutes, universities, higher learning institutions, professional bodies and enterprises in view of popularizing research-development results	- Dialogue mechanisms established; - List of research findings to be popularized available; - Number of programs on the extension of research findings - Number of conventions signed on research-development extension	2004-2006	MINCOMMERCE MINIMIDT MINPMEESA MINESEC MINESUP MINEFOP MINRESI MINREX	<p>In 2002, the consultancy CERNA of the Ecole de Mine de Paris conducted a survey on the industrialization of the timber sector on behalf of the Government of Cameroon. The survey was financed by the French Development Agency. Sector codes provided for in the Investments Charter are awaited.</p> <p><b>91 semi-processing plants</b> were recorded;</p> <p>➤ Checking of <b>timber industries</b> completed and enabled better understanding of the sector</p>	Difficulties are mostly financial MINRESI does not always have the means necessary for carrying out the research findings dissemination activities.	
2.2.5 Executing the industrialization plan of the timber sector, including promotion of the creation of secondary and tertiary conversion mills in the timber sector	- Industrialization plan of the sector completed - Number of secondary and tertiary conversion mills opened	2004-2006	MINCOMMERCE MINIMIDT MINPMEESA MINFOF MINEP		This activity is conducted within the context of the investment charter (preparation of sector codes). The delay experienced in the adoption of implementation instruments of the Charter is a handicap to its execution	

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.2.6 Promoting the creation of enterprises, information and communication technologies and services	<ul style="list-style-type: none"> <li>- Meetings with businesses of the sector held</li> <li>- Sector action plan adopted</li> <li>- Action plan measures implemented</li> <li>- Number of enterprises created</li> </ul>	2004-2006	MINCOMMERCE MINIMIDI MINPMEESA MINPOSTEL MINCOM	<p>Sector Action Plan finalized; projects aimed at setting up the various enterprise facilitation and supervision structures will benefit from the NOVATECH project in support to SMEs of the ICT sector; a network is being set up following the same model to launch the <i>TechnoNet Africa</i>; the initiative of the Methodology for the Creation of SMEs Financing Specialized Institutions. It should be pointed out that apart from the organization of a mini NOVATECH 2006 for the distribution in Cameroon of <i>Thomson Neg 5 E-Learning</i> products between the Cameroonian enterprise MICROLOG and the Dakar-based company <i>Dizain-Gate</i>, regional distributor of <i>Thomson Neg</i> products for West and Central Africa.</p>	Enterprises of the ICT sector are faced with very high taxes	<ul style="list-style-type: none"> <li>- Take into account the specific problems of the sector in the SME policy plan</li> <li>- Set up a platform for public-private dialogue</li> <li>- Propose a relief of the customs duties application goods imported by SMEs of the ICT sector.</li> </ul>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>2.2.7 Promoting standardization and quality control</p>	<ul style="list-style-type: none"> <li>- Legal instruments on standardization published;</li> <li>- Provisions implemented;</li> <li>- Number of standards adopted and published;</li> <li>- Mechanisms for control standards prepared</li> <li>- Number of control workers trained and equipped</li> </ul>	<p>Permanent</p>	<p>MINCOMMERCE MINIMIDT MINPMEESA</p>	<p><b>Instruments on standardization:</b></p> <ul style="list-style-type: none"> <li>- Draft implementation decree of Law No. 96/11 of 5 August 1996 is being proofread on the instructions of the Prime Minister-</li> <li>- Draft decree to lay down the organization and functioning of the National Standards and Quality Board submitted to hierarchy in September 2005 approval.</li> <li>- The draft decree to lay down the organization and functioning of the National Standards and Quality Board was validated by the Competitiveness Regulatory Council chaired by the Prime Minister, Head of Government, during its session of 28 June 2006. The instrument is currently submitted for approval by hierarchy.</li> <li>- As part of priority assistance for the development of a national scaling up and industrial competitiveness program within the context of the assistance and support program to the economic partnership agreement between the European Union and Central Africa (PASAPE), a quality promotion integrated strategy enabling Cameroon to comply with the international requirements regarding standards, technical regulation and compliance assessment is being drafted. Consultants (national and international) are being recruited with the technical assistance of UNIDO.</li> </ul> <p><b>Number of standards:</b></p> <ul style="list-style-type: none"> <li>- 250 national standards established, 8 of which are compulsory, namely: wheaten flour, labeling of pre-packaged food items, gunny sacks, gas bottles, corrugated steel sheet-metals, corrugated aluminum sheet-metals, semolina flour paste and bread. 34 enterprises were certified for the conforming to these standards. 13 enterprises were certified by international bodies in recognition of the conformity of their products to international standards. National enterprises are constantly sensitized to the importance of quality. In this regard, a national quality week is organized by MINDIC every year. Activities on the control of standards compliance focused on the following products: roof sheet metal, milk, wheaten flour and semolina flour paste.</li> </ul> <p><b>Measures implemented:</b></p> <ul style="list-style-type: none"> <li>- Application of the standard on wheaten flour resulted in the suppression of imports of this product, which led to saving about CFAF 6 billion per year. 7 new flour mills were created, with 600 new jobs. Cameroon has moved from a net flour importing country to a producer and exporter of this food stuff and important volume of national production is expected to be exported to the CEMAC sub-region.</li> <li>- Review of the standards of domestic gas bottle, which led to its conformity with international norms, helped the country get the necessary imported bottles. This has reduced speculation on this commodity which was always in short supply.</li> <li>- As concerns sheet-metal, the locally made sheet metal was withdrawn from the domestic market since it did not conform to the standards; it is now exported to other countries of the region. 15,000 imported sheet metals were seized and will soon be withdrawn. Enterprises found guilty were punished according to the law. Like wheaten flour, roof sheet-metals are no longer imported in Cameroon since late 2003, bringing about more savings in foreign exchange.</li> <li>- Lastly, 8 brands of milk were withdrawn from the market as a result of the application of the standards on milk.</li> </ul> <p><b>Control mechanisms:</b></p> <ul style="list-style-type: none"> <li>&gt; Missions were undertaken to control standards among sheet manufacturers and distributors.</li> <li>&gt; The control missions led to a number of sanctions: meted out to defaulters, including the impounding of sheets not consistent with the standards, fines of about CFAF 60 million paid to the Treasury in 2004.</li> </ul>		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.2.8 Adopting a policy declaration on the development of SME/SMI	- Meeting with stakeholders concerned - Policy declaration adopted and published	2004-2005	MINCOMMERCE MINIMIDT MINPMEESA	- A framework document was prepared by consultant in 2003 (cost 15 million). The related survey is not yet completed due to lack of funds. - Directorates of consultancy firms in SME development were prepared ; - A study on SME definition was designed; - A draft instrument for the creation and functioning of enterprise registering centers was submitted to the hierarchy for approval; - A survey on the improvement of the regulatory and administrative framework governing micro-enterprises, small- and medium-sized enterprises and handicraft was completed in 2005, with the financial assistance of UNIDO; - A draft SME policy statement was forwarded to the office of the Prime Minister, Head of Government, who instead recommended that emphasis be laid on the sector's development strategy.		
<b>2.3- Development of tourism, cultural services and support services to the production sector</b>						
<b>Promoting the tourism sector and cultural services</b>						
2.3.1 Completing the tourism sector strategy	- Sector strategy paper completed and adopted	2004-2006	MINTOUR MINPLADAT	- Phases I and II of the drawing up of the tourism sector strategy completed ; - The third and last phase is being finalized; - The draft MTEF is already available;		
2.3.2 Rendering the marketing plan operational	- Promotion activities carried out in and out of the country	2005-2006	MINTOUR	- Dissemination and start of implementation; - Launching of <b>promotion campaign</b>		-
2.3.3 Improving the statistical data collection system	- Establishment of a land, air and sea data collection system at the borders	2005-2006	MINTOUR	<b>Setting up of the collection system:</b> Effective start of data collection by maritime and air border posts		- Annual inventory of the number of tourists visiting Cameroon and per country of origin; - The tourism directory will be validated in 2007
2.3.4 Pursuing the standardization of tourism establishments and agencies	- Number of tourism establishments and agencies standardized.	Permanent	MINTOUR	- Nomenclature of standardized hotels and lodging establishments available; - Regular holding of monthly meetings of the National technical committee on the certification of tourism establishments; - The operation to classify and reclassify tourism establishments was launched.		- Continuation of the standardization and streamlining of the sector
2.3.5 Pursuing the general inventory of national material and immaterial cultural heritage	- Terms of reference of the inventory reformulated - Consultant recruited - Inventory personnel recruited and trained - Inventory equipment purchased - Inventory report published	2004-2006	MINCULT			

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.3.6 Designing and executing an action plan for the development of films and video productions	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Sector action plan adopted</li> <li>- Action plan measures executed</li> <li>- Number of movies produced</li> <li>- Number of videos produced</li> </ul>	2004-2005	MINCULT MINCOM	<p><b>8 cinematographic and audiovisual productions</b> received financial assistance from the special fund set up in 2003 for that purpose</p>	-	<ul style="list-style-type: none"> <li>- Setting up of the National Film Archive and modernization of related instruments</li> </ul>
2.3.7 Pursuing the setting up of the Cameroon National Museum	<ul style="list-style-type: none"> <li>- Instrument to lay down rules and regulations governing the National Museum signed and published</li> <li>- Governing bodies set up</li> <li>- Left wing of National Museum rehabilitated</li> <li>- National museum equipment acquired</li> </ul>	2004-2005	MINCULT MINTOUR	<p><b>National Museum:</b> The draft instrument to lay down the rules and regulations governing Cameroon's National Museum is available</p>		
2.3.8 Set up a National Institute of Arts and Culture (NIAC)	<ul style="list-style-type: none"> <li>- Instrument to lay down rules and regulations governing NIAC signed and published</li> <li>- NIAC governing bodies set up</li> </ul>	2004-2005	MINCULT MINEDUB	<p><b>NIAC rules and regulations:</b> The draft instruments to lay down rules and regulations governing NIAC were forwarded to the Presidency of the Republic</p>		
<b>2.4 Promotion of financial intermediation</b>						
2.4.1 Rendering Cameroon's capital market (Douala Stock Exchange) operational	<ul style="list-style-type: none"> <li>- Quotation operations begun</li> <li>- Number of enterprise on the stock exchange</li> <li>- Amount of transactions</li> </ul>	2004-2005	MINEFI	<p><b>Quotation operations</b> - Compilation of quotation files is underway by ISPs, with regard to the first six enterprises. - Measures taken to launch operations</p>		
2.4.2 Pursuing the streamlining of the savings and loans cooperatives (COOPEC)	<ul style="list-style-type: none"> <li>- Number of COOPECs restructured</li> </ul>	Permanent	MINEFI PPMF COBAC	<p><b>Number of COOPECs restructured:</b> 232 micro finance establishments approved. These MFEs of the CAMCCUL network approved by COBAC</p>		
2.4.3 Encouraging relations between micro finance institutions (MFIs) and commercial banks to enable the latter include micro-credits in their portfolio of activities	<ul style="list-style-type: none"> <li>- Discussions with stakeholders of the sector held</li> <li>- Sector action plan adopted</li> <li>- Action plan measures executed</li> <li>- Number of sponsored agreements between MFIs and commercial banks</li> <li>- Amount of micro-credits granted</li> </ul>	2004-2006	MINEFI MINADER	<p><b>Project to Support Rural Development Micro Finance Establishments - MFCZ/MUFEA</b> finalized. Implementation planned for 5 year under HIPC and IFAD funding (PPMF) Overall estimated cost CFAF 3,814,544,650 Project to be executed by ADAF (Appropriate Development for Africa Foundation), with Afriland First Bank and MINADER as major financial partners. The Project execution manual was prepared. - A sum of CFAF 400 million from foreign debt relief savings (HIPC funds) was made available to 19 Savings and Loans Cooperatives (COOPEC) in the form of government subsidies to boost their credit capital. A convention for the proper use of the resources (which remain State property) was signed on 13/06/06 between MINADER and MFEs;</p>	Action subject to availability of HIPC funds	Project take-off postponed to 2006
2.4.4 Taking incentive measures to reinforce banking coverage in the country	<ul style="list-style-type: none"> <li>- Consultation with stakeholders conducted</li> <li>- Action plan adopted</li> <li>- Action plan measures executed (to be specified)</li> <li>- Banking rate</li> </ul>	2004-2006	MINEFI			

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
2.4.5 Promoting the development of appropriate rural sector financing structures and mechanisms	<ul style="list-style-type: none"> <li>- Consultation with stakeholders conducted</li> <li>- Sector action plan adopted</li> <li>- Action plan measures executed</li> <li>- Number of structures and mechanisms established</li> <li>- Amount of funds granted</li> </ul>	2004-2006	<p>MINEFI MINADER MINEPIA MINFOF MINPLAPDAT</p>	<p><b>Creation of a rural bank:</b> The meeting of the Cameroon National Credit Council held on 25 January 2006 adopted the project to set up the "Agricultural bank of Cameroon". It will take the form of a majority owned (including privately), with a reference par. The configuration of the Board of Directors should reflect the geography of the shareholding. The bank whose shares shall be held by types of farming establishments. The bank whose specific objective is the funding of agricultural marketing and export of produce from Cameroon's agro pastoral and Fisheries sectors. During the same meeting, it was recommended that MINEFI forward the duly amended endorsed file of the said bank for information to the government and triggers the implementation procedure. The project is currently being finalized.</p> <p><b>Other measures:</b> These structures (excluding HIPCC projects) were set for appropriate financing of the rural sector at MINEPIA, including two that are functional. At PDEP/SO, 519 micro-credits for a total amount of CFAF 123,942,000 were granted. In addition, some micro-credits were overdue and, as such, a total amount of CFAF 51,251,447 as at 30/06/2006 was recovered by micro finance establishments with a recovery rate of 53 to 9%; for the diversification project, the maximum credit per beneficiary in the first structure does not exceed CFAF 300,000, whereas in the second structure, the amounts per community project vary from CFAF 10 million to 17 million.</p> <p><b>Measures implemented:</b> - <b>PADC:</b> 849 groups of close to 15,000 farmers have to date benefited from AGR assistance. The total credit disbursed by MFIs for the benefit of producers stands at CFAF 45,175,775 for the funding of 323 micro projects thanks to the existence of guarantees; in 2006, CFAF 33 million of guarantees were domiciled in MFIs.</p> <p><b>MINADER/MIFED Convocation</b> - Selective support to the functioning of 7 existing networks for a sum of CFAF 109 million. The 7 networks total 142 funds for 44,184 members (in 2004, the volume of savings raised stood at CFAF 1,261,715,898, including about 25% from women; 5,362 loans were granted for a total amount of CFAF 708,785,690, representing an average sum of CFAF 132,200). - Preparation of the creation of 35 new funds - Financing a credit line of 125 million</p> <p><b>Monitor the management of FIMAC 7<sup>th</sup> generation loans</b> - FIMAC: CFAF 20,000,000 recovered; 4 MFE alignment contracts signed; 100 groups enlisted.</p> <p>VDCs saved an amount of CFAF 13,535,390</p> <p><b>Civil society organizations:</b> An operational action plan for the mobilization of self-generated resources of each village development community (VDC) was worked out with the aim to gradually reduce the financial dependency of the VDCs of 37 villages vis-à-vis external funding.</p>	<p>Difficulties in getting statistics on the rural production sectors</p> <p>MFIs are ready to finance rural community projects Delays in the setting-up of commissions for the recovery of 1<sup>st</sup> generation loans</p>	<p>Resume agricultural surveys</p> <p>Subsidize the income-generating activities of communities Accelerate the setting-up of recovery commissions by amending the decision to set up divisional commissions</p>
2.4.6 Pursuing the promotion of decentralized financial systems	<ul style="list-style-type: none"> <li>- Action plan measures executed</li> <li>- Number of structures established</li> </ul>	Permanent	<p>MINEFI MINADER</p>	<p><b>Measures implemented:</b> - Financing a credit line of 125 million</p> <p><b>Monitor the management of FIMAC 7<sup>th</sup> generation loans</b> - FIMAC: CFAF 20,000,000 recovered; 4 MFE alignment contracts signed; 100 groups enlisted.</p>	<p>MFIs are ready to finance rural community projects Delays in the setting-up of commissions for the recovery of 1<sup>st</sup> generation loans</p>	<p>Subsidize the income-generating activities of communities Accelerate the setting-up of recovery commissions by amending the decision to set up divisional commissions</p>
2.4.7 Promoting mobilization of savings	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan established</li> <li>- Action plan measures designed</li> <li>- Number of structures and mechanisms put in place</li> <li>- Amount of savings mobilized</li> </ul>	From 2004	<p>MINEFI MINADER MINPOSTEL</p>	<p>VDCs saved an amount of CFAF 13,535,390</p> <p><b>Civil society organizations:</b> An operational action plan for the mobilization of self-generated resources of each village development community (VDC) was worked out with the aim to gradually reduce the financial dependency of the VDCs of 37 villages vis-à-vis external funding.</p>	<p>Four cocoa season</p>	



### Core area 3: Boosting the private sector

Measures/actions	Monitoring indicators	Schedule	Assigned institutions	Level of execution	Difficulties/Constraints	Solutions envisaged
3.1 Pursuing the fight against dumping, counterfeiting, smuggling and non-standardized products	<ul style="list-style-type: none"> <li>- Consultation between MINDIC, MINEFI and the private sector conducted</li> <li>- Action plan adopted</li> <li>- Action plan measures executed (to be specified)</li> <li>- Quantity of products seized (per type of action: smuggling, counterfeiting, non-standardized products)</li> <li>- Amount of fines and recoveries</li> </ul>	From 2004	MINCOMMERCE MINEFI MINPLAPDAT/ Competitiveness Committee	<ul style="list-style-type: none"> <li>- <b>Consultation</b> between MINDIC and MINEFI on textile protection;</li> <li>- Joint actions with electric cells sector;</li> <li>- Surveys and crackdown on smuggled goods</li> <li>- MINCOMMERCE launched a <b>ruthless campaign</b> against dumping, smuggling, counterfeiting and non-standardized products;</li> <li>- Creation of the ad hoc committee for coordination of anti-fraud, counterfeiting and smuggling action by Decree No. 2005/0528 of 15 February 2005;</li> <li>- Establishment of mixed provincial control brigades under Governors.</li> </ul>	-	-
3.2 Pursuing execution of major construction works with support of the industrial sector (bridge over River Wouri, Douala and Yaounde urban roads, highways linking borders)	<ul style="list-style-type: none"> <li>- Resources mobilized per project</li> <li>- Projects executed: <ul style="list-style-type: none"> <li>- <i>rehabilitation of bridge over River Wouri</i></li> <li>- <i>study and construction of a second bridge over River Wouri</i></li> <li>- <i>Douala urban roads</i></li> <li>- <i>Yaounde urban roads</i></li> <li>- <i>integrator highway projects</i></li> </ul> </li> </ul>	From 2004	MINTP MINDUH MINPLAPDAT CUY/CUD	<ul style="list-style-type: none"> <li>• <b>Rehabilitation of the bridge over River Wouri</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 15,407 billion distributed as follows: 51.73% by FDA; 27.89% by HPC funds and 20.39% by PIB</li> <li>- Amount used: CFAF 10,429 billion</li> <li>- Execution rate for the period under review: 18%</li> <li>- Overall execution rate: 90%</li> </ul> </li> <li>• <b>Study: Douala bypass road and construction of second bridge over River Wouri:</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 1,672 billion</li> <li>- Amount used: CFAF 726 billion</li> <li>- Execution rate for the period under review: 0%</li> <li>- Overall execution rate: 43%</li> </ul> </li> </ul> <p>The project to study the construction of a bypass road in Douala and a second bridge over River Wouri has two components:</p> <ul style="list-style-type: none"> <li>o <b>Component 1: Construction of a new bridge over River Wouri + access to trunk 3 road and study for the concession of the structure</b> <ul style="list-style-type: none"> <li>Phase 1: APS construction of a new bridge over River Wouri: conditional validation by APS on 03/05/2003</li> <li>Phase 2: Study for the concession of a new bridge over River Wouri + access to trunk 3: unsatisfactory studies</li> </ul> </li> <li>o <b>Component 2: Construction of a bypass road in Douala and a second bridge over River Wouri</b> <ul style="list-style-type: none"> <li>Phase 1: APS construction of a bypass road in Douala and a second bridge over River Wouri: APS incomplete; Execution rate: 80%</li> <li>Phase 2: Study on the concession of the bypass road: final project design decided</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Following the failure of UDECTO on 16/11/2005, MINTP decided to place the work under State control on 23/01/06. This is going on smoothly.</li> <li>• Service offers to take off works relating to the 1<sup>st</sup> and 2<sup>nd</sup> conditional tranches which were notified to UDECTO on 27/04/2005 were withdrawn on 23/01/2006. 7 enterprises were consulted but UDECTO took the matter before the international arbitration court to claim 8 billion</li> </ul> <p>Contract closeout by the consultancy firm THALES responsible for the file. MINTP plans to entrust the finalization of the study and technical assistance to the Project Owner for concession to SCETAUROUTE INTERNATIONAL</p>	<p>The PM gave his approval for a mutual agreement consultation for the construction of 1<sup>st</sup> and 2<sup>nd</sup> conditional tranches</p> <p>The approval of the SG of the Presidency of the Republic was granted in February 2005 for contract closeout</p> <p>The aide-memoire of the closeout was signed on 11/03/2005 and the deadline for contract closeout was set at 17/06/2005</p> <p>Resource mobilization for the rest of the project was launched</p> <p>The PM authorized a mutual agreement contract with SCFT CAMEROUN on 09/12/2005. The contract includes phases (i) finalizing the studies provided for in the basic contract, (ii) Assistance to the Project Owner for concession.</p> <p>Negotiation of the cost is complete with SCFT since June 2006 and the draft contract was forwarded to CPM-TN for study</p>

Measures/actions	Monitoring indicators	Schedule	Assigned institutions	Level of execution	Difficulties/Constraints	Solutions envisaged
	<ul style="list-style-type: none"> <li>- Resources mobilized per project</li> <li>- Projects executed: <ul style="list-style-type: none"> <li>- rehabilitation of bridge over River Wouri</li> <li>- study and construction of a second bridge over River Wouri</li> <li>- Douala urban roads</li> <li>- Yaounde urban roads</li> <li>- integrator highway projects</li> </ul> </li> </ul>	From 2004	MINTP MINDUH MINPLAPDAT CUY/CUD	<ul style="list-style-type: none"> <li>• <b>Projects on highways linking borders</b> <ul style="list-style-type: none"> <li>◦ <b>Ngaoundere-Toubooro-Moundou (Chad border):</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 71, 566 billion</li> <li>- Execution rate for the period under review: 7%</li> <li>- Overall execution rate: 89%, corresponding to a distance of 237 km (on a total distance of 265, 3 km)</li> </ul> </li> <li>◦ <b>Ambham-Eking (Gabon border)</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 11,516 billion</li> <li>- Overall execution rate: 100%</li> <li>- Corresponding to the entire road work (of the 27 km) with temporary acceptance billed for 10/02/2005 and final acceptance on 10/12/05.</li> </ul> </li> </ul> </li> <li><b>Related works</b> <ul style="list-style-type: none"> <li>- Execution rate for the period under review: % ;</li> </ul> </li> <li>◦ <b>Bridges over River Niem at Ngouzik and at Eboro (Gabon border)</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 3,740 billion;</li> <li>- Overall execution rate: 100%</li> </ul> </li> <li>◦ <b>Ambham-Kye Oss (Equatorial Guinea border)</b> <ul style="list-style-type: none"> <li>- Studies on the bridge over river KYE are underway. Road works were accepted</li> <li>- Overall execution rate (studies): 100%</li> </ul> </li> <li>◦ <b>Makabaye bridge (South entrance of Maroua on trunk 1 road)</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 5,003 billion</li> <li>- Amount used: CFAF 4,445 billion</li> <li>- Execution rate: 95%</li> <li>- Temporary acceptance on 13/03/2004</li> </ul> </li> <li>◦ <b>Reinforcement of Yaounde-Ayos + T2 km Akomolonga branch</b> <ul style="list-style-type: none"> <li>- Total cost of project: CFAF 10,192 billion</li> </ul> </li> </ul> <p>Overall execution rate: 100% corresponding to a distance of 138 km</p> <p><b>Projects under study or negotiation</b></p> <ul style="list-style-type: none"> <li>- Gradual repair of the Fouam-Tibati-Ngaoundere road</li> <li>- Gradual repair of the Gaoua-Boulai-Ngaoundere road (90% of studies conducted)</li> <li>- Tarring of Ekoko-Mamfe (85% of study conducted)</li> <li>- Construction of the Samelima Djoum-Congo border road (83% of study conducted)</li> <li>- Tarring of the Maroua-Bogo road (56% of study conducted)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Projects on highways linking borders</b> The work site faced temporary stop of tar supplies due to the billing of the tax on oil products which was nevertheless cancelled</li> <li>Withdrawal of RAZEL from related works earmarked for phase 2, after receiving more than 179 million as payment advance.</li> <li>APD of study on the bridge is available since April 2005, but the planned meeting with FDA on the funding of the project has not yet held</li> </ul>	<p>Compensation to the company for problems of tarring and security is underway</p> <p>Procedure is ongoing for the mobilisation of RAZEL guarantee. Tender files forwarded to the specialized tender board were published and contracts awarded. Draft contracts were forwarded to DAG/MINTP on 06/07/2006</p>
	<ul style="list-style-type: none"> <li>- Resources mobilized per project</li> <li>- Projects executed: <ul style="list-style-type: none"> <li>- rehabilitation of bridge over River Wouri</li> <li>- study and construction of a second bridge over River Wouri</li> <li>- Douala urban roads</li> <li>- Yaounde urban roads</li> <li>- integrator highway projects</li> </ul> </li> </ul>	From 2004	MINTP MINDUH MINPLAPDAT CUY/CUD			

Measures/actions	Monitoring indicators	Schedule	Assigned institutions	Level of execution	Difficulties/Constraints	Solutions envisaged
3.3 Encouraging the creation of maintenance and shipbuilding enterprises	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan adopted</li> <li>- Measures implemented (to be specified)</li> <li>- Number of enterprises created</li> </ul>	From 2004	MINIMIDT MINPMEESA MINCOMMERCE	<ul style="list-style-type: none"> <li>(i). Program to extend Cameroon Shipyard and Industrial Engineering Limited (CNIC) to Limbe is underway as well as first phase of construction of the shipyard project and the start of the first phase of construction of staff quarters</li> <li>(ii) Syndicatisme signed a memorandum with a metallic group of the Région Rhône Alpes in France, with a view to developing industrial maintenance.</li> <li>(iii) A draft agreement was prepared with the aim of designing a maintenance program for the railway sector. The program dubbed HY-RAIL involves the national railway corporation CAMRAIL and a Canadian company. The enterprise charged with the implementation of this program has already been set up.</li> <li>(iv) Industrial companionship works were conducted in 2006 in partnership with the Club Afrique-Normandie of the Rouen Chamber of Commerce and Industry.</li> <li>Electronic installation was done, as well as the rehabilitation of the plant</li> <li>Drugs are available in laboratory form such as malaria management kits and await industrial-scale production.</li> <li>Negotiations are underway with Canadian firms to develop the manufacturing of generic drugs. A Canada - Cameroon forum is being prepared.</li> </ul>	<ul style="list-style-type: none"> <li>Works on the production plant have stopped due to lack of funds</li> <li>Orders for the purchase of new machinery, as well as packaging material, were passed but suppliers were not made due to lack of funds.</li> </ul>	<ul style="list-style-type: none"> <li>Contacts made with HY-RAIL International will continue with a view to materializing the project to set up a regional center for repair of railway equipment in Douala by the Canadian partner.</li> </ul>
3.4 Promoting the generic drugs industry	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan adopted</li> <li>- Action plan measures implemented (to be specified)</li> <li>- Number of enterprises created</li> </ul>	From 2004	MINIMIDT MINPMEESA MINSANTE MINRESI/IRPM	<ul style="list-style-type: none"> <li>- Construction of a factory in KRIBI with Chinese cooperation for the manufacturing of farm tools.</li> <li>- Creation and equipment of 7 pilot groups for joint use of rotary tillers, tractors and other mechanized equipment</li> <li>- Acquisition of farm trailers for the 7 rotary tillers available</li> <li>- Preparation of project to set up a Sub-Regional Farm Mechanization Training center (CENEEMA) in Cameroon.</li> <li>Rural craftsmen manufacturing farm tools were identified in the South, North and Far North provinces, so as to train them and provide them with equipment.</li> <li>The directory of economic partners and enterprises operating in the production and promotion of farm tools and equipment is available.</li> </ul>	<ul style="list-style-type: none"> <li>- Poor intervention capacity of CENEEMA and CNIC</li> <li>- Absence of and/or inadequate platforms for public/private partnership</li> <li>- Machines of the Kribi factory have to be adapted to ecological conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Restructure and enhance the IMPM/MINRESI production plant for essential drugs in generic form.</li> </ul>
3.5 Promoting the manufacture of farm tools and equipment	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan adopted</li> <li>- Measures implemented (to be specified)</li> <li>- Number of enterprises created</li> </ul>	From 2004	MINIMIDT MINPMEESA MINADER MINEPIA	<ul style="list-style-type: none"> <li>- Consultation with operators of the sector held;</li> <li>- Studies conducted;</li> <li>- Action plan adopted</li> <li>- Management Committee set up to start activities of the AABC-CCIMA resource center with Korean partners;</li> <li>- Studies for the creation of nurseries of the pilot enterprises (Douala City council, Yaounde II Council) finalized.</li> </ul>		
3.6 Pursuing the execution of a program on nursery of enterprises in the SME/SMI and handicraft sub-sectors	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan adopted</li> <li>- Measures implemented (to be specified)</li> <li>- Number of nurseries created</li> <li>- Number of enterprises supervised</li> </ul>	2004-2006	MINPMEESA CCIMA MINEFOP	<ul style="list-style-type: none"> <li>- The setting up of structures started with the creation of the Competitiveness Regulatory Board by Decree No. 2004/226 of 22/09/2004</li> <li><b>Investment Charter:</b></li> <li>- The decree to lay down the organization and functioning of the Investment Promotion Agency was signed.</li> <li>- The instruments to lay down the organization and functioning of the Standards and Quality Agency, the National Intellectual Property center, the Export Promotion Agency were validated by the Competitiveness Regulatory Board</li> <li>- The instrument to organize the Entrepreneurship Institute was sent back for a second reading, likewise the Tourism Sector Code.</li> <li>- Regarding the bill on the Investment Incentive Code in the Republic of Cameroon which defines sector codes, it is still awaiting the visa of the CRC.</li> </ul>	<ul style="list-style-type: none"> <li>- Slowness in the set up of the Charter which constitutes the framework par excellence for the promotion of private investments, a prime mover of economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilization of funds for the creation of three pilot nurseries in the Littoral, center and Far North provinces.</li> </ul>
3.7 Putting in place mechanisms and structures provided for in the Investment Charter, namely the Competitiveness Regulatory Board, the Investment Promotion Agency, the Export Promotion agency, the Industry and trade Observatory	<ul style="list-style-type: none"> <li>- Consultation with businesses of the sector</li> <li>- Action plan adopted</li> <li>- Competitiveness Regulatory Board is operational</li> <li>- Implementation instruments provided for by the law drafted and signed</li> <li>- Governing bodies of structures put in place</li> <li>- Sector codes drafted and signed</li> <li>- Structures operational</li> </ul>	2004-2006	MINCOMMERCE MINIMIDT MINPMEESA			

Measures/actions	Monitoring indicators	Schedule	Assigned institutions	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>3.8 Enhancing the involvement of the private sector in (i) the development and implementation of technical and vocational training programs, (ii) the development of applied research programs and (iii) the funding of computer popularization programs</p>	<ul style="list-style-type: none"> <li>- Consultation with stakeholders of the sector conducted</li> <li>- Action plan adopted</li> <li>- Partnership agreements signed between the private sector and training and applied research institutions;</li> <li>- Number of technical and vocational training programs developed with assistance from the private sector;</li> <li>- Number of applied research programs developed with the support of the private sector;</li> <li>- Number of computer popularization programs funded with the support of the private sector.</li> </ul>	From 2004	MINCOMMERCE MINPMEESA MINIMIDT MINESUP MINEFOP MINADER MINRESI MINESEC	<p><b>Partnership agreements:</b></p> <ul style="list-style-type: none"> <li>- Draft partnership agreements are being prepared</li> <li>- 15 agreements of partnership and subcontracting of extension activities, including 02 with NGOs, 04 with professional farmers' associations, and</li> <li>- 10 agreements with rural farmers and economic operators;</li> <li>- Signing of agreements with FNE and GICAM ;</li> <li>- Agreements with Afriland First Bank, BAI-Cameroun</li> </ul> <p><b>Technical and Vocational Training Program:</b></p> <ul style="list-style-type: none"> <li>- A scaling up and productive capacity building program is being launched with the European Union and UNIDO, within the context of preparatory assistance for the development of a national scaling up and industrial competitiveness program, as well as one to support the economic partnership between the UE and Central Africa (PASAIPE).</li> <li>- The first joint technical mission (UNIDO-EU) took place in Cameroon in May 2006 and consultants (national and international) are being recruited</li> </ul> <p><b>Research programs:</b></p> <ul style="list-style-type: none"> <li>- Research bodies have developed and validated their specific research programs.</li> <li>- Research institutes under MINRESI have designed research projects which they sent to various partners seek funds.</li> </ul> <p><b>Capacity building</b></p> <ul style="list-style-type: none"> <li>- Through the "Entreprise-Cameroun" project:               <ul style="list-style-type: none"> <li>- 18 economic operators trained in strategic management;</li> <li>- 40 entrepreneurs and representatives of associations trained in specialized management in the South and East provinces;</li> <li>- 13 SMEs trained in capacity building</li> <li>- 3 training seminars on entrepreneurship skills organized for 17 company managers</li> </ul> </li> <li>- 15 entrepreneurs trained in designing management programs</li> </ul> <p>Negotiation between MINPMEESA-IAI for the signing of a memorandum of understanding on the strengthening of professional organizations and Ministry officials</p> <p>Restructuring of the Chamber of Commerce and rendering plenary Assemblies operational.</p> <p>Launching in 2005 of the activities of the National Council on Global Contract set up by Order No. 125/PM of 26 December 2003 to consolidate cooperation and partnership ties between the public sector, the private sector and NGOs in corporate governance.</p>		<ul style="list-style-type: none"> <li>- The training programs renovation program will be operate in conjunction with that of young farmers establishment</li> <li>- 500 youths will be trained</li> </ul>
<p>3.9 Promoting capacity building of private sector organizations to enable them participate in designing and implementing economic policies, and efficiently improve the services rendered by their members</p>	<ul style="list-style-type: none"> <li>- Consultation with the private sector</li> <li>- Capacity building program developed</li> <li>- Number of seminars and workshops organized on capacity building.</li> </ul>	Permanent	MINPLAPDA T/ CTS MINCOMMERCE MINIMIDT MINPMEESA			

Measures/actions	Monitoring indicators	Schedule	Assigned institutions	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>3.10 Eliminating factors that impede private sector development</p>	<ul style="list-style-type: none"> <li>- Draft action plan to eliminate private impeding factors prepared and published within the framework of CIESP</li> <li>- Action plan approved and published</li> <li>- Effective implementation of action plan measures (to be specified)</li> <li>- Impeding factors effectively eliminated</li> </ul>	<p>From 2004</p>	<p>MINCOMMERCE MINIMIDI MINPMEESA MINEE MINTP MINPOSTEL MINJUSTICE Competitiveness Committee DGSN MINPLAPDAT</p>	<p><b>Consultation with the private sector:</b></p> <ul style="list-style-type: none"> <li>- A consultation platform between MINTP and the road Yaounde on 15 July to present the project. The platform will serve as a permanent framework for dialogue between the two parties (MINTP and professional organizations of the sector), in order to eliminate any impeding factors in the sector.</li> <li>- The platform is backed by the ASPERB project of the German Cooperation (GIZ)</li> <li>- With the end of ASPERB project in January 2005, there has been little monitoring and assistance provided to professional organization in the road sector whose mobilization for works relating to the platform is no longer certain.</li> </ul> <p><b>Identification of impeding factors:</b></p> <p>Difficulties encountered in the payment of services in general, and on PIB and HPC funds in particular, are the main constraints identified by consulting parties.</p> <p>Implementation of the new organization chart of MINTP rendered the observer effective. Since then, several study projects are underway.</p> <p>(i) Analysis of the competitiveness of enterprises and consultancies of the public works and construction sector. (ii) preparation of an enterprise database management application is earmarked for several activities, (iii) the study on the development and organization of civil engineering equipment rental offer</p> <p>MINTP took an active part in the preparatory meeting of CIESP 2006. Two meetings bringing together sector departments and private enterprises concerned were held. Proceedings of the meetings were forwarded to the PM's Office to serve the purpose for which they are required</p>	<ul style="list-style-type: none"> <li>- The projects were not included in the 2006 budget</li> </ul>	<p>The ToRs are being drafted. Their validation will make it possible to seek funds from donors and include same in the 2007 State budget.</p>

**Core area 4: Developing basic infrastructure and natural resources, and environmental protection**

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<b>4.1- Basic infrastructure development</b>						
4.1.1 Designing a strategy for the building and public works (BTP) sector	- Sector strategy paper completed, approved and published	2004-2005	MINTP MINPLAPDAT	- The public works and construction Strategy and its related MTEF are available since end 2005. Since 2006, they are serving as reference to MINTP actions.	- Its internationalisation and ownership by all the actors of the sub-sector is still be effective due to lack of resources	- In 2007, subsequent budgetary allocations planned for that purpose.
4.1.2 Drawing up a strategy for MINDUH	- Sector strategy paper completed, approved and published	2004-2005	MINDUH	- See action 6.4.1 concerning the finalization of the urban development strategy		
4.1.3 Classifying towns of less than 100,000 inhabitants and selecting priority infrastructure projects	- Terms of reference drafted - Studies conducted - Priority infrastructure projects identified	2004-2005	MINDUH	<b>Under HIPC funds:</b> - ToR for the classification of towns of less than 100,000 inhabitants prepared; <b>Under PIB and Road Funds:</b> - Studies partly completed, including the specification of identification criteria of priority projects; - 550 million earmarked in the road fund for works in 60 secondary towns.		
4.1.4 Increasing resources allocated for the rehabilitation of the priority road network	- The budget allocated to the road sector - Share of MIBTP budget and share of national annual budget allocated for road rehabilitation; - Share of MIBTP budget and share of national annual budget allocated for maintenance; - Number of kilometers of roads rehabilitated - Number of kilometers of roads maintained	Permanent	MINTP MINPLAPDAT MINEFI	<i>Note: the evaluation of road maintenance done per season and the rates of execution can not be cumulated.</i> o <b>2006:</b> • Budget allocated to the road sector: <b>CFAP 145 billion</b> , including HIPC resources • Share of MINTP budget allocated to the rehabilitation of the priority network: <b>32.98 billion</b> out of CFAP 145 billion, i.e. <b>22.7%</b> . • Share of national annual budget allocated to the rehabilitation of the priority network: <b>32.98 billion</b> out of CFAP 1,861 billion, i.e. <b>1.77%</b> . • Share of MINTP budget allocated for maintenance: <b>47 billion</b> out of CFAP 145 billion for road works, i.e. <b>32.4%</b> . • Share of national annual budget allocated to maintenance: <b>47 billion</b> out of CFAP 1,861 billion, i.e. <b>2.53%</b> . • Km of priority network rehabilitated: <b>2,206 Km</b> distributed as follows: - Tarré road: Loum-Nkam bridge; Mutengue-Kumba already allocated will start around October 2006 - 1,348 km of rural road - 1 bridge under rehabilitation (bridge over River Wouri) with an execution rate for the period under review at 18%. • Km of priority network road maintained: - 1,416 km of tarred roads out of a programmed 6,173 km - 1,864 km of manual road maintenance out of 10,915 km - 4,996 km of earth road out of 16,300 km	<ul style="list-style-type: none"> <li>Non respect for the terms of contract by some companies and consultancy firms; this is evidenced through defects observed on structures and in traffic congestions which contributed to reducing the already insufficient resources</li> <li>Bidders' declaration contained in tender files and relating to technical capacities (human and material resources) are inconsistent with the actual situation on construction sites. Thus contracts are awarded to incompetent enterprises.</li> <li>Difficulties to pay works financed on the PIB</li> <li>The budget allocated to rehabilitation works is insufficient</li> <li>Inadequate civil engineering equipment exacerbated by the difficulties faced by MATGENIE</li> <li>Delay in the disbursement of credits makes such credits even more difficult to be consumed, and even not consumed at all.</li> <li>Late start of works due to the slowness of the public contracts award procedure;</li> <li>The disbursement of credits allocated for road works is done in different phase, depending on the state budget execution process; this brings down the rates of project execution which can only be well executed during the seven months of the dry season.</li> </ul>	<ul style="list-style-type: none"> <li>The government embarked on a reform of the Road Fund with a view to securing road revenue, so as to increase resources of the Fund. The reforms include a pay point for rehabilitation works.</li> <li>Firm instructions were given to MINTP officials in charge of control, so that the companies found guilty of false declarations whatsoever, should be sanctioned, notably those that have changed the composition of project teams initially declared in their bids</li> <li>There is project to restructure and privatize MATGENIE</li> <li>It is also been envisaged to contact authorities in charge of the budget, so that the share of MINTP budget allocated to road works should be assigned once, and where possible, long before the rainy season.</li> </ul>
4.1.5 Extending the road network and making it dense	- Number of kilometres of road constructed annually on the network	Permanent	MINTP MINPLAPDAT MINEFI	<b>Number of km constructed:</b> • 24-10 km of tarred roads • 70 km of earth roads		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.1.6 Continuing capacity building in the programming of road maintenance and the award of related contracts	<ul style="list-style-type: none"> <li>- Capacity building programs finalized</li> <li>- Measures implemented (to be specified)</li> <li>- Number of executive staff trained in road maintenance management</li> <li>- Number of persons trained in procurement procedures</li> </ul>	2004-2006	MINTP	<ul style="list-style-type: none"> <li>- Works on the Road Master Plan are complete and programs for interventions on the network made it possible to feed the MTEF.</li> <li>- Continuation of training of 25 MINTP cadres in the higher management cycle of the National Advanced School of Public Works (ENSPW).</li> <li>- Effective set-up of the Studies, Standards and Planning Division</li> <li>- A working group was commissioned in January 2006 by decision of MINTP to design a mechanism for guidance and monitoring of recourses saved from debt relief at MINTP.</li> </ul>	<p>A Unit in charge of preparing the RDP was set up with the new organization chart of MINTP. This exercise requires skills in traffic studies, transportation economy and specific software. Such skills are almost inexistent in MINTP.</p> <p>The findings of this work are conditioned by the evaluation of past programs which will enable the formulation of recommendations to remedy the current malfunctions.</p> <ul style="list-style-type: none"> <li>- Effective mobilization of CFAF 70 million is provided for in the 2005 budget;</li> <li>- Recruitment by ILO of an international HIMO expert in charge of training the senior staff from the relevant government services on pilot construction sites, is yet to become effective;</li> <li>- The signing of the contract of the operator in charge of the logistic and technical assistance is still not effective;</li> <li>- The declaration paper for the implementation of HIMO techniques, which was made available a few months ago, has not been approved.</li> </ul>	<p>Specific training courses are necessary for the management of the RDP; the establishment of the 2007 budget and the finalization of MINTP training plan have provisions for actions to be taken in this direction</p> <p>A working group coordinated by the Inspector General in charge of Services at MINTP and supported by a consultant was commissioned by MINTP for the realization of the preliminaries.</p> <ul style="list-style-type: none"> <li>- Carrying out commitments as soon as the 2006 budget goes operational;</li> <li>- Accelerating the process to recruit the expert;</li> <li>- Reminding authorities to approve the declaration and sign the contract of the consultant.</li> </ul>
4.1.7 Promoting the use of labor intensive techniques for road maintenance in rural areas and secondary city roads	<ul style="list-style-type: none"> <li>- Concerted strategy declaration approved</li> <li>- Implementation plan drawn up</li> <li>- Volume of work done using labor intensive techniques</li> </ul>	From 2004	MINTP MINDUH/ COMMUNES MINEFOP	<p><b>Strategy declaration:</b></p> <ul style="list-style-type: none"> <li>- The ILO entrusted the finalization of the tentative labor-intensive works Strategy Declaration drafted by various stakeholders (MINTP, MINDUH, MINDAF, MINTSS, ILO) to a consultant.</li> <li>- The Prime Minister, Head of Government, recommended the creation of an Inter-ministerial Committee in charge of coordinating the drawing-up of the Labor-intensive works (HIMO) Strategy; the related draft decision is under study by various stakeholders.</li> <li>- Contracts of Labor-intensive works serving as pilot project were awarded for 82 earth road sections and divided into 11 batches. No contract was executed but during an audience granted MINTP in June 2006 to the Director of the ILO Sub-Regional Bureau, she gave assurances that the project would kick off in September 2006.</li> <li>- Two consultancy firms were thus selected to ensure control as well as an operator to provide technical and logistic assistance to the execution of these pilot projects;</li> <li>- A partnership agreement was signed between MINTP and the ILO.</li> <li>- An instrument was submitted to the Prime Minister for signature to set up a Labor-intensive works Inter-Ministerial Committee;</li> <li>- A document dubbed "Declaration on the Implementation of Labor-intensive Techniques in Cameroon's Infrastructure" is under preparation. The first draft of the report was forwarded to MINTP for comments.</li> </ul>		
4.1.8 Finalizing the rivers and lakes development strategy	Strategy paper approved, published and disseminated	2005-2006	MINT			
4.1.9 Finalizing strategy on the development of transport means and services	Strategy paper approved, published and disseminated	2005-2006	MINT			
<b>4.2- Development of communication, and information and communication technologies</b>						
4.2.1 Finalizing sector strategy of the Ministry of Posts and Telecommunications	Strategy paper approved, published and disseminated	2004-2005	MINPOSTEL	<ul style="list-style-type: none"> <li>- Telecommunication and ICT strategy paper adopted. That on posts awaiting adoption</li> </ul>		<ul style="list-style-type: none"> <li>- MTEF being prepared in conjunction with experts commissioned by MINPLAPDAT</li> </ul>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.2.2 Facilitating the development of information and communication technologies	<ul style="list-style-type: none"> <li>- Infrastructure rehabilitated</li> <li>- Infrastructure constructed and equipped</li> <li>- Institutional and regulatory framework defined</li> <li>- The National Agency for Information and Communication Technologies (ANTIC) organized and its management organs appointed;</li> <li>- Measures contained in the action plans of the World Summit on Information Society (WSIS) implemented</li> </ul>	2004-2005	MINPOSTEL MINCOM	Optic fiber installed along the pipeline but not yet activated		The sector strategy has provided for set actions to be carried out within the context of ICTs development in Cameroon.
4.2.3 Continuing the promotion of telecommunications centers and community multimedia centers in the ten provinces, especially in rural areas.	<ul style="list-style-type: none"> <li>- Pilot phase completed</li> <li>- Number of community telecommunications centers built;</li> <li>- Number of telecommunications centers operational;</li> </ul>	Permanent	MINCOM MINPOSTEL	<b>Pilot Phase</b> Telecommunications centers at Ambam, Bengbis and Makenene officially inaugurated and functional	Difficulties to access certain areas still retard the functioning of PTCs in these localities	The installation of equipment in other pilot telecommunications centers is actively being carried out, so as to render them operational.
4.2.4 Extending to Douala et Bafoussam the optic fibre installed along the Doba-Kribi pipeline in order to create high speed communication and reduce the costs of communications for individuals	<ul style="list-style-type: none"> <li>- Douala-Yaounde-Bafoussam-Douala hoop completed;</li> <li>- Catalogue of commercial offer of the optic fibre published and popularized;</li> <li>- Optic fibre cables made available.</li> </ul>	2004-2006	MINPOSTEL SNH COTCO	<b>Installation of the optic fiber</b> Optic fibre currently being laid between Yaounde and Douala.	The activation of exit points and the start of exploitation of this optic fibre require considerable means that CAMTEL cannot afford alone.	The establishment of the link will enable connection with the Douala SAT3 landing point as well as interconnection with the fibre along the Chad-Cameroon Pipeline
4.2.5 Setting up a cryptology and certification system	<ul style="list-style-type: none"> <li>- Regulatory instruments signed;</li> <li>- Equipment acquired;</li> <li>- System operational.</li> </ul>	2004-2006	MINPOSTEL ART	<b>Cryptology System</b> The setting-up of an experimental platform at MINPOSTEL completed in December 2005, thanks to the assistance of ITU experts. A secure message service was installed and tested.	The room hosting the equipment needs to be extended and air-conditioned. It is also necessary to set up a certification authority. A regulatory and legal framework should equally be put in place.	
4.2.6 Setting up an inter-ministerial communications network	<ul style="list-style-type: none"> <li>- Experimental node phase completed ;</li> <li>- Number of PABX acquired by ministries;</li> <li>- Number of ministries interconnected;</li> </ul>	From 2004	MINPOSTEL	<b>Regulatory instruments</b> After the signing of the presidential decree of 1 <sup>st</sup> November 2005 to lay down conditions for the installation and payment of telecommunications services in public administrations, 3 (three) draft instruments were prepared and forwarded to the hierarchy further instructions.	Insufficient sensitization of decision-makers on the need to establish such a network Lack of organization in the acquisition of PABX by other government services without taking into account the technical opinion of MINPOSTEL	The effective setting up of the inter-ministerial committee responsible for controlling the consumption of communication means by State personnel will go a long way to boost the establishment of this network and will enable the State to save money.
4.2.7 Setting up an appropriate legal and regulatory framework for ICTs	<ul style="list-style-type: none"> <li>- Instruments signed;</li> <li>- Law on telecommunications amended;</li> </ul>	2004-2006	MINPOSTEL	<b>Regulatory framework</b> The framework and conditions for these operations are clearly defined in the sector strategy paper, especially through programs and projects aimed at updating and adapting the institutional, legal and regulatory framework, in order to take into account the current and future developments in this sector.	Difficulties encountered at this level may be associated with inadequate mobilization of the necessary financial resources. And this could delay the execution of those projects.	The draft law on cyber safety and cyber crime which was prepared and will be tabled before Parliament during the November 2006 session will constitute a good legal basis ICTs in Cameroon. What would be left will be the drafting of implementation instruments to put into practice the spirit of the law, and enable ICTs to take off.



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.2.8 Improving the capacity and quality of telecommunications infrastructure (multiplication of telephone lines – fixed and mobile)	- Number of structures constructed; - Number of digital equipment;	2004-2006	MINPOSTEL	<b>Achievements</b> CAMTEL's CT Phone project launched in October 2005 continues to be deployed with much success throughout the country. Digitalization of exchanges as well as transmission arteries is going on satisfactorily.	The absence of a national backbone as well as inadequate financial resources are a handicap to the deployment of infrastructures throughout the national territory.	The effective implementation of projects and programs selected within the framework of the sector strategy, notably the construction of a national backbone, will make it possible to attain the set objectives. However, government support is necessary to boost infrastructure. Moreover, CAMTEL was encouraged to do everything possible to set up a wireless home loop by using CDMA technology.
	- Increasing the coverage rate of fixed and mobile telephone lines	2004	MINPOSTEL	<b>Coverage of national territory</b> Continuing the coverage of the national territory by mobile phone operators, in accordance with their contract specifications. Each of the two mobile telephone operators currently has about 1,000,000 subscribers.	The main problem remains the eternal issue of access infrastructure.	Exploitation of the third mobile phone license and that of the optic fibre will offer more subscription opportunities and help increase the telephone coverage rate. However, AKT was requested to present the level of saturation of line resources allocated to operators. This will help know the exact number of active subscribers.
4.2.9 Developing a project on telemedicine	Preparation and approval of project	2004	MINPOSTEL MINSANTE	<b>Telemedicine</b> Draft instrument to set up the National Telemedicine Committee is being finalized. Questionnaire already elaborated to assess the situation of health establishments in terms of infrastructure		Effective set up of the National Telemedicine Committee will enable smooth execution of the project.
4.2.10 Continuing the installation of rural radios	Number of new rural radios created	2005	MINCOM			
4.2.11 Renewing school programs and curricula for general and technical secondary education as well as for vocational training by introducing computer science	- Number of programs developed and implemented; - Computer hardware available	2004	MINESEC MINEFOP	-School curricula on computer sciences for general secondary education were developed and implemented. Those for the second cycle of technical education are being reviewed. As for the first cycle, they are under preparation;	Computers are almost inexistent in schools.	
<b>4.3- Natural resources management: Promoting access to drinking water</b>						
4.3.1 Finalizing MINMEE sector strategy	- Diagnostic document validated - Terms of reference of the strategy prepared - Strategy drawn up, approved and published	2004-2006	MINEE MINMIDT MINPLAPDAT	The water diagnostic document was validated The energy diagnostic document is being drafted and a validation workshop is under preparation.		
4.3.2 Finalizing water sector strategy	- Consultation meetings organized - Action plan adopted - Terms of reference updated - Strategy drawn up, approved and published	2004-2005	MINEE MINPLAPDAT	- - ToRs developed; Steering committee set up		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.3.3 Continuing the intensification of water supply programs (wells, improved water points, boreholes, mini water supply systems)	<ul style="list-style-type: none"> <li>- Inventory of water points made</li> <li>- Eligibility criteria prepared, approved and published for the selection of villages to benefit from rural water supply programs;</li> <li>- Number of structures constructed per year</li> </ul>	Permanent	MINEE MINADER MINEPIA MINPLAPDAT	<ul style="list-style-type: none"> <li>- Inventory works underway;</li> <li>- 2005 Program is under execution</li> <li>- PADC: 54 wells constructed and fitted with power-driven pumps; 12 springs developed; 16 boreholes drilled; 4 boreholes rehabilitated, 26 villages eligible per year</li> <li>- FIMEX: 4 water points developed in the center (in Niui area).</li> <li>- CSO: all thematic maps on water are drawn and digitalized for the city of Bamenda; a concerted plan of action drawn during a forum organized in Bamenda with the participation of all stakeholders; the needs of the town in potable water are known.</li> </ul>		
<b>4.4- Natural resources management: Developing and promoting industrial-scale mining (solid mines and hydrocarbons)</b>						
4.4.1 Preparing Cameroon's mining plan	<ul style="list-style-type: none"> <li>- Consultation meetings organized</li> <li>- Action plan adopted</li> <li>- Terms of reference updated</li> <li>- Mining plan drawn up, approved and published</li> </ul>	2005-2006	MINIMIDI	<ul style="list-style-type: none"> <li>- <b>Constitution of sub-soil databank:</b></li> <li>- Creation of a databank on mineral substances;</li> <li>- Creation of a databank on metal price trends;</li> <li>- Update on the use of metal use.</li> <li>- <b>Development of useful substances:</b></li> <li>- Inventory of useful substances;</li> <li>- Creation of a databank on useful substances;</li> <li>- Use of useful substances and types</li> <li>- <b>Implementation measures:</b></li> <li>- Implementation of the Kimberley process</li> <li>- Establishment of mines register</li> <li>- Staff capacity building on modern techniques</li> </ul>	Lack of funds	
4.4.2 Building institutional capacities of industrial mines	<ul style="list-style-type: none"> <li>- Action plan prepared and approved</li> <li>- Action plan measures implemented (to be specified)</li> </ul>	2005-2006	MINIMIDI		Lack of funds	

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>4.4.3 Continuing support to production, processing and marketing of small-scale mining products</p>	<ul style="list-style-type: none"> <li>- Support measures specified, approved and published</li> <li>- Support measures implemented</li> <li>- Small-scale production growth rate</li> <li>- Trend of revenue from small-scale mining</li> </ul>	<p>From 2005</p>	<p>MINIMIDT</p>	<p>The Support and Promotion Framework for Small-Scale Mining (CAPAM) is implementing its program on the basis of a number of actions:</p> <p><b>Identification of operational mine sites:</b> CAPAM has identified 28 pilot sites spread out in 28 sub-divisions and 6 provinces for a total funding of CFAF 11 billion. Phase 1 of the 8 sites was eligible to funding with HIPC funds to the tune of CFAF 4.5 billion in three years. In 2006, 5 (five);</p> <p><b>Organization and Structuring actions:</b> CAPAM organized craftsmen into GICAMINES (Gic des Artisans Miniers –<i>Mining Craftsmen C/Gs</i>). A GICAMINES is made up of 50 persons. In 2006, 60 GICAMINES including 3,000 self-employment opportunities were mobilized.</p> <p><b>Support Actions.</b></p> <ul style="list-style-type: none"> <li>- Technical support: In each site, two Local Site Managers manage the local team, which supervises mining craftsmen on a daily basis.</li> <li>- Support in terms of working material: 200 power-driven pumps, 210 washing tables, 3000 shovels were distributed to craftsmen as at 31 December 2006. A depreciation mechanism makes it possible to renew the equipment (7 % pithead value produced).</li> <li>- Financial support: The guarantee funds for marketing made it possible to channel more than 36 kg of gold and 250 carats of diamond. The ad valorem tax of these products is paid to the Treasury (50%), to the relevant councils (15%), to the neighboring populations concerned (10 %).</li> <li>- A GICAMINES micro bank is being constituted</li> <li>- Various training courses offered: They are included in 2006 under alternative activities, optimal commercialization, environmental protection, use of procedures manual, optimal management of resources and mutual insurance system, mineral prospecting and exploitation.</li> </ul> <p><b>Supervision Actions</b></p> <ul style="list-style-type: none"> <li>- Construction of two roads, including one at Colomine (30 km) and the other at Baka with a bridge;</li> <li>- Implementation of an armed security device to check organized crime and highway robbery in the mining sites.</li> <li>- Welfare actions in the areas of health, education, drinking water and leisure.</li> </ul> <p><b>Promotion of industrial mining activities</b></p> <ul style="list-style-type: none"> <li>- Joint venture with South African, Koreans and the CIME/CSIR consortium</li> <li>- Support to investors in sectors like Hydromine, Cam Iron, CAMINCO, C&amp;K MINING INC, YEKANI, CAMCOM, CAGEM, etc...</li> <li>- Discussions in view of upgrading CAPAM into a center.</li> </ul>	<p>Contribution to the authorization of GICAMINES as official mining companies is difficult taking into account the fact that some mining companies have exclusive industrial permits on these sites.</p> <ul style="list-style-type: none"> <li>- Lack of materials and equipment for the restoration of small-scale mining sites;</li> <li>- Difficulties in bringing clandestine mine collectors to operate in formal circuits.</li> <li>- Through its activities, CAPAM attracts many foreign operators involved in industrial-scale mining. However, although the promotion of industrial mining activities is part of the duties of CAPAM, the existence of "Small-Scale Mining" in the naming of CAPAM is a handicap because it does not reflect the impetus brought in by CAPAM in the area of both small-scale mining and industrial mining.</li> </ul>	<p>Continue increasing the number of GICAMINES</p> <ul style="list-style-type: none"> <li>- Creation of a Federation of Small-scale miners</li> <li>- Purchase of a mechanical excavator for the restoration of small-scale mining sites.</li> </ul> <p>Modification of the name of the Support and Promotion Framework for Small-Scale Mining (CAPAM) in the center.</p>
<p>4.4.4 Promoting research and exploitation of solid mines</p>	<ul style="list-style-type: none"> <li>- Promotion program prepared and approved</li> <li>- Promotion document published</li> <li>- Promotion activities implemented</li> <li>- Number of research permits granted</li> <li>- Growth rate of mine production</li> </ul>	<p>Permanent</p>	<p>MINIMIDT</p>	<ul style="list-style-type: none"> <li>- Promotion documents prepared;</li> <li>- Promotion days in South Africa under preparation.</li> <li>- Drafting of implementation instruments and programming of training seminars for mining firms on legal reforms in the mining sector underway, funded by the C2D project</li> <li>- Inventory of mining permits carried out: 8 small-scale mining permits, 3 reconnaissance permits, 30 research permits and 4 mining permits</li> </ul>	<ul style="list-style-type: none"> <li>- Actions slowed down due to lack of funds</li> </ul>	

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.4.5 Promoting hydrocarbons exploration and exploitation	<ul style="list-style-type: none"> <li>- Promotion program prepared and approved</li> <li>- Promotion document published</li> <li>- Promotion activities implemented</li> <li>- Number of research permits granted</li> <li>- Oil production growth rate</li> </ul>	From 2005	MINEE MINIMIDT SNH	<ul style="list-style-type: none"> <li>- Collection of statistical data on LPG</li> <li>- Collection of statistical data on natural gas</li> </ul>		
4.4.6 Modernizing and computerizing the Geological and Mining Documentation center	<ul style="list-style-type: none"> <li>- Modernization and computerization plan approved</li> <li>- Centre premises rehabilitated and equipped</li> <li>- Geological and mining data computerized</li> <li>- Staff trained</li> </ul>	2005-2006	MINEE MINIMIDT	<ul style="list-style-type: none"> <li>- Acquisition of equipment</li> <li>- Training of staff in data management and maintenance of equipment</li> <li>- Digitalization of geological maps</li> </ul>	Actions slowed down due to lack of funds	
4.4.7 Continuing the rehabilitation of the Analysis and Trial center (MINMEE laboratory)	<ul style="list-style-type: none"> <li>- Rehabilitation program updated</li> <li>- Program implemented</li> <li>- Income generated by center</li> </ul>	2004-2006	MINIMIDT			
4.4.8 Drawing up the geological and mining map of Cameroon at 1:200,000	<ul style="list-style-type: none"> <li>- Mapping program defined</li> <li>- Basic data collected</li> <li>- Maps drawn, validated and published</li> </ul>	From 2005	MINIMIDT MINRESI/ IRGM	<p><b>Map drawing:</b></p> <ul style="list-style-type: none"> <li>- Surveys have resumed for Edea and Ndikimiki maps;</li> <li>- Various sector and regional data collected;</li> <li>- The Poli cartographic map at 1:200.000 is available but unpublished</li> </ul>	Actions slowed down due to lack of funds	<ul style="list-style-type: none"> <li>- Continue surveys on 48 maps planned</li> <li>- Publish the Poli map at 1:200,000</li> <li>- Acquisition of efficient computers to finalize maps.</li> </ul>
4.4.9 Enforcing the new mining, oil and gas investment codes	<ul style="list-style-type: none"> <li>- Implementation instruments prepared, signed and published</li> <li>- Regulatory provisions enforced</li> </ul>	2005-2006	MINIMIDT MINEE			
<b>4.5- Management of natural resources: preventing risks and disasters of geological and industrial origin</b>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.5.1 Improving the management of risks and disasters of geological and industrial origin	-Mount Cameroon map drawn -Degassing of lakes Nyos and Monoun carried out -Program to strengthen civil protection prepared, approved and implemented	From 2004	MINEE MINIMIDT MINRESI MINATD	<p><i>Mount Cameroon Cartography</i></p> <ul style="list-style-type: none"> <li>- Data collection has begun, the various maps (hazards, geological and geological stakes) of Mount Cameroon were completed</li> </ul> <p><b>Degassing of lakes Nyos and Monoun in progress:</b></p> <ul style="list-style-type: none"> <li>- Data collection for the constitution of a base for the future evaluation of the impact of degassing is complete and the report is being drafted.</li> <li>- The degassing system of the two lakes is permanent.</li> <li>- The degassing level of Lake Nyos is permanent and presents no danger.</li> <li>- Installation of 2 new columns of small diameter in Lake Monoun in 2006</li> <li>- Continuation of studies in view of recovering gas from Lakes Nyos and Monoun</li> <li>- A geological observation-based assessment mission was conducted (report available) within the context of reinforcing the natural dam of Lake Nyos</li> </ul> <p><b>Enhancement of civil protection:</b></p> <ul style="list-style-type: none"> <li>- Start of designing of the ORSEC plans of the Yaounde, Limbe and Noun areas</li> </ul>	<p><b>Degassing of lakes Nyos and Monoun in progress:</b></p> <ul style="list-style-type: none"> <li>- The project to collect gas from Lakes Nyos and Monoun has not yet been successfully negotiated with the South African partners.</li> <li>- The installation of two other columns of small diameter in Lake Monoun in July 2005 was not effective. This will be done in the first quarter of 2006.</li> </ul>	<p><b>Degassing of lakes Nyos and Monoun:</b></p> <ul style="list-style-type: none"> <li>- Search for new partners for the project to collect gas from Lakes Nyos and Monoun</li> <li>- Facilitate the disbursement of funds for the installation of two other columns of small diameter in Lake Monoun in order not to halt the lake degassing system.</li> </ul> <p><b>Enhancing civil protection :</b></p> <ul style="list-style-type: none"> <li>- Designing ORSEC pilot plans (Yaounde, Limbe and Noun) ;</li> <li>- Finalising the contingency plan ;</li> <li>- Setting up the hazardous area safety plan ;</li> <li>- Kick-off of activities of the National Risk Observatory.</li> </ul>
4.5.2 Strengthening inspections in hazardous industrial plants	- Reinforcement plan drawn, approved and implemented - Number of classified industries inspected in a year - Trend of generated income	Permanent	MINIMIDT MINEE MINFOF MINEP	<p><b>The Plan to step up</b> inspections of hazardous and unhealthy establishments was drawn up and is available and implemented.</p> <p><b>Number of inspections</b> 700 out of 2,500 to be carried out per year</p> <p><b>Estimation of income</b> to be generated for 2005: CFAF 700,000, 000</p>	Very low frequency of inspections due to inadequate funds allow for a high rate of industrial hazards and/or pollution	
<b>4.6- Management of natural resources: Facilitating access to energy for all</b>						
4.6.1 Developing and extending electrification program to the rural area	- Provincial seminars organized on the ownership of the rural electrification master plan - Eligibility criteria specified, approved and published - Number of localities supplied with electricity - Access rate to electricity in rural areas	Permanent	MINEE AER	<p><b>Provincial seminars</b> on the ownership of the Rural Electrification Master Plan organized by AER and the UNDP</p>		
4.6.2 Developing and making the other forms of energy (solar, wind...) accessible	- Programs for the development of those forms of energy drawn up and approved - Facilitation measures approved and published - Access rate to other forms of energy - Share of the other form of energy in national energy consumption	Permanent	MINEE	The "Energy and poverty reduction" program was adopted. Implementation process underway		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
4.6.3 Increasing access rate to modern cooking energies	<ul style="list-style-type: none"> <li>- Feasibility studies</li> <li>- Findings of studies validated and implemented</li> <li>- Evolution of the rate of access to modern cooking forms of energy</li> </ul>	From 2005	MINEE SCDP CSPH	<p>LPG market study completed and search for funds underway</p> <p>This action, which concerns in particular domestic gas, was evidenced by the marketing of significant quantities of cooking gas, thereby putting an end to the past chronic shortages. As such, during the first six months of the year, an average of 4,000 tons of gas was put on the national market, including 2,200 tons produced locally by SONARA and 1,800 tons imported.</p> <p>The commissioning of the Maroua gas depot helped to stabilize supply in this part of the country exposed to the phenomenon of desertification.</p>		
4.6.4 Implementing measures to curb energy shortage	<ul style="list-style-type: none"> <li>- Program on energy saving prepared, approved and implemented</li> <li>- New energy production plants constructed and made operational</li> <li>- Databank regularly updated</li> </ul>	From 2005	MINEE ARSEL	<p><b>A Plan to develop the energy sector was designed</b></p> <p><b>New structures:</b></p> <p><b>The Memve'ete dam:</b> Construction and exploitation of this plant are planned according to the Construction - Cleanliness - Exploitation - Transfer chain (CPEE). Studies on the final design are complete. The process of selection of a private developer is underway.</p> <p><b>Lom-Pangar dam:</b> Studies on the final design started in early March 2006. The updated final design report is available and other components of the study are continuing as planned. Additional studies recommended by development partners (World Bank and FDA) and MINTP after validation started in early May.</p> <p>Construction works for the structure are expected to end in 2009.</p> <p><b>Colomines power plant:</b> Following the signing in December 2005 of the Framework Agreement between the Government and the MECAMIDI Group relating to the project, the MECAMIDI Group has set up a Cameroonian Branch (HYDRO EST) to execute the project.</p> <p>The company undertook engineering studies and has already proposed to AES SONEL a draft Energy Purchase Contract, as well as an Exploitation Contract for transportation of energy to the Bertoua power plant.</p> <p><b>Kribi power plant:</b></p> <p><b>Gas component:</b> On 7 March 2006, the Government and PERENCO signed production sharing contract for the exploitation of the 'Sanaga-South' gas field. The study to classify gas reserves is underway: the first phase brought to the fore the existence of impressive gas reserves for the project.</p> <p>Negotiations between the SNH Group and PERENCO on gas concession price are underway</p> <p><b>Electricity component:</b></p> <p>The electricity component comprises the construction of a 150 MW power plant and a 100 km 225 KV high voltage transportation line linking the power plant to the South inter-connection grid at Edea.</p> <p>The tender notice for the construction of the power plant has already been prepared and submitted for appreciation to the World Bank, potential donor of the project. Environmental and Social Impact Analyses were carried out. The structure is planned to go operational by the last quarter of 2007.</p> <p><b>Nachtigal power plant:</b> The final design study has started. The terms of reference of Environmental and Social Impact Analyses were prepared and will be forwarded to MINEP for approval</p> <p><b>Warak power plant:</b> aimed at reinforcing the supply of electricity in the northern part of Cameroon; inauguration planned for 2010.</p>		
<b>4.7- Management of natural resources: Managing the environment and energy</b>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<p>4.7.1 Implementing the plan of action on biodiversity</p>	<ul style="list-style-type: none"> <li>- Implementation of the bio-safety project through capacity building</li> <li>- Popularization of the law;</li> <li>- Dissemination and sensitization on the document through numerous workshops</li> <li>- Capacity building.</li> </ul>	<p>2005-2006</p>	<p>MINFOF MINEP</p>	<p><b>Bio-safety Project:</b></p> <ul style="list-style-type: none"> <li>- Workshop organized on future prospects of the consumption of GMOs;</li> <li>- The English version of the manual on GMO risk management and evaluation is available;</li> <li>- Setting up of a National Bio-safety Committee and appointment of its members;</li> <li>- Finalization of the manual on GMO risk management and evaluation;</li> </ul> <p><b>Capacity building:</b></p> <ul style="list-style-type: none"> <li>- Workshop organized to build the capacities of controllers and inspectors in GMO risk management and evaluation;</li> <li>- Workshop organized to build the capacities of journalists on information and communication on GMOs;</li> <li>- Training workshop organized on the identification and inspection of GMOs with special emphasis on the evaluation and management of risks on man his environment as a result of the introduction of GMOs</li> </ul> <p><b>Dissemination and public awareness:</b></p> <ul style="list-style-type: none"> <li>- Organization of a workshop to raise public awareness on the bio-safety law;</li> <li>- Sensitize MPs to GMOs;</li> <li>- Organization of International Bio-Safety Days.</li> </ul> <p><b>Concerning popularization of the law,</b> about 250 – 300 copies were distributed: Draft implementation instrument of the law has been prepared.</p>		

**Core area 5: Accelerating regional integration within CEMAC**

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
5.1 Compliance with budgetary convergence criteria	- Positive budget balance; - Total public debt lower than 70% of GDP; - Non-accumulation of arrears and settlement of the latter; - Annual inflation rate lower than 3%.	Permanent	MINEFI/CAA MINPLAPDAT	<b>Convergence criteria</b> - The overall budget balance remained positive: it stood at 341.6 billion, representing 3.9% of GDP, - Total public debt represent 53% of GDP, - The Treasury did not accumulate arrears in 2005; - Annual inflation rate stood at 1.5%.		
5.2 Contributing to the setting up of a regional stock and securities market		2004-2006	MINEFI	- <b>Setting up of a market</b>		
5.3 Applying the new foreign exchange regulations	Increasing flow of transfers in the CEMAC zone	Permanent	MINEFI MINPLAPDAT	- Decision relating to the obligation to declare foreign exchange when traveling within the zone - <b>New regulations</b> in force since January 2004; - Installation of an appropriate software in banks.		
5.4 Fostering integration of commodities and money markets	Plan of action for improved implementation of the 1994 tax and customs reform drawn up and applied; reduction of common external tariff (to a maximum level of 20%) and of the number of categories (from 5 to 4); Application of the common investment charter within CEMAC; Community Development Fund (CDF) operational.	From 2004	MINEFI MINPLAPDAT MINCOMMERCE MINREX	- <b>Common external tariff</b> applied: goods categorized from 1 to 4; - Community integration tax applied: 1% rate; - <b>Community investment charter</b> currently being put in place; - <b>CDF</b> : Community integration tax collected and allocated to CDF to the tune of 6.5 billion in 2004		- CDF goes operational in 2005
5.5 Contributing to the modernization of the financial system	Implementation of the payment system reform; Enforcement of regional legislation on microfinance	2004-2006	MINEFI	<b>Payment system:</b> - The regional payment systems draft reform and CEMAC's regulations follow-up committee was put in place; Instruments on large amounts system automated, regional inter-bank compensation, electronic inter-banking system, Central Africa electronic banking office and the Central Africa electronic banking society are being adopted.		
5.6 Improvement of community communication infrastructure	Level of execution of the CEMAC transport master plan (road, railway, maritime, air); Conducting of feasibility study on the interconnection of CEMAC networks	2004-2006	MINPLAPDAT, MINT, MINTP, MINPOSTEL, ART	<ul style="list-style-type: none"> <li><b>Level of execution of the CEMAC Transport Master Plan (Road component):</b> <ul style="list-style-type: none"> <li>- There are 2,160 km of tarred roads out of 3,725 km, representing a 60% asphaltting rate</li> </ul> </li> <li><b>Road Projects of the CEMAC transport Master Plans:</b> see action 3.2</li> </ul>		<ul style="list-style-type: none"> <li>Segments of the two development corridors (Douala-Ndjamena and Douala-Bangui) adopted by Member States of the Central African sub-region, are</li> </ul>



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
5.7 Contributing to better integration of the labor market in the CEMAC zone	Suppression of visas in the CEMAC zone, subject to reciprocity; Labor agreements drafted	2004-2006	MINREX DGSN MINTRASS			programmed for study or new works in the 2005 season (construction of the Ayou-Bonis and study on the rehabilitation of the Maroua-Kousseri road)
5.8 Stepping up consultation on the conservation and management of natural and environmental resources	COMIFAC: National exchange forum bringing together all partners of the forest sector (WWF, WB, UNDP, Civil Society, FAO, private sector) National component of the convergence plan validated; Execution of the national convergence plan (NCP) activities evaluated; Sub-regional forum of forest sector stakeholders. CEFDHAC; CEFDHAC contact group set up and operational; Organization of alternative activities (rearing of great cane rats). ADDE; Management of environment-related information (collection, management, analysis and dissemination of information) available; information related to COMIFAC  OCFSA; Management of the cross-border protected areas; Anti-poaching campaign at the cross-border level. TRIDOM: Tri national DJA (Cameroon), OZDZALA (Congo) MINKEBE (Gabon) Socio-economic survey conducted; Cooperation agreement on management signed	From 2005	MINFOF MINEP MINEPIA MINTOUR MINEE	<p><b>MINFOF</b></p> <ul style="list-style-type: none"> <li>- Holding of a RAPAC (Central Africa Network of Protected Areas) workshop to select national protected areas to be included in the network;</li> <li>- Holding of a workshop for the scheduling of CEFDHAC activities;</li> <li>- Preparation of the 2<sup>nd</sup> Central Africa Heads of State summit on the conservation and sustainable management of forest ecosystems.</li> <li>- Holding of the second Central Africa Heads of State Summit in Brazzaville;</li> <li>- <b>signing of the Treaty</b> on the conservation and sustainable management of forest ecosystems.</li> <li>- Signing of the cooperation agreement to establish TRIDOM ;</li> <li>- Signing of a memorandum of understanding on the movement of persons in the Sangha Tri National ( Cameroon – CAR –Congo ) ;</li> <li>- Adoption of the sub-regional convergence plan by COMIFAC heads of State ;</li> <li>- Adoption of the principle of setting up a sub-regional financing mechanism.</li> <li>- Meeting of the steering committee for the setting up of a Trust Fund for the financing of the Sangha Tri National and TRIDOM.</li> <li>- Workshop to follow up the implementation of the AFLEG process held in Libreville with 6 COMIFAC countries.</li> <li>- A sub-regional workshop to finalize the convergence plan is in preparation with a view to drawing up the 2006-2008 three-year plan.</li> <li>- Conference on the monitoring of great apes held in Kinshassa</li> <li>- Study on the autonomous financing mechanism of COMIFAC is underway.</li> </ul> <p><b>MINEPIA</b></p> <p>The level of execution of the great cane rat rearing project in Cameroon as at December 31, 2004 is as follows: 9 provinces out of 10 covered, 03 breeding stock multiplication stations out of 3 planned in Nkolbisson, Limbe and Bafoussam, 300 breeders in activity, a National Association of great cane rats breeders in Cameroon (ANEAC) with 117 members and a livestock of 4500.</p>	<p><b>MINFOF</b></p> <p>Ratification of the treaty on the conservation and sustainable management of forest ecosystems is expected.</p>	
5.9 Continuing harmonization of agricultural policies of the CEMAC zone countries, especially the phytosanitary policy	- Consultation revived; - Action plan updated; - Instruments finalized and adopted; - Regional testing laboratory built, - Approval procedures harmonized	2004 – 2006	MINADER	<p><b>Approval of pesticides</b></p> <ul style="list-style-type: none"> <li>- Organization of the meeting of experts with the European Union / COLEACP at the Inter-African Phytosanitary Council (IAPSC);</li> <li>- Preparation of the Meeting of Ministers in Douala in progress; it will be convened by CEMAC Executive Secretary.</li> </ul> <p><b>Setting up of reference laboratories</b></p> <ul style="list-style-type: none"> <li>- The reference laboratory is under study and two options are under discussion;</li> <li>- Reinforcing LANACOME in Yaounde which is recognized by WHO for testing the quality of pesticides and HYDRAC company in Douala which is approved by FAO for testing pesticide residues; this should cost about CFAF 1 billion.</li> <li>- Setting up a new laboratory in Congo or in Equatorial Guinea at an</li> </ul>	<p><b>MINEPIA</b></p> <p>The difficulties encountered in the implementation of the project include: i) the high demand for breeding stock compared to supply; ii) lack of financial resources to build durable infrastructure; iii) absence of financial establishments adapted to the rural world in view of production capacity building for breeders; iv) police harassment during the transportation of breeding stock in the rural areas; v) late disbursement of funds for the regular follow-up of livestock breeding.</p>	<p><b>MINEPIA</b></p> <p>The solutions envisaged include the reinforcement of ANEAC's supervision and production capacity and the involvement of delegates and heads of animal production and veterinary centers to facilitate administrative procedure for breeders in their respective areas.</p> <p>In the future, the project plans to build ANEAC's supervision and production capacity and involve delegates and heads of animal production and veterinary centers to facilitate administrative procedures for breeders in their respective areas.</p>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
				<p>overall cost of about CFAF 4 billion.</p> <p>Negotiations are well advanced with the European Union as concerns the equipment of a regional laboratory for the testing of pesticide residues (LMR) on agricultural products in Cameroon and the Liaison Committee for Tropical fruits and Off-season Vegetables for the training of staff to work there.</p> <p>The Ministry of the Economy and Finance was instructed to get in touch with the European Union to fund feasibility studies for the laboratory.</p> <p><b>Conduct of International Trade negotiations</b></p> <p>National Technical Committee operational</p> <p>Contribution to the Hong Kong Conference of December 2005 prepared and nearing completion</p> <p>Participation in intermediate (mini-ministerial) meetings to prepare the agenda of the conference</p> <p>Capacities of 20 members of the CTS built at the international level (Accra 2004, USA 2004, Yaounde 2004 and 2005)</p> <p>Negotiations of the agreement in progress</p> <p>Negotiations with APE have taken place; with a view to drafting the report, the Inter-ministerial Committee assigned MINADER the task of preparing a note on technical obstacles to trade, as well as health and phytosanitary measures.</p> <p>WTO negotiations: Cameroon has joined the Africa group and chairs the CEMAC group; negotiations have reached a deadlock due to lack of consensus between the 6 major agricultural producers.</p>	<p>incompatibility between them.</p> <p>Very little alliance with other member countries.</p> <p>Inadequate involvement of the private sector.</p> <p>Profile of some negotiators unsuitable.</p>	<p>Reinforcement of the economic expertise of the Committee</p> <p>Study of the impact of implementation of the agreements in Cameroon.</p>
5.10 Reinforcing community training and health activities	<ul style="list-style-type: none"> <li>- Level of implementation of HIV/AIDS control programs in the transport sector;</li> <li>- Various forms of support to sub-regional training schools (EHT, EIED, ISSEA, ISTA)</li> </ul>	Permanent	<p>MINSANTE</p> <p>MINPLAPDAT</p> <p>MINEFI</p> <p>MINESUP</p> <p>MINTOUR</p>	<ul style="list-style-type: none"> <li>- Statutes of the Nsoundere Sub-regional Tourism and Hotel Management School (EHT) already validated;</li> <li>- Status of personnel, internal regulations, financial regulations and headquarters agreement under validation;</li> <li>- Effective intake of students from four countries of the sub-region since October 2005.</li> </ul>		
5.11 Contribution to rendering the Permanent Tourism Board operational	<ul style="list-style-type: none"> <li>- The Permanent Tourism Board is operational</li> </ul>	Permanent	<p>MINTOUR</p> <p>MINREX</p>			

**Core area 6: Development of human resources and the social sector, and inclusion of disadvantaged groups in economic circuits**

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<i>6.1- Implementation of the education strategy</i>						
6.1.1 In collaboration with UNICEF, UNESCO and NGOs, continuing the establishment of an information and awareness mechanism for partners and communities on the benefits of child education	<ul style="list-style-type: none"> <li>- Setting up of ten information and awareness pilot units for parents in the priority education zones (project area of activity);</li> <li>- Number of units functional.</li> </ul>	2004-2006	MINEDUB MINESEC	<p><b>Information and sensitization of parents</b></p> <ul style="list-style-type: none"> <li>- The information and awareness strategy was conducted through existing organizations of the civil society enrolled in the yearly UNICEF-MINEDUB program. In the areas of intervention of this program, some small posters were put up (1000 tee-shirts distributed, etc.). Other mediums for radio - TV broadcasts are being developed.</li> <li>- The NGO "Plan Cameroon" on its part centered sensitization in its intervention areas on the enhancement of girls access to education by encouraging the issuance of birth certificates, offering books and other school manuals, instituting and awarding excellence prizes to pupils (100), teachers (30) and schools (30).</li> <li>- Units established in the Greater North</li> </ul>		The MINEDUB – UNICEF – PLAN Cameroon partnership for the execution of this action is being implemented successfully.
6.1.2 Continuing satisfactory and timely implementation of the sector strategy, in particular the devolution/decentralization of management of teachers and education staff	<ul style="list-style-type: none"> <li>- Annual evaluation report available</li> <li>- Completion of the experimental phase of devolution of staff management at the level of provinces chosen (setting up of infrastructure to house decentralized services, training of persons in charge of running same, appointment of officials)</li> </ul>	2004-2006	MINEDUB MINESEC	<p><b>Decentralization of staff management at the level of provinces:</b> all the persons in charge of running decentralized services in the ten provincial delegations were appointed by Order No. 5936/A/302 of 4 August 2004 (140 in total, that is, 14 per province). The provision of computer data processing applications for the local management of payroll is still under review; they are currently being trained to use these applications.</p> <p>Deceete No. 2005/14 of 25 April 2005 to organize MINEDUB devolves to provincial delegations a considerable part of authority in the posting, transfer and assessment of the staff put at their disposal. Henceforth, MINEDUB intervenes only at the level of inter-provincial transfers.</p>		
6.1.3 Completing the auditing of debts owed by private Islamic and lay education to the NSIF and, on the basis of such audit, provide appropriate solutions thereto	<ul style="list-style-type: none"> <li>- Audit report available</li> <li>- Implementation of audit recommendations</li> </ul>	2004-2006	MINEDUB MINESEC MINEFI	<p><b>The final report of the 2<sup>nd</sup> phase audit</b> has already been produced;</p>		
6.1.4 Capacity building for the structures in charge of control and evaluation in the ministries responsible for education and training	<ul style="list-style-type: none"> <li>- Training plan prepared and implemented</li> <li>- Proportion of staff trained</li> </ul>	2004-2006	MINEDUB MINESEC MINEFOP	<ul style="list-style-type: none"> <li>- Human resources and logistics capacity built;</li> <li>- Training of staff is in progress and will intensify with the support of the P.A.S.E. project.</li> </ul>		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.1.5 Involve local and regional authorities, civil society, NGOs and families in the financing of preschool education	<ul style="list-style-type: none"> <li>- Consultation with stakeholders organized;</li> <li>- Action plan prepared and approved;</li> <li>- Terms of reference drafted;</li> <li>- Strategy developed;</li> <li>- Measures implemented;</li> <li>- Share of other partners in the financing of preschool education</li> </ul>	2004-2006	MINEDUB	<ul style="list-style-type: none"> <li>- Traditionally, families participate extensively in the financing of education and of preschool education in particular;</li> </ul>	<ul style="list-style-type: none"> <li>- The involvement of local government bodies in the financing of this level of study remains timid.</li> </ul>	<ul style="list-style-type: none"> <li>- The effectiveness of deconcentration which devolves the management of primary schools to councils will reinforce the financial involvement of the latter in the education system</li> </ul>
6.1.6 Taking incentive measures in view of setting up private schools in rural areas	<ul style="list-style-type: none"> <li>- Finalization of the implementation decree of the new law on private education;</li> <li>- Signing of decree;</li> <li>- Enforcement of decree provisions;</li> <li>- Number of private schools set up in rural areas</li> </ul>	From 2004	MINEDUB MINESEC	<p><b>Implementation decree of the law on private education:</b></p> <ul style="list-style-type: none"> <li>- Participatory consultations are underway with a view to finalizing the draft decree of implementation of the new law on private education;</li> </ul>	<p>The draft formulated was considered null and void on account of government reshuffle of 8/12/2004.</p>	<p>An updating commission was set up to be readapted to the new government and eventually proceed with validation in a participatory seminar.</p>
6.1.7 Ensuring the training of supervisory staff, effective follow-up and supervision of the functioning of preschool structures	<ul style="list-style-type: none"> <li>- Training needs identified;</li> <li>- Training plan adopted;</li> <li>- Number of persons trained;</li> <li>- Various follow-up reports drafted</li> </ul>	2004-2006	MINAS MINEDUB	<p><b>The number of schools set up in rural areas:</b></p> <p><b>Training of supervisory staff for preschool education:</b></p> <p>Provincial inspectors of pedagogy regularly organize personalized training for this staff.</p>		
6.1.8 Strengthening partnership with the private sector for the construction of infrastructure and improvement of management of private schools	<ul style="list-style-type: none"> <li>- Implementation instruments signed;</li> <li>- Enforcement of signed instruments;</li> <li>- Number of projects executed</li> </ul>	From 2004	MINEDUB MINESEC	MINEDUB reinforces the supervision of national secretariats and education secretariats that are proximity organizations with respect to the follow-up of functioning of private schools.		
6.1.9 Updating the school map in order to improve the information system	<ul style="list-style-type: none"> <li>- Terms of reference drafted;</li> <li>- Studies conducted;</li> <li>- School maps update and available (MINEDUB, MINETFOF, MINESEC)</li> </ul>	Permanent	MINEDUB MINESEC MINESUP	<p><b>School map updating process</b></p> <ul style="list-style-type: none"> <li>- For the 2004-2005 school year, the process initiated was suspended on the recommendation of the World Bank on the reason that what is more pressing is the production of more recent statistics.</li> <li>- The school census campaign which will be launched in the days ahead relate to the 2006-2007 academic year.</li> </ul>	<p>The take-off of the operation is linked to the awaited authorization by the PM of the draft contract negotiated with a service provider</p>	

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.1.10 Ensuring the effective presence of quality teachers in all schools, including in the most disadvantaged regions	<ul style="list-style-type: none"> <li>- Drafting and adoption of the special rules and regulations governing teachers;</li> <li>- Enforcement of the provisions of the rules and regulations;</li> <li>- Report on regular attendance by teachers</li> </ul>	Permanent	MINEDUB MINESEC	<p><b>Quality of teachers:</b> The majority of teachers in the various schools of the country are trained in specialized schools.</p> <p><b>Effective presence of teachers</b> Within the framework of the education System Support Project (PASE), vigorous action is envisaged to reduce the haphazard deployment of teaching staff between the various schools;</p> <p>Besides, the possibility given to local officials to henceforth punish wayward teachers guarantees the effective presence of teachers in schools.</p> <p>The absorption in 2006 of 10,311 part-time teachers and 2,989 PTA teachers makes it possible to reinforce the education of pupils.</p> <p>An operation to set up a staff payroll per province and the streamlining of the master payroll underway is likely to reinforce the presence of teachers in their work stations.</p> <p><b>Status of teachers:</b> The new status is henceforth enforceable. Teachers henceforth go on retirement at the age of 60.</p> <p>Technical, teaching and assessment allowances are paid to the teachers regularly. What is left are research and documentation allowances and academic awards for which a file has been forwarded to the PM.</p> <p><b>Subsidies paid to private education:</b> CFAF 3 billion worth of subsidies were allocated to private education (basic education component) for the 2005-2006 school year. This subsidy has already been committed and is pending payment.</p> <p>A procedures manual for the allocation of these subsidies will be drawn up within the framework of PASE.</p> <p><b>Posting of staff</b> The posting of staff to private schools is done at the request of the aforesaid establishments.</p> <p><b>Production of the statistical directory</b></p> <ul style="list-style-type: none"> <li>- The 2003 - 2004 statistical education directory has already been produced</li> <li>- The fact-sheet of universities is equally being drawn up</li> </ul>		
6.1.11 Extending State intervention in favor of private education (subsidies, posting of teaching staff, improvement of infrastructure)	<ul style="list-style-type: none"> <li>- Amount of subsidies paid to private education;</li> <li>- Number of public sector teachers posted to private schools</li> </ul>	Permanent	MINEDUB MINESEC MINFOPRA MINEFI			
6.1.12 Instituting the regular production of statistical operating reports at all levels of the education system	<ul style="list-style-type: none"> <li>- Periodic production of the statistical directory per level</li> </ul>	Permanent	MINEDUB MINESEC MINESUP			<ul style="list-style-type: none"> <li>- Production of statistical fact sheets at provincial and divisional levels envisaged in three pilot provinces through the transfer of the data processing and analysis mechanism. This concerns the center, Littoral and South-West provinces.</li> </ul>

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.1.13 Enhancing access to information and communication technologies in the educational system	- Number of schools equipped with computer units; - Number of pupils per microcomputer	Permanent	MINEDUB MINESEC	<b>Number of schools equipped</b> - To date, 11 high schools have functional multimedia centers - Other centers are to be set up in Buea, Maroua and Ebolowa  <b>Number of pupils per micro-computer</b> - These centers serve a pupil population of about 26,100 using 660 computers, representing an average of 39 to 40 pupils per computer.  <b>The "Generation 2000" survey</b> is underway Reform of SAR/SM initiated		The objective is to equip 127 high schools with multimedia resource centers by 2007.
6.1.14 Promotion of technical, technological and vocational training matching the needs of the labor market	- Finalization of the "Generation 2000" study; - Implementation of the recommendations of the study	2005-2006	MINESUP MINEFOP			
6.1.15 Carrying out a study on the institution of distance, alternate and continuous education	- Identification of distance, alternate and continuous education training needs functional and accessible - Study report providing guidelines.	2004-2005	MINESUP MINEDUB MINESEC MINEFOP	<b>Identification of alternate and continuous education</b> of administrative, pedagogic and support staff has already been done;  <b>Fact-finding report providing orientations</b> on the contents and duration of training, methodological approach, definition of facilities required for the portal and on the missions of the distance education structure are available;  <b>Furthermore</b> , the building of the interconnection network of universities is in progress.		- Setting up of a Masters Degree Cycle in Distance Education in the University of Douala; - Finalization of the universities interconnection project.
6.1.16 Carrying out an architectural and cost rationalization study for the construction and rehabilitation of academic infrastructure	- Infrastructure construction and rehabilitation costs identified; - Study report available.	2004-2006	MINESUP	<b>Cost of building and rehabilitation of infrastructure:</b> The study on the assessment of infrastructures in public and private universities is in progress		
6.1.17 Increasing and renewing the computer pools of higher institutions of learning	- Number of students per microcomputer	2004-2005	MINESUP			- Study on the setting up of scientific and technological centers in universities;
<b>6.2- Implementation of the health strategy</b>						
<b>Malaria control</b>						
6.2.1 Ensuring the training and retraining of health personnel in case management in health districts	- At least 90% of health personnel retrained in case management	2004-2005	MINSANTE	<b>Training in case management:</b> - Modules revised; - 238 members of district management teams were trained in new malaria control strategies; - 2,102 health training service providers were trained in new malaria control strategies; - 2,300 malaria care management guides were distributed to trained care providers; - 30 health districts were pre-selected for tests; however, CENAME is still to provide drugs.		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.2.2 Making home management kits available to households in 44 health districts	- At least 50% of households have home management kits	2005	MINSANTE			The operational constraint related to the procurement of new therapeutic combinations was resolved with the funding obtained from Global Fund. This activity will be executed in 2006.
6.2.3 Gradually raising to 80% the rate of health facilities having malaria management protocols	- At least 80% of health facilities have malaria management protocol documents	2005	MINSANTE	<b>Case Management protocol documents:</b> District medical officers who took part in the training of DMT have received malaria case management protocol documents. The protocol was distributed in health districts that benefited from training malaria management.		
6.2.4 Ensuring the training of members of consultation structures or community workers in mosquito net treatment	- Number of community workers trained	2005	MINSANTE	<b>1,082 community relay workers</b> were trained in mosquito net treatment techniques and given a community relay guide.		
6.2.5 Validation and implementation of the national malaria communication plan	- Communication plan validated and implemented	2005	MINSANTE	<b>Draft National Communication Plan available</b> Radio announcements and micro-programs were produced in French and English. Broadcast agreements will soon be implemented. 800,000 leaflets on malaria were produced, received and distributed during home visits.		
6.2.6 Putting insecticide-treated mosquito nets at the disposal of at least 50% of pregnant women	- Distribution of the other 660,000 acquired in 2003	2004-2005	MINSANTE	<b>Distribution of mosquito nets:</b> 825,495 mosquito nets will be distributed to children aged less than 5. A total 632,851 treated mosquito nets were distributed to children aged less than 5 since January 2006. This brings the number to 693,165 since the start of the initiative. 446,250 mosquito nets will be procured for expectant mothers. The Contract Assessment Sub-commission held recently and a procurement decision is awaited. The purchase of 14,132 liters of insecticides is also envisaged.		
<i>Endemic emergencies and disasters</i>						
6.2.7 Making the national center and at least two secondary emergency management centers operational	- National and secondary centers operational	2005	MINSANTE	<b>Emergency medical services:</b> The Emergency Medical Assistance Service (SAMU) is operational since May 2004 in the cities of Yaounde and Douala. More Emergency Medical Assistance Service units were set up in the two centers of Yaounde and Douala; their staff was increased. The activities of SAMU were intensified in Yaounde and Douala and their peripheries.		
<i>STI/AIDS</i>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.2.8 Promoting the use of condoms by lorry drivers, dock workers, soldiers and prostitutes	<ul style="list-style-type: none"> <li>- Purchase and distribution of condoms;</li> <li>- Detailed report on the distribution of condoms according to the beneficiary groups</li> </ul>	2004-2005	MINSANTE	<p><b>Purchase</b> of 250,000,000 condoms which were transferred to all the provinces</p> <p><b>Distribution</b> 37,000,000 condoms were distributed including 20,000,000 through PPSC and 17,000,000 through CSMP.</p> <p>Sensitization campaigns targeting risk groups, notably lorry drivers and prostitutes were organized in partnership with the Cameroon association for Social Marketing (PMSC) and NGOs.</p>		<i>Disbursement of funds to PMSC and signing of contracts with NGOs</i>
6.2.9 Setting up of HIV counseling and screening centers in every province	- Number of provincial centers set up and operational	2004-2005	MINSANTE	<p><b>All provinces were equipped with:</b></p> <ul style="list-style-type: none"> <li>- Voluntary Prevention and screening centers (VPS): 19 VPS are operational and 53,538 persons were screened.</li> <li>- Approved treatment centers (ATC): the country has 23 ATC. Each provincial hospital has an ATC.</li> <li>- Management units (MU): the country has 63 MU based in district hospitals.</li> </ul>		30 district VPSs will be built with the help of C2D.
6.2.10 Organizing large-scale sensitization campaigns on the prevention of mother-to-child transmission (MTCT) of STI/AIDS.	- Many copies of the technical prevention guide produced in English and French, and distributed to all maternities and IHCs	2005	MINSANTE	<p><b>PMCT Guides</b> The training of trainers and provincial supervisors has already been planned, though not yet executed. The PMCT guide is being produced, the provision of inputs and reagents to PMCT centers is not yet effective.</p>		
<i>Fight against tuberculosis</i>						
6.2.11 Undertaking architectural studies for the construction of an operational screening and treatment center for 50,000 to 100,000 inhabitants in each province	- Studies available for each province	2005	MINSANTE	<p><b>Availability of surveys:</b> All architectural surveys were already conducted, that is, 30 in all including that of the Laquintinie and Central Hospitals. Eight contracts have already been awarded and the others are underway. Completion of the rehabilitation of 29 DTCs, bringing the total number of DTCs to 197.</p> <p>Any DTC contract that is still to be executed should be terminated and re-advertised for a new award.</p>		
6.2.12 Popularizing the use of the Technical Guide for the care of tuberculosis patients in screening and treatment centers (STCs)	- Number of diagnosis and treatment centers having a Technical Guide for the treatment of tuberculosis cases; - Number of tuberculosis cases identified and treated	2004-2005	MINSANTE	<p><b>Number of DTCs having a technical guide:</b> all 197 DTCs have a technical guide.</p> <p>Instructions concerning new forms and presentation of anti-tuberculosis drugs</p>		
6.2.13 Equipping DTCs with functional microscopes.	- Number of DTCs having functional microscopes	2005	MINSANTE	<p><b>Number of DTCs having a functional microscope:</b> 163 DTCs have a functional microscope each.</p> <p>The 41 new microscopes ordered were delivered at distributed to the various centers</p>		
6.2.14 Training/retraining physicians, nurses and laboratory technicians on the management of tuberculosis cases in all existing DTCs	- Number of physicians, nurses and laboratory technicians trained and retrained in all existing DTCs	2004-2005	MINSANTE	<p><b>Number of trained personnel:</b> One training session for 10 doctors, 9 nurses and 10 laboratory technicians, giving a total of 77 doctors, 96 nurses and 40 laboratory technicians.</p>		



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.2.15 Drawing up and adoption of a national communication plan for tuberculosis	- Plan available and operational	2005	MINSANTE	<b>National Communication Plan:</b> The communication plan is currently being drawn up and the document "National Communication Plan for the Fight against Tuberculosis in Cameroon" is available. The implementation of the communication plan is underway.		
<i>Extended program on Immunization (EPI)</i>						
6.2.16 Improving DTC3 vaccination coverage	- Vaccination coverage rate	2004-2006	MINSANTE	<b>Vaccination coverage</b> Five rounds of vaccination against poliomyelitis were conducted in 2005. The annual DTC3 vaccination coverage rate was increased to 80 %. The EPI introduced the vaccine against viral hepatitis B in 2005.		
6.2.17 Equipping health centers with cooling facilities	- Number of health units equipped with operational cooling facilities	2004	MINSANTE	<b>1,011 health centers</b> have a refrigerator. <b>530 other new equipment</b> were purchased including 100 with HIPC funds.		
6.2.18 Strengthening logistic resources of vaccination teams	- Number of motorcycles acquired; - Number of vaccination teams with motorcycles	2004	MINSANTE	<b>180 new motorcycles</b> were purchased and 100 were distributed to the provinces. <b>541 vaccination teams</b> have a motorcycle		
<i>Drugs, reagents and basic medical supplies</i>						
6.2.19 Drafting and making a therapeutic guide available to healthcare facilities	- Guide available in healthcare facilities	2005	MINSANTE	<b>Preparation of a therapeutic guide</b> A drafting committee composed of 25 sub-committees covering the different areas of medical specialization was set up. Some sub-committees have submitted their drafts.	The budget allocated to two projects (National Diagnostic Treatment Guide and the National Essential Drugs Order Form) for 2006 is CFAF 50,000,000 for the production of the two documents. Not only is the amount inadequate for the execution of the two projects, but the "Production appropriation line" especially does not allow for the use of funds for drafting purposes. For this reason, a draft national form was elaborated and all technical specifications were forwarded to DEP for the award of a contract to edit 6,000 copies of this document.	An invitation to tender was launched for the recruitment of a consultancy firm to address the suspension of funding.
6.2.20 Drafting and making a national essential drugs order form available to healthcare facilities	- Number of healthcare facilities that have received the national essential drugs order form	2004-2005	MINSANTE	<b>100% of healthcare centers</b> have the national drug order form.		
<i>Financing of healthcare</i>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.2.21 Drawing up a mutual insurance code	- Drawing up, publication and dissemination of the Mutual Insurance Code	2005	MINSANTE	- Organization of a forum on the mutualization of sickness risk in early February 2006. - Setting up of a Task Force to kick-start the sickness risk mutualization project. - Finalization of the strategic plan for the promotion and development of mutual health insurance companies.		
<i>Health of mothers, adolescents and the elderly</i>						
6.2.22 Promoting the vaccination of pregnant women consulted against tetanus	- Number of pregnant women consulted and vaccinated against tetanus	2004-2005	MINSANTE	<b>All pregnant women</b> consulted received VAT II		
6.2.23 Improving the rate of assisted deliveries by qualified personnel	- Number of births in the presence of qualified personnel	2004-2005	MINSANTE	<b>58% of deliveries</b> are assisted by a qualified staff Forty health personnel were trained in essential emergency obstetrical care in the health districts of Ngaoundere and Tibati.		
6.2.24 Conducting systematic screening for breast and cervical cancers	- Number of breast and cervical cancers diagnosed and treated	2004-2005	MINSANTE			
<i>Promotion of integrated management of child diseases</i>						
6.2.25 Setting-up of IMCI in all health districts	- Number of health districts implementing the IMCI	2004-2005	MINSANTE	<b>The IMCI Program</b> was introduced in 4 other health districts. This gives a total of 17 health districts which implement IMCI.		Passage to the next level is scheduled for 2005.
6.2.26 Training of district medical officers and heads of integrated health centers on IMCI	- Number of district medical officers and heads of integrated health centers trained on IMCI	2004-2005	MINSANTE	<b>Training in IMCI:</b> 16 chief district medical officers were trained in IMCI. Seventy-two heads of integrated health centers were trained in IMCI.		
6.2.27 Developing a national information, education and communication plan	- National plan available and operational	2005	MINSANTE	Underway.		
<i>Food and Nutrition</i>						
6.2.28 Validating the national nutrition policy document	- Validation, publication and dissemination of the national nutrition policy document	2005	MINSANTE	<b>National Nutrition Policy:</b> The National Nutrition Policy was drafted and adopted, as well as the plan of action for 2005		
6.2.29 Administration of Vitamin A capsules to children aged between 6 months and 5 years, twice a year	- Number of children aged between 6 months and 5 years who received Vitamin A capsules twice a year	2004-2005	MINSANTE	(i) <b>100 % of babies aged 6 to 11 months</b> received vitamin A capsules. (ii) <b>14% of children aged 1 to 5 years</b> received vitamin A capsules.		
6.2.30 Ensuring that first level healthcare service providers oversee the growth of young children	- At least 25% of first level healthcare service providers overseeing the growth of young children	2004-2005	MINSANTE	<b>Monitoring of the growth of young children</b> This activity is conducted systematically in all health centers. New growth monitoring forms are available on the field since August 2004.		
<i>Improving the quality of healthcare services provided</i>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.2.31 Rehabilitating training institutions	- At least 25% of training institutions rehabilitated and operational	2004-2005	MINSANTE	<b>Construction and rehabilitation of training centers</b> In the first half of 2006, the situation of rehabilitated health centers is as follows: - 51 district hospitals were rehabilitated (including 46 by the State budget, 3 by phase 1 of KFW, 2 by the ADB project); - 23 CMA (including 20 by the State budget, 3 by the phase 1 of KFW) ; - 95 IHC (including 89 by the State budget, 6 by phase 1 of KFW)		
6.2.32 Evaluating the qualitative and quantitative assets of 40% of the health districts, for compliance with the priorities set forth in the health map	- A study report of 40% of the health districts is available	2004-2005	MINSANTE	Study report of 40% of health care districts available		
6.2.33 Construction of new integrated health centers in areas that have not yet been covered	- Number of new integrated health centers (IHCs) constructed	2004-2005	MINSANTE	<b>Creation of new IHC:</b> Within the framework of the project for the construction of 100 IHC with HIPC funds, and contracts for 2004 and 2005, only 8 work sites were temporary received. The remaining 83 are underway and the payment of CFAF 800 million is being awaited.		
<i>Managerial process</i> 6.2.34 Training of heads of health districts, chief medical officers of district hospitals, and deputy directors in central and external services in the techniques of drawing up and managing result-based integrated budgets	- At least 25% of heads of health districts, chief medical officers of district hospitals, and deputy directors in central and external services trained	2004-2005	MINSANTE		It was not possible to carry out these activities because of difficulties to obtain funds from the Ministry of Finance and the Budget.	
6.2.35 Construction of staff quarters for medical officers working in difficult areas	- At least 100 staff houses constructed for medical officers working in difficult areas	2004-2005	MINSANTE	<b>Construction of staff houses:</b> The reception of staff houses continued during the first semester of 2006, for the 89 work sites underway.		
<i>6.3- Other social development policies and strategies</i>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.3.1 Finalizing the social development strategy	- Effective consultation with stakeholders; - Action plan prepared and approved; - Terms of reference drafted; - Strategy developed and adopted.	2004-2005	MINPLAPDAT MINAS	<b>A Social Development Sector Strategy</b> was drawn up including an action plan comprising 11 priority programs; The steering committee responsible for the coordination and monitoring/evaluation of the implementation of the SDSs was set up by Order No. 89/PM of 28 July 2006		
6.3.2 Finalizing the women's empowerment strategy	- Effective consultation with stakeholders; - Action plan prepared and approved; - Terms of reference drafted; - Strategy developed and adopted.	2004-2005	MINPROFF	<b>The women empowerment strategy</b> is being finalized; a draft was sent to MINPLAPDAT for appraisal and sent back to MINPROFF which is currently integrating the comments made.		Holding of workshop to finalize the document in the light of the comments made by MINPLAPDAT on the draft and mindful of Government reshuffle and the transfer of family affairs to MINPROFF
6.3.3 Drafting a law on violence against women	- Law adopted and enacted	2004-2005	MINPROFF	<b>Law on violence against women:</b> A draft bill was drawn up and forwarded to the Prime Minister's Office. The draft is being revised with a view to including amendments proposed by the prime Minister's Office.		Continuation of the finalization of the draft bill.
6.3.4 Promotion of the informal education of women and the girl child: awareness raising and advocacy seminars, educative talks...	- Number of persons reached	Permanent	MINPROFF	<b>Informal education of the woman and the girl-child:</b> - Legal services were organized for women and families; - 100 women grouped into associations were trained in the drawing up of the actions plans of their associations in Bertoua; - MINPROFF organize a meeting with widows on a monthly basis; advice including legal aspects, the preparation of pension files, etc. - Three meetings were held with prostitutes, considering their needs for HIV/AIDS information, the setting up and management of income-generating activities.		
6.3.5 Carrying on with capacity building of field actors working for women empowerment within the framework of specialized structures (women empowerment centers and Applied technology centers)	- Capacity building program drawn up and implemented; - Number of seminars and training courses organized; - Number of field actors trained.	2004-2005	MINPROFF	<b>Capacity building Program</b> - Drawing up of training modules and training of the team of trainers at the provincial level (14 members of pool of trainers) and members of local communication units (CLC) in the Adamaoua (165 members of the CLC). <b>Seminars and training courses</b> The launching of the recruitment of 24 trainers in women empowerment and family centers with HIPC funds		Implementation of a capacity building program for women in CPFs
6.3.6 Finalizing MINAS strategy	- Effective consultation with stakeholders; - Action plan prepared and approved; - Terms of reference drafted; - Strategy developed and adopted.	2005	MINAS	<b>MINAS Strategy</b> - MINAS strategy document available		- Recruitment of a consultant to finalize the strategy.

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.3.7 Drawing up a social map	- Terms of reference drafted; - Studies conducted; - Social map drawn up and available.	2004-2006	MINAS	<b>ToRs</b> for the drawing up of the social map were finalized; Call for tenders launched and assessment carried out; Contracts awarded to a consultant		
6.3.8 Finalizing the Code of Individuals and the Family	- Effective consultation with stakeholders; - Action plan prepared and approved; - Code of Individuals and the Family adopted and enacted	2005	MINPROFF MINAS	<b>Finalization of the Code of Individuals and the Family:</b> an internal review workshop extended to the ministries concerned was organized in June 2006. The draft code was sent back to the Prime Minister's office.		
6.3.9 Adoption of a law on child protection	- Effective consultation with stakeholders; - Definition of the major guidelines; - law drafted, adopted and promulgated	2005	MINAS MINPROFF	<b>Bill on child protection:</b> - Drawn up and available in English and French; - Multi-sector validation workshop organized on 17 and 18 August 2006 in Yaounde.		
6.3.10 Drafting and adoption of a law to promote the rehabilitation of underprivileged groups	- Effective consultation with stakeholders; - Definition of the major guidelines; - law drafted, adopted and promulgated	2005-2006	MINAS MINPROFF	ToRs for the recruitment of a consultant were drawn up.		
6.3.11 Rehabilitating social welfare centers	- Number of institutions rehabilitated	2005-2006	MINAS	- Seventy-five social centers were rehabilitated and equipped; - Ninety social workers were recruited and deployed to these centers.	- Lack of corresponding budget - Lack of a reference intervention framework for the promotion of the family	- Drawing up of a support program for local mutual assistance and family guidance. - Drawing up of a reference framework document with regard to interventions. - Continue request for solidarity activities
6.3.12 Developing social welfare services for the socioeconomic rehabilitation of disabled persons	- Social plan developed; - Number of disabled persons trained and integrated annually	Permanent	MINAS	<b>The strategic plan for the rehabilitation of disabled persons</b> was drawn up and adopted. <b>Number of disabled persons trained:</b> - 40 disabled women were trained in sewing; - 25 disabled persons were trained ICT at IAI; - 25 disabled persons were trained in carpentry, sewing, graphic work, and ICT at the NCRH; (2 received installation aid); - 20 trained disabled women received money for their socio-economic integration.		
6.3.13 Developing social welfare services in open environments for minors in need of social protection	- Number of minors taken care of, trained and integrated	Permanent	MINAS	<b>About 1,183 minors</b> in need of social protection were identified and taken care of; 525 were placed in their homes, 311 were trained and given support.		- Studies on the involvement of children in the informal sector and the sexual exploitation of children will be reviewed and validated in 2005 - Improvement on the functioning of the Yaounde Call center is envisaged.

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.3.14 Enhancing the development of local initiatives for mutual assistance, family guidance and follow-up	- Number of initiatives supported annually.	Permanent	MINAS MINPROFF	- Eighteen solidarity bread baskets in the CE, LT, SW and FN; - Four associations of elderly persons, subsidies in 2006 for income-generating activities in Limbe, Evodoula in Mayo Kani and Diamare. - Partnership agreement between MINAS and the FNE signed in August 2006 within the framework of the Support Program for the Vocational Integration and Reintegration of Disadvantaged Persons (PAIRPEV) for training, wage-earning employment and self-employment.		- Drawing up of a support program for local mutual assistance initiatives, family guidance and follow-up; - Implementation of the program - Programming of 15 (fifteen) solidarity bread baskets in 2005.
<b>6.4-Urban poverty alleviation</b>						
6.4.1 Finalizing the sector strategy for urban development	- Effective consultation with stakeholders; - Action plan drawn up and adopted; - Terms of reference drafted; - Strategies drawn up and adopted (MINVILLE, MINUH)	2005	MINPLAPDAT MINDUH	<b>Consultation carried out:</b> setting up of a steering committee and a multi-actor operational coordination, follow-up and evaluation unit of the said committee. <b>Plans of action</b> for the conduct of the study were drawn up. <b>Drawing up of the urban development strategy</b> The workshop for the programming of the strategy was organized in May 2006 and the interim Medium-term Expenditure Framework (MEF) is being drawn up.		- Other specific studies should be carried out, notably those likely to facilitate decision making concerning the future of urban entities like SIC, MAETUR, CFC, and FEICOM. These studies are programmed for the first quarter of 2007. - For reasons of financing, the Medium-term Expenditure Framework (MEF) will be drawn up only in 2007. - To this end, the final strategy document will be available only at the end of 2007.
6.4.2 Drawing up and adoption of a national housing policy	- Effective consultation with stakeholders; - Definition of the major guidelines; - Drawing up and adoption of the national housing policy.	2005-2006	MINDUH	<b>Consultation</b> with stakeholders carried out; <b>Studies</b> were launched and are being carried out; Furthermore, <b>reflection</b> on the social habitat situation in Cameroon led to a report on: - habitat in Cameroon - social habitat in Cameroon and measures likely to revitalize the social housing sector, and social criteria were defined in the report - the establishment of synergy between public, semi-public and private sector actors - a pilot project comprising 1,000 houses and 5,000 developed plots intended for low or limited income categories.		- Formalization of the Think Tank and Follow-up Committee - Recruitment of a consultant
6.4.3 Rehabilitation of wastewater treatment plants	- Number of plants rehabilitated	From 2005	MINDUH CUI/CUD	<b>Stations rehabilitated:</b> For the city of Yaounde, CFAF 350 million was budgeted for 2006 for the rehabilitation of the SIC quarter station at Grand Messa. This project was delayed because of its reassessment. The estimated cost is CFAF 600 million. Agreements were thus signed and the project will be signed in the next few days for its effective start-up.		- CFAF 280 million will be allocated in 2007 to complete the financing of this project. - The rehabilitation of the other stations in Yaounde and Douala could be envisaged at the end of this project in 2008.

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.4.4 Ensuring the cleaning of primary drainage systems	- Distance of drainage system cleaned	Permanent	MINDUH CUY/CUD CTD	<b>Distance of network drained:</b> The Yaounde City Council carried out the cleaning of certain drains, especially on river Mingoua at the Officers' Mess. The implementation of the Project for the drainage of the City of Yaounde (PADY) with ADB financing is underway. This objective of the project is to build a 2.5 km canal on the Mfoundi river. For its part, the Douala City Council launched works for the construction of a 20 km drain with C2D financing. In secondary cities, the Drainage Master Plan (SDA) for the city of Maroua was drawn up in 2004. However, it is still to be implemented due to lack of financing. As concerns the town of Kousséri, funding is being sought for preparation of it DMP.		- The cleaning of main drains in the city of Yaounde will be continued in the next few years; - In Douala, financing is being sought for 2 <sup>nd</sup> phase of the construction of drains
6.4.5 Rehabilitation of basic infrastructure (road maintenance and street lighting)	- Distance rehabilitated.	Permanent	MINDUH CUY/CUD CTD	<b>Works underway:</b> In 2006, MINDUH intended to rehabilitate and maintain urban roads in 70 towns including Yaounde and Douala, through various sources of funding (PIB, HIPC, C2D, the Road Fund). The network concerned is evaluated at about 120 km. At 31 December 2006, most of the works were launched and will be completed with in 2007. Furthermore, the World Bank has been financing a program for the rehabilitation of 23 km of roads in Douala (works are in progress), which is the subject of a loan agreement entirely reallocated to the Douala City Council by the State.		In view of the amount of financing obtained from HIPC and C2D accounts for Yaounde and Douala, it is envisaged that future road maintenance activities will focus more on secondary towns.
6.4.6 Carrying out specific studies for the drawing up of a consistent and operational action plan to alleviate urban poverty	- Identification of studies; - Award of contracts for the said studies; - Reports on specific studies available	2005	MINDUH	<b>Studies completed in November 2004</b> - studies carried out and reports available since November 2004; - Evaluation by the ADB in January 2005; - Re-evaluation in April 2005; - Appropriation by the ADB's Board of Directors in June 2005. See 6.4.4		
6.4.7 Continuing the implementation of emergency plans for the cleanup of the Yaounde and Douala city councils	- Production of annual reports on the execution of the emergency plans for the communities concerned	2005-2006	MINDUH CUY/CUD			
6.4.8 Continuing the structuring of urban extension areas and secondary urban areas	- Areas restructured and development plans worked out	2005-2006	MINDUH MINATD CUY/CUD CTD	<b>Town development contracts:</b> The contracts for Yaounde and Douala were signed in April 2006 and are already being implemented within the framework of C2D.		
6.4.9 Establishing partnerships between the State and local and regional authorities for a better management of cities	- Number of city contracts signed; - Implementation report available.	2005-2006	MINDUH MINATD			- Five town development contracts are being drawn up within the framework of the ACDDU Program. - The Government intends to extend city contracts (signing and implementation) in secondary towns with C2D funding within the scope of its cooperation with France.

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.4.10 Opening-up of neighbourhoods poorly serviced by public transport and restructuring of areas occupied in a haphazard manner	<ul style="list-style-type: none"> <li>- Urban development plan drawn up and implemented;</li> <li>- Kilometres of access roads rehabilitated or created;</li> <li>- Number of disorderly constructed neighbourhoods restructured with the collaboration of the population concerned</li> </ul>	2005-2006	MINDUH MINA TD CTD	<p><b>Urban development plans:</b></p> <ul style="list-style-type: none"> <li>- the Town Planning Master Plan for the city of Douala (PUD) is being drawn up by the Douala City Council;</li> <li>- the drawing of the Master Plan for the city of Limbe (Town Planning Master Plan) is underway, within the framework of the implementation of the Limbe City Contract;</li> <li>- the Ngoundere TPMP is being finalized</li> <li>- those of Mbalmayo, Meyomessala, et Zoetele have been completed.</li> </ul>		
6.4.11 Creation and construction of rehabilitation centers for street children	<ul style="list-style-type: none"> <li>- Identification of rehabilitation needs;</li> <li>- Number of centers created, constructed and operational;</li> <li>- Number of children trained and rehabilitated</li> </ul>	2004-2005	MINAS MINDUH CTD	<p><b>Rehabilitation needs were identified</b></p> <p>In addition, studies were carried out in Yaounde and Douala to identify the type of problems faced by the youth.</p> <p><b>Construction of a rehabilitation and support center</b> in Yaounde, equipping of the said center.</p>		The construction of a rehabilitation and support center in Fouban is scheduled for 2006.
6.4.12 Prevention of street crime	<ul style="list-style-type: none"> <li>- Effective consultation with stakeholders;</li> <li>- Definition of major prevention guidelines;</li> <li>- Drawing-up, adoption and implementation of strategy on the prevention of street crime.</li> </ul>	2005-2006	MINDUH MINA TD CTD CUY/CUD	<p><b>Drawing up of local strategies</b> (Douala and Yaounde) on the prevention of street crime ;</p> <ul style="list-style-type: none"> <li>- Issuing of the strategy paper underway</li> </ul>		- drafting of instruments for pilot operations.
6.4.13 Drawing-up an urban transportation plan for Yaounde and Douala	<ul style="list-style-type: none"> <li>- Draft urban transportation plan prepared;</li> <li>- Dissemination of draft plans to the public for improvement;</li> <li>- Finalization and adoption of an urban transportation plan for Yaounde and Douala.</li> </ul>	2005-2006	MINDUH CUY/CUD	<p><b>Ongoing study:</b> Improvement of the conditions of transport and urban mobility (to improve the road network around the town); invitation to tender for studies and complete supervision was issued, bids are being examined</p>		
6.4.14 Developing controlled dumping sites for household refuse	Number of dumping sites developed	2005	MINDUH CUY/CUD			
<i>6.5- Job creation and effective integration of underprivileged groups into economic circuits</i>						
6.5.1 Finalizing and adopting the National Employment Policy Statement	<ul style="list-style-type: none"> <li>- Effective consultation with stakeholders;</li> <li>- Review of document;</li> <li>- Finalization of document;</li> <li>- Adoption of National Employment Policy Statement.</li> </ul>	From 2004	MINEFOP	<p><b>Draft National Employment Policy Statement</b> formulated and forwarded to hierarchy ;</p> <ul style="list-style-type: none"> <li>- General forums on employment held</li> <li>- Statement being validated</li> </ul>		
6.5.2 Conducting a study on employment in the informal sector	<ul style="list-style-type: none"> <li>- Effective consultation with stakeholders;</li> <li>- ToR of study adopted;</li> <li>- Study conducted;</li> <li>- Study report available</li> </ul>	2004-2005	MINEFOP INS	<p><b>Surveys 1-2 on employment and the informal sector:</b></p> <ul style="list-style-type: none"> <li>- Report on the survey on employment available;</li> <li>- Report on the survey on the informal sector available</li> </ul>		



Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
6.5.3 Promoting the setting up of information systems on the labor market	<ul style="list-style-type: none"> <li>- Terms of reference drafted;</li> <li>- Validation of terms of reference;</li> <li>- Information system developed and implemented.</li> </ul>	From 2004	MINEFOP INS	<ul style="list-style-type: none"> <li>- <u>Terms of reference for the information system</u> were drawn up</li> <li>- ToRs were validated</li> <li>- the labor market information system is being set up within the framework of ACBF</li> <li>- <u>Development of the information system</u></li> </ul> <p>The survey of modern sector businesses to serve as a basis for a sample frame on employment was launched.</p>		
6.5.4 Promoting youth employment	<ul style="list-style-type: none"> <li>- Terms of reference drafted;</li> <li>- Validation of terms of reference by relevant stakeholders;</li> <li>- Action plan drawn up and adopted;</li> <li>- Action plan implemented;</li> <li>- Number of youths employed.</li> </ul>	From 2004	MINEFOP FNE	<ul style="list-style-type: none"> <li>- Drawing up of the national employment promotion and poverty alleviation action plan</li> <li>- Formulation of the national employment plan</li> <li>- Drawing up and implementation of several employment programs for the youth by the FNE</li> <li>- Launching of the Integrated Support Project to Informal Sector</li> </ul>		

**Core area 7: Improvement of institutional framework, administrative management and governance**

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
<i>7.1. Increasing transparency in the management of public affairs and improved accountability of managers</i>						
7.1.1 Publishing the findings of studies and surveys conducted in view of improving the traceability of public spending and service provision in key sector (infrastructure, justice)	- Findings of studies published and made available to the public; - Audit reports published and made available to the public.	2004/2005	MINPLAPDAT MINEDUB MINSANTE MINEFOP MINEFI MINTP MINEE	<u>An audit report</u> on the Road Fund was drawn up for the first half of 2004. The audit reports of MAER on road works are available at MINTP <u>Conduct of a financial and technical audit</u> of projects financed with HIPC resources in 2004		
7.1.2 Undertaking periodic budget monitoring in social sectors through audits conducted by independent consultants.	Audit and survey reports published and made available to the public	Permanent	CONSUPE MINPLAPDAT MINEDUB MINESEC MINEFOP MINSANTE	Publication of the <u>health sector report</u> and drawing up and submission of priority action plans to the Government. Exploitation of data on the education sector underway. <u>The health sector plan of action</u> of the PETS is being implemented <u>Education sector report</u> : The final document, containing the final comments and observations of the administrations concerned was published in 2005.		
7.1.3 Conducting annual audits of the public procurement system by independent consultancies	Audit reports published and made available to the public	Permanent	ARMP	<u>Conduct of the 2004 audit</u> : The auditor's contract for 2004 was signed in August 2005; the mission of the consultant started in October 2005.		
7.1.4 Including the monitoring of priority ministries involved in poverty alleviation in the annual program	Audit and survey reports drafted and forwarded to the competent authority	Permanent	CONSUPE			

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
7.1.5 Instituting a new system of management of State employees	Structures resulting from decentralization in all ministries (DHR, Sub-Department of Reception and Mails); SIGIPES introduced in all ministries	2005	MINFOPRA and sector ministries	<p><u>Structures ensuing from decentralization</u></p> <ul style="list-style-type: none"> <li>- Instruments organizing 29 ministries were signed in accordance with Decree No 2004/320 of 8 December 2004 to organize the Government. Structures ensuing from decentralization were thus set up (DHR and S/D of Reception, Mail and Liaison) by the decree organizing each ministry.</li> </ul> <p><u>SIGIPES</u></p> <ul style="list-style-type: none"> <li>- SIGIPES is being implemented in four ministries (i.e. MINEDUC, MINSANTE, MINEFI, MINFOPRA).</li> <li>- SIGIPES is being extended to twelve other government services (Prime Minister's Office, MINPLAPDAT, MINATD, MINESUP, MINCOM, MINMEE, ex-MINETPS, MINADER, ex-MINEF, MINTOUR, MINTP, MINT);</li> <li>- External audit of SIGIPES carried out and final report submitted and presented by the 2AC group, then validated by the enlarged SIGIPES Coordination Committee;</li> <li>- Human resource management procedures of SIGIPES formulated;</li> <li>- Simplification and rationalization of mail procedures achieved;</li> <li>- Procedures on the position of State employees (recruitment, advancement, placement on reserve, leave, retirement, sanctions) drawn up and under validation;</li> <li>- Document on "security policy for the implementation of SIGIPES" drafted;</li> <li>- Guide for extension of SIGIPES drafted.</li> </ul>		
7.1.6 Drafting of administrative procedures manuals (APM) for the entire Cameroonian civil service	APM drafted	2005	MINFOPRA & sector ministries	<p><u>Publication of Administrative Procedure Manuals (APM)</u></p> <ul style="list-style-type: none"> <li>- Methodological guide for APM published</li> <li>- The project is in progress in ten ministries</li> <li>- The APM/HRM (Human Resources Management) is being finalized at MINFOPRA;</li> <li>- In the other ministries, very often, only institutional frameworks have been signed.</li> </ul> <p><u>A draft bill to lay down the financial system of the State</u> is available.</p>		
7.1.7 Adopting the law to lay down the State financial system	Law adopted and enacted	2004 – 2005	SPM MINEFI MINPLAPDAT			
7.1.8 Adopting the law on the multi-year programming of investments	Law adopted and enacted	2004 – 2005	SPM MINEFI MINPLAPDAT	<p><u>A draft bill on multi-year programming of investments</u> is available.</p>		

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
7.2. Continuing the in-depth reform of the judiciary	Strategy implemented	2004-2006	MINJUSTICE MINPLAPDAT MINFOPRA	<p><b>Strategy under implementation through:</b></p> <ul style="list-style-type: none"> <li>- the construction and rehabilitation of targeted prisons depending on budgetary resources;</li> <li>- the equipment of the targeted jurisdictions in accordance with budgetary allocations;</li> <li>- the implementation of the master plan for the computerization of the legal system of the CFI of the administrative center of Yaounde and Douala Bonanjo;</li> <li>- the definition of modules for the training of staff of legal, paralegal and prison authorities, and the organization of seminars programmed in accordance with budgetary resources;</li> <li>- habeas corpus already exists and has been reproduced in the Criminal Procedure Code;</li> <li>- the media plan is being drawn up;</li> <li>- rendering the Committee for the Follow-up of Recommendations of the Committee reviewing Cases of Seizure operational – assignment of claims, this helped to significantly reduce irregular seizures;</li> <li>- collegiality effectively instituted in all Appeal Courts of Mfoundi and Wouri;</li> <li>- the ongoing publication of the administrative procedures manual and the user guide;</li> <li>- the drawing up of draft implementation instruments of the Constitution of 18 January 1996; judicial organization, organization and functioning of the Supreme Court, lower audit courts, administrative courts;</li> <li>- study of the draft bill relating to the organization and functioning of the Higher Judicial Council in compliance with the requirements of the Constitution of 18 January 1996;</li> <li>- drafting of the draft bill to simplify the procedure for obtaining legal assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Tight budget</li> <li>- Non payment of contractors' certificates of payment</li> <li>- Tight budget compared to the costs of computerizing the whole judicial system</li> </ul>	<ul style="list-style-type: none"> <li>Increase related financial resources</li> <li>Regular payment of entrepreneurs certificates of payment</li> <li>Increase budgetary resources</li> <li>Follow up the recommendations of the Seizure Review Committee – provision of funds</li> </ul>
7.3. Continuing the putting in place of structures set up by the Constitution of 18 January 1996						
7.3.1 Rendering the Audit Bench operational	<ul style="list-style-type: none"> <li>- Audit Bench staff recruited and trained;</li> <li>- Operational means placed at their disposal;</li> <li>- Reports available.</li> </ul>	2004-2005	MINJUSTICE MINEFI MINPLAPDAT CONSUPE	<p><b>The Audit Bench is operational</b></p> <p>The Bench is henceforth operational and began its deliberations with the examination of the accounts of MINEFI for fiscal year 2004</p>		
7.3.2 Completing the setting up of the Constitutional Council	Members of the Constitutional Council appointed	2004-2006	PRC MINJUSTICE	<p><b>Constitutional Council:</b></p> <ul style="list-style-type: none"> <li>- All instruments relating to the Constitutional Council were enacted</li> </ul>		Appointment of members of the Constitutional Council

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
7.3.3 Strengthening the legislative and regulatory framework for the setting up of local and regional governments	Instruments on decentralization drafted	From 2004	MINATD MINFOPRA	<b>Instruments on decentralization.</b> Enactment of the following laws on 22 July 2004: - Law No. 2004/017 of 22/07/04 on the orientation of decentralization ; - Law No. 2004/018 of 22/07/04 to lay down the rules governing councils; - Law No. 2004/019 of 22/07/04 to lay down the rules governing regions.  Identification of the implementing instruments of laws on decentralization; Adoption of a schedule of activities for the publication of the said instruments.		
7.4. Stepping up the anti-corruption drive						
7.4.1 Finalizing the constitution of an anti-corruption coalition involving public authorities, the private sector, civil society and all relevant stakeholders	- Coalition operational; - Instruments drafted to strengthen the ad hoc Committee and the Anti-Corruption Observatory; - National seminar organized	2004-2005	SPM			
7.4.2 Implementing a strategy to raise public awareness on good governance and the fight against corruption	Awareness campaigns organized	Permanent	PNG OLC			
7.4.3 Setting performance standards with a view to assessing results	- Performance standards set; - Performance assessment system operational	2004-2006	MINFOPRA & sector ministries	- ToRs for drawing up performance standards available in MINFOPRA; - Project documents were produced; - Project now at the stage of search for funding. - The performance Standards and evaluation system of MINTP were drawn up by the Inspectorate General of MINTP; execution in progress; a methodological workshop on the drafting of APM held at MINTP under the lead of experts of SPRA assigned by MINFOPRA to provide necessary technical support.		
7.5. Improving the flow and accessibility of information on public affairs management						
7.5.1 Conducting a study on citizens' access to information on the management of public affairs	Study finalized and disseminated	2004-2006	MINCOM	A report was drawn up by the consultant		

Measures/actions	Monitoring indicators	Schedule	Assigned institution &	Level of execution	Difficulties/Constraints	Solutions envisaged
7.5.2 Preparing and publishing public service user guides	- User guides prepared and published	2005-2006	MINFOPRA sector ministries	<b>User Guides</b> - the user guide of MINFOPRA is available since November 2004 ; - the State Property and Land Tenure User Guide (MINDAF) is available; - the MINESUP User Guide and that of MINJUSTICE are being finalized; - the guides of other ministries are yet to be drawn up, these being one of the outcomes of the publication of Administrative Procedure Manuals		
<b>7.6. Strengthening local development</b>						
7.6.1 Selecting and executing twenty community projects	20 projects selected and executed	2004 – 2005	MINATD MINPLAPDAT	- 300 projects were received from councils; - 50 projects pre-selected by a committee; - 5 eligible files accepted.		
<b>7.7. Improving the production and dissemination of statistical information</b>						
7.7.1 Rendering the National Institute of Statistics operational	Social organs set up	2004-2005	PR MINPLAPDAT	<u>Social organs</u>  The management organs of the National Institute of Statistics (NIS) are gradually being set up: the Director General and assistant Director General of this structure were appointed on 31 December 2005 by decree of the President of the Republic		
7.7.2 Validating and setting up a statistical mechanism for monitoring and evaluating the PRSP and MDGs	Mechanism set up	2004-2005	MINPLAPDAT	International consultant recruited (DIAL). The final report of the consultant was submitted		Implementation of results of the study
<b>7.8. Developing the partnership and participatory process for executing the Strategy</b>						
7.8.1 Setting-up of an information system for the various stakeholders on poverty reduction activities	Information system set up	2004-2005	MINPLAPDAT	<b>Participatory monitoring:</b> the study on the methodology for participatory monitoring of the implementation of the PRSP was completed. A seminar for the validation of the draft report was organized in March 2006; Reflection is underway with a view to implementing the recommendations of this study.		
7.8.2 Building the capacities of the civil society, the private sector and government staff involved in poverty reduction activities	Number of persons trained	Permanent	MINPLAPDAT	Envisaged within the framework of the implementation of the participatory monitoring methodology.		Programs are envisaged with the support of development partners
<b>7.9. Strengthening the rule of law and the security of persons and property</b>						

Measures/actions	Monitoring indicators	Schedule	Assigned institution	Level of execution	Difficulties/Constraints	Solutions envisaged
7.9.1 Reinforcing security in towns	<ul style="list-style-type: none"> <li>- Action plan drawn up and implemented</li> <li>- Better protection of towns</li> <li>- Proximity police effective</li> </ul>	Permanent	MINATD DGSN SED	<ul style="list-style-type: none"> <li>- The "Safer Towns" project is being formulated;</li> <li>- <b>Local action plans adopted</b> by administrative authorities within the framework of Mixed security Teams;</li> <li>- <b>Better redeployment of Police and Gendarmerie officers</b> on the field.</li> <li>- The National Gendarmerie has been busy:               <ul style="list-style-type: none"> <li>- Intensifying the road safety campaign by organizing seminars on the drafting of statements on road accidents for its staff;</li> <li>- Setting up 18 temporary gendarmerie stations on 29 October 2004 and transferring staff to these stations in order to improve the gendarmerie of proximity dear to the population;</li> <li>- Drafting of diagnostic reports for the establishment of a Council police model in Yaounde.</li> </ul> </li> <li>- <b>Local action plans adopted</b> by administrative authorities within the framework of Mixed Security teams;</li> <li>- In October 2004, the National Gendarmerie received 50 Toyota Hilux DC all-weather vehicles to enable it to participate in the fight against organized crime, including the security of persons and property</li> <li>- <b>Local action plans adopted</b> by administrative authorities within the framework of Mixed security Teams.</li> </ul>		<ul style="list-style-type: none"> <li>- Bi-annual conference of provincial governors</li> <li>- Adoption of the project to set up a council police by the Executive of the Yaounde city council;</li> <li>- Recruitment and training of 175 council police officers.</li> </ul>
7.9.2 Reinforcing the fight against criminality and organized crime	<ul style="list-style-type: none"> <li>- Action plan drawn up and implemented</li> <li>- Statistics on crime collected and available.</li> </ul>	Permanent	MINATD DGSN SED	<ul style="list-style-type: none"> <li>- The "Safer Towns" project is being formulated;</li> <li>- <b>Local action plans adopted</b> by administrative authorities within the framework of Mixed security Teams;</li> <li>- In October 2004, the National Gendarmerie received 50 Toyota Hilux DC all-weather vehicles to enable it to participate in the fight against organized crime, including the security of persons and property</li> <li>- <b>Local action plans adopted</b> by administrative authorities within the framework of Mixed security Teams.</li> </ul>		