

Cameroon: Poverty Reduction Strategy Paper Implementation Progress Report

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DE LA PROGRAMMATION
ET L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

Comite technique de suivi et d'évaluation des
activités de mise en œuvre du DSRP



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

MINISTRY OF ECONOMIC AFFAIRS,
PROGRAMMING
AND REGIONAL DEVELOPMENT

SECRETARIAT-GENERAL

TECHNICAL FOLLOW-UP COMMITTEE
OF THE PRSP

PROGRESS REPORT ON THE IMPLEMENTATION OF THE PRSP

April 2003 – March 2004

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INTRODUCTION

1. Cameroon was declared eligible for the HIPC initiative in June 2000. Later on in October, the country reached the decision point of this initiative. Since then, reaching the completion point has been one of Cameroon's major objectives. To this end, the Government has embarked on a process, which aims at executing the key programmes that will trigger the completion point.
2. Cameroon is expected to benefit from a significant debt relief upon reaching the completion point. This will make huge financial resources available to Cameroon for financing its growth and poverty alleviation policy designed in conformity with the new financial assistance programmes of the Bretton Woods institutions.
3. The road towards the completion point falls within the context of the execution of the medium-term economic and financial programme approved in December 2000 by the Board of Directors of the IMF. The programme is backed by the enhanced PRGF of the IMF which, aims at stabilising the macro-economic framework and public finances and by CAS III of the World Bank, which supports approved structural and sectoral reforms.
4. The first of six conditions for reaching the completion point of the HIPC initiative requires that the final PRSP must be prepared and satisfactorily implemented for at least one year. The final PRSP has been prepared. It develops, specifies and translates the core areas of the interim PRSP, which was an integral part of prerequisites for the decision point. The final PRSP was prepared following a dynamic and open participatory process that involved the civil society, development partners and the various public services. The PRSP was validated by the Government and forwarded to the Bretton Woods institutions in April 2003. The document was approved by these institutions in September 2003.
5. The President of the Republic placed poverty alleviation at the centre of his present seven-year term of office. The process had to be underpinned by a coherent plan with a prospective vision and well targeted goals. These goals are expected to guide all the policies implemented by the Government.
6. The first part of the PRSP is devoted to the analysis of poverty in Cameroon. It then develops growth and poverty alleviation strategies and presents the macro-economic and budgetary framework. The paper places poverty alleviation at the centre of government action. It is a reference framework for Government policy and a point of Convergence for cooperation with donors, development partners and social stakeholders in poverty alleviation. The document aims at facilitating research, disseminating and reallocating the fruits of growth to the various segments of the population, especially the most vulnerable ones.
7. The countdown process for the first year of implementation of the PRSP started in April 2003 when the document was forwarded to the Bretton Woods institutions and will run up to March 2004. The implementation process covers two financial years, including the last three quarters of 2003 and the first quarter of 2004. The satisfactory execution of the document can be perceived from the trends observed in the conditionalities charted out in the matrix of triggers. The said execution is based, generally, on the implementation of strategic options formulated in the paper and, specifically, on the execution of the implementation matrix appended to the document.
8. Besides the full conduct of structural reforms, the key criteria for a satisfactory execution seems to be guided by the consistency of results from implementing the PRSP and that of the

basic scenario of the macro-economic and budget alignment appended to the document. In this light, the follow-up of the PRSP's implementation consisted mainly in showing how and in what way the set goals have been achieved in terms of growth, budgetary framework, and execution of actions of the implementation matrix.

9. The process was conducted within the context of the mechanism put in place by the Government in view of following up the implementation of the PRSP. The methodology used in the process is the splitting up of actions in the PRSP's matrix into ministerial and regional matrices. The various ministries and structures charged with the execution of actions programmed were selected and the working calendar drawn up. The final step consisted in collecting, analysing and compiling information gathered from the relevant structures.

10. The implementation of the PRSP is mainly conducted at the level of ministries and public corporations. The follow-up of this process, however involves donor agencies and the civil society, in conformity with commitments made by the Government, notably to pursue the participatory approach used during the preparation of the document. Two preliminary reports were produced in September 2003 for the first semester of execution and in December 2003 for the third quarter. Our partners made remarks and suggestions, which were useful for the preparation of the annual report of 31 March 2004.

11. The present annual report is made up of three volumes: the first volume is the main report, which presents the state of implementation of the PRSP as of 31 March 2004. The main achievements of a year of PRSP implementation are presented in this volume as well as a detailed review of the implementation of strategic actions. The volume also presents trends in macro-economic performance and prospects with an overview of follow-up and evaluation mechanisms. The conclusion of the report indicates that the execution of the PRSP is globally satisfactory yet; the process can still be improved on. The second volume conducts a thorough evaluation of mechanisms put in place for the implementation and follow-up of the document. It presents the various programming / budgeting mechanisms in force, the follow-up / evaluation mechanism of the PRSP, indicators and results from the surveys conducted recently as well as an appraisal by the beneficiaries. The third volume is made up of documents appended to the report, including the supplemented implementation matrix, elements of budget execution, regional execution, table of indicators and the matrix of triggers for the completion point.

**CHAPTER 1: THE AFTERMATH OF ONE-YEAR EXECUTION OF THE PRSP:
MAJOR ACHIEVEMENTS**

1.1 CONSOLIDATING STABILITY AND REINFORCING MACRO-ECONOMIC MANAGEMENT

12. The Government pursued its budget and fiscal policy derived from the pluri annual economic and financial programme, which is supported by the PRGF. It consisted in :

- increasing the tax base and collection of non -petroleum revenue ;
- reinforcing the management of public resources ;
- speeding up the implementation of structural measures aimed at creating an incentive framework for private investment and promoting poverty alleviation.

13. In this respect, the establishment of structural benchmarks and quantitative criteria of the said programme has helped to identify positive achievements in terms of macro-economic stability, growth consolidation which has stabilised at an average of 4.5% and inflation checked and maintained at less than 1%.

1.1.1 Consolidating non-petroleum revenue

14. As concerns non- petroleum revenue, the Government took adequate measures and put in place efficient mechanisms to consolidate tax and customs revenue. These include :

- (i) the setting up of a Division in charge of large Corporations within the Department of Taxation,
- (ii) the putting in place of a new General Tax Code supplemented by a manual on tax procedures,
- (iii) reforming the personal income tax regime and,
- (iv) the process to secure customs revenue through the mastery of tax exemption regimes.

15. As a result, budgeted revenue for the 2003 financial year was collected to the tune of 97% of the amount projected, and non-petroleum revenues accounting for 96.2%.

1.1.2 Improving the management of public expenditure

16. Two major achievements can be mentioned here: the SIGEFI system and the implementation of reforms concerning public contracts.

- With the development of an auxiliary accounting system at the Treasury, the use of a new budget nomenclature and the computerised processing of public expenditure, the SIGEFI system will henceforth regularly generate treasury balances from the integrated exploitation system of the CADRE/DEPMI. The introduction of data related to expenditure and revenue will enable the automatic production of a Government flow-of-funds table (TOFE).
- Improved management of the State's treasury, notably with a better follow-up of uncashed cheques whose stock has reduced significantly. This helps to better enhance the conformity of Treasury balances with BEAC accounts.

- Consolidation of revenue, mastery of expenditure as well as the improvement of financial management helps the Government to avoid accumulating arrears in domestic payments and speed up money flow.
- Audits in public expenditure are gradually conducted and published.
- Physical and financial reports on budget execution are prepared and submitted by the various ministries, especially priority ministries.
- As part of the new budget mechanism in the PPBS chain, there is a pre-established programme based on seminars at the national and provincial levels. This programme is designed for spending ministries.
- As concerns the reform in public contracts, a new system was put in place. It is characterised by :
 - (i) accountability of contracting authorities ;
 - (ii) a priori control of procedures on the award of contracts conducted with independent observers;
 - (iii) a posteriori control of the execution of contracts through systematic conducts of audits;
 - (iv) the general supervision of the system by the Public Contracts Regulatory Board (ARMP).

17. Other measures taken concern:

- the respect of budget package allocated to priority sectors that promote poverty alleviation;
- a debt policy which remains prudent and is geared towards concessional loans ;
- continuation of the privatisation programme which aims at relieving the burden of public finances ;
- Reduction of time spent at ports of shipment, which facilitates Cameroon's integration into international trade.

18. Reforms carried out constitute a set of achievements whose full effect is being perceived now. It is, therefore, necessary to consolidate these achievements especially as the area of public finances is still fragile in spite of macro-economic stability. Thus, there is the need not only to pursue efforts made so far but to be very vigilant as well given the possibility of exogenous crisis.

1.2 ECONOMIC PERFORMANCE

19. Cameroon's economic performance was generally satisfactory for 2003 and for the first quarter of 2004 with sustained economic growth and declining inflation. Similarly, there was a consolidation of public finances, increase in external accounts and an impressive trend in the money rate of coverage of external engagements.

1.2.1 Economic growth

20. In 2003, the growth rate stood at 4.5% as against 4.2% in 2002. The inflation rate dropped by 0.6% as against 2.8% in 2002.

21. The good performance of the economy is a result of the (i) positive trends observed in the domestic demand brought about by private and public consumers and to a lesser extent by external demand, (ii) progress made in the area of food and cash crops, manufacturing industry and building and civil engineering, (iii) continuous expansion of mobile telephone network and (iv) gradual normalisation of electricity supply.

22. The downturn in inflation is a result of a substantial increase in the supply of food and market garden produce, the opening up of some agricultural zones and a flow of imported staple consumer goods.

23. From 2002 to 2003, the balance of trade witnessed an increase of more than 90 thousand million in absolute terms thanks to the positive trend observed in the terms of trade. Exports stood at CFA F 1301.9 thousand million, while imports stood at CFA F 1251.6 thousand million.

1.2.2 Diversifying the economy

24. Cameroon's policy on economic diversification is focused on three sectors, namely the rural sector, the industrial sector and the services (tourism, information and communication technology, transport and financial institutions).¹

25. As concerns the rural sector, emphasis has so far been laid on the implementation of the sector's strategy. In this respect, the following actions were carried out:

- Dissemination of results of the agronomic research which helped to improve access to new high yielding agricultural methods and the creation of 13,317 producer organisations that bring together 143,843 producers.
- Promotion of community development boosted by the effective launching of the Community Development Support Programme (PADC) and the National Participatory Development Programme (NPDP). These two programmes were backed by multilateral and bilateral donors. They are aimed at harmonising planning approaches and methods in rural areas. The promotion of community development was mostly focused on the building of infrastructure, promotion of rural activities and support to agricultural groups. Thus, 12 community posts were built and 42 communities, as well as 18 groups (CIG, NGO, EIG and other associations) received support.
- 66,000 projects, including 40,000 for producer organisations, 25,000 for the development of sectors and 1000 for professional organisations, received support.
- Launching of priority programmes for the development of sectors, including Roots and tubers, cocoa and coffee, rice, palm oil, plantain, vegetables and horticulture, maize and tobacco, cucumber and Irish potato.
- Identification of the components of rural water supply programme in view of preparing a rural water supply master plan.

¹ These sectors were identified following a number of studies on sources of growth commissioned by the Government.

- Creation of a provisional fish-farming station comprising 08 ponds. This helped to produce 14.800 restocking fishes that were distributed to 65 fish farmers trained within the framework of the programme on fish productivity improvement.

26. In the industrial sector, a draft sector strategy paper based on 06 (six) main points was prepared. However, its coherence with the PRSP must be ensured. Other actions were carried out, namely :

- A diagnostic study of the sector: this helped to identify some sectors with growth potentials such as textile, timber, energy, hydrocarbons, sectors undergoing changes (plantain, maize, oleaginous plants), configuration sectors (cocoa, coffee, rubber) and high technology sectors (construction and ship building, ICT, pharmaceuticals);
- Standardisation and quality control: activities here helped to produce 250 national standards for the following products: wheat flour, cooking gas bottles, sheet metal for coverage and transport and milk;
- An outline document was prepared in view of drawing up a combined strategy for the development of SMEs/SMIs.

27. As concerns tourism, the sector strategy of the Ministry of Tourism is being finalised. The strategy comprises 06 (six) programmes. Moreover, university lecturers were trained in the teaching of tourism in professional schools and universities. This is in line with the programme on tourist culture.

28. In the area of financial intermediation, the Douala Stock Exchange is now operational and the process on the restructuring of micro-finance institutions (MFI) is going on. 344 micro-finance institutions were registered out of the 490 MFI that applied for registration in December 2003.

1.2.3 Boosting the private sector

29. The Government of Cameroon is embarked on a programme based on structural reforms. Thanks to these reforms, the business milieu benefited from a number of measures that are aimed at building a liberal economy and speeding up State withdrawal from the production sector thereby boosting the private sector which must be the driving force of growth.

30. Thus, in the area of infrastructure, the Government has carried out major construction and renovation works to support the industrial sector. These works concern the bridge over the Wouri River, Douala and Yaounde urban roads as well as highways that favour sub-regional integration (Ambam-Kyossi, Bertoua-Garoua Boulai).

31. Cameroon's economy is facing problems such as dumping, customs fraud, counterfeiting and smuggling. These phenomena mostly affect the development of the following products: textile, cement, flour and sugar. To stop these illegal practices, the Minister of State in charge of Industrial and Commercial Development conducted a mission in the 10 provinces to sensitize the population on the negative effects of these practices on Cameroon's economy. He enumerated the sanctions that will be meted out in case of violation of the regulation in force.

32. 10 (ten) regional reports were produced within the framework of the implementation of the programme on nursery enterprises supported by UNIDO. The reports were prepared in view of setting up the framework and identifying the needs and potentials of each region.

1.3 POVERTY ALLEVIATION AND SOCIAL DEVELOPMENT

33. The optimum goals of the implementation of actions programmed in the PRSP and structural reforms are poverty alleviation and the improvement of the living conditions of the population. The annual progress report as of 31 March 2004 examines the results derived from the implementation of actions and their likely impacts. Actions carried out by the time the present report was prepared are well assessed. As a matter of fact, the execution rate, the quality as well as human and financial means mobilised for their implementation were well evaluated.

34. The methodology used to assess the results as well as the impact on poverty alleviation was based on the review of trends brought in by new information. This review was conducted in areas where new information was gathered as compared to information used to give the diagnosis which is formulated in the PRSP. This approach was adopted on the grounds that, the results and impact of the PRSP's actions that the Government has been implementing for twelve months have, generally, not yet been evaluated.

1.3.1 Monetary poverty

35. The implementation of the PRSP has an impact on monetary poverty of households. As a matter of fact, obtaining a growth rate of 4.5% will mean an increase in per capita income by roughly 2%. In this light, evolution of the wage bill in the public service is likely to have contributed to the increase in household consumption. In 2003, the Government disbursed a sum of roughly CFAF 519.6 thousand million for salaries and other payments as against CFAF 403 and 350.3 thousand million in 2002 and 2001 respectively. Thus, the year 2003 is characterised by an increase in the wage bill due to payment of life annuities, salary bonds and recruitment of staff in some sections of the public service (Police, Education, and Health). As concerns the overall salary earners, the application of the new personal income tax as of 1 January 2004 was followed by a drop of the tax burden of several tax payers. Similarly, the increase of tax-exempt income which moves from CFAF 25,000 to CFAF 52,000 and the marginal taxation rate which drops from 65% to 35% produce additional income earnings to some tax payers.

36. In the rural area, the evolution of income depends on the prices of cash crops in the world market and on the increase in the supply of food products. As concerns cash crops, cotton and cocoa production increased by 7% in 2002. The increase will go on in 2003 following the increase in the cultivation of cotton fields and the upkeep of cocoa orchards. As for food crop production, 2003 estimates projected an increase in the production of maize, cassava, potato, plantain, banana, millet/sorghum, tomato and groundnut which constitute the source of food and income of households.

37. The National Institute of Statistics conducted a study on price formation during the second semester of 2002. The study, which concerned twelve foodstuffs sold in Douala and Yaounde, namely banana, plantain, groundnuts, cocoyam, tomato, Irish potato, maize, red beans, koki beans, onion, cassava and yam, revealed that for four of these products, their producers earned a little less than 50% of the income derived while the other players in the chain, including road haulage contractors, wholesalers and retailers share more than 50% of the income generated. Thus, it can be pointed out that equity in the distribution of income generated from the sale of food crops is not the main cause of poverty of rural food crop producers. The issue of inadequate supply must be addressed to enable them to increase their income.

38. As concerns the urban poor, their purchasing power is low due to prices of foodstuff. For the past five years, the national consumer price index was based on the prices of foodstuff in urban areas. This shows the real difficulties of the national apparatus for food production to meet the demand in some towns and neighbouring countries. Thus, poverty alleviation in rural areas (57% of poor people among agricultural producers and 54% among informal producers) depends on the substantial increase in production and the organisation of marketing. The Government therefore granted CFAF 320.9625 million of HIPC resources to the NEF to train and seek jobs for about 1500 youths in agricultural activities in view of meeting the increasing demand in foodstuff.

1.3.2 Education

39. The development of school infrastructure seeks to ensure greater accessibility to education. Special emphasis is laid on the improvement of output and promotion of gender equality as concerns access to education. As concerns accessibility, results from the various actions can be assessed on the basis of the school enrolment rate and the rate of access to primary schools.

40. Primary school enrolment rate (for children aged between 6 and 11 years) has moved from 98.1% in 2001-02 to 99.6% in 2002-03. Access to primary education moved from 90% in 2000 to 96% in 2003 (see school map). The sustained efforts made to build classrooms and recruit teachers will help to achieve in the long-term, the objective of 100 per cent of children of school-going age.

41. From 2000 to 2003, the global index on girl/boy parity has evolved. As a matter of fact, it has moved from 0.85% to 0.90% as a result of the good conduct of the gender equality policy implemented in Cameroonian schools. The net school attendance rate which stood between 75.2% and 80% over the same period reflects Government's efforts to increase the number of schools.

1.3.3 Health

42. Among actions carried out in the health sector, we can point out the reduction in mortality rate among target groups, immunization coverage and a better birth follow-up. All these actions improve on the welfare of households.

43. The mortality rate of children aged below five years was stable: 150.7 deaths for every 1000 children born alive in 1998 compared with 149 deaths for every 1000 children born alive in 2000. As concerns the mortality rate of children aged below one year, it has dropped from 77 deaths for every 1000 children born alive in 1998 (EDS2) to 76 in 2000 and to 74.6 children in 2001.

44. The immunization coverage of children aged between 12-23 months using the four vaccines (BCG, DTCOQ, POLIO and ROUVAX) of the Extended Immunization Programme (EIP) is improving. Estimated at 35.8% in 1998 during the EDS2 survey, this rate stood at 55.3% in 2001 according to ECAM II estimates. The immunization coverage will be on an upward trend given that the EIP immunization campaigns were more intensive in 2002 and 2003. The partial immunization coverage for the DTC3 was estimated at roughly 70% in 2003 as against 43% in 2001.

45. Maternal care is increasingly done by qualified staff. Thus, the ratio of births assisted by a qualified medical staff moved from 41.8% in 1998 (EDS2) to 60.4% in 2000 (MICS). Estimates made by ECAM in 2001 put this rate at 64.2%.

46. Thus, there is noticeable progress made in the area of health, especially in sections where indicators are available. Actions to improve the population's health were centred on the prevention of diseases such as malaria, STDs/AIDS, and tuberculosis, distribution of essential drugs in hospitals and recruitment of new staff.

1.3.4 Integrating the vulnerable segments of the population

47. In order to ensure social justice, the Government lays emphasis on the improvement of living conditions of the underprivileged, notably children, women and the disabled.

48. If we consider the number of children suffering from emaciation as a reference indicator of extreme poverty, we can say that the rate was stabilised at 6% between 1998 and 2001. However, if we consider the number of children suffering from weight insufficiency, we notice that the rate moved from 22.2% in 1998 (EDS2) to 19.0% in 2001 (ECAM II). This positive trend will eventually be reinforced thanks to the promotion of food crop production which was retained as a growth factor in the PRSP.

49. Extreme poverty makes it difficult for poor people to feed themselves. As a result, there is the need for agricultural diversification through an increase in food crop production which will help to reinforce food security, ensure access to markets and reduce consumer prices. A number of actions were carried out to this effect. As of 31 December 2003, the following actions were observed: development of 13 basic seeds, creation of 38 plots for the multiplication of corn seeds out of the forty programmed, opening of 5 small-scale warehouses to stock maize and maintenance of 23 plots used for the multiplication of cassava seedlings. All these actions will help to increase supply. As concerns access roads in big production basins, the rehabilitation of farm-to-market roads, bridges and small bridges is likely to improve access to the market.

50. PREPAFEN is a project the Government has prepared to improve on women's conditions. One of the components of the project entitled "Support Fund to Economic Activities" earmarks 50% of its funds for women. As of 31 March 2004, out of the more than 400 projects that were financed, 67% belong to women groups.

51. A number of actions were carried out as of 31 March 2004 in the area of road maintenance and construction of small community-infrastructure. Among these actions, we can cite: rehabilitation of 126 km-long rural roads, construction of 13 market stores, 14 boreholes, 48 warehouses and 26 open-air wells. All these actions are likely to improve the living conditions of women. As part of the component on promotion of micro and small enterprises and women self-employment, a programme has been drawn up to train women in view of ensuring their self-sufficiency.

52. As of 31 March 2004, 422 women participated in various training programmes, including 2 women in entrepreneurship, 48 in the techniques of fish smoking and drying, 36 in manufacturing of juices and milk lollipops, 64 in seed multiplication, 42 in milk processing, 42 in gardening and composting, 47 in functional literacy and 141 in miscellaneous training. Other projects were designed by the Government to develop similar activities in favour of women, including the Special Programme on Food Security (PSSA), the Community Development Support Programme (PADC) and the Programme to Increase Rural Family Income (PARFAR) to name but a few.

Moreover, the UNDP granted a sum of CFAF 78 million to needy women for the funding of 120 micro-projects.

53. As concerns the disabled, the Government is striving to consolidate their autonomy by training them in the following areas: basket-making, pottery, embroidery, handicraft, etc and by granting them subsidies within the framework of its national solidarity policy. In this context, 31 private social institutions were granted CFAF 15 million worth of subsidies, while 433 persons, including the aged and the disabled received CFAF 25 million.

1.4 IMPROVING THE INSTITUTIONAL FRAMEWORK AND GOVERNANCE

54. The balance sheet of a year's execution of the PRSP is positive. As a matter of fact, significant progress was made towards the improvement of the institutional framework and governance thanks to the implementation of structural processes, general implementation of the participatory approach and evaluation by the beneficiaries.

1.4.1 Structural processes

- Transparent management of public affairs through (i) continuation of restructuring of the channel of public expenditure, (ii) reinforcement of the management of social sectors ("budget tracking exercise") and (iii) thorough reforms in the area of public contracts awards;
- Implementation of the priority plan of action on Governance: the process to render some organs of the courts operational is going on smoothly. These organs which are provided for in the Constitution are: (i) the Audit Bench : with the appointment of a President and two counsellors; (ii) the Constitutional Council: instruments regulating the organisation and functioning of the Council were adopted during the March 2004 session of the National Assembly, as well as those regulating the status of the members of the said Council;
- Reform of the judiciary: the plan of action has been adopted;
- Fight against corruption: (i) a seminar to form a functional coalition is in the pipeline; (ii) preparation of a strategy to sensitise the general public. The strategy is based on three programmes centred on the NGP (publication on the internet of the priority plan of action), participatory follow-up in the various services and the Information/Education/communication plan (IEC). An institutional mechanism has already been put in place at the government level, in the ministries and in some public corporations. The key role of coordination of these activities is played by the Anti Corruption Observatory.

- Promoting local development thanks to the identification and implementation of about twenty community projects under HIPC funds. These projects are managed by local authorities.

1.4.2 Participatory approach

55. The participatory approach is used in development committees which are mechanisms for investment programming and also in transversal projects connected with governance (NGP, PNDP, PADC, PADDL...)

56. Development committees are participatory bodies (public and private sectors, civil society, beneficiaries) at the level of districts, divisions and provinces. These committees held sessions in January 2002 and July 2003 at the provincial and divisional levels. During these sessions, the population had the opportunity to identify and prioritise operations and projects likely to help solve their problems. A data base containing about 14,000 operations is available for all sectors with priority to education, health and infrastructure.

57. Concretely speaking, the participatory approach was used in the preparation of the PRSP (“participatory meetings”) as well as in the follow-up / evaluation through periodic meetings of the follow-up / evaluation committee of the PRSP at the national level and through reviews conducted twice-yearly at the provincial level. The goal of the participatory follow-up is to enhance ownership of the process of poverty alleviation strategies and to improve transparency and accountability of the various stakeholders as well as the quality and relevance of public utilities. Among achievements of this approach as of 31 March 2004, we can point out that:

- The various stakeholders in the participatory follow-up process have been identified. They are : (i) target groups and beneficiary communities, (ii) members of parliament and local authorities, (iii) administrations and related services, (iv) the civil society, (v) the private sector, (vi) development partners ;
- Their roles are being defined ;
- The institutional mechanism comprises the interministerial committee chaired by the Prime Minister, Head of Government, the Technical Follow-up and Evaluation committee of the PRSP (CTSE/PRSP), the Technical Secretariat of the CTSE/PRSP and provincial committees. The process to put the institutional mechanism in place is completed ;
- The operational mechanism comprises the Technical Committee in charge of the follow-up and evaluation of PRSP’s implementation. It is also made up of development committees, the advisory committee for the follow-up of HIPC resources, the National Participatory Development Programme that contribute to the follow-up of the implementation of the PRSP ;
- With its provincial committees and participatory evaluation reviews, the CTSE/PRSP coordinates the other three bodies. The evaluation reviews finally appeared as the ideal framework for the implementation of the participatory follow-up of the PRSP ;
- Participatory follow-up mechanisms are being prepared. They can still be improved ;
- The statistical mechanism needs to be specified. The specification process is going on with the following actions: selection of indicators, definition of the calculation formula

and evaluation of costs related to data collection activities. The Government got in touch with some donor bodies to seek their support in a bid to ensure an effective mechanism. The initiative is on a good track.

- Appraisal by the beneficiaries is henceforth taken into account, with regard to the execution of measures, programmes and projects based on participatory evaluation reviews.

1.4.3 Evaluation by the beneficiaries

58. The people contacted during the March 2004 review made the following recommendations : (i) step up the integration of projects from development committees to the public investment budget (ii) increase in quantity (number) quality (specialization in specific fields) of translators to promote and reinforce bilingualism ; (iii) organisation of training programmes in the preparation of projects financed with HIPC funds, etc. More specifically, remarks and recommendations focused on :

(a) Education

59. Government's efforts in terms of classrooms construction, equipment of schools with furniture and teaching aid are laudable. However, there is need for more equity in the posting of teachers to rural and urban areas.

(b) Health

60. Actions carried out by the Government are satisfactory. They include: construction and rehabilitation of health centres, distribution and/or reduction in the costs of essential drugs, continuation of major control programmes, intensification of the control of STD/HIV-AIDS, distribution of treated-mosquito nets to pregnant women. However, there is a need to reform the social security system and housing for health personnel.

(c) Social affairs and gender

61. The persons contacted expressed their satisfaction with the ongoing processes on women empowerment, education of the girl child and construction and rehabilitation of social centres for the disabled. However, there is still lack of specialized vocational training centres as well as reintegration centres for street children.

(d) Infrastructure

62. Globally, there has been an improvement in the quality of services in this area. The following actions were carried out: construction of tarred roads, rehabilitation and maintenance of rural roads, intensification of the programme on rural electricity supply and development of water points, development of the mobile telephone network and supply in cooking gas.

(e) Production sector

63. The execution of projects related to the PNVRA was satisfactory. Training of farmers has improved. What needs to be done is to extend PNDP's and PADDC's activities throughout the provinces and to carry out sensitisation drives on agricultural diversification.

(f) Governance

64. The participatory approach adopted in government actions, mainly as concerns the follow-up of the PRSP, was highly welcomed. However, there is need to carry out the following actions : speeding up of the popularisation of the PRSP and the use of communication means to strengthen the fight against corruption, increase in public service salaries as a first step in the fight against corruption, speeding up judicial procedures, extending the CRTV coverage throughout the territory, improving management procedures of credit delegations at the provincial level and reinforcing the treasury of some provinces which have serious difficulties in paying their contractors.

CHAPTER 2: IMPLEMENTING STRATEGIC ACTIONS

2.1 PROMOTING A STABLE MACRO-ECONOMIC FRAMEWORK

65. Defined as a precondition for and a factor favourable to economic growth, the promotion of a stable macro-economic framework was envisaged in the PRSP in four areas:

- the stabilisation of macro-economic and budget framework ;
- the improvement of public expenditure management ;
- the continuation of structural reforms ;
- the mobilisation of non-petroleum domestic resources.

2.1.1 *Stabilising the macro-economic and budget framework*

66. It is based on three measures concerning :

- the satisfactory implementation of the third year of the second three-year economic and financial programme backed by the PRGF;
- the use of budget savings derived from the HIPC initiative following the criteria set in the decision point paper ;
- the satisfactory close of the third structural adjustment credit (CAS III).

- ***Satisfactory execution of the third year programme backed by the PRGF***

67. The implementation of the Government's medium-term economic and financial programme approved by the Board of Directors of the International Monetary Fund on 21 December 2000 and backed by the Poverty Reduction and Growth Facility (PRGF) is going on.

68. During this first year of implementing the PRSP, the technical problems encountered

during the first semester of 2003 were overcome thanks to discussions held in October 2003 between public authorities and IMF officials. This paved the way for the signature by the Prime Minister, Head of Government, of a letter of intent on 3 December 2003. This letter of intent was approved by the IMF Board of Directors on 17 December 2003. Approval of the said letter accounts for the change in the initial calendar of the second three-year programme. The third year of this programme now runs from 1 July 2003 to 30 June 2004 since the agreement was extended to 20 December 2004.

69. In this respect, the IMF mission visited Cameroon from 12 to 22 January 2004 and assessed the implementation of the third annual programme. The mission observed that economic performance estimated in 2003, especially concerning growth rate which stood between 4 and 4.5% and inflation rate which was below 1%, consistent with the main scenario of the PRSP, were close to estimates made in the memorandum on the economic and financial policy appended to the letter of intent of the previous review.

Execution of the PRGF

The first two years of the programme went on satisfactorily. The Prime Minister, Head of Government signed on 2 December 2003, the letter of intent of Cameroon for the fourth review of the Medium-Term Economic and Financial Programme backed by the Poverty Reduction and Growth Facility (PRGF).

During its 17 December 2003 session, the Board of Directors of the IMF examined Cameroon's file. At the end of the meeting, the Board approved the fourth review of the medium-term programme and extended the duration of the PRGF programme to 20 December 2004.

The Government of Cameroon and the IMF mission held discussions on the fifth review from 21 April to 6 May 2004 in Yaounde.

70. In the area of public finance, budget performance remained close to the goals of the programme, while Government's position towards the banking system seemed superior to the initial estimates. There was a need to justify Government's payments to some public corporations. However, the overall economic and financial trend observed during the two reviews was satisfactory. As concerns the analysis of the 2004 budget, tax measures of the 2004 finance law were consistent with documents attached to the letter of intent of 3 December 2003. In the area of expenditure, the mission recommended the consistency of budget packages with the goals of the 2004 programme, including HIPC expenditure. Decree N° 22004/0556/PM of 23 February 2004 on the transfer of HIPC credits implements this recommendation.

71. Final results of the execution of the final year of the PRGF are executed in the fifth and sixth reviews of the programme.

- *Use of HIPC resources*

72. The second measure on the stabilisation of the macro-economic and budget framework requires the use of budget savings derived from debt relief under HIPC initiative in conformity with criteria set out in the decision point document. These criteria concern structures and procedures for the control and follow-up of the use of these resources on the one hand, and on the opening of a special account at BEAC, on the other.

Use of budget savings derived from the debt relief

- *A special account earmarked for HIPC resources was opened at BEAC.*
- *An Advisory and Follow-up Committee for the management of HIPC resources was set up by decree from the Prime Minister.*
- *The technical and financial audit of expenditure under HIPC funds was launched on 12 April 2004.*

73. As concerns the first criteria, the Government set up an advisory committee for the follow-up of the management of HIPC resources, immediately after reaching the decision point. This committee was set up by Decree No. 2000/960/PM of 1 December 2000 and it is made up of members of government, representatives of the civil society, the private sector, multilateral and bilateral donors. The committee is in charge of ensuring a fair and optimum allocation of HIPC resources for facilitating poverty alleviation and good governance as well as ensuring that these resources are put to good use. As for the second criteria, a special account was effectively opened at BEAC to receive HIPC funds. As of 22 January 2004, the sum of CFAF 156 thousand million was deposited at the bank and the balance stood at 107 thousand million as of 29 March 2004, the deduction having been transferred to the Treasury for the payment of bonds concerning HIPC projects that have been validated and executed.

74. While the implementation of the HIPC programme got off on a slow and difficult start due to technical problems linked to the peculiarity of these funds as compared to ordinary public resources, there is a significant improvement, today, in the preparation of HIPC projects and programmes following the resolution of organisational and functional problems encountered by the Advisory Committee. This has helped to improve on the use of HIPC resources. As of 30 November 2003, a number of projects from the various eligible sectors were approved by the Advisory Committee. The total amount stands at CFAF 184 thousand million.

75. Thanks to Decree No. 2004/0556/PM of 23 February 2004, funds are now earmarked for priority projects in conformity with the goals of the programme. The Decree also helps to increase the level of commitments of HIPC credits. Moreover, we can point out new measures

taken in the Department of Treasury to speed up the payment of bonds relating to HIPC projects. This helps to speed up the use of credits available.

76. Finally, the Government has just launched the audit of HIPC projects which are being implemented, in collaboration with development partners. This is in line with commitments it made to this effect.

- ***Satisfactory close of CAS III***

77. All the conditionalities relating to the floating brackets of CAS III were fulfilled as of 13 December 2003. Reforms backed by this programme were satisfactorily carried out. As a result, all the disbursements expected within the framework of the credit or connected to it were made. CAS III was satisfactorily closed as of 31 March 2003.

2.1.2 Improving the management of public expenditure

78. Cameroon has embarked on a process of improving the management and quality of its public expenditure. The process is underpinned by the 1997-2000 medium-term programme backed by the Enhanced Structural Adjustment Facility (ESAF). Most of the actions projected under this programme have been carried out. Those still undergoing implementation concern very sensitive areas such as the information on the management of public finances and contracts.

- ***Establishment of the SIGEFI system***

79. The institution of the integrated management system of public finances (SIGEFI) is one of MINFIB's main strategic projects. This Ministry will pursue the establishment of the system which is part of actions carried out in view of mastering information on budget management. Thus, a significant progress will be made towards the production of financial and budget statements. To this effect, transversal interfaces among the various Departments of MINFIB were completed. As a result, performance indicators can be produced automatically from the Treasury account balance. The exhaustiveness and reliability of these indicators are ensured by the local Treasury network and the central and local exploitation committees of the CADRE-DEPMI integrated system. However, it should be pointed out that the priority now is to speed up the implementation of all these interfaces. Thus, invitations to tender for the supply of materials and for the design of applications have been launched as concerns the interface between the Department of Programming at MINEPAT and the Department of the Budget at MINFIB. As concerns the interface between the Department of Programming and the National Sinking Fund, applications prepared are undergoing testing while equipment is being purchased. Moreover, the interface between the Treasury Department and the National Sinking Fund needs a framework/revenue module while other expenditure is expected.

80. Continuation of this important project is now focused on the establishment of a link between the ECOFI (MINFIB) site and MINEPAT's data base to introduce items of the management of the public investment budget in SIGEFI. With the effective execution of the new budget nomenclature on revenue and expenditure which is operational since the 2003 financial year, SIGEFI takes a step forward in the full mastery of the accounting situation of Government finances.

- **Reform in public procurement**

81. Initiated after the Country Procurement Assessment Review (CPAR) done in collaboration with the World Bank, the reform of public procurement is being completed. It is based on four pillars, namely public tender boards, specialised control boards, the regulatory board and the code of contracts. All these structures are up-dated.

82. As a matter of fact, tender boards and specialised control boards were set up and are operational, just as the Public Contracts Regulatory Board (ARMP). In this context, independent observers who were recruited for contracts running from November 2002 to December 2003 have produced their reports. Meanwhile, the recruitment process of independent observers for the 2004 financial year launched in September 2003 will end in April 2004 when they will effectively resume work.

83. Audits of public contracts are also effective. Thus, after adoption by the Board of Directors of the ARMP of the synthesis of reports on audits conducted for public contracts awarded for the 2000-01 financial year, the audit of public contracts awarded for the period running from July 2001 to December 2003 has just been finalised.

84. The Government is making great efforts to cover costs related to the conduct of this key reform. Thus, for the 2004 financial year, the Government earmarked CFAF 6 thousand million for the financing of structures and operations related to the regulation of public contracts. The final pillar of this reform is the code of public contracts. After a long period of preparation, the final draft of the project was forwarded to the Prime Minister on 17 February 2004 for validation by the government and adoption by the parliament. Foreign institutions were associated in the process, including the European Union, the World Bank and the French Development Agency.

- **Other actions in favour of the reinforcement of the management of public expenditure**

85. The Government paid particular attention to the management of public investment expenditure. Thus, the capacity of public services was built in the area of planning/programming/budgeting/follow-up. A bill on the pluri-annual programming of public investments is being finalised. If this bill is passed, the implementation of a mid-term forward-looking management of public investments will be possible and the parliament will easily carry out its monitoring power.

86. Priority ministries were called upon to prepare and forward their physical and financial execution reports on their public investment budgets to MINEPAT. The only ministries that have so far produced these documents are MINAGRI, MINEDUC, MINMEE, MINTRANS and MINCOF. However, it should be pointed out that the exercise is not completely mastered by the

Reform of the public procurement system

The re-organisation of the public contract award system was consolidated by presidential Decree No. 2002/030 of 28 January 2002.

The final report on the audit of the 2001-02 procurements and the transitional period was submitted by the auditor and approved. The final report on the evaluation of the transitional period of the reform was submitted and forwarded to resident missions of the World Bank and the International Monetary Fund on 23 April 2004. Independent observers for the 2004 financial year have been recruited and have taken part in a training session organised for them on 13 April 2004.

Moreover, the Prime Minister, Head of Government, presided over an interministerial meeting on 29 April 2004 to revise the draft code on public contracts before forwarding to the Presidency of the Republic for the Head of State's approval.

ministries concerned. The presentation and content of these reports are still to be improved and the periodicity of their production must be systematic.

87. So far, only two ministries namely MINEDUC and MINSANTE have mid-term expenditure frameworks. These two ministries are making great efforts to appropriate and implement these frameworks in relation with the mastery of their sector strategies. This operation requires human and financial resources. Yet, the level and quality of these resources were under estimated.

2.1.3 Continuation of structural reforms

88. Structural reforms targeted here concern the completion of the privatisation processes, and reduction of the time goods spend at the Douala port. These reforms are part of the programmes envisaged in CAS III though the overall reforms projected in the said CAS III are not concerned.

- ***Privatisation of SNEC, CDC and CAMTEL***

89. The Government revived the privatisation process of three public corporations in 2003, namely CAMTEL, SNEC and CDC (for the remaining activities, including banana, rubber and palm oil). The process was revived thanks to the implementation of plans of action prepared in collaboration with the World Bank. As concerns CAMTEL and SNEC, the following actions were carried out:

CAMTEL: Implementation of the grant agreement signed in November 2003 by CAMTEL and the Government for a two-year period renewable. Specifications, including the minimum plan of investment are being executed in conformity with the grant agreement. The procedure for the recruitment of a consultant who will assist in the implementation of the plan of action was launched in January 2004.

SNEC: Preparatory works to revive the privatisation process of this corporation were conducted with World Bank assistance. The procedure for the recruitment of a consultant who will assist the local team was launched in February 2004.

- ***Reduction of time period at port***

90. The reduction of time period at port is a result of four projects that received technical and financial support of various partners, including the IMF (custom reform component), the World Bank (Port component of CAS III), the European Union (creation of a one-stop service for international trade) and France (support to the custom services). The combined action of these partners helped attain positive results in relation to the target goal which is to attain a maximum of seven days for imports and two days for exports. Today, the time period has moved from 25 days to seven and half days for imports and from seven to one and half and 2 and half days for exports. The one-stop service has been equipped with a machine which will help measure trends and detect bottle-necks with a view to reducing them.

2.1.4 Mobilising non-petroleum domestic resources

91. The Government is pursuing its efforts to consolidate the mobilisation of non-petroleum domestic resources in order to face the drop in petroleum production. The goal is to consolidate tax and customs revenue.

- ***Reform of the personal income tax***

92. The reform of the personal income tax went into force on 1 January 2004 after the institution of a new general code on taxes which was supplemented by a manual on tax procedures. The reform which is translated into a relief of the tax burden of low-income persons aims, with its distribution effect, at alleviating poverty with the increase in public revenue. To ensure maximum efficiency for this reform, seminars were organised by MINFIB throughout the national territory in order to check the reliability of its implementation in public corporations and private companies. The reform is also backed by additional measures such as harmonisation of the effective tax assessment of retirement pensions, and reinforcement of the control of returns submitted by taxpayers who fall within the category of handicrafts, industrial and commercial profits.

- ***Security of customs revenue***

93. The process to secure customs revenue has been launched for a decade now within the framework of a vast programme on import checking, with the collaboration of the Société Générale de Surveillance (SGS). The exercise is going on with particular emphasis on the limitation of customs exemption and mastery of tax exemption regimes, notably through the franchise and exemption follow-up unit. The unit is producing positive results.

2.2 CONSOLIDATING GROWTH THROUGH ECONOMIC DIVERSIFICATION

94. The Government intends to increase the growth rate to 6- 7% for the 2005-2015 periods. To this end, emphasis will be laid on the definition and implementation of measures that aim at ensuring greater contribution of the non petroleum production sector. Measures and actions related thereto are contained in the implementation matrix of the PRSP. However, an appraisal of the current level of economic diversification to boost growth can only be made with the introduction of some actions targeted by ministries in charge of this specific pillar and actions related to the boosting of the private sector.

95. There are many factors that can help to support economic diversification in Cameroon, namely: a strategic geographic position in the Gulf of Guinea, a potential market of 200 million consumers from the Central African Sub-Region and Nigeria and a big potential in terms of natural and human resources. In this line, sectors with growth potentials were identified, which include cotton (textile industry), timber, sectors undergoing changes (plantain, maize, oleaginous plants), configuration sectors (cocoa, coffee, rubber) and high technology sectors (shipbuilding, ICT, pharmaceuticals). The main pillars to help implement the growth strategy include the rural sector, industry and services.

2.2.1 Developing the rural sector

96. The rural sector remains a key sector in Cameroon's economy though its importance has dwindled. As a matter of fact, this sector still plays an essential role through a contribution to growth, and through its spill-over effects on the other sectors (industry and services), its potential in terms of poverty alleviation and improvement of the living conditions of the population. Actions carried out within the framework of the PRSP's implementation are presented hereinafter.

Rural sector development strategy

Challenges and stakes:

- to alleviate poverty ;
- to ensure food security ;
- to ensure its integration into sub-regional and international markets ;
- to ensure sustainability of performance in the long term.

Axes of intervention:

- local development ;
- development of agricultural, animal, fisheries and forestry production ;
- restructuring of the institutional framework ;
- financing structures and mechanisms ;
- sustainable development of natural resources.

By the end of the year 2004, the strategy will be translated into programmes and projects and supplemented by a MTEF thanks to a financing from the European Union. This will enable the production of indicators that will help the Government ensure a better follow up and evaluation of the said strategy.

• **Dissemination of research results**

97. Improvement of farmers' access to new and high yielding agricultural methods help to consolidate food security. Current results are satisfactory and links with extension services, agronomic research structures and the capacity of producers has been reinforced. These relations are perceived through the participatory method used to identify priority research topics per agro ecological zone, management of these priorities by the Research Fund under a Competitive Basis (FRBC) which was set up within the context of the consolidation of actions of the Agricultural Extension and Research programme (PNVRA), conduct of research in stations and tests in the field with the active involvement of farmers. Extension and dissemination of results were supplemented with infrastructure and equipment support to producer organisations for an efficient modernisation of their production. Finally, NGOs, competent associations and producer organisations can henceforth be awarded contracts relating to extension and follow-up activities.

Extension of research results

16 partnership and subcontract conventions are being executed within the framework of the promotion and development of private services of extension and exploitation consulting. The conventions concern 02 NGOs, 04 professional associations of producers and 10 rural radios. Moreover, 44 rural communities were empowered in the area of follow-up and evaluation of extension activities.

• **Support to the development of professional associations**

98. As concerns the support to professional and inter professional organisations, support projects were designed for 40,000 producer organisations (PO), including 25,000 which are not yet registered. Development projects of sectors that comprise the component "support to PO" concerned 25,000 PO, including 10,000 which are not yet registered. 1000 professional organisations, including 500 which are not yet registered benefited from the support of specialised services of MINAGRI within the framework of its permanent support activities.

Thanks to the project for the development of livestock in the South-West province, 91 groups of fishermen were created, 910 fishermen were supervised while 170 other received training.

99. As part of support to the development of emerging sectors, 297 production contracts between PO and proximity business persons (buyers of goods and suppliers of input) were executed. These contracts concerned the supply of improved input to producer organisations (PO) on the one hand, and facilitation of the sale of PO's products to agricultural suppliers. These contracts helped to sustain development actions of 7 sectors, including 05 for vegetables (maize, onion, Irish potato, plantain and cassava) and 02 for animal production (milk and aviculture).

100. The PSSA programme helped in the construction of 10 henhouses and 2 pig houses with a high participation of PO. This was within the framework of the consolidation of food security. For a beginning, 150 chickens were brought in each henhouse. Similarly, each pig house received four piglets, including 3 sows and 1 boar. 6 sheep farms were also built. As of 31 March 2004, the number of beneficiaries was 1910, including 419 for the mastery and management of water, 809 for agricultural intensification and 682 for agricultural diversification. In terms of increase in productivity and revenue in the Adamawa and North provinces, the average maize production (4550kg/hectare) was by far above the annual rate (2500-3000kg/hectare) recorded in the reference benchmark. In the Centre province, the average output stood at 3600kg/hectare despite the late sowing of maize (end of April). This rate is equally above the rates recorded in the reference benchmark (3000kg/hectare). Moreover, beneficiaries used new technologies to produce maize and cassava and to breed fowl and pigs. These beneficiaries are pursuing the extension of their farms.

Objective of the PSSA programme
<i>The pilot phase of the Special Programme on Food security was launched in 2000 in two provinces namely the West and Far-North provinces.</i>
<i>The programme is financed by the ADB with the technical support of the FAO.</i>
<i>The first project conducted from May 2000 to May concerned "the assistance to water management within the framework of the PSSA programme".</i>
<i>The second project carried out in September 2003 focused on "the support to the propagation of improved cassava plant material".</i>
<i>It set the way for the launching of the national programme on the development of roots and tubers (PNDRT).</i>
<i>The third project concerns the "support to the component on PSSA intensification". Its goal is to set up pilot units for demonstration in the keeping of small animals, fish culture, non conventional husbandry, and milk processing.</i>
<i>The pilot phase aims at validating technical models for water mastery and management, intensification and diversification of agricultural production adapted to the Adamawa, Centre and North provinces. This phase ends in February 2005.</i>
<i>At the end of this phase, results of the analysis will help select the best models which will constitute the foundation for the preparation of a large-scope food security programme.</i>

101. In 2003, 6 out of 13 Telefood projects approved in 2002 were financed and implemented with the collaboration of the FAO. The projects concerned fish culture, livestock (pigs, fowl) and marketing (fish, maize). The remaining 7 projects were carried over during the selection of projects in 2003 and added to 7 new projects. Thus, since February 2004, 14 new projects were executed in the areas of agricultural production (maize seeds, soybean, palm oil planting shoots, potato seeds, nuts, plantains) and livestock (giant snails, pigs, chicken). Producer organisations received financing for this purpose to the tune of USD 74,259, representing CFAF 41,501,499. The provinces concerned are the West, South-West, North-West, Centre, South, East and the Adamawa.

102. In all, 13,317 producer organisations were backed in the execution of micro-projects, protective management of natural resources, fish culture and domestication of some plant species ("okok", "safou tree", "andok", bitter cola, encystrocladus korupensis) and animal species (great cane rats, rats, giant snails...). More specifically, 143,843 producers received direct support.

1795 hectares were developed, 102 micro-infrastructure were constructed and 16 village planning officers received training. In the area of fishing and fish culture specifically, five small-scale community projects were backed with a view to securing and mastering the livelihoods of the vulnerable fishermen communities. Two of these projects concerned support to women organisations specialised in the sale of fish. There was a significant increase in the output, as well as in quality and quantity of marketed products.

- **Community development**

103. Community development is a permanent preoccupation. The process has been reinforced with the effective take off of the PADC project and with the imminent take off of the NPDP programme. These two projects have a national scope. They have mobilised huge financing from multilateral and bilateral donors. They are aimed at harmonising planning methods in rural areas and at promoting integrated rural development. It should, however, be pointed out that the promotion of community development is an activity usually conducted by MINAGRI. MINEF also assists the population in the development of community forests and that of community hunting zones. Management committees are being set up to ensure self-management of these zones while income derived will help improve on the living conditions of the population.

Two initiatives for development

The NPDP and PADC programmes bring back the notion of the management of development by the populations themselves, as well as sensitisation and capacity building of council executives in proximity care of their constituencies.

Generally, the two programmes deal with issues such as support to plant and animal production, as well as infrastructure and protective management of the environment.

Thus, these programmes constitute supplements of traditional activities carried out by the various ministries in charge of the rural sector.

104. Several activities have been carried out or are being carried out within the framework of the PADC programme, which effectively took off in the Centre and Far-North provinces. These activities concern the establishment of methodological tools for the selection of villages, rural planning and selection of contractors, capacity building of contractors per component, operationalisation of 3 village-tests per province through the village development committees (VDC), the village planning methodology test in 47 units per province and the launching of invitations to tender for the preparation of development plans and execution of micro-infrastructure and income generating activities.

Operationalisation of the NPDP

The National Coordination Unit (NCU) is operational since April 2003 and the process to set up the provincial units is almost completed.

11 (eleven) public utility infrastructure and equipment projects were approved by the donors. Moreover, a financing request worth CFAF 16 thousand million in 4 years was approved by the Advisory Committee for HIPC fund. An evaluation of the NPDP was conducted by the French cooperation in February 2004 in view of ensuring its eligibility for the C2D. The IDA credit will be in force in June 2004 for the effective take off of the project.

105. Other actions related to community development and support to production focused on the building of infrastructure, rural counselling and support to private agricultural groups. These actions include: (i) construction of 12 community houses, (ii) support to 42 community groups over the 10 provinces and support to 18 groups (CIG, NGO, EIG and other associations), (iii) rehabilitation of priority farm-to-market roads in the production basins of the Nyong and Sanaga,

East, Mounjo, Lagdo, slopes of the Mount Cameroon, (iv) rehabilitation of the Sombo bridge, (v) construction of rural markets (Nkondjock and Mbere). 1200 primary ovens out of 2300 were improved within the framework of the cocoa dryer project carried out in the South-West province and in the Mungo Division. Actions carried out within the framework of rural development zone projects help cocoa producers exchange information on prices. This led to an increase in their income. The restructuring of 400 CIG and 39 unions of CIG also helped to improve the quality and quantity of production.

106. As part of actions taken to promote and support the development of professional and interprofessional organisations, MINAGRI, MINEPIA and the Chamber of Agriculture are currently drawing up a common programme to support agricultural professional structures in Cameroon (PASPA), in collaboration with producer organisations and support bodies. Moreover, there are other related programmes that are financed by the Japanese grant (PPAOP), the German GTZ (PGPA) and the French FSP (PARI project). All projects underway in the area have a component on the support of professional and interprofessional organisations.

- ***Support to the development and organisation of priority sectors***

107. Priority programmes for the development of sectors have been launched. Only the National Programme on the Development of Roots and Tubers (PNDRT) was financed by a foreign donor. Other projects and programmes are financed under HIPC funds. However, current procedures on the award of public contracts are not adapted to the peculiarities of agricultural production, mainly as concerns acquisition of inputs and respect of agricultural calendar. This mitigates the results expected in terms of poverty alleviation in the very short term in rural areas and in terms of food security consolidation. The situation is as follows :

108. In the area of Roots and tubers, the national programme for the development of roots and tubers is (PNDRT) financed by FIDA. The steering committee and regional branches have been set up. The loan agreement has been signed. The working programme and annual budget have been prepared and submitted for validation by the members of the steering committee. The project on cassava seed/cutting multiplication financed by the FAO and MINAGRI is being executed. The project concerns 120,000 agricultural groups.

109. As concerns cocoa/coffee, the project “support to the protection of cocoa and coffee orchards” is financed under HIPC resources. An inventory of control material in phytosanitary brigades was conducted in 6 (six) provinces. Zones were awarded to the various contractors, while rural phytosanitary brigades of the Centre and North-West provinces received training. Moreover, pesticides were put at the disposal of provincial brigades then distributed to producer organisations. 45,000 hectares were treated in 2003.

110. As concerns rice, the project “revival of rice culture in the Logone valley” is financed under HIPC resources. Beneficiaries of the support in the four districts concerned (Yagoua, Maga, Kakai, Vele) have been identified and contracts have been signed for the execution of activities related to information and sensitisation. Studies were conducted for the definition of mechanisms for the establishment of a working capital to support the acquisition of inputs and marketing of the paddy. The Vonouloum Training Centre was rehabilitated to meet the needs of the project which concerns 210 producer groups for 5400 and 6200 hectares, respectively in Yahoua and Maga for an overall production of 812,000 tonnes of paddy in 2003.

111. As concerns palm oil, the project on the development of small-scale palm fields is financed under HIPC resources. The general collaboration agreement between the Ministry of Agriculture and the Union of Cameroon palm oil producers (UNEXPALM) has been signed. An invitation to tender for the supply of palm oil seedlings has been launched. The project aims at putting in place 8000 hectares of palm trees in three years and 3740 hectares in 2004 that is a hectare per producer. It should be added that thanks to the project PEPALM that ended on 30 June 2003, farmers now have at their disposal improved and high yielding young palm trees, of the “tenera” specie.

Operationalisation of the PSFE programme

The paper on the Forest/Environment Sectoral Programme (PSFE) was validated in June 2003 and the follow-up and implementation committee has been set up. An institutional reform plan for MINEP was prepared. The study on the economic impact of the PSFE was validated while the supplementary institutional review of the Permanent Secretariat for the Environment (SPE) relating to grey environment was conducted and validated. The plan on the reinforcement of the SPE is under preparation. A socio-environmental study was also conducted and the results were reviewed by the interministerial committee for the environment. An evaluation mission of multi donors is slated for April 2004.

112. The project to revive the plantain culture is financed under HIPC resources. Research conducted in this area within the framework of the CARBAP project which is based in DJOMBE is well advanced. Plantain species and beneficiaries of support per agro-ecological zone have been identified in 7 (seven) provinces. Contracts are being awarded for the acquisition of insecticides and nematicides. Nurserymen were identified and trained. This mechanism will help to put in place 8000 hectares of plantains for a production of roughly 25000 tonnes in three years that is a hectare per producer.

113. In the market gardening sector, the project to develop basic seeds and seedlings is also financed under HIPC fund. NGOs and consultants were short listed in view of the establishment of a data base in eight provinces. Studies are underway to determine agricultural potentials of the East, Adamawa and Far-North provinces in terms of fruits and vegetable production. 1200 motor pumps worth CFAF 891,037,516 were purchased. The project will help to put in place 600 hectares in 2004 for 3000 rural producers thanks to the distribution of 1000 motor pumps per year.

114. Projects related to maize, tobacco (support to tobacco culture in the East province) and Irish potatoes in the North-West were declared eligible for HIPC financing. They will take off by the end of the year 2004.

115. Three projects are being executed at MINEPIA, while two others were declared eligible. This is still within the framework of HIPC financing. The first three projects concern support to the development of small-scale sea fishing, reduction of post-catch losses and control of trypanosomiasis and their carriers. Development of swine production and the small holder dairy development project will be executed by the end of the year 2004.

- ***Other actions for the promotion of the rural sector***

116. The draft instrument relating to modalities for the functioning of the formula for the national distribution of proceeds from the annual forest tax due to councils and rural communities has been prepared and studies are going on to ensure its implementation.

117. As concerns the preparation and implementation of a rural water supply master plan, components have been identified. They include: agricultural water supply which concerns MINAGRI; rural water supply which involves MINMEE and pastoral water supply which

concerns MINEPIA. However, it should be pointed out that the project could not be completed within the time limit allowed by the PRSP matrix given the increased number of stakeholders involved and the complex nature of the task. However, MINAGRI has prepared the terms of reference of a study on the preparation of an agricultural water supply master plan. The invitation to tender for this purpose will be launched by the end of the first semester of 2004.

118. In the area of community-forest management, the instrument relating to the pre-emption right which is in force since February 2002 helped rural communities to exert their pre-emption right over 82 forests. The manual of procedures for award and for management norms of community forests has been adopted. Modalities for controlled exploitation within the framework of the implementation of streamlined plans of community forest management are applied since the signature and publication of the related decision. A platform was also put in place for the management of community forests. Moreover, 16 Community Management Hunting Areas (ZICG) were approved.

119. As concerns the regulation governing the exploitation of non-timber forest products (NTFP), a convention was signed to this effect between MINEF and FAO within the framework of the implementation of a project that aimed at preparing and adopting related instruments. The coordinator of the project has been designated. He has eight months to submit the instruments for adoption.

120. As concerns the improvement of fishery productivity, a provisional fishery station of 8 ponds was created. It has helped to produce 14800 restocking fishes that were distributed to 65 trained fish breeders. Moreover, techniques for the production of the African catfish “clarias gariepinus” in a farmer milieu and pre-grow-out of “heterotis nicotilus” restocking fishes caught in their natural milieu helped to increase the survival rate of these species in ponds. A strategic framework for a sustainable development of aquaculture was adopted in December 2003.

121. As concerns food security in the Northern provinces, beside projects financed under HIPC resources, the American Government made a special donation of rice worth CFAF 4 thousand million. The rice will be sold in domestic markets and income derived will help to finance minor agricultural development projects.

2.2.2 Development of the industrial sector

122. A draft paper of the industrial development sector strategy has been prepared.

123. The diagnosis study on the industrial sector conducted to identify and select sectors with growth potentials was completed. The following sectors were identified: textile, timber, energy and hydrocarbons, dynamic sectors (plantain, maize, oleaginous), configuration sectors (cocoa, coffee, and rubber), high technology sectors (shipbuilding, ICT, pharmaceuticals).

About the strategy
<i>The strategy lies on 6 (six) major pillars : (i) improvement of growth through exports and reinforcement of the productive apparatus, (ii) increased participation in international trade through a reinforcement of Cameroon’s presence in traditional markets and introduction into new markets, (iii) capitalization of benefits brought by the integration into sub-regional organisations, notably CEMAC, CEEAC and into the giant Nigerian market, (iv) setting up of an environment conducive to the development of the private sector, (v) development of a policy that promotes free competition in and out the country, as well as reliable and transparent institutions (vi) promotion of transfer of technologies and acquisition of technical skills.</i>

124. The strategy on textile is under study. It is aimed at increasing local processing and at promoting processing industries in this area. A strategic audit was conducted in the structures of

CICAM. The report of the audit was approved by the Prime Minister, Head of Government. Some of the actions recommended in the short term are being executed, including sensitisation campaigns against fraud, counterfeiting, smuggling and creation of a Special Control Brigade.

125. As concerns standardisation and quality control, 250 national norms were prepared with 6 of them being compulsory. 34 enterprises were given a certification of conformity to these norms. 13 others were certified on the basis of the system applied by foreign bodies given the conformity of their

The road towards standardisation
<i>Activities conducted to control the respect of norms were focused on the following products: wheat flour, domestic gas bottles, sheet metals and milk.</i>
<i>Application of the norm on wheat flour helped to save about CFAF 6 thousand million per year and creates 7 new flour-mills and generates 600 new jobs.</i>
<i>Revision of the norm on cooking gas bottles, which aligned this product to the international norm, helped reduce speculations on this product which led to constant shortages.</i>
<i>Locally – manufactured sheet metals were withdrawn from the market because they were not in conformity with the norm. Moreover, 15,000 imported sheet metals were seized and also withdrawn from the market.</i>
<i>Lastly, 8 brands of milk were withdrawn from the market as a result of the application of the norm on milk.</i>

products to international standards. National enterprises are sensitised on the stakes of “quality” on a permanent basis. To this effect, a national week on quality is organised by MINDIC on a yearly basis. A strategy paper for the preparation of a combined development strategy of SMEs/SMIs was prepared.

2.2.3 Development of tourism, cultural and support services to the production sector

▪ Tourism

126. The sector strategy of this sector is being finalised. The strategy comprises 6 (six) programmes, namely : (i) improvement of service quality and reduction in service costs, (ii) promotion and marketing of tourist products, (iii) upgrading of tourist products and creation of new products, (iv) maintenance, rehabilitation and construction of infrastructure, (v) tax and customs reforms, judiciary and institutional reforms and (vi) strengthening of partnership. The execution of these programmes will help increase the number of tourists in Cameroon and increase the flow of the foreign currency. It will also help to create stable and paid jobs which will help the tourist sector play its key role in the socio-economic development of the country.

127. As part of the programme for the organisation of sensitisation seminars on the insertion of young graduates in tourism jobs, 14 university lecturers received training in the teaching of tourism in vocational schools and universities within the framework of the programme on the tourist culture.

▪ Cultural services

128. The inventory of the cultural heritage is going on. The process to secure data gathered in 2001/2002 started in 2003. An international training seminar on the inventory of the fixed asset took place in Bafoussam in July 2003. The seminar was organised with the support of UNESCO, ICCROM, CRATER-AEG. Participants were drawn from 17 French – speaking countries south of the Sahara.

129. While waiting for the formulation and implementation of a combined strategy for the development of movie making, the Ministry of Culture contributed to the promotion of this activity through the following actions: (i) support to the training of young producers, (ii) financial support to movie makers, and (iii) implementation of co-production agreements with friendly countries, including France.

130. The rehabilitation of the national museum is effective. Works concern the front side of the building and the exhibition room located in the first floor. An invitation to tender was launched for works on the remaining blocks, including the rehabilitation of the fence, installation of a security system and acquisition of a generator.

▪ **Promotion of finance intermediation**

131. The Douala Stock Exchange is operational. All its technical components are ready. Two banks have been registered as intermediary service providers (PSI) and approval for the third bank is underway. Quotations will start shortly with Government bonds being quoted in private companies.

132. As concerns the restructuring of Micro Finance Institutions (MFI) it should be pointed out that since 13 April 2002, micro financed activities are regulated by the provisions of regulation No. 01/02/CEMAC/CIMAC/COBAC relating to conditions for operation and control of micro-finance activities in the CEMAC sub-region. This instrument institutes the regime of compulsory approval applicable by all types of MFI, as well as obligation for MFI to membership in a professional association. For the MFI created before the date of enforcement of CEMAC regulation, they have 3 years (the deadline expiring on 14 April 2005) to conform with the regulation. As concerns COOPEC, a mission is underway to check the effective close of activities for those that have been written off. The others must abide by COBAC regulation.

133. MFI created from 13 April 2002 must immediately abide by the regulation. They should operate only after obtaining an approval. The regulation instrument also specifies the boundaries between micro-finance and the traditional banking system. MFI can issue modes of payment that are valid in country where the MFI is set up and among institutions governed by the present regulation. They can establish compensation mechanisms relating to the modes of payment they have issued.

General Statistics on MFI as of December 2003	
<i>Number of application for approval</i>	490
<i>Registered institutions</i>	344
<i>Including: CAMCCUL network:</i>	252
<i>Independent institutions:</i>	92
- <i>number of files rejected</i>	32
- <i>files pending or sent back for additional information</i>	144
- <i>village-level fund network</i>	181
- <i>MC2 Mutual companies</i>	
<i>Total of operational MFI: 490-32+181+48</i>	687

134. Within the framework of the promotion of relations between MFI and commercial banks, the national micro-finance committee (CNMF) was authorised in January 2004 to propose the guidelines that will ensure partnership between the Central Bank, Commercial Banks and MFI.

135. The first incentive measures to the consolidation of the banking coverage of the country are focused on the tax relief of MFI. The latter will be used as relays of the banking sector in areas that can not cover the institutional costs of classical banks. As a matter of fact, at the time of the implementation of the new regulation governing CEMAC and given the nature of micro-finance activity which is centred mainly on poverty alleviation, it is of prime importance to review avenues for exceptional tax relief in favour of the micro-finance sector. Moreover, a review of

additional measures for popularisation and dissemination of tax aspects in the micro-finance sector will also be conducted.

136. The final report on the study of the financing policy of the agro-pastoral sector conducted in September 2001 has just been validated. The report falls within the framework of promoting actions for the development of financing structures and mechanisms suitable for the rural sector. The study recommends the preparation of a project for the financing of agriculture. The project will have a lifespan of 8 (eight) years and will be located at BEAC.

137. In addition, incentive measures for the development of financing structures and mechanisms have been identified, including a regime of tax and customs duty relief, the establishment of a task force within the various structures set up in view of following-up and supervising beneficiaries of credits, the setting up of an agro-pastoral insurance structure, tax exemption for agro-pastoral inputs, tax exemption for agricultural, pastoral and fisheries materials and subsidisation of interest to be renewed.

138. With regard to the promotion of decentralised finance systems, the following actions are underway : (i) implementation of specifications of MINAGRI as concerns the National Micro-Finance Support Programme (PPMF), (ii) professionalisation and consolidation of MFI networks in rural areas (MINAGRI/MIFED convention for the PCRD), (iii) financing the extension of networks to rural areas that do not have MFI (PCRD and MC2 financed under HIPC funds), (iv) Collection of first generation credits of FIMAC and their transfer to MFI to consolidate their liquidity and set up a national micro-finance committee.

139. More than CFAF 3 thousand million are available for the execution of the third phase of the Decentralised Rural Credit Project financed under HIPC and FIDA (PPMF). As a matter of fact, the Ministry of Agriculture and the Micro-finance Association signed a general collaboration convention as well as a decision for the disbursement of funds to finance activities of the project for the first semester of 2004. Other actions are carried out in view of creating new funds and launching studies for extensions.

140. A number of activities were carried out within the framework of the Investment Fund for Agricultural and Community Activities (FIMAC), including continuation of replenishment of first generation credits as they reach maturity and collection of outstanding loans. These actions helped to constitute a Rural Development Fund of CFAF 1 508 974 956 as of 1 December 2003. An amount of CFAF 662 773 847 has already been transferred to contract MFI. Loans granted to these MFI amount to CFAF 341 420 249. In all, 155 MFI benefited from this inflow of capital. However, only 142 contract MFI are still operating while 13 were closed for bankruptcy as a result of an exercise conducted by the Government with a view to restructuring the micro-finance sector.

141. In view of mobilising savings a project to support rural development micro-banks MC2 will be executed as from 2004 for four (4) consecutive years. The project will be financed under HIPC and FIDA (PPMF). The execution of the project falls in line with incentive mechanisms for the mobilisation of savings. These mechanisms were identified during the preliminary studies on the implementation of the PPMF. They consist in bringing rural funds close to the rural population, building the capacity in autonomous management of funds and establishing safes. Moreover, contract MFI of FIMAC mobilise savings derived from the financing of micro-projects of their clients.

2.3 BOOSTING THE PRIVATE SECTOR, THE DRIVING FORCE OF GROWTH AND PARTNER IN SOCIAL SERVICE PROVISION

142. Boosting the private sector is one of the key actions of the poverty alleviation strategy. As a matter of fact, it will revamp growth, ensure distribution, contribute to strengthen domestic savings and serve as a channel for foreign investors. This component of the strategy constitutes the link with the PRGF as it represents one of the major objectives.

143. Given the transversal nature of this dimension, it will be worth assessing the execution of this strategic aspiration, not only from the perspective of specific measures contained in the implementation matrix of the PRSP, but also in the light of the overall measures, which are also found in the other strategic pillars of the PRSP.

144. Thus, strong actions were carried out, notably in the area of the fight against dumping and smuggling, in the execution of major infrastructure projects in support to the industrial sector, in the building of capacities of SMEs/SMIs and in the suppression of factors that hamper the development of the private sector.

145. All these actions combined to the other specific actions on economic diversification (core area 2), structural reforms (core area 1), building of infrastructure (core area 4), upgrading of human resources (core area 6) and governance (core area 7) will surely contribute to the promotion of a dynamic private sector.

2.3.1 Fight against dumping and smuggling

146. Cameroon's economy is seriously threatened by the dumping and smuggling phenomenon which affect mainly four products: textile, cement, flour, and sugar. According to a recent study, these ill practices will cripple our economy which has already recorded a loss of roughly CFAF 60 thousand million. As a matter of fact, locally processed sugar faces unfair competition by the sugar imported from Europe and Latin America. A kilo of this imported sugar costs almost half the price of Cameroonian sugar, CFAF 350 against CFAF 650. This led to a loss of about CFAF 7 thousand million at the level of SOSUCAM.

147. The textile Corporation, CICAM, is encountering the same problem. But here, the situation is aggravated with the phenomenon of counterfeiting. A counterfeit material costs CFAF 2200 in the market as against CFAF 5500 for the original CICAM material. As concerns flour, a fraudulently exported sack of flour costs CFAF 13,500 as against CFAF 22,000 for the locally produced flour. Cement is also facing unfair competition from the imported one.

148. Thus, during the first semester of 2004, the Minister of State in charge of Industrial and Commercial Development launched a sensitisation campaign on the negative effects of dumping and fraud. The campaign was extended to the 10 provinces of the country.

149. Moreover, as part of routine activities of MINDIC, there is the control of price and import legality conducted on a permanent basis by the control brigade in collaboration with customs services. As concerns textiles, this action has been prescribed among the short-term measures recommended in the report of the strategic audit conducted at CICAM. A special mixed control Brigade is being set up.

2.3.2 Major infrastructure works in support to the private sector

150. Actions conducted in this area concern the rehabilitation of the bridge over the Wouri River and the construction of a second bridge, rehabilitation of urban highways in Douala and Yaounde, maintenance of the priority road network and construction of roads to open up borders.

151. Rehabilitation works on the Wouri Bridge have entered into their active phase. Foundation works took off in December 2003, while works on the surface course started in April 2004. In order to limit the number of inconveniences related to the restricted traffic, parking lots have been created on both sides of the river in Deido and Bonaberi. An urban transport company (SOCATUR) was selected to ensure transshipment of passengers.

152. This important project will ease traffic in Douala and it will have a positive impact on the economy. Economic analysis revealed that as concerns transport of goods and services, domestic gas represented 8% of goods transported for a volume of 1,210,000 m³, while banana represented 24.8% and cement 74.3%. Traffic on the Wouri Bridge also includes trains (two trains per day), tourism and utility vehicles (17,000 vehicles per day with 76% representing cabs) and trucks (32,000 vehicles per day, with 4.7% of heavy trucks).

153. Feasibility and APS studies are completed for the construction of the second bridge. The construction file is being prepared. The construction of this second bridge could be done through a concession.

154. The World Bank, through the IDA credit, is supporting the Douala infrastructure project which is aimed at improving the competitiveness of this town, notably the port zone. The project is made up of three components:

155. Rehabilitation of 23 km-long urban roads for an estimated cost of USD 58.13 million, with 46.50 million under the IDA financing. The award of these contracts is being completed (non objection of the IDA expected);

- Preparation of the Cameroon urban development strategy for the amount of USD 3.5 million through various studies;
- Functioning of the Unit in charge of the execution of the project (USD 0.35 million, with USD 0.25 million of the IDA)

156. The Ministry of Public Works supports SME under its area of activity in view of grouping them into professional associations. Thus, a workshop seminar on the planning of support activities to SMEs and associations in the sector was held from 3 to 4 September 2003. Similarly, a workshop seminar on associative management was organised on 18 and 19 November 2003. MINTP also gave material and financial support to all the associations in the sector.

157. Training and information workshops were also organised to support private stakeholders in building and civil engineering. These were held in Public works craft centres (CMTP) (4 in Garoua and 2 in Akonolinga). Similarly, 25 seminars on further training of professionals of the public works sector were organised as part of activities of the PERFED II Programme.

158. Within the framework of the partnership between the public and the private sectors, the Minister of Public Works chaired the Infrastructure Committee enlarged to the private sector held in Douala from 22 to 23 April 2003 during which the issue of the financing of infrastructure with the Build-Operate and Transfer (BOT) system was raised. It is in this spirit that the current project to bypass the Douala town, with a second bridge over the Wouri River is being prepared. Studies related thereto are underway.

159. In 2003, there was a continuation of construction work on highway roads linking borders. The following actions were recorded: reception of the section Ambam-Kyé-ossi – Equatorial Guinea border, continuation of the rehabilitation of the Ngaoundere – Touboro– Moundou road and take off the tarring of the Ambam - Eking Gabon border road. Exchanges with the neighbouring Gabon and Equatorial Guinea are booming again and this can be perceived through the opening of border markets in Abang Minko and Kyé-Ossi. These markets are now operational and help Cameroonians sell their agricultural products and this contributes to the reinforcement of the private sector.

160. Works on the first phase of the Ayos-Bonis road, notably the Ayos-Abong - Mbang section will take off in June 2004. The estimated cost is 19 thousand million. Also in the pipeline is the rehabilitation of the Yaounde - Ayos road (9 thousand million) and the Garoua - Maroua road (30 thousand million). Rehabilitation studies have just been completed. The study on the Garoua Boulai – Meiganga - Ngaoundere is being conducted and works may be financed under the first C2D.

161. As concerns the Yaounde – Kribi road the search of financing is going on. Funds for the financing of the section Yaounde - Olama Bridge are available thanks to the support of the Kuwaiti fund. Studies are completed for the Bamenda - Mamfe – Ekok road. The Government is currently seeking for financing for this important project.

162. Beside these actions, the construction of the Chad-Cameroon pipeline is completed and operational. Along the terminal, the installation of the optical fibre will help Cameroon align itself to information and communication technologies. Commercial opportunities brought by the exploitation of this cable are considerable.

163. Moreover, and in a more general sense, a task force made of professionals of the private sector, in collaboration with MINTP, MINVILLE, the Douala City Council and the Yaounde City Council will be set up in 2004 in view of identifying industrial infrastructure.

2.3.3 Suppressing obstacles to the development of the private sector

164. The Interministerial Committee enlarged to the private sector held its meeting in Douala on 22 and 23 April 2003, chaired by the Prime Minister, Head of Government. The meeting gathered a wide range of personalities among whom eleven members of government, the President of the Chamber of Commerce, Industry, Mines and Handicraft, Presidents of GICAM, MECAM, GFAC and APECAM. Trade unions, socio-professional groups and many foreign business persons also took part in the meeting. Several themes figured on the agenda. More specifically, problems that hinder the development of the private sector were identified and reviewed on this occasion. These problems include:

- Power shortage;
- The quality of road and telecommunications infrastructure;
- Tax related problems;
- Governance.

165. All these issues are duly considered and placed at the centre of the PRSP action. Government responses to these preoccupations are translated at the level of sectors by relevant strategic pillars of the PRSP: we can point out the construction of the Limbe Thermal Plant, highways earlier mentioned, the maintenance of the road network, presented in the section devoted to infrastructure, etc.

166. Thus, dialogue with the private sector is a constant policy of the government. To this end, an Interministerial Committee Enlarged to the Private Sector is scheduled for the end of April 2004. On the agenda is the evaluation of the state of implementation of the main recommendations of the April 2003 committee.

2.3.4 Maintenance and shipbuilding

167. Following the take-over of the UIC Company, the Cameroon Shipyard and Industrial Engineering Limited has become the focal point for shipbuilding and petroleum platforms in Sub-Saharan Africa. The increase in activities is at the origin of the transfer of a great part of its facilities to Limbe with a view to taking advantage of the draught of water.

168. Syndustricam signed a protocol agreement with a group based in the Rhône Alpes Region in France. The group is specialised in metallic industry. The agreement aims at ensuring the development of industrial maintenance.

169. A draft convention was prepared in view of establishing a programme for the maintenance of the railway sector. The programme dubbed HY-RAIL involves the Cameroon Railways (CAMRAIL) and a Canadian firm. The structure in charge of the execution of this programme has already been set up.

2.3.5 Nursery of enterprises

170. Ten regional reports were prepared to define the framework and to identify the needs and potentialities. This is part of activities that mark the implementation of the programme of nursery of enterprises.

171. At the end of the complementary study conducted after preliminary studies that helped to identify the needs and opportunities, UNIDO made the proposal to launch the first phase of the creation of nursery of enterprises in Yaoundé and Douala.

172. A team of consultants made up of two Cameroonian-born experts and one international expert was recruited. The team is working to reshape the project in view of obtaining HIPC financing. A draft paper is being prepared. It provides for technical assistance from UNIDO for at least two years.

173. The paper allows for the execution of two Nursery Enterprise Initiatives (IPE) in Douala and Yaoundé for the Littoral and Centre provinces. Each IPE represents a little structure within which project owners are assisted, guided and counselled. The structure must generate income in order to gradually cover an important part of its recurrent costs. Three bodies are in charge of the functioning of the structure, namely the Coordination Committee, the Follow-up Committee and the Directorate.

2.3.6 Implementing the Investment Charter

174. Draft instruments regulating the organisation and functioning of the Regulation and Competitiveness Board and the Investment Promotion Agency are pending signature. The Decree to regulate the organisation of the Industrial Partnership Council was signed by the Prime Minister, Head of Government.

2.3.7 Other measures to boost the private sector

175. As concerns the capacity building of private sector associations, activities of the Chamber of Commerce were launched in January 2003 with the installation of its bureau. The plenary session of the Chamber took place on 18 December 2003. The first seminar on capacity building was organised in Kribi in September/October 2003.

176. Consultation Committees will be set up during the first semester of 2004 to increase the involvement of the private sector in the area of vocational training. This will be done in conjunction with the Ministry of Technical Education and Vocational Training and the Ministry of Higher Education, with the collaboration of private sector representatives and training institutions. Works will be conducted for programmes on continuing in-service training with regard to the needs of enterprises.

177. Meanwhile, consultation meetings are being organised between the Ministry of Industrial and Commercial Development and the Ministry of Public Health to promote the industry of generic drugs. Negotiations are also underway with Canadian firms for the manufacturing of these drugs. A forum between Canada and Cameroon is under preparation with the support of the AIPO. Incentive measures will be identified within the framework of the implementation of the Investment Charter (preparation of a code for the sector).

178. In the area of agriculture, a firm was built in Kribi for the manufacture of agricultural materials. The operation was carried out thanks to the support of the Chinese cooperation. What remains to be done now is to adapt the machines manufactured in this firm to the ecological conditions of the milieu.

2.3.8 Transversal actions to boost the private sector

179. Evaluation of this section should be focused not only on its specific actions but also on the main achievements of other strategic core areas.

180. Consolidation of macro economic performance and continuation of structural reforms, notably the privatisation process and respect of Government commitments as concerns debt management contribute to maintain a climate of trust with business persons and to establish an environment conducive to private investments.

181. Similarly, support actions to the rural sector (support to farmers associations), to the industrial and service sectors (tourism, ICT, finance intermediation, etc.) help build the capacities of the private sector in these areas in view of improving its performance.

182. Building of human and social capacities will ensure the training in human resources necessary for high performance. To this end, the satisfactory implementation of strategies of the education and health sectors will contribute to ensure the competitiveness of Cameroonian enterprises.

183. Improvement of governance enables private enterprises to be competitive. Concrete actions carried out during the first year of implementation of the PRSP suggest an improvement of the condition of the private sector, though concrete results are still mitigated. These actions include: combat against corruption, speeding up of deadlines and procedures of the judiciary, reform of the security of people and goods.

184. The conclusion to make at the end of this cross-look on both the specific measures of this core area and the transversal measures is that execution has started satisfactorily. Major achievements made will be consolidated thanks to the completion of the process to establish an incentive mechanism for investments through the implementation of the Investment Charter.

2.4 DEVELOPING INFRASTRUCTURE AND NATURAL RESOURCES AND PROTECTING THE ENVIRONMENT

185. Participatory consultation meetings conducted to assess the state of poverty revealed that for an important segment of the population, poverty can be perceived by the difficulty in accessing potable water, electricity, basic commodities, roads and means of communication, etc. Yet, in the existence of good roads, the rural population can easily convey their products to markets. This promotes economic activities which generate income for these populations. Moreover, the national television, radio and telephone coverage will ensure good information for the rural population. The promotion of information and communication technologies will ensure access by the poor to quality information on health, agriculture, etc thanks to the internet. To be consistent with population demands, a number of measures grouped around core area n°4 were provided for within the framework of the poverty alleviation strategy under the component “Development of basic infrastructure and natural resources and protection of the environment”. After one year of implementation of some of these measures, an assessment can be made of the work done so far.

2.4.1 Basic infrastructure

- **Rehabilitation of the national road network and urban highways**

186. The Ministry of Public Works focused its action this year on the recurrent and punctual maintenance of the national road network (studies, and construction or rehabilitation works) on the basis of an investment budget of CFAF 22 624.272 million in 2003 (including additional HIPC resources). This brought the level of consumption to 38 %. Meanwhile, road maintenance works financed under road fund resources were estimated at CFAF 22 thousand million, excluding VAT.

187. Information gathered from the Ministry of Housing and Town Planning revealed that there has been a considerable improvement in the area of road maintenance for the past years thanks to combined efforts made by the Government (structural reforms, stabilisation of public finance, etc) and by the international financial community (HIPC resources). This situation is different from the one observed in the past decades where road maintenance remained at a standstill in urban areas with a predominance of earth roads (72%) over paved roads (28%).

188. Thus, CFAF 475 million were earmarked for the tarring of roads in 5 secondary towns of the country. Meanwhile, an important programme for the maintenance of urban roads was executed in 24 secondary towns.

189. In the Ministry of Urban Affairs, the rehabilitation of the Douala infrastructure and highways was programmed. The cost of the operation is estimated at CFAF 1.85 thousand million (FDA and IDA). The development of roads and slopes in Kousseri, as well as Douala and Yaoundé highways is proceeding smoothly. Contracts are being awarded for the maintenance of other urban highways in the other towns.

190. Several projects were executed within the framework of special emergency interventions including the development of roads in Bertoua, Foumban, Limbe, Maroua and Bamenda. Though there were some problems encountered as concerns basic infrastructure, actions carried out accelerated the movement towards the achievement of the goals targeted for this first year of

implementation of the PRSP. All stakeholders in the process are determined to work as twice as hard to increase the overall level of execution.

A few achievements in the rehabilitation of the road network and urban highways

1. The national network

In line with the general objective of the PRSP which is the development and safeguarding of the road network and while awaiting for the completion and approval of the national road master plan, 13 950km of roads were maintained out of the 17 421km scheduled for the priority road network, representing an execution rate of 80% broken down as follows :

- 3500km of rural roads out of the 3900 programmed, representing 90% ;
- 5400km of earth roads out of the 6900 programmed, representing 78.26% ;
- 1846km of tarred roads out of the 2595km programmed, representing 71.14% ;
- 320km of length man system on the paved roads out of the 4026km programmed.

Moreover, 2500km of roads of the non priority network, 64 bridges, 6 inverts and 22 ferries are under maintenance as part of special emergency interventions. As concerns access roads financed under HIPC resources, studies conducted concern a section of 7500km out of 6700km earlier programmed, representing a surplus of 800km. Works programmed for the 2001/2002 financial year in the Centre province were pursued and completed in 2003.

As concerns investment operations, 7 working sites were completed while 18 others are 50% executed. However, given the current state of the road network, the Government undertook rehabilitation studies for a number of highways. Thus, 5 road studies are completed while 12 others are in a satisfactory state of advancement that is 60%.

Mechanisms are being put in place in view of mobilising funds for the execution of related works. These include the reform of instruments pertaining to the road fund and aiming at increasing its resources and at creating a second service for the financing of rehabilitation works. These instruments, as well as bills on decentralisation will be tabled at the June 2004 session of the National Assembly. Moreover, studies on the road master plan and completion of the strategy for transport infrastructure are underway. All these reforms will enable the disbursement of some funds (PAIDER, C2D...) and increase the resources of the road fund in view of improving the state of the network.

1. Urban roads

74 620 linear meters of urban roads benefited from the State intervention during the 2003 financial year in terms of tarring, maintenance, rehabilitation of streets or development of urban roads. All the 10 provinces are concerned as seen below :

<i>Adamawa :</i>	<i>700lm ;</i>	<i>North :</i>	<i>1500lm ;</i>
<i>Centre :</i>	<i>27 610lm ;</i>	<i>North-West :</i>	<i>500lm ;</i>
<i>East :</i>	<i>1000lm ;</i>	<i>West :</i>	<i>3800lm ;</i>
<i>Far North :</i>	<i>3100lm ;</i>	<i>South :</i>	<i>100lm ;</i>
<i>Littoral :</i>	<i>34 410lm ;</i>	<i>South-West :</i>	<i>1000lm.</i>

- **Use of labour-intensive techniques**

191. A draft declaration of the strategy for the use of Labour –Intensive Techniques is under preparation. It will be validated by the different ministers concerned. During a meeting held by the Committee in charge of the follow-up of the implementation of the PRSP, it was recommended to associate the Ministry in charge of Employment in this exercise.

- ***Sanitation***

192. In line with the PRSP, sanitation measures in urban and semi urban areas allow for the treatment of sewage and solid waste, extension of the primary water draining network and construction of new sewage treatment stations. To this effect, the Ministry of Urban Affairs is preparing a programme financed by the ADB. The programme covers the various components of sanitation in Yaoundé, in chief-towns and in towns under the supervision of this Ministry. The programme aims at improving the living environment in towns through the disposal and treatment of liquid and solid waste. The following operations have already been retained:

- Drainage of primary networks: 602.1 km of drains installed and gutters cleaned up, 61 km of scuppers, 5.4 km of drains and 12 km of bridge constructed, as well as current drainage works in the Mfoundi river conducted by the Yaoundé City Council;
- Treatment of sewage: with the “poverty alleviation programme in urban areas” launched in 2003;
- Treatment of solid waste: within the framework of consultation among the Ministry of Territorial Administration, local government and the company in charge of waste disposal (HYSACAM).
- The results are generally satisfactory.

- ***Access to housing***

193. Public housing is part of the vast national programme on strategies for building and civil engineering works. To that end, several sites were developed by the Crédit Foncier which also built houses on these sites to facilitate access to housing. This action is extended to the private sector where several promoters are mobilised to meet at least part of the demand for houses. The housing sub-sector offers 500,000 houses, including 300,000 in urban areas. Two sectors are striving to fill the gap in this area: the formal sector which includes the following corporations SIC, MAETUR, CFC and the informal or popular sector which accounts for 85% of the volume of houses built. The mechanisms and techniques used by the latter still needs to be improved.

194. The formal sector is made up of two major groups of stakeholders: 1) the Government, local authorities and attached bodies, representing institutional stakeholders; 2) architects, real estate promoters, real estate agents, domestic and foreign finance institutions, planners, who represent non institutional stakeholders. Their expertise is helpful, especially as they improve on the quality of houses by respecting the standards of building and town planning rules. However, the major problem in the area of housing is lack of professionalism. As a matter of fact, people gradually build houses themselves depending on the availability of means and materials.

2.4.2 Telecommunications, information and communication technologies

a) New technologies of information and communication (NTIC)

- ***Intergovernmental communication network***

195. The establishment of an intergovernmental communication network entails acquisition of PABX equipment by the various ministries for their inter connexion to be conducted by the Ministry of Posts and Telecommunications, as well as PC and browsers for data network. The

various ministers have been sensitized on this necessity and as a result, several ministries now have their operational web sites.

- *Community telecentres*

196. The aim of the installation of community telecentres in 92 localities in rural areas was to establish common infrastructure whose role will be to provide information and communication services in view of improving the living conditions of the population, on the one hand, and to create jobs and income generating activities to alleviate poverty, on the other. The construction of buildings that will host the sixteen pilot telecentres took off and works are progressing smoothly. However, their completion depends on the disbursement of related funds. Contracts relating to the supply of furniture, internal and access equipment have been awarded. This phase will probably be completed during the first semester of 2004 and access to the satellite is envisaged for the third semester of 2004. The project on the installation of 144 community telecentres was validated for the 2004 financial year.

- *Access to NTIC in schools*

197. The Head of State helped some government secondary schools set up their computer centres. This was an experimental operation. However, a technical study was conducted in view of equipping government secondary schools with computers. Acquisition of the first computers will start in 2004. However, the strategy for the training of students will start with the training of supervisors (teachers, senior staff of the Ministry of Education...). This will guarantee a supervised training in the mid and long terms, as well as the quality of services.

198. In higher education, all universities have computer centres or classrooms visited by students. Multimedia resource centres should be added to the list of achievements. In the University of Yaoundé for instance, there is at least one computer for 100 students. The Ministry of Higher Education also launched a programme which will help each lecturer have a computer at his disposal. The programme was launched in 2003 and is proceeding.

b) Telecommunications

- *Reinforcement of telephone capacities*

199. CAMTEL is equipped with 42 telephone exchange centres (including 15 digital ones in Douala, Yaoundé and in the South-West province) and as much as local networks for a pool of 140,200 telephone lines. INTELSAT and IMMARSAT are associated with CAMTEL to offer data flow as well as sound and image broadcasting by VSAT and by small portable units thanks to their satellites.

200. Studies to extend the capacities of the Yaoundé and Douala telephone exchange centres and digitalisation of the North and South exchange centres are completed. Procedures for the award of contracts are underway. The number of subscribers was 140,000 as of 31 March 2004 as against 100,000 in October 2003 for the fixed phone. This number is estimated at 650,000 for each of the mobile phone operators, namely MTN and Orange as against 475,000 and 525,000 as of 10 October 2003, respectively.

- *The optical cable*

201. Thanks to the optical cable acquired in Douala (Bonabéri) in 2002, it is now possible to efficiently meet the national demand in NTIC. This latest technique will bring several advantages, including easy connexion to the high speed internet, telecommunications with the

world with a channel different from the satellite, densification and mostly reliability of the national network without neither congestion nor tone problems. This vast programme will be completed in 2005 but for now, fourteen outlets are programmed on this cable to enable connexions with the rest of the country. The system of the optical fibre will be channelled along the Chad-Cameroon pipeline;

c) *Communication*

- *Multimedia community centres*

202. This file was first of all programmed under HIPC resources and was declared eligible by the competent Committee. However, since the Committee did not make any programming for the 2004 financial year, the project was forwarded to the national UNESCO Committee in view of its submission to the biannual programme of this institution in Paris.

- *Extension of the rural radio programme*

203. This programme was initially designed for governance activities to enable the rural population freely express their opinion in their region. Today, rural radios have become a means of socialisation and resolution of problems in these communities with a view to alleviating poverty. About fifteen rural radios are operational and thirty others are being installed. The file relating to the extension of the rural radio programme was submitted for UNFPA, UNESCO and UNICEF financing.

2.4.3 Management of natural resources and the environment

a) *Management of natural resources*

- *Access to potable water*

204. Access to potable water is seen by Cameroonians as a major element in improving on the living standards, which reduces the level of poverty. The needs of the rural areas remain considerable when compared to those of the urban areas. To solve this problem by the year 2025, several programmes are carried out each year in the area of water supply, semi water supply, construction of boreholes and wells. Activities of the Rural II water project have been intensified. The terms of reference of the zonal strategy for water have been conceived and two workshops were organized to validate this document. Major efforts are concentrated in the northern part of the country which has a low water potential.

205. Meanwhile, from the HIPC resources, CFA francs 3.5 thousand million was utilized in 2001/2002 for the construction of 376 boreholes. In the year 2003, a two thousand million CFA worth of contracts was signed within the framework of the Rural II Water Project for the construction of 169 boreholes.

206. It is equally important to underline the following activities carried out in 2003:

- feasibility studies for the extension of the Messa Mendongo water supply;
- the Mokolo-Mora water supply project;
- the reactivation of water points in the Adamawa, North and Far North Provinces;
- the construction of 400 boreholes in 7 provinces (IDB);
- the SOA water supply project (Belgium);
- the rehabilitation of fountains in the Sanaga Maritime Division. (Belgium);
- the rehabilitation of the Maroua water supply (Belgium)

- the rehabilitation of SCANWATER Stations
- support from SNEC for the improvement of water production and treatment stations;
- the realization of the CHUNGHE and KURUBEI potable water projects. Etc.

- *Access to electrical Power*

207. In the area of electricity, two programmes are currently underway within the framework of the 2003 budget:

208. CFAF1.517 thousand million is funded by the PIB as follows:

- 0.2 thousand million CFAF for the extension of the MT network;
- CFAF 1.317 thousand million for rural electrification (130 projects distributed throughout the 10 provinces)

209. In 2003, CFAF 2.5 thousand million was obtained from the HIPC funding for 85 localities distributed as follows:

- decentralized rural electrification projects (DRE) through generators and associated networks graded according to their needs;
- conventional electrification projects for MT and BT network extension through the use of appropriate transformers (triple phase or single phase transformers).

- *Access to domestic gas.*

210. The situation of shortage improved relatively in 2003 thanks to the combined efforts of government and professionals of the sector who made it possible to master the intricacies of the domestic gas market. Henceforth, the market is constantly supplied through local production and imports. A storage and distribution centre for GPL is currently being constructed to find out the rate of access of the population to domestic gas. The findings of this study are important not only because of the use of firewood as a source of heat energy by the rural poor people, but also to envisage, within the framework of poverty reduction, the use of domestic gas for lighting and cooking in rural areas especially in the three northern provinces which are considered ecologically fragile.

- *Mineral resources*

211. Today, there are codes governing mining, petroleum and gas. The respective implementation instruments of codes have been signed, which make it possible to regulate and effectively promote research and exploitation of solid mines and hydrocarbons. A mineral plan has been made as well as a geological map.

212. All these constitute proof of the fact that the mining sector is today entirely organized. Government surveillance missions are organized regularly. Control sheets as well as terms of reference and several permits for the exploration and exploitation of deposits were granted.

213. In the area of handicraft, the CAPAM (support framework for the promotion of mining) was created alongside the programme for institutional capacity building. It currently involves 20 common initiative groups (GECAMINES) comprising 50 persons each. Furthermore, a joint venture agreement was signed between CAPAM and South African and Danish investors under

CAMS mining. There is however a need to formalize the production chain in this activity because of the presence of traffickers. There is also the need to set up a security network to protect these areas and ensure the control of persons. Nevertheless, the organization and grouping of craftsmen in GECAMINES is currently going on. Considerable support for the exploitation of products of small scale mining, including their marketing would contribute to the improvement of living conditions and life style of the people concerned.

b) Environmental Protection

214. In Cameroon, the policy of environmental protection is implemented by the Ministry of Environment and Forestry, through the Permanent Secretariat for the Environment (PSE). The provisions of the outline law relating to environmental management make environmental assessment compulsory, before the setting-up of any project which may have an impact on the environment. MINEF activities on the environment are not only limited to rational management and sustainable development but also to the fight against poverty as a result of the increase in the productivity of environmental services. The improvement of environmental activities induces the creation and multiplication of micro-projects and micro enterprises. It involves donors both at the national and international levels.

- *Biodiversity*

215. Cameroon's biodiversity is indisputably one of the richest and most varied in Africa (source FAO). This biodiversity (representative of 90% of Africa's ecosystem) plays an important role in the food balance of both the rural and urban populations. Government's option to protect biodiversity has made possible the creation of a network of protected areas whose total land area covers 15.2% of the country. Three of these protected areas are known as reserves of the biosphere. The contribution of protected areas (PA) and forests classified in the economy must be assessed appropriately.

2.5 SPEEDING UP REGIONAL INTEGRATION IN THE CEMAC SUBREGION

216. Cameroon constitutes an important pillar of growth within the CEMAC region. The country shall adopt a strategy of transparency and cooperation within CEMAC in order to expand her markets and ensure global competitiveness in this area in relation to the rest of the world. This policy of transparency can induce major multiplier effects and, depending on the type of shocks, which affect the different countries, it could ensure greater stability and intensity in growth.

217. Cameroon is committed to maintaining budgetary discipline as indicated by the convergence criteria, strengthening financial and inter-bank transactions and improving on physical infrastructure in order to facilitate a better integration of labour markets, goods and capital. Cameroon intends to rely on NEPAD to boost regional integration.

218. At the level of monetary policy, it is encouraging to notice that the net position of the government changed from CFA F 380.6 thousand million in December 2002 to 369 thousand million in December 2003. Furthermore, the balance sheet as at 31 December 2003 shows a rate of coverage of engagements seen from external assets at 48.7%, whereas the minimum required by BEAC regulations is 20%. Cameroon thus plays an important role in the reconstitution of net external assets of the BEAC zone.

219. At the end of 2003, Cameroon fulfilled the four criteria for multilateral convergence of the CEMAC zone thus:

- the budget balance attained 208 thousand million in December which is 3.9% of the GDP; according to the norms of the community, this balance has to be positive or zero.
- With a total public debt– GDP ratio of 61%, the country has recorded a better performance than the standard laid down by CEMAC norms, which stands at 70%;
- The inflation rate stood at 0.6% in 2003 which is far below the standard of 3% fixed by the community;
- Lastly, Cameroon did not accumulate any arrears in the payment of public debts in 2003.

220. With regard to the mobility of factors of production, it can be said that capital circulation at the regional level remains limited, while waiting for the newly created financial markets in Cameroon and Gabon to go operational. In fact, only an effective functioning of these financial markets would reveal opportunities and make it possible to mobilize savings at the regional level. The mobility of labour remains equally limited because of national legislations (entry visa, a visa from the Ministry of Labour for contracts, residence permits, etc). However, the OHADA uniform act, which is still being drafted, could in its own way contribute in facilitating mobility of labour.

221. Thanks to the support of development partners, notably the European Union, in the form of Loans and grants, a number of roads which fall within the framework of the priority network of regional roads have been, or are in the process of being accomplished; they include:

- the Batouri-Garoua Boulai highway (linking the borders with the Central African Republic), already realized;

- the Ngoundere – Touboro – Moundou road (linking the borders with Chad) in the process of completion;
- the development of the Gabon – Equatorial Guinea – Cameroon valley which is about to be completed.

222. Cameroon's exports to the CEMAC region have been on a net increase for the past four years. For the year 2003, it stood at CFAF 88.4 thousand million representing 6.8% of total exports in value as against 71.6 thousand million in 2002, representing 5.7% of total exports. Similarly, imports are on the increase from 21.6 thousand million (1.7% of imports value) in 2002, to 25.3 thousand million (2% of imports) in 2003. These imports are made up basically of crude oil from Equatorial Guinea.

223. It, however, seems that economies of CEMAC countries are not well integrated to one another and this has affected intra-regional trade, in spite of the generalized preferential tariff system put in place since 1994, which was expected to improve on this situation.

2.6 BUILDING HUMAN CAPACITIES AND DEVELOPING THE SOCIAL SECTOR

224. Cameroon's population was estimated at 15.5 million inhabitants in 2002 with an average age of 22 years. It is thus a very young population and grows at an average rate estimated at 3% per year. At this rate, it would attain 24 million inhabitants by the year 2015. This rapid growth consequently requires acceleration in the creation of resources to satisfy the basic needs of the population and facilitate their access to basic social services.

225. Faced with this challenge, the national policy on population, revised and adopted in March 2002, lays emphasis on a balance between population growth, the continuous development of human resources and the availability and accessibility of resources. It aims in particular at: (I) improving on the health of the population in general and that of mothers and children in particular, (II) promoting basic education for all, including the girl child, (III) promoting the fight against unemployment, (IV) promoting equality and equity between the sexes, (V) environmental protection (VI) improving on conditions necessary for the development and safety of the family and the individual.

2.6.1 Implementing the strategy on education

226. The implementation of four programmes to improve on the access, the quality of teaching, partnership, management and governance within the purview of universal primary education makes it possible to look into the future with greater optimism with regards to education in Cameroon.

227. In fact, the abolition of the payment of fees in government primary schools and sensitization activities on the need to send children to school and the involvement of local councils, NGOs and families in the funding of primary education has led to an increase in the enrolment rate of 90% in the year 2000, and 96% in 2003. The report on the state of the national education system (KESEN) and the updating of the school map make it possible to realize that the parity ratio of boys/girls and the rate of school attendance have improved respectively from 0.85 to 0.9 and from 75.2% to 80% during the same period.

228. To meet this increased demand for education, the government has undertaken a vast recruitment programme of part time teachers (4836 for the year 2003 alone) with a career profile envisaged in terms of future absorption into the public service, construction and rehabilitation of classrooms (4278 in primary education and 385 in Secondary General education.)

229. With regard particularly to construction, 2800 classrooms were constructed and handed down, 718 others are about to be completed. At the same time, the government is involved at the provincial level, in constructions to house the decentralized structures of personnel management. The horizontal level of this decentralized management which consists in sending back to MIMEDUC some people who at one time worked in MINFIB and in MINFOPRA is today in force through the SIGIPES project. Furthermore, after adopting the principle that repeaters have no effect on the quality but rather a negative effect on the quantitative coverage of the system, the government, after having revised the programmes of the primary cycle and which now involves three sub-cycles (sil/cl1 + cp/cl2; CEI/cl3 + CE2/CL4; CMI/CL5 + CM2/CL6/CL7, experimented successfully the reduction of school dropouts in the Education II Project. This pilot phase involves schools in the Centre, South, West, North-West and South-West Provinces and shall be extended to all the other provinces of the country.

230. Special attention is focused on some parts of the country characterized by poor school attendance which is prejudicial to the harmonious development of the country. Classified under the concept of priority educational zones (PEZ), these zones which include the northern provinces, the East province, the border zones and areas of poor school attendance in the two major metropolises (Douala and Yaoundé) are privileged in different grants (construction and rehabilitation of classrooms; posting of teachers...). For the September/October 2003 School reopening alone, 1,183,285 basic school textbooks (estimated at CFAF 2,028,689,784) were distributed to primary school children in these areas. Furthermore, several scholarships were granted to children from these PEZ in order to stimulate effort and support education.

231. The involvement of private partners in providing education has been reaffirmed through a government statement on private education. Similarly, a new draft bill drafted in conjunction with the civil society will, after its adoption by the National Assembly and its promulgation into law, make it possible to restructure this component of the educational system. As a prelude to this reorganization, the government has carried out an audit of debts affecting the smooth running of private education; this is in a bid to seek lasting solutions to the debt problem. Furthermore the government provides subsidies regularly to private education to the tune of CFAF 4 thousand million per year to serve as a supplement to the payment of salaries of permanent teachers.

232. With regard to the improvement of management and governance, which is jointly followed closely by the Inspectorate General of Administration in MINEDUC (a structure whose personnel and logistics have been reinforced), and the governance observatory, it is implemented through the creation and setting up of school councils. They are called upon to see to the local running of school activities. By way of illustration of the governance activities in the school milieu, the list of students and officials suspended for offences committed during official exams is published regularly in the national daily 'Cameroon Tribune'.

233. Secondary general education, which receives the influx of transition from primary to secondary education is not left out: the achievements up to this point are in line with forecasts i.e. the systematic recruitment of graduates of the Higher Teachers Training College (ENS) (1450 new teachers of the 41st batch recruited in 2003), on-going revision of academic programmes with a view to restructuring the first cycle into two sub cycles.

Policy of promoting education in priority education zones.

1. *Definition: Priority educational zones bring together Sub-Divisional Inspectorates of primary and nursery education with a gross school attendance rate of less than 80% and a girl/boy ratio of less than 0,60.*

It is important to note that the concept of priority educational zones remains dynamic in the sense that the low rate of those who complete primary school is today considered as criteria to take into account in choosing priority educational zones.

2. *How do these PEZ fit in the sector-based educational strategy?*

The strategic core area "increasing attendance while correcting disparity relating to (region and gender) of the sector-based strategy on education has led educational authorities to adopt a policy to promote education in PEZ, this is in a bid to improve on their school attendance rate and their girl/boy ratio of school attendance. This is achieved by involving local educational authorities in stimulating the importance of education. To attain this goal, the strategy adopted is that of sensitisation of these local education committees on the importance of education and the need to send and maintain children in school, without discriminating on their sexes. The fact that these local education committees recognise the importance of sending children to school constitutes a major catalyst in the strengthening the demand for education in Priority Education Zones (PEZ). With an expected increase in the level of demand for education in these PEZ, the disparity of school attendance which led to the appellation of PEZ would disappear.

Source: Ministry of National Education

234. Technical and vocational education is being organized through the creation of the Ministry of Technical Education and Vocational Training in 2002. Its mission is to ensure the training of nationals making them competitive. This challenge which is clearly defined in the organizational chart of the ministry is being included in a ministerial strategy which will outline its basic guidelines.

235. Higher education is becoming more evident in both technical and technological/vocational training while at the same time developing dialogue mechanisms between research institutions, universities, institutes of technology and higher institutions in order to make appropriate use of results acquired from research and development. In its promotion mission supported by human resources, special attention is paid to the improvement of the quality of teaching. Similarly, studies have been carried out in order to facilitate and spread distant, alternate, and continuous education.

2.6.2 Implementing the health strategy

236. The Improvement of the state of health of the people through better treatment of targeted illnesses is being organized through specific programmes.

237. *Malaria* control is going on with a training component, which is being deployed progressively and is combined with the provision of households with treatment kits. As at now, contracts have been awarded for the purchase of 810,000 mosquito nets. Furthermore, 150,000 mosquito nets have already been acquired, of which 72,000 are specially treated and distributed freely to pregnant women during their second consultation. The reception, treatment and distribution of the remainder of mosquito nets is going on. It is funded by the HIPC initiative in accordance with an emergency media plan drawn up by a team of sociologists and specialists in communication. Furthermore, a strategy for the distribution of special mosquito nets has been drawn up with the support of the national bureau of WHO Africa. It provides, notably for the free distribution of mosquito nets to pregnant women during prenatal consultations, in private and public non profit making health centres, district hospitals, provincial and central hospitals. 10 NGOs and associations have been selected to promote their use in the provinces. All these activities will be intensified during the current year.

238. For *emergency cases, epidemics and catastrophes*, a national programme has been drawn up and is only awaiting validation. The Medical Emergency Aid Service (SAMU) has been created and is already functional in the Yaoundé Central Hospital and is about to take off at the Laquintini Hospital in Douala. The pilot phase of this service covers Douala and Yaoundé as well as the Douala-Yaounde highway. Cameroon is thus at the forefront of African countries that provide this form of aid.

239. STD-AIDS control has been intensified and diversified with the acquisition and distribution of condoms in the ten provinces of the country, (30,000,000 bought and distributed in 2003), the creation and functioning of provincial centres for counselling and HIV screening tests, the distribution of technical guides on prevention and the continuation of the counseling/screening programme which targets women. Furthermore, sensitization campaigns in the form of TV spots, giant posters, and educational talks in academic milieu, women's associations and hospital centres have become permanent. Besides, AIDS control committees have been set up in villages right in the hinterland. With regard to families of HIV/AIDS victims, notably orphans, three activities envisaged by the National Committee on AIDS Control shall be realized in 2004 thanks to funding from the Global Fund. It includes:

- assistance to orphans;
- direct assistance to AIDS orphans in families;
- Assistance to NGOs helping AIDS orphans.

240. Special emphasis is laid on the surveillance of mother to child transmission of the disease. With regard to treatment of persons living with HIV and orphans as a result of AIDS, presently, 9000 patients are on ARV and the objective is to attain 50,000 in two years. Even though this objective is lofty, it will make it possible to double efforts and probably attain 25,000 to 30,000. The rest of the sensitization and prevention activities are effectively being carried out. To that end, 160 sites for the prevention of mother to child transmission (PMCT) have been set up, of which 63 are private and non profit making.

241. The plan for tuberculosis control in 2003 was centred on studies on the prevalence of the disease in each province, the distribution of technical guides on the treatment of tuberculosis, screening activities and the training of personnel. In order to better control the disease which is a major cause for concern today, the government has set up a national programme on tuberculosis control. The cost of treatment of a tuberculosis patient has been brought down from 48,000CFAF to 5,000CFAF. 40 doctors have been trained and offered refresher courses, of which 10 are from the Littoral province and five from the Adamawa. 153 screening and treatment centres have received the technical guide on treatment.

242. The expanded vaccination programme has been reinforced. Its major objective of bringing to 70% the rate of coverage of DTC3 in 2003 has been attained and stands at 72.56% in December 2003.

243. With regard to government's objective of making drugs and basic medical supplies available in health institutions, it should be noted that 91.5% of public health institutions already have basic generic drugs. Concerted efforts to spread this action to private health establishments are underway.

244. The treatment of health problems of mothers, children and old people was made operational thanks notably to the considerable improvement of vaccination coverage of pregnant women and the intervention of qualified personnel. A little more than 52% of women have received the VAT II and qualified health personnel have carried out nearly 58% of childbirth.

245. With regard to the promotion of integrated treatment of child disease, (PECIME), apart from the training of facilitation personnel, this measure is already being applied in three health districts. Thanks to the application of the National Strategic Plan for PECIME, available and useable, the extension to other health districts is already envisaged.

246. With regard to the food/nutrition programme, a draft of the document on the national policy on nutrition has been made with the financial support of the WHO. Monitoring of children's diet constitutes permanent action in infant and maternal protection centres (PMI). Furthermore, the administration of infants from 6-59 months with vitamin A capsules is going on normally throughout the country.

247. The problem of health funding will soon have a partial solution with the current drafting and diffusion of the mutuality code. To that end, a committee of experts charged with the reform of health insurance (CERAM) has been created.

248. The management process led the government to undertake the training of management personnel, the recruitment of 1200 health personnel and the construction of houses to lodge doctors who work in difficult areas.

2.6.3 Other social development policies and Strategies

249. Apart from education and health, the government is trying to set up a framework to identify social imbalance characterized by the exclusion of certain categories of social actors. Even though the Document on the Strategy of Social Development, which highlights this policy, is still being finalized, several actions envisaged for the first year of the PRSP is going on normally.

250. With regard to the promotion of the woman, the finalized strategy shall soon be validated and adopted. It envisages notably an improvement of the legal status of the woman, her living conditions, the promotion of equality and equity between the sexes in all aspects of national life and the strengthening of institutional structures and mechanisms.

251. With regard to the legal status of the woman, whose objectives are the protection of the rights and dignity of the woman, a draft bill on violence against women has already been drafted. This draft bill, which has been translated into English, is undergoing the process of validation.

252. The United Nations Population Fund has lent its support in the training of trainers on gender issues.

253. To ensure the improvement of the living conditions of the woman, activities on training, information and informal education of the woman and the girl child are carried out on a regular basis. They are translated concretely through the holding of three social mobilization campaigns per province for the education of the girl child in areas where there is a high percentage of school dropouts (Far North, North, Adamawa and some quarters of Douala and Yaoundé). 25 community workers and 352 families have been trained on parental education in the Adamawa Province. All these educational activities took place within the framework of other sensitization campaigns such as the distribution of picture boxes and the social mobilization on different topics such as AIDS prevention.

254. Furthermore, the capacity building of actors on the field in the area of promotion of the woman is translated by the implementation of training programmes in women promotion centres (WPC), and some 2000 women have already benefited from this training.

255. To promote equality and equity between the sexes in all aspects of national life, a draft text on the organization and functioning of the observatory of the woman is in the process of validation, at the same time, a consultative committee for the drafting of development indices on inequality between the sexes has been set up.

256. To take into account the aspect of gender, a sensitization manual on the gender approach has been drafted. It will contribute in facilitating the integration of this approach in diverse policies, programmes and projects.

257. With regard to protection, integration and social reinsertion, actions in favour of vulnerable persons concern among others, the drafting of the child protection code and the master plan on the policy of promotion of handicapped persons. Thanks to the support from international partners, several concrete actions in technical assistance, capacity building and treatment or insertion/reinsertion have been planned and realized. Subsidies and social aid to the tune of CFAF 15,000,000 have been granted to 31 private social aid services and CFAF 25,000,000 to 433 aged and handicapped persons. A programme for the treatment of orphans as a result of AIDS has been conceived in consultation with the French Cooperation Mission and UNICEF.

2.6.4 Alleviating Urban Poverty

258. Poverty in Urban areas that has been aggravated by uncontrolled rapid urbanization, youth unemployment, and the rapid degradation of public infrastructure has led the government to revise different levels of its urban development programme.

259. Thus, urban roads were refurbished and new ones tarred, notably in the big cities thanks to the road fund and the HIPC Fund.

260. Labour-intensive investments carried out in urban areas generated employment and contributed in reducing poverty. This is the case with the poverty control programme in urban areas launched in 2003 and which is focused on the drainage of gutters, construction of small beams, treatment of waste water and solid wastes.

261. To solve the problem of housing, an operation to develop urban areas and the construction of new lodgings in partnership with a Tunisian company have been implemented. To these government actions can be added those of private lodging promoters in social lodging.

262. The construction of electrical power stations and other mini hydro electrical dams envisaged will make it possible to overcome the deficit in electrical energy and stimulate economic activities in the urban areas. Difficulties in obtaining domestic gas have been brought under control thanks to an increase in national production and imports.

2.6.5 Job creation and effective involvement of under privileged groups into economic circuits

263. To find a lasting solution to the problem of poverty of the masses, the government opted for the promotion of income-generating activities, especially self-employment in order to satisfy basic needs.

264. To that end, women constitute a target group because they are highly concentrated in the informal sector and especially in petit trading. They are also involved in the production of foodstuff, especially rural women. They are therefore placed at the centre of this strategy. Thus, several women have been trained in managerial techniques to handle micro-projects. Young girls have been trained to handle minor professions in women promotion centres. In the Northern provinces of the country, women have been trained on the techniques of aviculture and the breeding of small ruminants. The support of international partners is thus perceived through technical aid, human and institutional capacity building and other grants.

265. The Project for Poverty Reduction and Action in favour of the Woman in the Far North (PREPAFEN) has made it possible to provide women with the sum of CFAF 580,000,000 worth of credit from the ADB. It is worthy of note that three of the five components of the project shall be beneficial solely to women, notably:

- the support fund for economic activities, which earmarks 50% at least of its loan to women;
- the community micro infrastructure based on the construction of projects aimed at improving on the welfare of women such as: warehouses, water points, market stalls;

- the promotion of micro enterprises and self employment through different forms of training.

266. Along the same vein of support to women, the Programme for the Improvement of the Income of Rural Families (PARFAR) trains women in the development of small income-generating sectors through its two components, which are: economic support to women and seed production.

267. Furthermore, CFAF 78,000,000 has been granted by the UNDP to women in need, for the funding of 120 micro projects. Handicapped persons were not left out in this training on minor jobs such as basket weaving, sewing, pottery, embroidery etc. This provides them with sure financial autonomy and consequently a better moral and material management of their disabledness and their integration into economic circuits.

268. Finally, the project on the declaration of the national employment policy is about to be finalized. The National Employment and Vocational Training Observatory is being put in place. The funding agreement to the tune of CFAF 320,962,500 to the National Employment Fund for the training and installation of 1475 youth in agricultural activities on HIPC resources has already been obtained.

269. The immense social needs cannot shadow the lofty efforts made in this area by government with the support of social partners with a view to improving on the living conditions of the people thereby reducing poverty.

2.7 IMPROVING ON THE INSTITUTIONAL FRAMEWORK OF GOVERNANCE

270. The actions carried out by government to improve on the institutional framework, administrative management and governance focus on seven main areas, notably: the reinforcement of transparency in the management of public affairs (ii) The continuation of judicial reforms (iii) the intensification of the fight against corruption (iv) the improvement of the circulation and access to information on the management of public affairs, (v) the strengthening of development at the local level, the improvement of the production and dissemination of information, and (vii) the development of partnership and the participatory process.

271. With regard to the balance sheet, it should be noted that at the end of march 2004, remarkable progress had been made notably, in the area of (1) promoting transparency in the management of public affairs, (II) promoting the rule of law and legal and judicial security in business (iii) the fight against corruption, (IV) promoting grassroots development, and (V) providing information and encouraging participation.

2.7.1 Management of public affairs: transparency, information and accountability

272. Within this framework, three main measures were to be implemented in order to attain the objectives of the NPG. They involve transparency in public expenditure, reinforcement in the management of social sectors and profound reforms in the system of award of public contracts.

273. With regard to the accomplishment of the budget in the education and health sectors and the quest for consumer satisfaction, it is important to note that the health aspect of the exercise has been realized and the final report has been available since the end of March 2004. Furthermore, the recommendations of the budget-tracking exercises and enquiries made it possible to draft a plan for priority action, which was submitted to the authorities for approval. At the same time, work on data collection on the field on the aspect of education has been completed; data exploitation and analysis has started.

274. With regard to the system of award of public contracts, it can be seen that:

- the reshaping of the institutional mechanism of awarding public contracts has been consolidated by presidential decree on 28 January 2002;
- the audit report on public contracts carried out during the financial year 2000/2001 was produced and adopted by the Board of Directors of ARMP and put at the disposal of the public;
- the audit of contracts awarded and/or executed during the period of July 1, 2003 – 31 December 2003 has been finalized;
- the publication of information relating to public contracts and regular control are instituted at the beginning, and audits at the end;
- the list of independent observers for the year 2004 was published in March 2004;
- Seminars were organized within the framework of the programme for the capacity building of different persons who intervene in the chain of contracts award.

2.7.2 Promoting the Rule of Law and Security in business

275. The people proposed, as one of the factors in the fight against poverty, the restoration of state authority, increasing the means to fight efficiently against insecurity and respect by all, of the laws of the Republic. To that end, actions have been carried out to promote the rule of law, the protection of civil and political rights, and the judicial security of investments, goods and persons.

Pursuing judicial reforms

276. Activities in this domain focus on the (i) completion of the technical audit on the judicial system, (ii) drafting of a judicial reform strategy based on the recommendations of research, and (iii) setting-up of institutions provided for by the Constitution of 18 January 1996.

277. The study on the technical audit of the judicial system has been carried out and the report was submitted on October 3, 2003. Recommendations of this study served as groundwork for the conception of a plan of action for the reform of the judicial system at the end of December 2003. A priority plan of action was drafted on the basis of a global plan of action. It revolves around three basic themes, which are: (i) the independence of the judiciary, (ii) the fight against corruption, (iii) the judicious application of laws, legal decisions and sanctions. The problem of abusive use of the procedure of seizure and attribution of credits which threatened the financial situation of banks is being solved thanks to the execution of the measures taken since 2001, which made it possible to halt this phenomenon and re-establish serenity at the level of commercial banks.

278. With regard to the setting-up of institutions provided for by the Constitution of January 1996, notably the Audit Bench of the Supreme Court and the Constitutional Council, the following major features:

- *The Audit Bench:* Law No. 2003/005 to organize the functioning of the chamber of accounts, (ii) a jurisdictional organ provided for by the constitution were adopted by the National Assembly in March 2003 and promulgated into law on 21 April 2003 by the President of the Republic. The President and members of the Audit Bench were appointed respectively by decrees No. 2004/081 and No 2004/082 of April 2004. With regard to the audit of accounts, the format of management of accounts is available. That of administrative accounts is being finalized. Foreign experts shall submit all these documents for appraisal in order to ensure coherence between work done within the framework of the Audit Bench and those within the purview of public finances. Work relating to the status of judges of the Bench is being completed based on the experience of some countries. (Canada, Morocco, Ghana and France). Furthermore, measures have been taken for the provision of the future chamber, as well as the logistics and buildings needed for its functioning. Finally, two consultants have been recruited to draw up the training programme of future magistrates of the Bench and to finalize the criteria of selection of the magistrates.
- *The Constitutional Council:* The implementation of the action plan for the setting-up of the Constitutional Council adopted by government in November 2002 is almost completed with the adoption by the National Assembly during its March 2004 session of the draft bill to organize the functioning of the Constitutional council and the law to lay

down the status of its members. The functioning of the Council shall commence in January 2005 in conformity with the plan of action adopted by the government.

Security of Persons and goods

279. Among the measures taken by government on this subject, it is necessary to underline:

- the law No 2003/08 of 10 July 2003 on repression of contraventions contained in the OHADA uniform Acts;
- Laws adopted during the parliamentary session in March 2004 and promulgated into Law in April 2004, notably:
 - Law No. 2004/001 of 21 April 2004 authorizing the President of the Republic to ratify the United Nations Convention against organized transnational crime, adopted on 15 November 2000;
 - Law No 2004/012 of 21 April 2004 authorizing the President of the Republic to ratify the protocol aimed at preventing, reprimanding and punishing trade on human beings, in particular, women and children, added to the United Nations Convention against organized transnational crime adopted in November 2000;
 - Law No 2004/013 of 21 April 2004 authorizing the President of the Republic to ratify the protocol against the illicit trafficking of migrants by land, sea or air as part of the United Nations Convention against organized transnational crime adopted on 15 November 2000;
 - Law No 2004/013 of 21 April 2004 to lay down the legal rate of interest in the execution of decisions handed down by law and the conventional rate of interest.

280. These laws add to already existing laws notably:

- Circular No. 24848/10/9276/DAJS of 23 May 1990 ritualized in 2003 on the reinforcement of control of arrested persons.
- Circular No. 0028/CD/DAPG of 11 July 2003 on crimes committed by police officers and gendarmes.

281. Several measures and actions have equally been taken through specific operations carried out by forces of law and order (Gendarmerie and Police) within the framework of the fight against banditry, in order to bring the activities of highway bandits under control.

282. With regard to the gendarmerie, territorial units of anti gang and traffic control have been activated to intensify the fight for the security of the highway, the countryside and cities in order to reassure economic operators and the entire population. These actions required considerable financial resources and specific personnel. Similarly, budgetary efforts were made to implant several units of the gendarmerie along our readjusted borders with Nigeria within the framework of the implementation of the decisions of the International Court of Justice (ICJ).

283. Major personnel recruitments have been carried out in 2003 at the national security (more than 4000 police officers). The objective is to bring police services closer to the people by

creating police units in quarters in order to dissuade attacks on people and property, on the one hand and guarantee the security of investments, on the other hand.

2.7.3 Fight against Corruption

284. Within this framework, the government has decided to implement two key measures notably (i) the creation of a combined operational team to fight corruption, and (ii) the elaboration of a strategy to sensitize the public on good governance and the fight against corruption.

285. The seminar to combine forces in the fight against corruption is currently being prepared and will make it possible to create a synergy among all national stakeholders in the fight against corruption. Meanwhile the government has set up an administrative body, which is aware of the need to involve all actors of public affairs in the fight against corruption. This body includes: the ad hoc Committee on the fight against corruption presided by the Prime Minister, Head of Government, the National Observatory placed under the authority of the Prime Minister, Head of Government and anti-corruption units in all Ministries and in some Public institutions. Furthermore, the legal instruments in the fight against corruption will be strengthened with the signing of the UN convention against corruption. Besides, the efficiency of these structures shall be strengthened by the positive change of mentalities in the administration, the adoption of procedure manuals, which are about to be completed, and the reinforcement of their legal, material and financial means of action.

286. The sensitization strategy of the public on governance and the fight against corruption is based on at least three programmes: (i) the publication on the internet of the NPG together with its priority plan of action (ii) the implementation of the information – education – communication plan (IEC) and (iii) the participatory follow-up of the NPG within the administration. It equally uses several sensitization techniques amongst them, the making of posters and light publications, the production of radio and television programmes, etc.

2.7.4 Improving information dissemination on the management of public affairs and the participatory process

287. The main measure adopted by government concerns the carrying out of a study on the access of the citizen to information on the management of public affairs. The recommendations of this study should make it possible to eventually draft and adopt several texts which give each citizen the right to information on public affairs and to set up appropriate institutional mechanisms to enable each and everyone to have access to complete information.

288. In terms of actions which have been accomplished, it is worth noting that the following chambers (CADIC/Gombert International/Juridis/CRETES/ICNet) that constitute a group were selected in November 2003. They carried out a study whose final report is now available. Meanwhile, a system of government communication is in force in the media.

2.7.5 Boosting local development

289. The government is carrying out a local development programme including the identification and implementation of some twenty community projects under the management of decentralized local councils.

290. At this stage, the terms of reference of the said projects have been spelt out jointly with the World Bank. Twenty projects have been selected and inscribed in the 2004 budget. It involves several domains and concerns generally village water projects, rural electrification, agricultural projects which will enable the communities where the projects have been approved to improve and participate in the development of their locality.

2.7.6 Development of partnership and the participatory process for the follow-up of the strategy

291. The fight against poverty calls for the mobilization of the social stakeholders in identifying and solving the problems. This mobilization is made more efficient within the framework of consultation between beneficiaries and decision makers, between the civil society, the private sector and the State. It associates also the decentralized local councils and the grassroots communities.

292. It is within this perspective that development committees were reactivated right to the divisional level. Similarly, the drafting and follow-up of the implementation of the PRSP is the result of a participatory process. The basic institutional component of follow-up and evaluation of the implementation of the PRSP includes both the technical committee placed at the national level and at the level of provincial committees, representatives of the administration at equal proportions, civil society and private sector organizations, with the support of development partners. Similarly, the participatory element equally appears in the elaboration of sector strategies in which stakeholders (the public sector, private sector, civil society and development partners) contribute.

293. Lastly, several programmes carried out under the banners of the fight against poverty are basically participatory in nature. (PNDP, PACD...)

CHAPTER 3: MACROECONOMIC FRAMEWORK AND PROSPECTS

3.1 BUDGET EXECUTION AND MTEF

294. 291. At the end of the first year of implementation of the PRSP, the macroeconomic and budgetary set up is still on track. The growth rate in real terms of the GDP in 2003 was accomplished as envisaged at 4.5%, in spite of the fact that there was a technical revision to lower the growth rate of the agricultural sub sector for food crops and stock breaking (3% and 1.3% respectively instead of 3.4% and 3.3% in the PRSP). However, because of an inflow of domestic resources coupled with the matching of the budgetary year to the calendar year, the differed payment of external resources, delay and disorder in the understanding of the methods of using HIPC funds, the execution of the budget has not always met the expectations of zonal strategies. Growth forecasts, which are often favourable and a pluriannual programming of investment expenditure notably, should normally ensure the long term and medium term realization of the objectives of the PRSP.

3.1.1 Execution of expenditure²

295. The total budgetary endowment (running budget and public investment budget) stands at CFA F 883.850 thousand million. It includes an initial endowment of 806.850 thousand million and HIPC funds, which stand at CFAF 77 thousand million.

296. This budget was executed to the tune of CFAF 792.018 thousand million. Showing a rate of execution of 89.6%. This global execution of the budget includes a consumption of CFAF 770.442 thousand million in initial endowments as against 21.576 thousand million for the HIPC funds.

297. The consumption of the initial endowment is divided into CFAF 631.592 thousand million for the running budget and CFAF 138.850 thousand million for the PIB. By 31 December 2003 more than 80% of the ministries and services had consumed about 95 % of their initial endowments. This execution also varies remarkably from one ministry to another.

Ministry of Justice

298. In 2003 the Ministry of Justice had an initial endowment of CFAF 10.438 thousand million (whose execution stood at CFAF 10.047 thousand million for investment), showing a rate of consumption 96.25%. This ministry did not benefit from HIPC funds during the year under consideration.

Ministry of National Education

299. The total endowment for MINEDUC for 2003 stood at CFAF 194.005 thousand million. This budget was consumed entirely. This endowment included an initial endowment of CFAF 176.385 thousand million of which CFAF 187.709 thousand million was consumed showing an execution rate of 106.4%. The HIPC funds allocated to this ministry stood at 17.620 thousand million and it was consumed to the tune of 35.7%. This execution is based essentially on internal resources.

² These execution concerns mainly domestic resources

Ministry of Finance and the Budget

300. This Ministry had an initial endowment to CFAF 36.87 thousand million, of which CFAF 32.056 thousand million was consumed. This represents an execution rate of 86.94%. As at 2003, this ministry had not yet benefited from HIPC funds.

Ministry of Economic Affairs Programming and Regional Development

301. CFAF 22.445 thousand million were allocated to MINEPAT in terms of global endowment for the 2003 fiscal year. This budgetary endowment was consumed to the tune of 97.98%. In this endowment, CFAF 17.045 thousand million was the initial endowment executed to the tune of CFAF 16.742 thousand million representing 98.22% and the HIPC funds allocated stood at CFAF 5.4 thousand million, of which 97.22% i.e. CFAF 5.25 thousand million was consumed.

Ministry of Technical Education and Vocational Training

302. This ministry had an endowment of CFAF 29.371 thousand million and consumed 33.40%. This consumption was done from the initial endowment whose execution rate stands at 35%. The consumption of HIPC funds allocated to this ministry, which stands at CFAF 1.38 thousand million, has not yet started. The setting-up of structures at the provincial level and quite recently at the central level for this new Ministry will make it possible for credits to be consumed in 2004 and even more in 2005.

Ministry of Agriculture

303. The Ministry of Agriculture benefited from a total endowment of CFAF 37.249 thousand million, giving a total consumption of 79.22%. The endowment comprised CFAF 28.149 thousand million for the initial endowment whose execution stands at 96.6% and the HIPC resources for a total of CFAF 9.1 thousand million executed at 27%.

Ministry of Mines, Water resources and Power

304. The total endowment for the Ministry of Mines, Water resources and Power for the year 2003 was adopted at the sum of CFAF 13.659 thousand million. In all, CFAF 7.663 thousand million was spent giving an execution rate of 56.10%. This endowment included an initial endowment of CFAF 9.159 thousand million whose execution, stood at 82.2% and HIPC resources of CFAF 4.5 thousand million executed at 3%.

The Ministry of Public Works

305. The Ministry of Public Works received a total endowment of CFAF 68.25 thousand million executed at 82.75%. The initial endowment was 60.25 thousand million executed at 93%. HIPC resources allocated to this Ministry stood at CFAF 8 thousand million of which CFAF 476 million was consumed, giving a total rate of consumption of 6%.

Ministry of Public Health

306. The Ministry of Public Health had a total endowment of CFAF 77.043 thousand million, of which CFAF 63.555 thousand million was consumed giving a consumption rate of 82.2%. The initial endowment of the Ministry was CFAF 59.442 thousand million, of which 98.8% was consumed. Of the CFAF 17.6 thousand million of HIPC resources allocated to the Ministry, 4,809 thousand million was utilized giving a rate of 27.3%.

Ministry of Social Affairs

307. Of the initial endowment of CFAF 4.258 thousand million, CFAF 3.874 thousand million was utilized i.e. CFAF 3.001 thousand million for the running budget and CFAF 873 million on investment. This corresponds to a rate of consumption of 90.98%. This Ministry did not benefit from HIPC funds.

Ministry of Women's Affairs

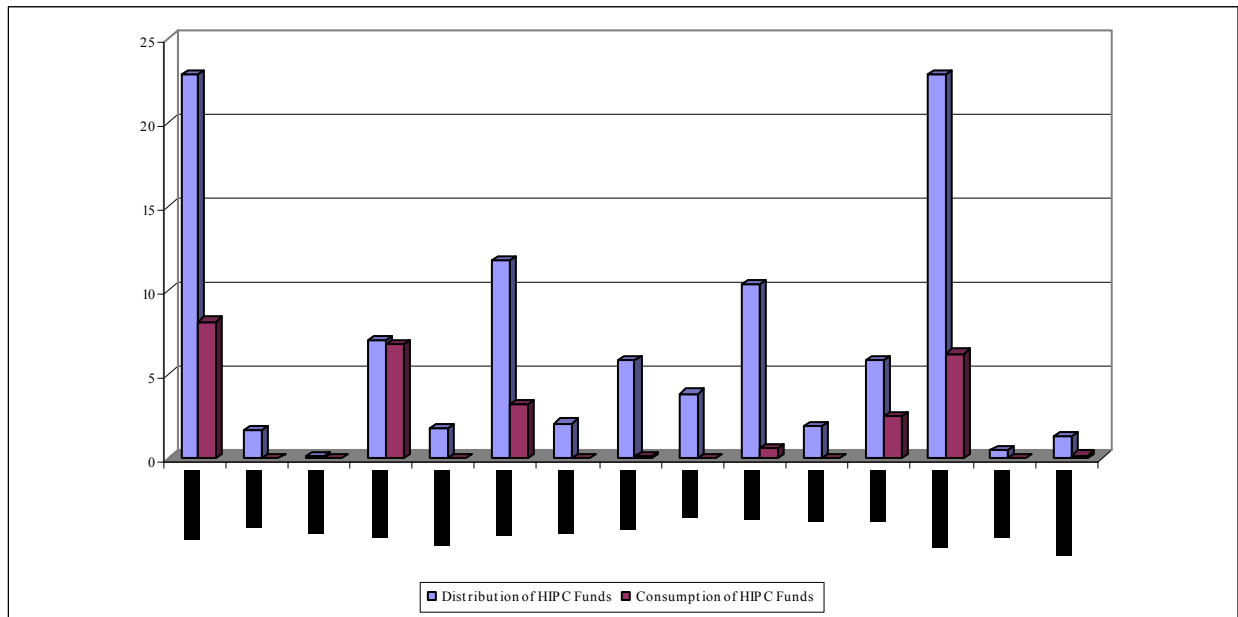
308. From an initial endowment of CFAF 3.31 thousand million, the level of execution of the Ministry's budget stands at 3.069 thousand million giving a rate of execution of 92.72%. The Ministry of Women's Affairs did not benefit from HIPC resources.

Ministry of Transport

309. The Ministry received an initial endowment of CFAF 8.197 thousand million. The rate of execution of this allocation was 95.99%. The Ministry did not benefit from HIPC resources.

3.1.2. HIPC Programme

Chart 1: Distribution of HIPC Funds and their consumption %



Source: DB/MINFIB

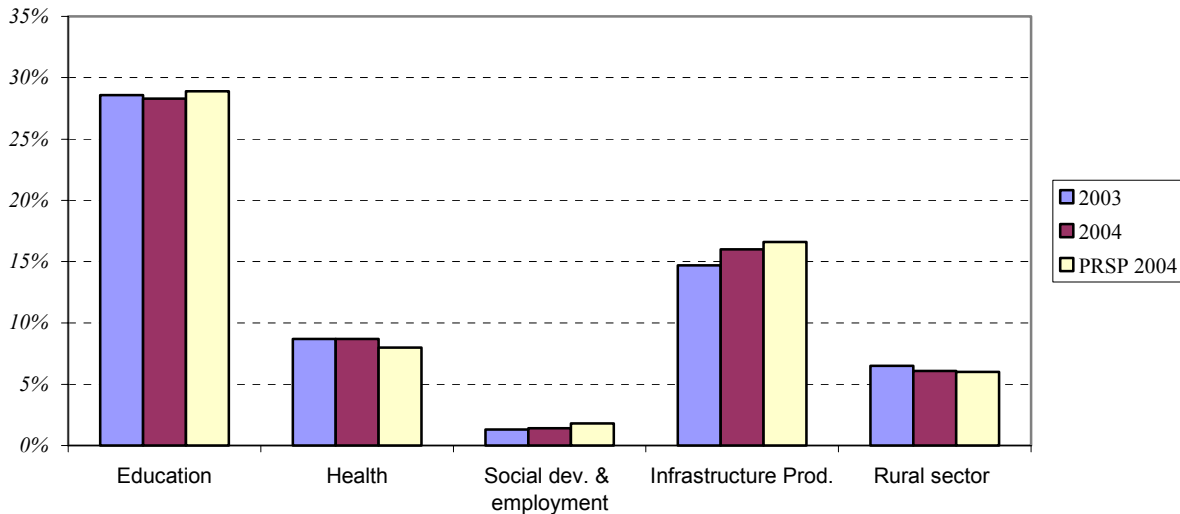
310. The HIPC funds were used to the tune of 28%. Of the 15 Ministries, which benefited from these endowments, (see chart I) only 9 of them took off effectively. During the year 2003, the Ministries of Public Health and National Education each benefited nearly 23% of the HIPC endowment; the Ministries of Agriculture and Public Works, which were allocated respectively 11.8% and 10.4% of HIPC funds for 2002, follow this. NINEDUC consumed slightly more than 1/3 of its endowment. MINSANTE and MINAGRI had a consumption rate of nearly 27%. The use of HIPC funds was low in MINTP at a rate lower than 6%. It is noted that the highest rate of consumption is from MINEPAT (97.22%); this is partly justified by commitments towards a general census whose workers are already undergoing training.

311. Generally, the implementations of first and second generation projects, which were approved by the consultative follow-up committee on the management of HIPC resources, are going on progressively and the disbursement procedure and the budgetary procedure have been made much easier.

312. The consultative management committee of HIPC resources examined and validated eligible projects for the 2004 financial year at a total of CFAF 173,361,604,130. The finance law of the on-going financial year envisaged CFAF 90 thousand million: The government played an arbitrary role and by Decree No 2004/0556/PM of 23 February 2004 for the transfer of HIPC credits, each of the approved Ministries was notified of its endowment.

313. It is worthy to note that the distribution of HIPC funds gave them a specific role for the year 2003. This indeed has made it possible to recover, depending on a mechanism of reallocation, the priorities in budgetary allocations, in the fight against poverty included in the PRSP. The following graph gives an idea of the results.

Chart 2 : Resources allocated to priority sectors in percentage of the total budget on domestic resources including HIPC resources

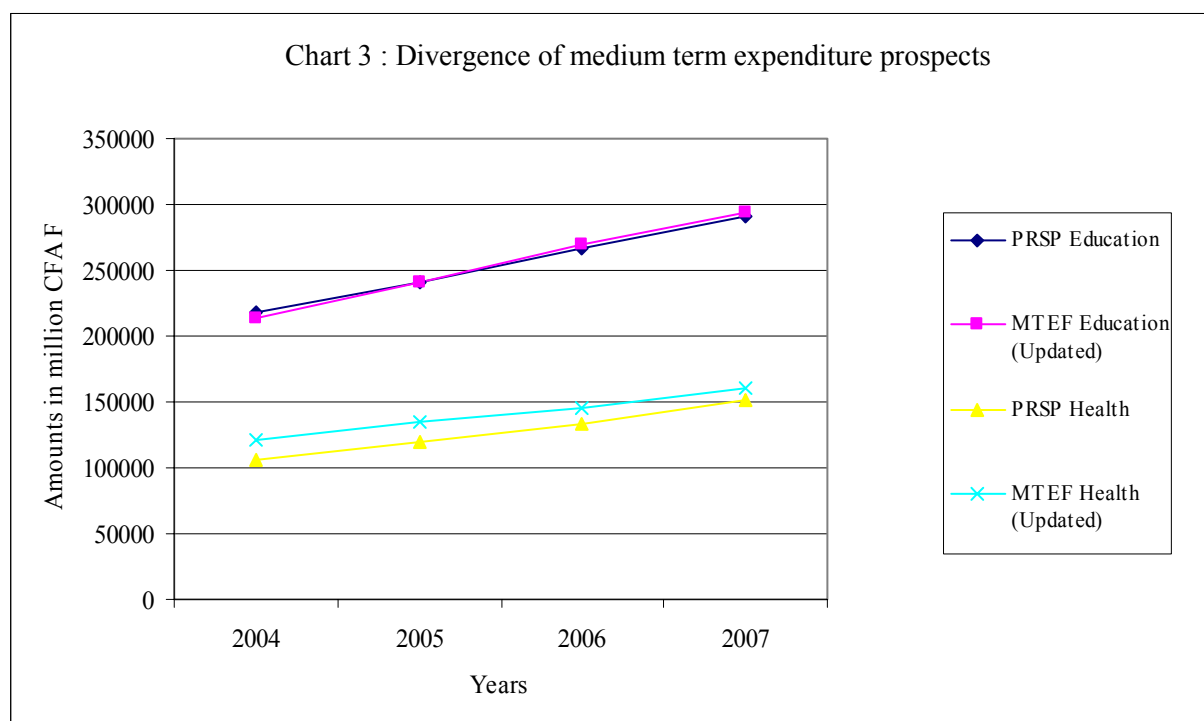


3.1.3. Medium Term Budget Framework

314. Increased investment to give impetus to economic growth remains one of Government's concerns. Meanwhile, public investment is still impeded by some obstacles and the major ones include: Inadequate planning due to the variable degree of completion of sector strategies and MTEF, the poor handling of contracts by vote holders, the long channels of execution, in particular as regards HIPC funding, with a validation calendar of the consultative committee, which is incompatible with the calendar of the budget, and as for external resources, the existence of counterpart fund and the capacity of heads of projects to follow-up the execution of their projects.

315. Meanwhile, to solve this problem, the government (i) obtained budgetary aid from the European Union to finalize sector strategies and continue to consolidate the evaluation of the project, (ii) is currently negotiating a capacity building programme with development partners to enable vote holders of projects to master the programming of projects, (iii) the SIGEFI programme and the envisaged reforms on programme authorization in the law on programming will limit the circuits of expenditure.

316. The reduction of the PIB envelope for 2004 led to a revision at medium term of perspectives of expenditure given in the PRSP. In spite of this decrease, the sectors of health and education had a slight increase in their endowments, thereby reflecting the will of government to maintain the priority accorded to these sectors. The exercise, which consists in adjusting the Medium Term Expenditure Framework, has already been carried out (See Volume III annex) and preparation of the budget in accordance with the new nomenclature is at its final stage.



317. For the Ministry of Health, the MTEF given in the PRSP in 13 programmes cumulating on the period 2003-2007 at a total cost of CFAF 645.608 thousand million. These programmes are divided into sixty five projects, of which the biggest from the point of view of expenditure are: The fight against malaria, the fight against HIV/AIDS, the rehabilitation/construction/equipment of district hospitals, the rehabilitation/construction/equipment of Community-based Health Centres (CSI), expenditure on personnel, the recruitment of specialists, the running of services. Each of these projects consumes during the period considered, more than CFAF 50 thousand million within the framework of PRSP. Revised during the 2003 financial year, this MTEF envisages for this period the sum of CFAF 659.296 thousand million representing an increase of 2.1% compared to the PRSP.

318. The MTEF of the Ministry of Education shows an expenditure between 2004 – 2007 of CFAF 1,017,738 million. This expenditure covers 4 programmes, which are: the offer of services and access to teaching, the quality of teaching, partnership, management and governance. The

updated version of the MTEF generally marks stability at the level of expenditure. Chart 3 shows the profile of divergences for the two departments.

3.2 THE MACROECONOMIC SITUATION

319. In 2003, Cameroon's economy evolved in an environment characterized:

- i. from the external perspective, by an improvement in its terms of trade (about 3.2%), induced by favourable prices of its major exports, in spite of a fall in the value of the dollar by – 12,8%, the currency on which export earnings are denominated;
- ii. internally, by implementing measures defined in the programme supported by the PRGF, in particular, those relating to the promotion of a stable macroeconomic framework and by an improvement in the supply of electricity.

320. In this relatively favourable context, and on the basis of available data, the following was recorded:

- a growth rate in real terms estimated at 4.5% coupled with a reduction in inflation for the 2nd year running (0.6% on annual average after 2.8% last year and 4.5% in 2001);
- a reorganization of public finances, which is translated by a global balance, to the tune of (CFAF 175.9 thousand million) resulting from a cash flow of (CFAF 312.4 thousand million), and a fluctuation of arrears of (CFAF -136.5 thousand million);
- a sum of CFAF 1404.4 thousand million as against 1416.9 in 2002 according to statistics of the protocol signed with the IMF, for a rate of coverage of short-term commitments by external assets of 46.4% (the minimum required by the statutes of BEAC is 20%) and credits to the economy stand at CFAF 907.8 thousand million, an increase of 8.8% compared to 2002.
- an improvement of the situation of the current account (including public transfers), which recorded a deficit of CFAF 211 thousand million against a deficit of nearly 533 thousand million in 2002: This change results from an improvement in the balance of payments, a reduction of the imbalance at the level of the balance of services, and an increase in the amount of transferred funds.

Real Sector

321. A detailed analysis of the real sector data relating to the distribution of the GDP by sector makes it possible to note that:

- the primary sector recorded a growth rate of 4.3% of which +3% was for food crops production³; 6.8% for industrial agriculture and export thanks especially to an increase of more than 23% of banana, 9.8% for sylviculture and forestry exploitation, which came after 2 consecutive years of decline thanks to the recommencement of granting exploitation licenses and the exploitation of communal forests;
- the secondary sector recorded a growth rate of 3.7% with: -4.6% from the extractive industry; 5.5% for the manufacturing industry, which recorded a high demand notably

³ This sub sector usually records a 5% growth rate as no recent survey has been conducted and considering an eventual overestimation of growth in the PRSP, the growth rate in food crop production was brought down to 3%

because of an increase in wages. Furthermore, this dynamism of the secondary sector was made possible thanks to an improvement in the supply of electricity;

- as for the tertiary sector, it recorded a growth rate of 5.2%, which is explained by an expansion in the use of mobile telephones; the intensification of air transport with the opening in Yaoundé and Douala of several agencies of big international air transport companies; the increase in interurban traffic, which is related to the development of trade.

Public Finances

322. With regard to the structuring of public finances, from which resulted the global increase in balance as mentioned (CFAF 312.4 thousand million in 2003 as against CFAF 166.9 thousand million in 2002), this is explained for the most part by measures taken by the State to improve on the management and control of public expenditure. This concerns, notably the restructuring of the Integrated System for the Management of State Personnel and the Pay Roll (SIGIPES) and the promotion of the fight against corruption in the national programme on governance.

323. Global expenditure stood at CFAF 1098.5 thousand million. (The finance law earmarked CFAF 1509 thousand million) as against CFA 1216.2 thousand million in 2002. Apart from measures taken for a better control of expenditure, it is important to note that this change is partly due to a drop in interests (CFAF 84.5 thousand million in 2002, while capital spending stood at CFAF 165.3 thousand million) of which CFAF 114.3 was from local resources, against CFAF 192 thousand million in 2002 (with 139 from local resources).

324. With regard to earnings, an amount of CFAF 1410.9 thousand million is presented in TOFE, representing total earnings and grants. This achievement is above forecasts of the finance law of 2003, which stood at CFAF 134 thousand million. However, it is important to note that the contribution of the petroleum sector in this increase in state earnings was not negligible thanks to high prices of petrol in spite of a drop in the value of the dollar. Petroleum earnings indeed increased to CFAF 332 thousand million even though it was expected to yield CFAF 269 thousand million according to forecasts made at the beginning of the financial year.

325. The preceding developments enable us to deduce that there was a relative deficit in the accomplishment of non petroleum earnings. This is as a result of negative effects of disturbances recorded in tax recovery because of the readjustment of the financial year from 1 January 2003; problems to which can be added what we may call ‘ transaction costs. This is due to the introduction in January of a new budgetary nomenclature and a new system of follow-up of budgetary transactions (SIGEFI).

326. With the above realignment, income taxes collected in 2003 covered the 6-month transitional period from July to December 200, as well as the outstanding residue of the 2001/2002 fiscal year. On the other hand, the preparation of the 2003 budget inevitably demanded time for credit managers and paymasters to adjust to the new methods. Unfortunately, due to some inefficiency in collecting revenue, these adjustment periods resulted in higher transaction costs than had been predicted.

Foreign Trade

327. With regard to foreign trade, trends of export prices on the international market were as follows:

- 16.7 % increase in the price of a barrel of petrol caused by the crisis in Iraq;
- 14.8% increase in world prices of unprocessed timber and 6.4% increase in processed timber due to a freeze in the granting of exploitable forest concessions, as a result of pressure from ecological movements, hence a drop in supply;
- 27.3% increase in the price of coffee due to a decline in Brazilian production;
- 31.5% rise in the price of cotton caused by a fall in Chinese production, the world's main producer;
- 30.9% increase in the price of rubber due to high demand brought about by a revival of activity in the automobile sector, especially as a result of an increase in Chinese demand and a fall in Thai production;
- 0.5% drop in the price of cocoa due to an increase in production in Ghana and Ivory Coast;
- 31.3% fall in the price of banana due to abundant supply from Latin American and ACP countries.

328. As regards revenue generated, exports stood at CFAF 1301.9 thousand million, while CFAF 1251.6 thousand million was recorded for imports. Consequently, from a deficit of CFAF 42.1 thousand million in 2002 to a surplus of 50.33 thousand million in 2003, there was a more than CFAF 90 thousand million balance of trade increase in absolute terms.

Monetary situation

329. The monetary situation in 2003 was characterized by a near stagnation of the money supply caused by an increase in loans to the economy almost compensated for by a fall in net foreign assets.

330. An analysis of available data of the statistical warning system developed by BEAC shows that net foreign assets stood at CFAF 259.8 thousand million at the end of 2003 compared with CFAF 298.4 thousand million in late 2002. Parallel to this change, the situation in the Operations Account stands at CFAF 329.9 billion compared with CFAF 392 thousand million in the previous year. The factors accounting for this change in foreign assets include:

- the drop in the value of the dollar against the euro, a currency in which Cameroon's exports are quoted. This led to a decrease in the Operations Account, one of the main components of net foreign earnings as a source of money supply;
- the increase in imports due to investments in the tertiary sector, namely transport, telecommunications and open distribution;
- the huge payment of documentary credits at the end of the period;
- the reversal of the net capital flows as a result of the end of the construction of the Doba-Kribi pipeline.

331. This decrease in net foreign assets was partly compensated for by a drop in outstanding debts owed the IMF due to the depreciation of Special Drawing Rights (SDRs) with respect to the euro. The government's net position stood at CFAF 360.3 thousand million compared with the previous CFAF 380.6 thousand million.

Table 2 : Some indicators for the year 2003

	Scenario Central PRSP	PRGF Projections	2003 estimates
GDP (in CFA billions)	7386	7235	
Actual growth rate of the GDP	4.5%	4.2%	4.5%
Inflation	2.8%	1.2%	0.6%
Total revenue (minus grants)	1425.1	1362	1410.9
Comprising:			
Oil revenue	349.1	310	332
Non oil revenue	1076.0	1052	1039.2
Total expenditure	1316.4	1454.0	1098.5
Comprising:			
Running costs	1054.4		933.2
Capital expenditure	262.0		165.3
Net foreign assets	Not available	Not available	259.8
Comprising:			
BEAC			154.5
Commercial banks			110.2
Foreign loans			1096.0
Comprising:			
Private sector			740.2
NGP			360.3
Export of goods & services FOB	2033.4	Not available	
Comprising:			
Goods	1396.9		1301.9
Services	636.5		
Import of goods and services FOB	2137.6	Not available	
Comprising:			
Goods	1385.8		1251.6*
Services	751.8		

* CIF imports

3.3 MACROECONOMIC PROSPECTS

332. When drawing up the PRSP, the level of completion of the sector-based strategies was variable. Motivated by new policies or events, this continuous process is going on as indicated in the next section. The prospects presented in this section represent adjustments derived from the appraisal and lessons of the first year of execution of the PRSP.

333. The macroeconomic situation in 2003 shows a growth rate that equals to that projected in the PRSP, which explains why the medium and long-term forecasts were generally maintained (see volume III: Appendix 6); growth and poverty alleviation objectives should therefore be met.

334. Growth rate should be approximately 4.9% in 2004 (in accordance with the PRSP) particularly with a 5.1% increase in non-petroleum products. This growth will be sustained by a 5.9% increase in the tertiary sector and a 4.5% increase in the secondary sector. The growth rate of extractive industries is expected to rise although it will remain negative (-2.3% compared with -4.6% in 2003). The “electricity, gas and water” sectors will stand at approximately 6.9% down by 1 point compared to its 2003 level). The primary sector is expected to witness a 3.8% increase sustained by a 5.4% significant growth in industrial and export-oriented agriculture; forestry and forest exports will increase by 5.0%. Agricultural growth in food products, which fell to 3.0% in 2003, is expected to rise again to 3.6% in 2004.

335. Moreover, the 2004-2007 period would be characterized by an average annual growth of 5.3% in the reference scenario, marked by a gradual growth of the tertiary sector which is expected to reach 6.7% in 2007, and the secondary sector whose growth rate might more than double in five years from 2.9% in 2002 to 6.3% in 2007. Manufacturing industries will experience sustained growth and might reach 8.2% in 2007. Growth in the primary sector will remain almost steady during the period by almost 4%, due to the somewhat contrasting changes between food crop production and industrial agriculture activities, in conjunction with a slight growth in breeding, hunting and fishing.

336. Local demand which rose to CFAF 7,275 thousand million in 2003 (that is, CFAF 6021 thousand million for consumption and CFAF 1,254 thousand million for investment) will increase steadily and reach CFAF 9,618 thousand million in 2007. This demand will be accompanied by a 1% increase in consumer prices in 2004, an increase which will then be maintained at 2.0% between 2005 and 2007.

337. As regards risk analysis, a critical and implicit scenario in the PRSP centred on the extraction industry. The PRSP projected a 2.9% and 7.5% drop in oil production in 2003 and 2004, respectively. There was an actual drop of 4.6% in 2003 and it is estimated there will be a 2.3% decrease in 2004, that is, a drop in total production. Meanwhile, the American company, GEOVIC, has been authorized to exploit cobalt, nickel and other related substances. Cameroon will become one of the world’s leading producers of cobalt when production begins, as scheduled, in 2005. While waiting for the evaluated spin-offs of the project, we can say that prospects in the extraction industry are better than the initial projections of the PRSP.

338. Scenario No. 1 examined the impact of an adverse shock on the terms of trade on the achievement of the growth and poverty alleviation objectives. In 2003, the terms of trade were rather favourable. The dynamism of Chinese demand, which is at the origin of the trend in the prices of raw materials, coupled with the demand from India, would last for long and hold in check the risk described in this scenario.

339. Scenario No. 2 had to do with obtaining only half of the expected foreign funding. The spirit of this scenario is still very much around. Actually, aside from the floating date for reaching the completion point, the deferred disbursement of external funds in 2003 led to the partial consumption of credits. During the whole Programme, foreign support always served as a complement to domestic initiatives. These efforts have taken a lot of time, especially when one considers the fact that the population is not yet feeling their impact in terms of improvement in living conditions. It will therefore be imperative that foreign funding mechanisms should, without

demanding counterpart funding, kick-start investment and growth in order to ease the hardships inherent in the implementation of domestic initiatives and conserve the support of the population.

340. Scenario No. 3 was concerned with undertaking an assessment of the impact of low absorption capacity, especially of the investment funds. The projects executed in 2003 show that this is more a problem of procedure because the low level of expenditure mainly concerns the use of HIPC resources. However, the quantitative and qualitative improvement of budget execution has been envisaged within the framework of the adoption of the law on the pluri-annual scheduling of investment. In the case of public works, for instance, the timeframes for the adoption of the budget and award of public contracts put the start of work in the heart of the rainy season which ends one month before the end of the financial year that has been brought into alignment with the calendar year. Therefore, the risk described in this scenario is not a major problem, especially considering that some specific measures have been taken to speed up the consumption of investment credits, namely:

- allocating, in the near future, a sum of CFA F 10.5 thousand million as subsidies to public companies;
- using the 2004 HIPC funds to finance, in preference, all contracts awarded before 2004 which were not yet executed and those that have started but are not yet completed, as well as pay for the counterpart funding;
- continuing the award of new contracts in 2004 within the limits of the 2004 budgetary allocations, which will be funded as from July in the execution of the budget now being prepared.

341. Scenario No. 4 had to do with checking the energy crisis marked by a 3% annual increase in energy supply from 2003 to 2015 instead of the 7% or more projected by preparatory studies on privatization. In 2003 energy supply increased by 7.9% after the 4.6% decrease in 2002. The company projected an increase of 6.9% and 3.6% in 2004 and 2005, respectively. Moreover, the increase in energy production in 2003 was accompanied by a significant increase in prices, an increase which had negative effects on the competitiveness of energy-consuming companies, while reducing the purchasing power of households. Furthermore, with some additional investment, the company would reach the production capacity allowed by its licence. At the moment of setting the said capacity, the investments necessary to meet increasing demand appeared to have been grossly underestimated. Investment short-falls were the very reasons that justified privatization. The fact that demand and allowed capacity were not considered together means that the energy crisis may continue to linger around, at least, in the medium term. As soon as this period is over, long-term prospects would be more encouraging with the imminent construction of small power stations through Chinese funding and with the completion of some major hydroelectric dams.

342. In all, of the 5 risks identified in the PRSP, 2 continue to be of current interest: the risk of late disbursement of foreign funds and the risk of irregular increase in energy supply in the face of steadily increasing demand.

3.4 SECTOR-BASED STRATEGIES

Relationship with the PRSP

343. The drawing up and implementation of sector-based and ministerial strategies constitute a major stage in the process aimed at giving the Government a stronger grip of the instruments for implementing economic policy in the medium and long terms in order to embark on a more efficient fight against poverty. These initiatives are indicative of government's readiness to adopt innovative and result-oriented public affairs management concepts, notably the targeted programming approach.

344. The relationship expected between the PRSP, sector strategies and ministerial strategies is a two-pronged one-to-one relationship: sector strategies and ministerial strategies should be parts of the PRSP and translate it into concrete actions (as part of the "top-bottom planning") on the one hand, and the drawing up of these strategies will help enrich the PRSP during its review (the "bottom-top" planning) on the other.

345. This exercise is of capital importance given that these strategies do not only facilitate the improvement and clarity of the management of public spending, but also the revision of the PRSP based on the major stakes and major challenges highlighted by each of the sector-specific strategies.

Drafting methodology

346. The methodological instruments to be used in drawing up the various development strategies have been prepared by MINEPAT and are now available. The preparation of these documents benefited from the support of development partners (notably French Cooperation and the European Union). A procedure and methodology document as well as a detailed guide, are provided to ministries to facilitate the drawing up of the various sector strategies in a harmonious framework that makes it possible to benefit from foreign assistance. According to the methodological instruments, the drawing up of the sector strategies hinges on:

- making an exhaustive description of the sector, its area of intervention, the principal stakeholders and their inter-relationship;
- carrying out a thorough diagnosis based on analyzing the situation and highlighting the causes of dysfunctions, as well as the main problems in descending order and per region;
- setting objectives accompanied by relevant indicators;
- breaking up strategies into programmes and projects;
- drawing up a framework for medium term spending within the limits of each sector's budgetary allocation.

347. The drawing up of sector-based strategies is still going on under the supervision of MINEPAT which calls on ministries in particular to:

- follow the methodological instruments that have been distributed;
- use the participatory approach as much as possible ;

- avoid achieving only Government strategies, without seriously taking into account all partners, as well as the current national and international situation of the sector, and therefore :
 - involve other ministries developing the same type of activities, or activities resulting to external elements by integrating representatives of such ministries in the Steering Committee ;
 - involve all other stakeholders and partners of the sector in the Steering Committee, including the private sector, the civil society and partners in development.

Progress report

3.4.1 Social sector

348. An integrated strategy of social development is being drawn up as announced in the PRSP. This strategy, which is partly funded by the French Development Agency, is undergoing finalisation. The consultant who was recruited is working with the Orientation Committee and the Partnership Technical Unit set up by a Prime Minister's Decision. The diagnosis phase has been completed, and the strategic planning phase has started, with the holding by the end of April 2004 of a seminar on strategic planning. This seminar will help identify specific objectives and the main areas of intervention.

349. The diagnosis of the social sector shows the following main problems;

- difficulties in implementing institutional measures, because of the absence of a system likely to bring together all workers of the sector ;
- lack of financial, technical and human resources ;
- lack of a clearly stated policy to organise and finance national solidarity ;
- lack of equity in the implementation of laws, because of corrupt practice within the judiciary and among the persons subject to trial ;
- weakening of families due mainly to the decline in parental authority and the growing number of mono parental families ;
- insufficiency and even lack of appropriate equipment for the education of children and the youth ;
- insufficiency, and sometime lack of equipments, especially in rural areas ;
- professional training incompatible with the needs of the job market.

350. At the same time ministries of the sector continued their efforts in building strategies for sub-sectors under their various institutions.

351. **National education.** The sector strategy on education, which was drawn up and adopted in October 2000 by the Cameroon Government, lays more emphasis on reviving general primary and secondary education.

352. It is accompanied with an implementation programme and a Medium Term Expenditure Framework (MTEF), in accordance with the budget planning, and presenting two possible ways in developing this educational system. The entire package, which has been executed since its adoption revolves around four programmes with specific and well defined objectives:

- increasing access to education, while reducing gender-based and zonal differences ;
- increasing the quality and relevance of education ;
- developing effective partnership with private partners in education ;
- improving the management and governance of the system.

<i>Component</i>	<i>Title</i>	<i>Cost (thousand)</i>
Component 1	Access and equity	74 774 311
Component 2	Internal efficiency and quality	23 304 000
Component 3	Management and governance	5 902 050
Total		109 169 379

353. **Health.** The health sector has a strategy of its own, which was drawn up and validated, as well as a medium term expenditure framework that is consistent with the budget planning framework, according to the two scenarios envisaged in the PRSP. The health sector strategy aims at three main objectives whose indicators and targets are well defined. These objectives are :

- Objective 1: Reducing mortality. Infant-youth mortality and maternal mortality rates must fall to 20% and 30%, respectively, by 2009 ;
- Objective 2: Increase the number of people living at one-hour trek from a structure that provides a Minimum Activity Package. Such a population rate must attain 90%.
- Objective 3: Increase the number of structures that apply effective and efficient management methods. Such health structures must represent a minimum rate of 90%.

354. The 'Health' sector strategy contains 14 programmes worth CFAF 130.538 thousand million for the 2000-2004 period. These programmes include:

<i>Programmes</i>	<i>Cost (thousand CFAF)</i>
Fighting diseases	15 395 000
Health promotion	3 150 000
Intervention in case of epidemics, emergencies and disasters	2 270 000
Financing the health sector	21 040 000
Improving health services	59 970 000
Fighting STDs/AIDS/Tuberculosis	14 485 000

355. **Promotion of the woman.** The Ministry of Women's Affairs (MINCOF) has drawn up a strategy document for the promotion of the woman. This document is currently under scrutiny for finalization. MINCOF's strategy includes four major objectives:

- Improving the social and political status of the woman ;
- Improving the legal status of the woman ;
- Reinforcing the woman's economic power ;
- Promoting gender equity and equality in all sectors of national life.

356. To attain these objectives 14 plans of action, covering the 2004-2006 period were adopted with the following overall budget in CFAF:

- 2004 : 11.309555 thousand million
- 2005: 10. 2753 thousand million
- 2006: 10. 108615 thousand million.

357. **Ministry of Social Affairs** (MINAS). This Ministry has a strategy document which is being finalized. An evaluation of the social affairs sub-sector reveals the following main problems or needs:

- violence within the family against children, the disabled and elderly persons ;
- social deviance and inadaptation ;
- family instability ;
- handicap and old age ;
- social exclusion and marginalisation ;
- poverty.

358. To solve all these problems, MINAS' strategy proposed three strategic actions, namely :

- Setting up of performance conditions ;
- Developing a sector-based policy ;
- Recurrent action.

359. As a result of these strategic actions, each specific objective is transformed into a programme such as the drawing of a social map.

360. **Ministry of Employment, Labour and Social Insurance**. The preparation of the Strategy document of MINETPS is at the level of validation of the balance sheet diagnosis. This evaluation is still to be enriched with a description of the sector and the classification of problems. Problems identified are structural, functional, strategic and resource-related. They include:

- Absence of reliable indicators and data ;
- Inadequate quality and irrelevance of training ;
- Poor functioning and organisation of the sector ;
- Absence of indexation clauses of services ;
- Inadequate financial, human and material resources ;
- Insufficient and inoperational institutional capacities ;
- Inadequate programmes for socio professional integration.

361. **Social security Reforms**. The Steering Committee in charge of the rehabilitation of the National Social Insurance Fund (CNPS) and the reform of social security was created in 1998 by the Minister of finance. Through an interministerial committee the Government adopted in December 1999, a social security strategy with two components: the rehabilitation of CNPS and a global reform of social security. Following the prescriptions of the above-mentioned interministerial committee, the Steering Committee initiated the following ten surveys, which have all been carried out. They are:

- 1) setting up a legal and institutional framework with a view to ensuring the separate management of detachments at a reduced cost ;
- 2) determining the role of the State ;
- 3) status of civil servants

- 4) extending of social security to the informal sector and to other categories of people not yet covered ;
- 5) actuarial studies ;
- 6) providing funds and mechanisms that help to curb treasury problems ;
- 7) health insurance ;
- 8) health and social action ;
- 9) assessment of CNPS assets ;
- 10) evaluation of implied debt of CNPS.

362. Reports on these studies are already available, and the Steering Committee will in July 2004 organise a restitution seminar of the said studies. After this seminar, a forum on the reform of social security will be organised before the end of 2004. And it is only after this forum that the Steering Committee will submit its report to the interministerial committee which in turn will give orientations as to the implementation of the reform.

3.4.2 Production and trade

363. Rural development. The community-based strategy of the rural sector has already been finalised. What is now left is to develop it in the form of programmes and projects, and to develop a MTEF that falls in line with existing budget planning framework. This strategy, which comes as a result of assistance without direct participation in production, meets the following needs:

- Poverty alleviation ;
- Satisfying an increasing food demand ;
- Succeeding in integrating local production into international and sub-regional markets ;
- Ensuring sustainability of performance.

364. To meet up these challenges, five areas of intervention were adopted. They are :

- Local development;
- Increase in Production;
- Institutional support;
- Sustainable management of natural resources;
- Methods (structures) and mechanisms to finance the sector.

365. In the Agricultural sub-sector, the intervention strategy is being finalised. It will be validated by top officials of the Ministry of Agriculture in June 2004 during a workshop, before being submitted for appraisal by economic operators of the sub-sector, the civil society and the other ministries concerned. It should be reminded that plans of action for the main branches of agriculture were validated during consultations held in 2001 with economic operators of the agricultural sector.

366. **Livestock, Fisheries and Animal Industry.** The ministry in charge of this sub-sector has developed a strategy, in line with the rural sector strategy, with a main objective of transforming it into projects, and then completing it.

367. The strategic actions and objectives contained in MINEPIA's strategy are the same as those presented in the rural development strategy. These strategic actions result in priority programmes of action, as well as their costs by 2003-2005. Such programmes include:

- Improving security measures in accessing grounds of cattle breeding (pastures, land, and water).
- Promoting storing and processing techniques of livestock products;
- Improving the quality of, and access to, inputs (genetic material, food supplements, veterinary products...);
- Modernizing the physical institutional framework of MINEPIA ;
- Promoting non conventional breeding;
- Developing support programmes for the settlement of young cattle farmers and agro-cattle farmers.

368. **Industrial and Commercial Development.** MINDIC forwarded to MINEPAT a draft strategy which will be improved upon within the framework of a drafting retreat so as to hook it onto the PRSP. This strategy is based on the following five actions:

- Improving growth through exports by increasing production in the existing sectors ;
- Reinforcing Cameroon's presence on the local market;
- Creating a conducive framework for the development of the private sector;
- Adopting a policy to promote free competition, both locally and at the international level, of reliable and transparent institutions;
- Promoting transfer of technology and acquisition of technical expertise.

369. The budget of the 21 programmes of action of this strategy for 2004-2006 is as follows:

- 2004: 2.209 thousand million;
- 2005: 10.452 thousand million;
- 2006: 6.187 thousand million.

370. **Tourism.** The main problems recorded in the tourism sub-sector are:

- Very poor knowledge of Cameroon's tourist potential within the major tourists-generating markets;
- High rates;
- A lot of administrative harassment;
- Inadequate quality of services;
- Insufficient and poor quality equipment;
- Insecurity.

371. The following results are expected from MINTOUR's strategy:

1. Welcoming at least 500 000 foreign tourists, and have 100 000 local tourists and residents visit Cameroon by 2004;
2. Drawing a lot of foreign earnings;
3. Generating many fixed and paid jobs ;
4. Facilitating increased involvement of the private sector in the development of the tourism sector.

372. The strategy includes six programmes of over CFAF 9.32 thousand million for 2003-2005.

<i>N° Programmes</i>	<i>Costs (million CFAF)</i>
1 Improving quality, and reducing the cost of services	1630
2 Promotion and marketing of tourist products	3090
3 Valorisation of existing products and creation of new ones	6420
4 Maintenance, rehabilitation and development of equipments	910
5 Taxation, customs, legal and institutional reforms	95
6 Reinforcement of partnership	175
Total	9320

3.4.3 Infrastructure

373. The integrated strategy for the development of infrastructure is drawn up alongside the sub-sector strategies of each of the ministries concerned. A drafting retreat is envisaged during the first half of 2004. This will help carry out ministerial and sector-based evaluations. It is worth noting the great number of existing sub-sector strategies for each specific area (housing, urban development, roads, transport, etc.). This shows the need for a community-based approach, which will help take into account and use external factors.

374. Some ministries, however, have prepared draft diagnoses, using resources available at their own levels.

375. **Mines, Water and Power.** The drawing-up of a strategy for the ‘mines, water and power’ sector is at the phase of validation of the diagnosis. The main problems encountered here include:

- Low financial capacity;
- Qualitative and quantitative deficit in human resources;
- Decay of equipment;
- Lack of exploitation of the mining potential ;
- Absence of a computerized and regularly updated data base in the fields of mines and energy;
- No mastery of the supply and demand for firewood, which is the first local source of energy ;
- Absence of rules for the programming of rural power and hydraulic plants.

376. **Posts and Telecommunications.** The drafting of a strategy for MINPOSTEL is at the stage of validation of the evaluation paper. The following problems were identified:

- Low access to telecommunication services;
- Inadequate legislation and regulation of the telecommunication sector;
- Delay in the management of the scope of frequencies;
- Absence of qualified engineers ;
- Non respect of the Obligation for Universal Service (OUS).

3.4.4 Other strategies under preparation

377. **Territorial Administration and Decentralisation.** MINATD in December 2003 forwarded to MINEPAT its draft strategy. This document in its form, is in conformity with the methodology prescribed by MINEPAT, and will benefit from a drafting retreat for an in-depth analysis, and its compliance with the PRSP and the Government's prescriptions, before the related MTEF is defined. This strategy has two major objectives:

- Efficient administration of the national territory in the current context of advanced democracy;
- Methodical and assisted preparation of the decentralisation process.

378. This **strategy** contains 18 programmes for a total cost of CFAF 105.5 thousand million for 2004-2006. Here are some of them with their respective costs:

<i>Programmes</i>	<i>Costs (thousand CFAF)</i>
Amelioration of civil protection	3 710 000
Security and amelioration in the management of prisons	10 481 500
Reinforcement of decentralisation	2 583 000
Reinforcement of public order	5 123 200
Amelioration of local service organisation	50 988 320

379. **Higher Education.** The strategy of higher education has already gone a long way. Finalisation started this year and a drafting retreat will help obtain a final document. The evaluation paper on higher education strategy raised a certain number of problems, including:

- Quantitative insufficiency, decreasing quality and irrelevance of the supply of higher education;
- Insufficiency of lecturers;
- Inadequate equipment;
- Inadequate financial resources in universities;
- Poor governance and organisation of higher education with regard to the specific missions of the university.

380. The following solutions are envisaged:

- Promoting and focusing on performance in all areas of higher education;
- Increasing durably quality and relevance in higher education;
- Valorising human resources;
- Increasing significantly financial resources in higher education.

CHAPTER 4: FOLLOW-UP AND EVALUATION MECHANISMS

4.1 INSTITUTIONAL MECHANISM

381. Since September 2003, the Government determined the institutional framework for the follow-up of the PRSP implementation. In this regard, an interministerial follow-up Committee was set up by Decree n° 2003/2220/PM of 29 September 2003 by the Prime Minister, Head of Government. Chaired by the Secretary General of the Prime Minister's Office, this Committee is made up of some 15 members of government in charge of ministries with an economic and social impact. The Committee ensures the supervision of the implementation of the PRSP, and the smooth execution of Government's commitments concerning the medium term three-year economic and financial programme.

382. The interministerial Committee is assisted by a Technical Committee in charge of the follow-up and evaluation of implementation activities of the PRSP. This technical Committee was created by Decree n° 2003/2221/PM of 29 September 2003 by the Prime Minister, Head of Government. Under the authority of the Minister of Economic Affairs, Programming and Regional Development, this Committee is chaired by the Secretary General of this Ministry, and has as mission to assist the interministerial Committee in ensuring the technical coordination of the follow-up and evaluation activities for the implementation of the PRSP.

383. The Technical Committee is a body with parity representation comprising on the one hand, Government representatives (officials in charge of economic affairs, Secretaries General of ministries) and some public institutions (NGP, NIS), and on the other hand, representatives of Consular Chambers (Chamber of Commerce, Chamber of Agriculture), the private sector (GICAM, the Movement of businessmen), local governments, religious denominations, NGOs or associations, donors or partners in development.

384. It has a Technical Secretariat whose organisation and functioning are specified by Decision n°0044/MINEPAT/SG of 14 October 2003 by the Minister of Economic Affairs, Programming and Regional Development. This Secretariat comprises a Central Coordination Unit and five thematic groups, respectively in charge of the follow-up of governance, infrastructure, production, indicators, and macro-economic planning. The Technical Secretariat of the Committee operates in close collaboration with provincial delegations of MINEPAT.

385. Provincial Committees for participatory follow-up of the PRSP, which were set up by Decision n° 00058/A/MINEPAT of 26 December 2003 by the Minister of Economic Affairs, Programming and Regional Development, were officially commissioned in January 2004. They are in charge of the follow-up of the PRSP at the provincial level. Under the chairmanship of the Governor, each of the provincial Committees is made up of the provincial Delegate of MINEPAT, the provincial finance Controller, an NIS representative, a representative of the civil society (vice-president), the private sector, NGOs, religious denominations and associations.

4.2 STATISTICAL MECHANISM

386. The implantation of the statistical mechanism during the first year of PRSP implementation had the following main objectives: continued production of data for the reinforcement of poverty assessment, drafting of sector strategies, and evaluation of progress achieved after the implementation of actions matrices.

4.2.1 Achievements

387. New sources of information have been created. They are:

- 1) A school map, with an updated version available for 2003;
- 2) A survey on the formation of food crops prices to describe the process of price formation for the twelve main food crops sold in the Yaounde and Douala markets;
- 3) A survey in Yaounde and Douala on living conditions to complete and enrich the Cameroon Households Survey (ECAM II), with a view to implementing and following up urban development policies;
- 4) A survey on the procedure of public spending and the satisfaction of beneficiaries in the health and education sectors;
- 5) The continued use of ECAM II in thematic analysis for the benefit of sector-based programmes.

388. Apart from the new sources available, there are other main sources under preparation on: i) PREPAFEN survey (half way), ii) EDS III survey, iii) 1-2 survey on employment and the informal sector, and the 3rd GPHC.

389. The statistical mechanism for the follow-up and evaluation of the PRSP implementation is gradually being put in place. The sixth session of the National Council of Statistics held on 17 November 2003 examined this draft mechanism which is yet to be finalised. Preliminary observations of donors were taken into consideration in the current version of the document.

390. The work achieved so far concerns the review of the situation of the National System of Statistical information (SNIS), the specification of selection criteria of indicators, the organisation of the mechanism, the minimum statistical programme, and an estimate of its cost.

391. Four different categories of indicators were identified for methodical and coherent follow-up and evaluation of the implementation of global and sector strategies of poverty alleviation. These categories of indicators are: i) indicators relating to the mobilisation and use of resources, ii) indicators which have to do with the physical and financial execution of programmes and projects, iii) indicators of results, and iv) indicators of impact. A provisional list of these indicators is already available; it will be adopted after consultations with the international expert to be recruited. An invitation to tender was launched to this effect by MINEPAT on European Union funding. The designation of the successful bidder will take place on 12 July 2004, and the effective take off of works is scheduled for the beginning of August 2004 (see draft document on the statistical mechanism for the follow-up/evaluation of PRSP. Indicators of participative follow-up which make up the qualitative version of follow-up/evaluation indicators are yet to be defined.

392. As concerns the financing of the capacity building of the national statistical mechanism, the Government, apart from recruiting new senior staff specialised in statistics and demography, has increased budget allocations for the production and collection of data. Some donors assist the Government in these efforts. For instance the World Bank, which is financing national surveys such as the Budget Tracking Exercise or the 1-2 and EDSCIII surveys, granted a Trust Fund to the NIS for capacity building in data analysis. The IMF is also assisting in the improvement of national accounts within SGDD. The African Foundation for Capacity Building (AFCB) is financing, through CAMERCAP project, technical and logistic assistance to NIS and to the Department of Prospective. France has already granted NIS technical assistance likely to help implement the statistical mechanism. UNDP, UNICEF and UNFPA assist in various areas relating to data collection, analysis and distribution. The African Development Bank has agreed

to finance NIS within the International Comparison Project for Africa (ICP-Africa). The European Union intends to grant an institutional support within the 9th EDF to both NIS and statistical services in the health, education and infrastructure sectors.

Improvement of the statistical information system

The implementation of the statistical mechanism during the first year of PRSP implementation had the following main objectives: continued production of data for the reinforcement of poverty assessment, drafting of sectoral strategies, and evaluation of progress achieved after the implementation of actions matrices.

The process of putting in place a statistical mechanism for the follow-up/evaluation of PRSP is underway. After the first version of the document presenting this mechanism was made public and discussed, the Community development partners, with the European Union as the leader, requested that this document be validated by an international expert, especially concerning the choice of indicators, definition of actions (Plan of action), and costs estimates. MINEPAT forwarded the terms of reference of this mission to the European Union with a draft schedule.

The PRSP had adopted a minimum statistical programme including not only the 3rd RGPH, but also the execution of the other seven statistical actions likely to help in the production of follow-up/evaluation indicators. All actions planned for 2003 have been engaged. They are: i) survey on the follow-up of public spending and satisfaction of beneficiaries in the health and education sectors – Budget Tracking, ii) Demographic and health survey (EDS). Only the survey on employment and the informal sector (1-2) has not been launched, but preparatory studies have reached an advanced stage, while awaiting funding.

A presentation of preliminary results and a progress report are contained in volume II of the document.

The other actions planned for 2004, namely: Education survey, Agriculture survey, MICS and ECAM III await the finalisation and validation of the above-mentioned statistical mechanism.

It should be noted that one of the objectives of this document is to serve as a reference to the statistical development programme, before it is submitted to the various partners in request for their respective contributions.

As regards coordination of statistical activities, and pending the setting up of NIS bodies, the former department of statistics and national accounting coordinates the activities of the national statistical information system. The National Council of Statistics which is a consultative organ of the Government is satisfactorily playing its consultation role in the field of statistics. It holds its meetings regularly, and has many actions to its credit, including regulation instruments and better circulation of information. However, this action can be improved so as to maximise the Council's intervention. In this regard, many studies have been conducted by some partners and must surely converge towards the mechanism to be put in place.

Cameroon is among the first African countries to adopt the Global System for Data Distribution (SGDD). The first Meta data were produced and published on TAND, the IMF Web site, in 1999/2000. A training workshop was organised in Yaounde in January 2002 for 10 Central African countries. New meta data were produced with the assistance of IMF experts, and updating done on TAND.

This action, which mainly aims at improving on the quality of statistical information, deserves reinforcement and extension to all sectors. In this regard, a proposal by NIS Cameroon was addressed to IMF to extend this practice to all fields in addition to those currently targeted by the IMF (and the World Bank for the socio-demographic sector). A preparatory campaign for this exercise was launched by NIS during the first half of 2004 in various administrations.

4.2.2 Problems encountered and implementation schedule

393. As regards the production of statistics, the main problem is the low capacity of sector-based statistical services to produce quality data, namely in the health, education, employment and rural sectors. This is due to the inadequate funding of activities, and the obsolescence of basic data. For example, the last agricultural census dates as far back as 1984.

394. Concerning the setting up of a follow-up and evaluation mechanism, the choice of the most relevant follow-up indicators is hindered by the absence of indicators on target and intermediary objectives in sector strategies. The creation of the ruling structures of NIS, and the building of its capacities will enable it to organise itself to support the sector-oriented departments of this mechanism.

395. As concerns the finalisation of the mechanism document and its implementation, the next stages, after submission of the final report by the expert, are the following: (i) adoption/validation of the project by the Government, ii) consultation of Government's development partners in order to collect their contributions (financial) in view of the implementation of the mechanism.

4.3 PARTICIPATORY FOLLOW-UP

396. The main objectives at this level concern the appropriation of poverty alleviation strategies, improving transparency and accountability of various stakeholders, improving the quality and relevance of services, especially public services, and ensuring the monitoring of the implementation process of the PRSP.

397. Six major groups of actors, whose roles are being defined, were identified. They are target groups and beneficiary communities, the elected, administrations and their detachments, the civil society, the private sector, and partners in development.

4.3.1 The operational mechanism

398. Reflection on the institutional framework which enables actors of participatory follow-up to express themselves, aims at involving existing structures which already play a role in participatory follow-up, be it in development as a whole or in poverty alleviation in particular. Therefore, four major structures were identified to contribute. They are: the Technical Committee for the follow-up and evaluation of the PRSP implementation, development committees, the Consultative Committee for the follow-up of HIPC resources, and the National Programme for Participatory Development.

399. Development committees are participatory structures, which already exist and can serve as an information framework or a task force. The revival of these committees in 2003 contributed in having a region-based data bank of close to 14800 projects. The missions of the Consultative Committee make it a control and management structure of HIPC resources, the ultimate objectives being to make sure that: (1) these resources are used to finance projects directly concerned with poverty alleviation, and (2) management is transparent. The National Programme for Participatory Development (PNDP) at its conception aimed at reducing poverty and promoting sustainable development in rural areas by organising beneficiaries and building their capacities. CTSE/PRSP provisionally federates the other three structures, through provincial participatory follow-up committees, and half-yearly participatory evaluation reviews.

4.3.2 Participatory evaluation review as a framework for participatory follow-up

400. By Order n°000367/MINEPAT/SG/CTSE-DSRP of 16 March 2004, the Minister of Economic Affairs, Programming and Regional Development, organised the first half-yearly participatory evaluation review of the PRSP implementation. This review, which was held in the ten provinces from 22 to 31 March 2004, is an extended consultation framework that helped make an assessment, in each province, of the level of execution of actions prescribed in the poverty reduction programme, focusing on the appraisal by beneficiaries of the quality of actions.

401. In each province, the review focused on the draft report presented by the provincial committee. The work mainly consisted in presenting this document to a representative local assembly to make sure that all projects likely to contribute to poverty reduction are evaluated, confirming the execution rate given in the draft report, assessing the quality and relevance of actions with regard to poverty reduction objectives, and taking note of observations by beneficiaries as well as proposals for corrective measures.

402. The meeting was held in four committees corresponding to the sector groups created within provincial Committees, namely : the Production Committee, the Infrastructure Committee, the Social Committee, and the Governance Committee.

4.4. APPRAISAL BY BENEFICIARIES

4.4.1 Main results of the Budget Tracking Exercise

403. One of the objectives of this survey, whose first phase concerns the health sector, is the analysis of tracking budget execution. This operation required the collection of information and appreciation of the quality of the information provided by budget managers. The general observation made at this level is the incomplete nature of such information. This is even more recurrent as far as the execution of the PIB is concerned.

404. Based on this observation, most of the explanations given by officials have to do with (1) absence of accounting archives in health institutions, (2) conflicts of authority between the Chief Doctor, who prefers working either alone or with the Stores Accountant, than with the Accountant Officer/appointed bursar, (3) management of the budget at a superior level of hierarchy, and (4) absence of an Accountant Officer to assist the person responsible for the structure.

405. An analysis of the information collected led to a first observation that the Finance Law, as the reference document for the State budget policy, is by far different from reality. As a matter of fact, about 25% out of a sample of 109 public health establishments were not programmed in 2001/2002 Finance Law, and this statistic moves up to 27.5% in 2003.

406. The second observation is that huge gaps exist between the amount of credits provided by the Finance Law and those declared by managers. The third observation is the return of the credit voucher. This practice does not allow for the follow-up of expenditure by the initial appointed manager. The fourth observation is the relatively long period of time that runs from the beginning of the financial year and the effectiveness in the execution of the budget. As a matter of fact, 3 to 4 months separate the date the budget is voted and the beginning of its execution, including 2 months between the beginning of the financial year and the withdrawal of the credit voucher, and less than two months between the date the voucher is withdrawn and the beginning of the execution of the budget.

407. The execution rate of the budget expressed as a ratio between the total amount of commitments and the amount allocated in the budget is globally satisfactory as it stands between 85% and 95%. Here are by order of importance, the problems encountered by managers in the execution of the budget : (1) delay in the reception of credit vouchers ; (2) bargaining with contractors for a 'satisfactory' execution of any contract, with regard to conditions presented by contractors on the execution of contracts, problems encountered in the payment procedure, the remoteness or land-locked situation of the area where the contract is to be executed, and the low profit margin compared to the rate on the price list ; (3) low budgetary allocation ; (4) incoherence between the needs stated per budget head and the credits allocated ; (5) inapplicability of some budgetary allocations , for example structures with no vehicle receiving vouchers related to 'fuel and lubricants' ; (6) lack of cash money in some local treasury services ; (7) poor functioning of local public contract boards, especially concerning acquisition of drugs and health equipments ; and (8) service quality below the amount of credits engaged (officials questioned think there should be an overestimation of about 25%). In general, too much centralisation of the PIB through the practice of centrally managed Delegations and/or periodic Delegations was regretted.

408. Suggestions made by the various officials met on the field to solve these problems must be turned into recommendations within the framework of a validation workshop that will bring together the main stakeholders at the central level (MINEPAT, MINSANTE for public health, ARMP), and at peripheral services. Based on such recommendations the Government will have to adopt a priority plan of action to be implemented gradually.

4.4.2 Main results of participatory evaluation reviews

409. Like for the preparation of the PRSP, the Government is carrying out the implementation and the follow-up/evaluation of the poverty reduction strategies by involving all stakeholders, especially beneficiaries at the grassroots. This approach aims not only for better appropriation by beneficiaries of poverty reduction actions, but also an efficient orientation of such actions in priority sectors. In this regard, half-yearly participatory evaluation reviews that were organised all over the country in March 2004 made it possible to have the appreciation of 255 beneficiary representatives from 1087 projects.

410. The quality of work was considered very good for 36% of projects identified, average for 27% of them and poor for 6%. The responding population had no opinion to express on 338 projects representing 31% of the projects; this is due to the poor knowledge of ongoing activities.

411. According to the 255 persons interviewed, about 51% of the projects identified are crucial to poverty reduction that is 550 projects of the 1087 projects concerned as against 45% of projects with below average impact on poverty reduction. One can note with satisfaction here that projects that have been well or fairly well executed are more likely to reduce poverty.

412. Results obtained during this experimental survey, which is still to be improved upon during the coming reviews with a more representative sample, also emphasize efforts to be made in order to ensure transparency in the award of contracts, while taking the greatest account of effective participation of local capacities in project execution. Information problems at the grassroots also appeared as a limiting factor in the implementation of the participatory approach. Sensitisation and information programmes on Government's actions must be intensified and perpetuated in order to solve such problems.

413. Apart from these two nationwide participatory evaluations conducted within the framework of the Budget Tracking Exercise and the evaluation reviews at provincial levels, the appreciation of beneficiaries was also obtained within the Poverty Reduction and Pro Women Actions in the Far-North Province (PREPAFEN). The participatory survey carried out has shown that : (i) nearly 80% of households having benefited from the project say they have improved on their living standards, (ii) half of the village groups wish the project covered new areas such as health, education, and energy. The approach will be extended to most of the target regional programmes.

414. Finally, the setting up of the follow-up and evaluation mechanism for the PRSP implementation, has known significant progress in its four components, namely the institutional mechanism, the statistical mechanism, participatory follow-up, and appreciation of beneficiaries. Today, the putting in place of the institutional framework is completed. The statistical mechanism requires in-depth preparation which is going on with the selection of indicators, definition of their calculation formula, and an estimate of the costs of data collection. Government's contacts with some donors to assist in this in-depth preparation and in the effective setting up of the mechanism are very much advanced. The process of participatory follow-up based on what already exists has known satisfactory start in its implementation, and beneficiaries are beginning to express themselves.

415. Volume II of this report presents in more details all elements of appreciation of the implementation and follow-up mechanism of the PRSP.

CONCLUSION

416. A detailed review of the PRSP execution as of 31 March 2004 globally shows that actions programmed in the execution matrix of this document were carried out quite well, and that on completion one can envisage, in terms of results, significant progress in the execution of the social and economic development programme of the government.

417. The macroeconomic framework has remained stable and growth prospects are good. The implementation of structural reforms is going on smoothly in spite of some delays in certain points. However,

- if macroeconomic stability is maintained, the balance achieved, especially in public finance, remains fragile and requires not only to be pursued as far as the consolidation of revenues and mastery of expenditure are concerned, but also permanent vigilance against risks.
- Increase in budget revenues, especially taxes, seems to be hindered by the current limits of economic growth. Although there are still a few tax revenue sources to exploit, there is a need to revive growth in order to increase revenue sources without increasing the fiscal burden.
- The current low growth rate tends not only to limit increase in public revenue, but also to constitute a hindrance to attaining target objectives which require higher growth rates.
- The slow execution of the HIPC programme delays attainment of related objectives, and reduces the multiplier effect expected from those sources.

418. Preparation of medium term expenditure frameworks, which must serve as a reference in the allocation of budget resources in conformity with the PRSP priorities, and for which Government requested assistance from donors, remains one of the key tasks to be pursued for an efficient implementation of the PRSP.

419. As regards reinforcing growth through economic diversification, actions initiated are being carried out in a coherent manner. So an increasing rural population is taking advantage of agricultural research, thus improving their agricultural production.

- Programmes designed for the rural environment (PNVRA, PNDP, PADDC) are now entering the concrete phase of execution. Destined to the grassroots rural operator, they have to be permanent, regular, lasting, taking into account the fragile and unstable nature of their target population, so as to produce concrete and lasting effects. They can consolidate the growth foundation only through the promotion of rural entrepreneurship, which involves a synergy among the three programmes.
- The issue of financing in the agro-pastoral sector is a major obstacle to overcome towards the development of this sector.

- Concrete actions for the development of the industrial sector will be awaited until the sector strategy for industrial development, the concerted strategy for the development of SME/SMI, and the programme for nursing enterprises are finalised. It is urgent to make these programmes available before any visible action is taken in favour of the industrial sector.
- As for the tourism sector whose strategy is under preparation, it is expected from the latter a true tourist development project, with a policy to develop the well known tourist potential.
- Concerning financial intermediation, a significant step has been taken with the creation of the Douala Stock Exchange (DSX), and the gradual regulation of the loans and savings sector (COOPEC). But there is still a fundamental problem: excess liquidity of the banking system, on the one hand, and an unsatisfied demand for funding by economic operators, on the other hand. This phenomenon reflects the reluctance in taking an investment risk as well as a radical attitude of adverse selection of the banking system, sending therefore a negative signal abroad, at a time when foreign direct investments need to be attracted. In this regard, there is need for consultation with the banking sector in order to remedy this situation.

420. Regarding support to the private sector:

- Pressure exerted by foreign economies on our local economy is much higher than the current controls on imports or prices, which appear less effective to curb the smuggling and dumping suffered by our economy, but which must however be continued pending more appropriate responses.
- Implementation of the Investment Charter is of prime urgency, as it includes all the provisions aimed at improving the institutional, fiscal and financial framework of enterprises with a view to facilitating economic growth and diversification. Since measures have been taken to this effect, emphasis should be laid on the fact that a successful implementation requires highlighting of, and solutions to the major problems posed by the Charter, namely growth, investment, competitiveness and capital assets, which all require appropriate studies and in-depth analysis in collaboration with the private sector.
- The following factors constitute the major constraints to the development of the private sector: infrastructure, energy, communication, funding, justice, human resources, opening of markets, economic governance, etc. In reality, a perfect execution of the seven strategic actions of the PRSP might eliminate such constraints.

421. In the social, sector most of the actions envisaged in the PRSP have been carried out. Consequently, one can notice a consolidation of national education, public health, woman's promotion, fight against injustice, and social integration of the under privileged. Concerning poverty and health issues in the poorest areas, such as provinces where the poverty index is highest (Far-North, East, North-West, South and Adamawa), access to basic care is below the national average, as shown on the health map. Therefore, the Government must spare no efforts in solving these problems, especially the construction of new health establishments. In the same vein, human resources also have to be reinforced in poor areas. Since the objectives of the Extended Immunization Programme (EIP) have been attained, this Programme needs to be perpetuated. It is also necessary to ensure availability and accessibility of essential drugs in health institutions even after the European Union support to CENAME. Similarly, the reform project on health insurance requires strong political commitment and considerable funding.

422. Governance amelioration is one of government's major concerns. In this regard, actions to fight corruption have been intensified with the setting up of appropriate structures, improvement of citizens information on public affairs, transparency in public management, conduct of surveys like the Budget Tracking Exercise, and continuation of the reform of the judiciary.

423. A cross analysis of achievements in the fields of infrastructure, regional integration, human capacity building, and governance shows a move towards the lifting of obstacles to the development of the private sector. The actions identified and executed so far show some progress in that direction, even though such actions are still not enough. They all need to be intensified and speeded up.

424. Globally speaking, sector-based strategies of the various ministries are gradually being put in place. Draft versions of these strategies are now available for most ministries. The drafting of medium term expenditure planning that comes next and that was introduced in the social sector, should be continued in the other sectors as soon as their strategies are prepared.

By way of recommendation:

425. The third Structural Adjustment Credit (CAS III) was closed during the first year of PRSP implementation. The completion point will be attained and the Poverty Reduction and Growth Facility (PRGF) completed during the second year. The Government will continue executing its economic and financial programme, as well as the implementation of the PRSP which, in such a context appears more than ever before as the reference, consultation and cooperation framework for the economic and social development of the country.

426. This option taken by the Government must be well understood by all stakeholders, so that the PRSP should really be an integrating framework that can serve as a base for the consolidation of reforms, regulation of growth, definition of development and poverty reduction programmes, identification of entry points for possible funding, and finally the creation and evaluation of projects.

427. In this context, the follow-up of the PRSP implementation for the coming years will have to be done within the framework of a planning process that includes the updating of the implementation matrix and the revision of the PRSP.

428. In a delicate annual procedure, updating the implementation and macroeconomic planning matrix which has served as the base for the execution and follow-up/evaluation of the PRSP will help complete this matrix in connection with the integrating nature of the strategy.

429. With regard to the revision of the PRSP whose terms of reference and plan of execution must be prepared in due time, such a revision requires more comprehensive responses as far as the following points are concerned:

- in-depth analysis of poverty indicators, integrating regional profiles ;
- completion of the setting-up of the follow-up/evaluation mechanism, notably at the level of selected indicators, coordination of statistical activities at the central government level, consolidation of the data distribution system (SGDD), and assessment of the impact of envisaged measures and policies on the living conditions of the population ;

- preparation of strategies to reinforce growth ; such strategies include :
 - Analysing sources of growth, some elements of which already exist ;
 - Improving basic equipment ;
 - Speeding up the implementation of an incentive framework for the development of the private sector and the promotion of investments ;
 - Speeding up the social security reform ;
 - Preparing sector-based MTEFs derived from finalised sector strategies in coherence with the PRSP priorities and the global MTEF ;
 - Establishing a partnership with the donor community in the process of attaining the Millennium Development Goals.

430. These measures, whose implementation by the end of the first year is quite advanced in most cases, will enrich the implementation and updating of the PRSP.

LIST OF ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
AER	Rural Electricity Agency
AIPO	African Intellectual Property Organisation
ARSEL	Electricity Sector Regulatory Agency
ANTIC	National Information and Communication Technologies Board
APECAM	Association of Professional Credit Establishment
ARMP	Public Contracts Regulatory Board
ARV	Anti-Retroviral
BEAC	Bank of Central African States
CAA	National Sinking Fund
CAMCCUL	Cameroon Cooperative Credit Union
CAMERCAP	Cameroon Economic and Financial Management Capacity Building Project
CAMRAIL	Cameroon Railways
CAMTEL	Cameroon Telecommunications
CAR	Central African Republic
CAS	Third Structural Adjustment Credit
CCS/HIPC	Advisory Committee for the Follow-up and Management of HIPC Resources
C2D	Debt Relief and Development Contract
CDT	Screening and Treatment Centres
CDC	Cameroon Development Corporation
CEMAC	Economic and Monetary Community of Central African States
CFC	Crédit Foncier Cameroon
CICAM	Cotton Processing Corporation
CIESP	Inter ministerial Committee Enlarged to the Private Sector
CIMA CODE	Inter-African Insurance Association
CNPS	National Social Insurance Fund
COMETES	Coordination and Modernisation of Technical Higher Institutes
COOPEC	Savings and Loans Cooperatives
CRTV	Cameroon Radio and Television Corporation
CSI	Community-based Health Centres
CTPL	Privatisation and Liquidation Technical Committee
CTS	Technical Committee for the Follow-up of Economic Programmes
CTSE/PRSP	Technical Committee for the Follow-up and Evaluation of the PRSP
CTG	Central Technical Group
CUD	Douala City Council
CUY	Yaounde City Council
DAO	Tender File
DPA	Douala Port Authority
DSCN	Department of Statistics and National Accounts
DSX	Douala Stock Exchange
DTC	Screening and Treatment Centres
ECAM	Cameroon's Household Survey
EIP	Extended Immunization Programme
ECAM II	2 nd Cameroon's Household Survey
EIG	Economic Interest Group
EDS	Demographic and Health Survey
ESAF	Enhanced Structural Adjustment Facility

FADCR	Support Fund for Rural Community Development
GPHC	General Population and Housing Census
GFAC	Cameroon Business Women Association
GICAM	Cameroon Employers Association
GTZ	German Technical Cooperation
HIMO	Labour-intensive
HIPC	Heavily Indebted Poor Countries
HYSACAM	Hygiene and Sanitation Corporation
ICT	Information and Communication Technologies
ITU	International Trade Union
IDA	International Development Agency
IDB	Islamic Development Bank
IEC	Information, Education, Communication
ILO	International Labour Organisation
IMF	International Monetary Fund
ITM	Intermediary Transportation Means
LANACOME	National drug quality control laboratory
MAETUR	Urban and Rural Lands Development and Equipment Authority
MC2	Community Growth Fund
MECAM	Cameroon Businessmen Movement
MDG	Millennium Development Goals
MEG	Generic Essential Drugs
MSP	Minimum Statistical Programme
MTEF	Medium-Term Expenditure Framework
MINAGRI	Ministry of Agriculture
MINAS	Ministry of Social Affairs
MINATD	Ministry of Territorial Administration and Decentralisation
MINCOF	Ministry of Women's Affairs
MINCOM	Ministry of Communication
MINCULT	Ministry of Culture
MINDIC	Ministry of Industrial and Commercial Development
MINEDUC	Ministry of National Education
MINEF	Ministry of Forestry and the Environment
MINEPAT	Ministry of Economic Affairs, Programming and Regional Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Husbandry
MINESUP	Ministry of Higher Education
MINFIB	Ministry of Finance and the Budget
MINMEE	Ministry of Mines, Water Resources and Power
MINPOSTEL	Ministry of Posts and Telecommunications
MINREST	Ministry of Scientific and Technical Research
MINSANTE	Ministry of Public Health
MINTOUR	Ministry of Tourism
MINTP	Ministry of Public Works
MINTRANS	Ministry of Transport
MINUH	Ministry of Town Planning and Housing
MINVIL	Ministry of Urban Affairs
MFI	Micro Finance Institution
NEF	National Employment Fund
NEP	National Employment Policy

NEPAD:	New Partnership for Africa's Development
NGO	Non Governmental Organisation
NGP	National Governance Programme
NIS	National Institute of Statistics
NSERR	New Strategy for Rural Roads Maintenance
ODA	Official Development Aid
PADC	Community Development Support Programme
PAP	Priority Plan of Actions
PNDP	National Participatory Development Programme
PCIME	Integrated Treatment of Child Diseases
PFNL	Forest Products, Excluding Timber
PIB	Public Investment Budget
PNVRA	National Agricultural Extension and Research Programme
PPAOP	Pilot Project for Producer Associations
PPMF	Support Programme to the Micro Finance Programme
PREPAFEN	Poverty Reduction and Pro Women Actions in the Far-North Province
PRGF	Poverty Reduction and Growth Facility
PSFE	Forest/Environment Sectoral Programme
PVVS	People Living with HIV/AIDS
RNRP	National Poverty Alleviation Network
SAMU	Medical Emergency Aid Service
SDAU	Development and Town Planning Master Plan
SGDD	General System for Data Dissemination
SIO	Stock Investment Organisation
SIGEFI	Integrated Management System of Public Finances
SIGIPES	Integrated Management System of State Personnel and Pay Roll
SNEC	National Water Corporation
SNH	National Hydrocarbons Corporation
SMEs	Small and Medium Size Enterprises
SMIs	Small and Medium Size Industries
SDP	Summary Draft Project
SIT	Social Indicator Table
SGS	Société Générale de Surveillance
SOCATUR	Cameroon Urban Transportation Company
SONEL	National Electricity Corporation
SOSUCAM	Cameroon Sugar Corporation
STD/HIV-AIDS	Sexually Transmitted Diseases
SYNAMEX	National Supply System of Drugs, Reagents and Medical Materials
TS	Technical Secretariat
TDR	Terms of Reference
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organisation
UNESCO	United Nations Science and Education Organisation
USD	United States Dollar
WHO	World Health Organisation
WTO	World Trade Organisation
ZICG	Community Management Hunting Areas

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SECRETARIAT-GENERAL

TECHNICAL FOLLOW-UP COMMITTEE
OF THE PRSP

PROGRESS REPORT ON THE IMPLEMENTATION OF THE PRSP

April 2003 – March 2004

VOLUME II : IMPLEMENTATION AND FOLLOW-UP MECHANISMS

April 2004

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CHAPTER 1: PROGRAMMING AND BUDGETING MECHANISMS

1.1 Programming investments

1. Cameroon has to reach the completion point of the Enhanced Heavily Indebted Poor Countries Initiative (HIPC) within the time period projected. The debt relief expected from this initiative will make huge financial resources available to the country. The domestically generated revenues will be swelled by these additional resources, which will help to boost growth and thereby improve on the living conditions of the population. In this regard, the need to judiciously use the ensuing resources prompted the design of an efficient investment programming system. This marked a turning point in terms of improving procedures relating to public expenditure, notably by streamlining development operations. The following actions were also concretised:

- efficient use of public funds through a sound definition of priorities in budget selection;
- judicious selection of projects through an economic process that leads to development and improvement of the standards of living of the population.

1.1.1 Institutional framework

2. The institutional framework consists of the overall technical and legal devices on which programming mechanisms are based. For the 2004 financial year, the components of these devices were:

- the Poverty Reduction Strategy Paper (PRSP);
- circular No. 001/CAB/PR of 11 September 2003 relating to the preparation of the public budget for the 2004 financial year;
- the 2004-2006 priority investment programme (PIP);
- reports on the physical and financial execution of the 2003 investment budget;
- reports of provincial development committees;
- prescriptions and conditionalities of donor agencies, notably the International Monetary fund (IMF) and the World Bank;
- ordinance No. 62/OF/4 of 7 February 1962 to institute finance regulations of Cameroon;
- the 2004 finance law.

1.1.1.1 Guidelines and goals

3. Programming of investments was based on all funds allocated for development projects. The following were taken into account:

- Investment expenditure from domestic resources;
- Investment expenditure from external resources earmarked for all types of projects;
- Expenditure from domestic resources representing counterpart funds;
- Expenditure from Government transfers to public and semi-public corporations;
- expenditure on HIPC projects; etc.

4. In general, Government choices in terms of budget planning were guided by the need to promote the well-fare of the population and to ensure optimum functioning of public services. Thus, Government choices were geared towards quality expenditure guided by sector strategies

and well-defined goals along with relevant indicators. The selection of projects was, therefore, based on the following guidelines:

- Implementation of the poverty alleviation programme as projected in the Poverty Reduction Strategy Paper (PRSP);
- Respect of priority sectors, notably education and health, with specific emphasis on the following components: HIV/AIDS, rural development, potable water supply, electricity, urban sanitation, maintenance of basic infrastructure, as well as governance with its main components being the fight against corruption and promotion of ethics in public services;
- Consideration of the judiciary and services in charge of the security of persons and goods;
- Extension of the public investment network under domestic resources as well as under external financing, especially in the areas of infrastructure, economic and social equipments.

5. The main objectives targeted within the framework of the process of investment programming were based on the following points:

- Effective support to economic growth in the short and long terms;
- Fulfilment of requirements for sustainable development, especially in the social sector;
- Support to the private sector, especially sub sectors with comparative advantage.

6. In all, after a definition of guidelines and objectives, programming of investments was characterised by two complementary phases for the 2004 financial year: evaluation of projects and budgeting.

1.1.1.2 Phases of programming

1.1.1.2.1 Evaluation of projects

7. This phase consisted in identifying projects and preparing those that were likely to be financed.

(a) Identification of projects

8. Technically speaking, identification of projects consisted in defining projects with a view to enlisting them in the priority investment programme. The process was based on two types of criteria: general criteria and sector criteria.

General criteria (applicable to all types of projects)

9. They are focused on the following points:

- Coherence: the project should be consistent with regional, sector and macro-economic policies. It should refer to sector policies and strategies drawn up by ministries, as well as to the Economic Policy Framework Paper;
- impact on public finance: emphasis here should be laid on the fact that subsidies, loans, acquisition of shares, tax exemptions and taxes can change the equilibrium in public finance in one way or the other;
- concessionality of loans;

- importance of recurrent costs: projects with operating costs that could not be supported by the State's budget were less encouraged, notwithstanding their appeal at first sight;
- job creation: projects that create jobs in their operational phase at a reasonable cost were welcomed;
- internal rate of return above 10% for infrastructure projects;
- minimum cost for social projects: the method advocated was that of least cost with two or three solutions;
- regional equilibrium;
- impact on the balance of payments: projects with a positive impact on the balance of payments had an advantage given that foreign reserves constitute a scarce resource in the national economy.

Sector criteria

10. Sector criteria depend on the type of sector to which the project belongs. However, conditionalities are the same for infrastructure and social sectors. Criteria are therefore distributed per sector as follows:

Production sector

- confirmed, technical and economic feasibility, with unit costs of investments consistent with acceptable norms;
- Coherence with the State's policy of withdrawal from production activities: as an example, we can think of a project under execution but which will later on be managed by private operators.

11. In this sector, the logic that prevails is that of support without any direct participation in production.

Infrastructure and social sector

- projects that correspond to a specific need or to clearly defined priorities;
- projects that fall within the framework of an overall sub-sector programming, as a master plan type;
- unit cost investment projects that correspond to acceptable norms;
- projects whose recurrent costs are covered, and for whom measures are taken to ensure their maintenance after termination of external funding.

Administrative sector

12. Evaluation of this sector was based on the same criteria as those mentioned in the infrastructure and social sectors. The only criteria excluded here is the one concerning projects that fall within the framework of a master plan-type of programming.

(b) Preparation of projects

13. This phase was characterised by three main elements: feasibility studies, financial preparation and organisation of the management of the project. The phase developed the economic, technical, financial and institutional aspects necessary for a smooth execution of investment, and for the sustainability of the impact of the project. Feasibility studies were conducted by the technical ministry, while reports were examined by the Ministry in charge of programming. The preparation of projects was also characterised by an arbitration phase with sector ministries to ensure perfect adequacy between budget packages earmarked for the various projects and the priorities retained.

1.1.1.2.2 Budgeting

14. The budgeting exercise was characterised by a phase of budgetary negotiation between the technical ministries, the Ministry of Economic Affairs, and the Ministry of Finance and the Budget. The exercise consisted in adjusting the demands to the credits available and in ensuring that allocations per ministry reflect the guidelines and objectives of the general Government policy, in respect of the PRSP and in the limits of the indicative package communicated by the Prime Minister, Head of Government. To this regard, every Minister prepared a draft budget based on a sector strategy. The draft budget established Government priorities in the various areas of action. In order to facilitate the evaluation and selection of objectives in each sector of activity and in view of ensuring a better follow-up of the execution, expenditure was presented per function following justified and figured objectives and following the new budgetary nomenclature, which was adopted within the framework of the budgetary reform. This was in line with the continuation of the implementation of the plan to improve the management of public expenditure. Allocation of credits to the various ministries was made in a way that help to effectively earmark funds for the beneficiary structures to avoid punctual delegations of credits within the period of the execution of the budget and to ensure the timely take-off of infrastructure works. The process also took into account the need to cover tax liabilities related to public contracts.

15. Efforts were made to pursue the devolution of credits to services operating at the local level. This was in a bid to ensure a better mastery of their overall expenditure, and a considerable improvement of their performance. Moreover, the means put at the disposal of services were identified according to their economic nature in conformity with the classification of expenditure per nature common to all services. In general, the budgeting phase was prepared based on the following process:

- Macro-economic framework to determine the funding package in relation with the consolidation of the government flow-of-funds table (TOFE);
- Transmission of the “circular letter” relating to the preparation of the State’s budget and containing prescriptions for the preparation of the PIP;
- Analysis of proposals of technical ministries. Each ministry submitted a report on the execution of its budget for the previous financial year, its sector strategy and a scale of priority of its projects;
- Allocation of credits within the framework of the draft budget;
- Drafting of the budget to be forwarded and examined by MPs as an annex of the finance bill;

- Normalisation of the structure of the document.

16. All these elements were necessary to guide budgetary choices.

1.2 Budgeting the PRSP

17. The general drive to curb economic crisis, and more specifically, the poverty alleviation strategy prompted Cameroon to prepare the Poverty Reduction Strategy Paper (PRSP) whose operations are translated into PIB projects, HIPC projects, donors' projects, the civil society's projects and local council projects. Actions carried out within the framework of the implementation of this paper are those derived from the categorisation of the above mentioned projects whose budgeting mechanisms change according to the category.

1.2.1 PIB projects

18. Evaluation of these projects and the related budgeting operation has already been considered in the mechanisms presented under the chapter "programming of investments".

1.2.2 HIPC projects

19. Cameroon will benefit from a relief of its debt servicing within the HIPC initiative. Additional resources derived will be earmarked for the priority sectors retained in the poverty alleviation programme including education, health, infrastructure, rural development and social affairs. Priority actions of the National Governance Plan were also retained in the programme. Implementation of the programme entails an identification of eligible operations and a forward-looking programming of expenditure to be listed in the budget.

1.2.2.1 Eligible expenditure sectors

20. Eligible expenditure for HIPC financing concerns expenditure related to poverty alleviation and governance programmes. This includes recurrent expenditure and/or investment expenditure in the form of budget lines, projects and programmes. In the beginning of the 2004 financial year, the Prime Minister, Head of Government, signed a Decree to allocate HIPC credits to the various sector ministries of the national economy. These sectors include:

(a) Social development sector

21. Priority actions:

- Social protection and national solidarity;
- Employment;
- Promotion of equity and gender equality;
- Satisfaction of basic needs;
- Social education

(b) Education

22. Priority actions:

- Improvement of access to education;
- Improvement of the quality of education;
- Building an efficient partnership;
- Improvement of management and governance in the education system.

(c) Infrastructure

23. Priority actions:

- Maintenance of the priority road network;
- Development and construction of rural roads;
- Access to potable water through the creation of water supply systems, notably boreholes and harnessed wells in underprivileged areas, notably rural areas;
- Improvement of electricity supply and its access by the underprivileged of rural and urban areas;
- Improvement of potable water supply and its access by the underprivileged of rural and urban areas.

(d) Health

24. Priority actions:

- Reduction of infant morbidity and mortality;
- Reduction of maternal mortality;
- Reduction of the number of persons suffering from malnutrition;
- Prevention of major endemic diseases (AIDS, malaria, tuberculosis, etc);
- Reinforcement and structuring of health services;
- Medical care for emergency cases;
- Access to reproductive health services;
- Support for an efficient and effective management of health resources.

(e) Rural development

25. Priority actions:

- Development of agricultural, pastoral and fisheries sectors;
- Promotion of agricultural, pastoral and fisheries services;
- Promotion of agricultural credit;
- Strengthening producer groups and structuring organisations of the rural area;
- Access to agricultural inputs by producers;
- Farm mechanisation;
- Promotion of the management of natural resources;
- Promotion of veterinary services.

(f) Governance

26. Priority actions

- Free access to information by the public;
- Promptness in decision-making;
- Civic education of citizens in view of promoting equality for all before the law and the fight against impunity;
- Access to justice;
- Improvement of public affairs management;
- Promotion of the involvement of the civil society in the decision-making process;
- Protection of persons and goods;
- Fight against corruption;
- Improvement of transparency.

1.2.2.2 Technical eligibility criteria

27. Projects submitted for HIPC financing are appraised on the basis of two criteria: conformity criteria and evaluation criteria.

Conformity criteria

28. Any project to be submitted to the CCS/PPTE shall comprise:

- 1- an administrative file;
- 2- a technical file.

29. These two elements help to appraise the conformity of the project with the priority actions of the poverty alleviation programme. Four eligibility scales are used: scale 1 is meant for identification as it ranks projects according to the status of the promoter. Scale 2 helps to appraise the coherence of the project with the PRSP. Scale 3 helps to appraise the project in relation with priority actions of the sector concerned and lastly, scale 4 helps to evaluate the technical file according to well-defined transversal criteria.

30. Once conformity criteria have been examined, the file is evaluated following hypothesis formulated on the basis of previously defined criteria. Investment projects under HIPC financing are examined by the Advisory and Follow-up committee for the Management of HIPC Resources which was set up by Decree No. 2000/960/PM of 1 December 2000 by the Prime Minister, Head of Government. The Decree sets up and regulates the organisation and functioning of the Committee. Once investment projects have been examined by the aforementioned committee, they are validated by the Government and then forwarded to the Ministry of Economic Affairs, Programming and Regional Development for programming in the public investment budget.

1.2.3 Donor projects

31. Legal relations between the Government of Cameroon and donor agencies concerned are governed by loan agreements which allow for the inflow of private capital in the form of:

- direct investments;
- commercial credits;

- Grants and assistance to projects accompanied with concessional conditions.

32. The disbursement of external funds for the financing of national projects is followed by the mobilisation of Cameroon's counterpart funds at the level of the budget. This counterpart fund usually stands between 5 and 20 per cent of the overall cost of the project. This can sometimes concern specific items of expenditure not eligible for donors financing. Mobilisation of Cameroon's counterpart funds helps to finance local costs related to the project or the payment of related taxes.

33. Thus, depending on the provisions provided for by the convention, each ministry provides for counterpart funds and tax charges related to co-financed projects in the beginning of the financial year. Similarly, the TOFE makes a projection of external resources in the financing of projects.

1.2.4 Civil society, regional and local authorities' projects

34. The civil society, notably NGOs, religious groups and various development associations efficiently contribute to improve the living conditions of the population and to alleviate poverty thanks to a number of well-targeted actions that meet the real needs of the population.

35. Programming of these projects is conducted on the basis of funds raised through Government subventions, domestic resources or external resources directly allocated to these structures.

36. Regional and local authorities represent territorial units that are managed by local representatives. Programming of projects depends on the allocated annual budget allocation balanced in revenues and expenditure, which will finance the projects programmed. Budgeting of these projects is done on the basis of the resources of these structures. The main resources are derived from:

- Subsidies granted by the Special Council Support Fund (FEICOM);
- Additional council taxes collected and transferred by the tax authorities;
- Forestry taxes channelled by tax authorities following a given percentage;
- Loans.

1.3 Participatory approach

37. The participatory approach in the investment programming mechanisms is grounded on development committees which were revived during the preparation of the 2003 PIB.

38. On the instructions of the President of the Republic (Circulars on the preparation of the budget) which were reiterated by the Prime Minister, Head of Government, MINEPAT proceeded to the revival of development committees. Development committees are participatory forums (pooling together public and private sectors, civil society, beneficiaries) at the level of districts, divisions and provinces whose role is to ensure the participation of all these actors in the preparation, implementation and follow-up of development projects at the local level.

39. Sessions of these development committees held in January 2002 and July 2003 in the 10 provinces and their divisions. During these meetings, the population identified and ranked operations and projects that are likely to solve their problems. A data base was established with about 14,000 operations in all sectors. Naturally, the demand concerns mostly education, health and infrastructure sectors.

40. Reports of the committees are submitted to sector ministries that use them in the process of budget preparation. Thus, projects derived from these committees are programmed in the public investment budget at a rate that is being evaluated by MINEPAT. This absorption rate will be increased gradually.

CHAPTER 2: BUDGET EXECUTION SYSTEM

2.1 Budget execution mechanism

41. In pursuance of provisions of Law No 2002/001 of 9 April 2002 to amend certain provisions of Ordinance No 62/OF/4 of 7 February 1962 to institute financial regulations of Cameroon, Circular No 04/001/MINFI/B relates to instructions pertaining to the execution and control of the execution of the State's budget and that of public agencies for the 2004 financial year.

42. In general, the budget execution mechanism is based on guiding principles, commitment of expenditure, procedures of execution and control of the execution of expenditure.

2.1.1 Guiding principles

2.1.1.1 Financial year

43. The financial year is designated by a figure, which reflects the number of years of budgetary imputations to date. This figure is 38 for the 2004 financial year.

2.1.1.2 The unique identifier

44. Only individuals and corporate bodies registered at the unique identifier (IDU) by tax services can benefit from credits listed in the budget of public or semi-public bodies, and local and regional authorities.

2.1.1.3 Management tools

45. Management tools include:

- Imposed freeze and quota of expenditure commitment;
- Accreditations concerning vote holders, stores accountants, finance controllers;
- Management of commitment and purchase books;
- Transfers of credit.

2.1.2 Commitment of expenditure

46. Investment expenditure is committed on the basis of the following procedures:

2.1.2.1 The commitment order procedure

47. This procedure concerns material expenditure made by Central services of the ministries located in Yaoundé.

2.1.2.2 The purchase order procedure

48. This procedure concerns delegated credits for Central services located out of Yaoundé, and for diplomatic and consular missions.

2.1.2.3 Imprest account procedures

49. This procedure falls within the competence of the Ministry of Finance and the Budget in conformity with provisions of section 1 of Decree No 86/055 of 14 January 1986.

2.1.3 Execution process

50. Expenditure related to public investment operations is based on a procedure that aims at ensuring a maximum consumption of credits, as well as an optimum use of these credits in view of attaining the objectives prescribed by the Government Policy and in line with commitments made with donor agencies.

51. Once projects retained have been listed in the journal of projects, commitments are made in the strict respect of the quality of expenditure listed in this journal which is the base of the execution of the PIB and of any visa of the head of the budgetary department. Relevant departments of MINEPAT are in charge of ensuring the respect of this procedure. Thus, any amendment of the document should be rightly justified to avoid any interference in the execution of the PIB.

52. At the level of provinces, credits are delegated for clearly identified and evaluated operations contained in the journal of projects put at the disposal of Governors of Provinces, Senior Divisional Officers, provincial and divisional delegates of MINEPAT. This is done on time to ensure a diligent delegation of credits after the PIB has been prepared.

53. Execution of projects is done following a normative procedure. It can be a purchase order or a public contract for projects whose costs are above CFAF 30 million. On the basis of the type of expenditure, PIB credits are committed in the following ways:

- As concerns studies, the commitment is accompanied by a purchase order and related terms of reference; reports are required after the completion of studies for *à posteriori* controls;
- As concerns infrastructure, construction and development works, commitments go along with specifications of contracts to be executed and related estimates signed by the relevant services of the Ministry of Public Works for new construction projects and by those of the Ministry of Town Planning and Housing for rehabilitation, development and renovation works;
- Commitments related to service equipment go along with purchase orders or related contracts, ministerial decisions relating to the delegation of credits for the equipment of external services;
- Investment subsidies granted to public corporations and institutions are disbursed after a decision of MINEPAT in the beginning of the financial year and paid to the beneficiaries by the Department of the Budget of MINFIB.

54. All public contracts financed under the 2004 PIB are awarded in conformity with the directives of circular No 002/CAB/PM of 4 November 2002 relating to the procedure of public contracts award in Cameroon.

55. The Public Contracts Regulatory Board (ARMP) is in charge of the respect of the new regulation governing public contracts. This new regulation allows for a generalised creation of tender boards within structures that have a budget of a certain amount. Among the members of

these tender boards, there are independent observers who are in charge of ensuring transparency in the process of the award of contracts.

56. The institution of a new regulation governing public contracts aims at constantly improving what prevails and at ensuring greater transparency in line with the implementation of the National Governance programme along with the fight against corruption. The priority plan of action allows officials to conduct periodic budgetary controls through external audits and surveys on the use of public resources (budget- tracking). These control operations will become systematic in order to evaluate the tracking and efficiency of public expenditure for a better control of the overall administrative services.

2.1.4 Control of PIB execution

57. Recommendations of the plan of action for the improvement of public expenditure state that PIB budget is used without quota. However, a number of control operations are conducted for a transparent execution of the PIB.

2.1.4.1 Preliminary control operations

58. They are conducted by the finance control services attached to the various ministries or by provincial and divisional control services in order to check the regularity of commitments.

2.1.4.2 Control of commitments conformity

59. To ensure commitment conformity, finance control services forward commitment orders to the Department of Investment Programming of MINEPAT for validation if their regularity is confirmed. They are later on forwarded to the Department of the Budget of MINFIB for the continuation of the procedure.

2.1.4.3 Control of liquidations and audits

60. This control is conducted by MINEPAT for the follow-up and control on the basis of detailed or consolidated listings of committed and keyed operations, or operations liquidated by the different ministries. These listings are communicated to MINEPAT every month by the Department of the Budget of MINFIB.

2.2 Co-financed projects

61. Co-financed projects are executed with funds derived from loan agreements and Cameroon's counterpart funds.

2.2.1 Loan agreement funds

62. The project takes off with the disbursement of funds derived from the loan agreement. The disbursement is subject to the enforcement of the loan agreement which consists in meeting the various conditionalities including:

- setting up of a unit in charge of the execution of the project and appointment of a head of the said unit;
- setting up of a steering committee comprising MINEPAT, the technical or sector ministry, MINFIB and the donor agency;
- acquisition of the premise of the project;
- provision of the national counterpart fund.

63. Once conditionalities are met, disbursements of the donor agency are made under the auspices of the National Sinking Fund (CAA) and the unit in charge of the execution of the project designated by the concerned donor agency and following the code of procedure. The first disbursement is made on the basis of a previously approved programme of activity and the budget. This disbursement covers the first four months of the programme.

64. Subsequent disbursements are based on supporting documents of previously used funds with expenditure memorandum and non objection of the borrower.

2.2.2 Counterpart funds

65. For the sake of executing and ensuring of mobilisation of counterpart funds on time, conditionalities and disbursements tables, expenditure memorandum and the timetable for the activities of each co-financed project have been established. To this effect, counterpart funds excluding taxes and customs duties are henceforth deposited in the accounts of the projects opened by the CAA in view of consolidating and improving the execution of the overall financing provided to the project. Henceforth, provision of funds or transfer of funds into bank account opened by project managers is prohibited.

66. Though commitments under external financing follow the procedures set in the conventions, they however observe the general regulation governing public accounting.

67. As concerns authority for payment, any legal commitment (contract, purchase order, decision and mission order) or any application for payment having no objection from the external partner is made by the project manager in a form prepared by MINEPAT. The file is then forwarded to the National Sinking Fund (CAA) or to the donor agency for settlement as the case may be.

68. With regard to payment of expenditure under external resources or domestic resources (counterpart funds) the CAA plays the role of the treasury accountant as it checks documents necessary for the establishment of the payment order. Physical controls fall within the competence of technical departments of MINEPAT and MINFIB.

2.2.3 Disbursement statement

69. Development partners and managers of projects financed by external partners held a meeting from 26 January to 27 February 2004. The meeting which was in line with the traditional exercise of control of execution and follow-up of co-financed projects was the second of its kind after the one held in February / March 2003. The meeting was an opportunity to take stock of the level of disbursement effectively made by the different donor agencies.

70. The number of projects for the 2004 financial year was 427 for active projects and 5 for specific projects. As of 31 December 2003, the amount of money that was effectively disbursed stood at CFAF 160, 418, 517, 458 representing CFAF 43, 513, 291, 495 worth of grants and CFAF 62, 905, 225, 963 worth of loans out of the amount projected which stood at CFAF 236, 562, 866, 398, which represents a disbursement rate of 44%.

71. This rate highlights the low level of disbursement of external resources. This is due to the delay in notifying project managers and the CAA on disbursement notices and also to the delay of donor agencies in approving the required documents of the process.

72. At this juncture, information available projected the disbursement of external resources for the 2004 financial year at CFAF 216, 377, 634, 540 representing CFAF 75, 095, 625, 190 worth of grants and CFAF 141, 282, 009, 350 worth of loans. There is a slight decline as compared to the 2003 financial year but these figures will improve if we consider disbursement projections of the African Development Bank Group (ADB), the International Tropical Timber Organisation (ITTO), the World Wild Life Fund for Nature (WWF), the KFW and all partners in cooperation with the Islamic World.

73. The projected counterpart fund stands at CFAF 48, 660, 076, 540. The Government of Cameroon is however striving to take a number of measures and actions to improve the management of investments financed under external resources within the framework of the execution of co-financed projects.

2.3 HIPC projects: expenditure execution and disbursement procedure

74. This procedure is contained in the manual of procedure of the Advisory Committee in charge of the follow-up of the management of HIPC resources.

2.3.1 Budgetary mechanism

75. The principles retained here include the rule of budgetary unity in the presentation, implementation of common law procedures at the central and local level, and intervention of traditional stakeholders in the state's budget (the Authorising Officer, the Finance Controller and the Accountant). Some specific management characteristics are also retained such as pluri annual execution, centralisation of all expenditure by a unique accountant for a periodic submission of supporting documents to the Advisory Committee. Adoption of the HIPC programme by the Finance Law comprises adapted measures for budget and accounting management of the programme, as well as modalities for the listing of the budget of the programme.

76. The Finance Law provides for the following rules:

- the rule of pluri annual execution of the HIPC programme with compulsory carry-over of credits;
- Designation of the Paymaster General as the chief Accountant of the Programme.

77. In order to respect the rules of budget presentation and to maintain a good visibility in the programme, the mechanism allows for the use of the current budgetary nomenclature, with a

slight improvement, to highlight budgetary operations financed under HIPC resources. The current structure of the nomenclature which is broken up into heads, articles and paragraphs was maintained.

2.3.2 Accounting mechanism

78. The accounting process of expenditure operations of HIPC programmes obeys the rules set out in the general instruction on the State's accounting.

(a) General procedure

79. As part of their duties, treasury accountants participate in the execution of expenditure throughout the territory ("commitment order" zone and "purchase order" zone) through the traditional expenditure channels (Authorising Officers, Finance Controllers and Stores-Accountants). To this end, treasury accountants control the expenditure as provided for by the related instruments (control of liquidation and payment orders) and ensure payments which are made thanks to current cash accounts (Treasury, Bank, CCP).

(b) Specific procedures

80. Specific rules relating to the management of HIPC expenditure should however be set:

- The Chairman of the CCS/PPTE authorises a first cash advance by transfer of the special HIPC account opened at BEAC to the credit of the Current Account of the treasury to enable the payment of expenditure related to the first commitments made under HIPC resources. The amount is calculated on the basis of projected disbursement to be made during the quarter following the CCS/PPTE meeting during which the committee has to give its opinion;
- Subsequent drawings on the HIPC special account opened at BEAC are subject to the presentation to the CCS/PPTE, on a quarterly basis, of a statement of commitments, Payment orders and settlements made for projects eligible for HIPC financing in conformity with article 3 of Decree of 1 December 2000 to set up and regulate the organisation of the said committee. The amount of new drawings on the HIPC special account submitted to the CCS/PPTE is calculated on the basis of settlements made during the previous quarter and of projections of settlements made during the quarter following the validation of projects;
- The Paymaster General, designated accounting officer for the execution of HIPC programmes (Revenues and Expenditure), is the sole accounting officer authorised to do financial operations in the special account. He makes operations on his own account ("commitment order zone") and makes final statements (budget line) on all expenditure under transferred delegated credits (along with supporting documents) after execution at the level of financial jurisdiction ("purchase order" zone).

81. In this regard:

- He records revenues paid;
- He receives and centralises into the HIPC fund a periodic statement of statistics on HIPC purchase orders regularly ordered for payment by heads of finance jurisdictions;

- With the consent of the Minister in charge of Finance, he provides Paymasters with credits on the basis of the usual procedure on the flow of funds between senior accounting officers. These provisions depend on the expenditure to be made.

(c) Disbursement modalities

82. These modalities depend on the type of expenditure:

- *Advance payments of services*

83. The advance is made on the basis of a memorandum on the use of funds approved by the relevant Minister. The concerned Minister signs a decision authorising the payment in conformity with the procedures in force mentioned earlier. The decision is forwarded to the Minister in charge of Finance.

- *Financing subventions*

84. This mode of financing concerns the budget of the following groups:

- HIPC committee;
- Projects of local and regional authorities;
- Projects of structured groups, including NGOs, CIG and development associations.

85. Once the project is approved by the CCS/PPTE and listed in the budget, the Minister in charge of Finance, after approval of the memorandum on the use of funds prepared by the supervisory sector Ministry and the structure benefiting from the subvention, authorises, by decision, the payment of the subvention by the Paymaster-General from the current account of the Treasury.

CHAPTER 3: FOLLOW-UP AND EVALUATION MECHANISMS

3.1 Institutional mechanism

86. Since September 2003, the Government determined the institutional framework for the follow-up of the PRSP implementation. In this regard, an interministerial follow-up committee was set up by Decree No 2003/PM of 29 September 2003 by the Prime Minister, Head of Government. Chaired by the Secretary-General of the Prime Minister's Office, this committee is made up of some 15 members of Government in charge of ministries with an economic and/or social impact. The Committee ensures the supervision of the implementation of the PRSP, and the smooth execution of Government's commitments concerning the medium-term economic and financial programme in view of reaching the completion point.

87. The Interministerial committee is assisted by a Technical committee in charge of the follow-up and evaluation of implementation activities of the PRSP. This committee was set up by Decree No 2003/2221/PM of 29 September 2003 by the Prime Minister, Head of Government. Under the authority of the Minister of Economic Affairs, Programming and Regional Development, the Technical committee is chaired by the Secretary-General of this ministry, and has as mission to assist the Interministerial committee in ensuring the technical coordination of the follow-up and evaluation of activities for the implementation of the PRSP. In this context, it prepares all documents expected from the follow-up and evaluation of these activities.

88. The Technical Committee is a parity body comprising, on the one hand, Government representatives (officials in charge of economic affairs, Secretaries-General of ministries), and some public institutions (NGP, NIS), and on the other hand, representatives of Consular Chambers (Chamber of Commerce, Chamber of Agriculture), the private sector (GICAM, Business operators Association), local councils, religious groups, NGOs or associations, donors or partners in development.

89. The Technical Committee was commissioned on 27 October 2003 by MINEPAT. The Committee already held three sessions. Items on the agenda of the last two sessions included the examination of quarterly reports on the execution of the PRSP as of 30 September and 31 December 2003. The committee comprises a Technical Secretariat whose activities are coordinated by the Permanent Secretariat of the CTS. The Technical secretariat is made up of some senior staff of the CTS, NIS, MINEPAT and sector ministries. The basic task expected from the Technical committee is carried out by its Technical Secretariat whose functioning is regulated by Order No 0044/MINEPAT/SG of 14 October 2003 by the Minister of Economic Affairs, Programming and Regional Development. The Technical secretariat comprises a central coordination unit and five thematic groups, respectively in charge of the follow-up of governance, infrastructure, social sector, production, indicators and macro-economic planning.

90. The Secretary-General of MINEPAT proceeded to the designation of members of the different units of the secretariat in December 2003. Early in February 2004, the Central Coordination Unit gathered the different thematic groups for a briefing on the work expected from each thematic group.

91. The Technical secretariat of the committee works in close collaboration with the provincial delegations of MINEPAT. This Ministry held a meeting with provincial delegates on 14

November 2003 to better channel experiences on the follow-up of (i) the execution of the PIB, (ii) activities of development committees and NGOs. These experiences were used to propose a decentralised organisation of the participatory follow-up.

92. At the provincial level, provincial committees for the participatory follow-up of the PRSP, which were set up by Order No 00058/A/MINEPAT of 26 December 2003 by the Minister of Economic Affairs, Programming and Regional Development were officially commissioned during the third week of January 2004. Under the chairmanship of the governor, each of the provincial committees is made up of the Provincial Delegate of MINEPAT, the provincial Finance Controller, a representative of the civil society who is the vice-chairman, a representative of the NIS, the private sector, NGOs, religious groups and associations. Each committee prepared two provincial reports on the execution of the PRSP as of 30 September and as of 31 December 2003. The committees also prepared a draft report as a working document for the participatory evaluation of the implementation of the PRSP as of 31 March 2004.

93. By Directive No 000367/MINEPAT/SG/CTSE-DSRP of 16 March 2004, the Minister of Economic Affairs, Programming and Regional Development organised the first participatory review of the implementation of the PRSP. The review held from 22 to 31 March 2004 in all the ten provinces. It was an enlarged consultation framework at the provincial level, which helped to take stock of the execution of actions projected in the poverty reduction strategy with particular emphasis on the appraisal of the quality of execution by beneficiaries. This appraisal comes as a supplement to observations on effective execution, analysis of constraints and proposals for corrective measures.

3.2 Statistical mechanism

94. The establishment of the statistical mechanism during the first year of implementation of the PRSP had the following main objectives. Continued production of data for the reinforcement of poverty assessment, drafting of sector strategies, and evaluation of progress achieved after the implementation of the matrices actions.

3.2.1 Achievements in data collection

95. As a reminder, it should be pointed out that the poverty assessment that figured in the PRSP was made mainly on the basis of information gathered during participatory consultations, ECAM I, ECAM II, EDS II and MICS I surveys. Since then, the statistical system provided new data, notably in the area of education, price formation, living conditions in the urban milieu and governance. These data were gathered from the school map, the survey on the formation of food crops prices, survey on lifestyle in Douala and Yaounde and the survey on the channel of public expenditure and satisfaction of beneficiaries in the health and education sectors (Public Expenditure Tracking Survey – PETS). Continuation of the exploitation of ECAM II data also provided additional information.

3.2.1.1 Available sources

96. **School map:** The 2002 school map which was updated in 2003 constitutes the second edition of the data base established on the education system and on a few elements of the demand for education in Cameroon. The data base presents material, infrastructure, human and financial means of the education system, as well as the education population by gender, province and sub-system. Major indicators of the education system are derived from this data base.

97. **Price formation of food crops:** the process conducted during the second semester of 2002 concerned price formation of twelve major crops sold in the Yaounde and Douala markets. An analysis of prices and charges at the level of producers, road transporters, wholesalers and retailers helped to classify products according to the level of income generation by the various stakeholders. The study sorts out products (a few) that generate little income to producers as compared to other stakeholders, and makes suggestions on how to improve the income of producers.

98. **Survey on living conditions in Yaounde and Douala:** This survey was also conducted during the second semester of 2002. It is a supplement to ECAM II to help implement and follow-up urban development policies. On the basis of broader samples that helped to solve problems of proximity, the survey presents the situation in terms of sanitation, environment, infrastructure equipment, quality of housing, security of persons and goods in these two big cities. Results were available since July 2003 and they have been put at the disposal of MINVILLE, MINUH and the two city councils.

99. **Survey on the channel of public expenditure and the satisfaction of beneficiaries in the health and education sectors:** It is an exercise that helped to evaluate deadlines for the execution of the budget through an analysis of the channel of the non salary expenditure and to measure the flow of resources that reach decentralised services, to appraise the distribution of resources between external services and contractors, to collect appraisal of the satisfaction of users on the quality and efficiency of some service. The survey covered health and education sectors. The results were geared towards the appraisal of the quality of expenditure and governance related issues. The first results of the health component were available by the end of March 2004. Data collection for the education component took off in the field in March 2004 and the report on the analysis of results will be available in June 2004.

100. **Exploitation of ECAM II:** This was pursued with a view to providing thematic information to sector ministries. In this light, it should be pointed out that beside the translation into English of the two following main reports: “Main Report on the survey” and “Evolution of Poverty from 1996 to 2001”, three new documents entitled “Poverty and Education in 2001”, “Poverty and Health in 2001” and “Poverty, Housing and Lifestyle in 2001” were published in 2003. These publications are added to the previous five thematic publications on rural poverty, poverty and gender, poverty and governance, poverty and labour market and subjective poverty in 2001. In all, the ECAM II survey led to the publication of some fifteen books that present poverty in Cameroon in 2001 in all its forms.

3.2.1.2 Other sources under preparation

101. **PREPAPEN survey** (half way): The Poverty Reduction and Pro-Women actions Project in the Far-North province (PREPAPEN) is entering its third year of execution. The survey on the evaluation of its mid-way activities was conducted in the field in February and March 2004. The survey took stock of the State of execution of actions projected which concerned the construction of community infrastructure (inverts, warehouses, market stalls etc.), financing of micro-projects, promotion of self-employment and promotion of income generating activities. A preliminary report on the State of execution of actions and appraisal of their quality was prepared by the end of March 2004. The report will be supplemented with an appraisal by the beneficiaries of the execution and its impact.

102. **EDS III survey**: The pilot phase took off by the end of February 2004 while the data collection process took off in March 2004. This survey will provide indicators on mortality, immunization, reproductive health and prevalence of major diseases including HIV/AIDS. Cameroon will have at its disposal more reliable data on the rate of prevalence of AIDS as a special component was devoted to this end. It will no longer be a mere declared prevalence but rather an effective prevalence rate obtained after a screening of blood sampling and following ethics and medical confidentiality.

103. **Survey 1-2-3**: This is the first ever survey with a national scope on employment and the informal sector in Cameroon. Phase 1 on employment will provide a study of the labour market with emphasis on unemployment profile, causes of inactivity, the sources of household revenue, sectors of activities with more profit potentials and causes of unemployment. The pilot test of this phase was conducted by the end of March 2004. Phase 2 on the informal sector will be conducted with a sample of employers or of self-employed workers identified during the first phase. This will help to replenish the accounts of these operators with a view to better understanding poverty that prevails in this sector, as well as problems and preoccupations.

104. **Third RGPH**: It is the core statistical operation that will help to prepare the basic sampling of the households' survey, the population policy and calculation base of the main indicators of the mechanism. The operation will take off in 2004.

3.2.2 Establishing the statistical mechanism

105. The statistical mechanism for the follow-up and evaluation of the PRSP implementation is gradually being put in place. The sixth session of the National Council of Statistics held on 17 November 2003 and examined this draft mechanism which is yet to be finalised. Preliminary observations of donor agencies were taken into consideration in the current version of the document.

3.2.2.1 Works conducted

106. The studies conducted so far concern the review of the situation of the National System of Statistical Information (SNIS), the specification of selection criteria of indicators, the organisation of the mechanism, the statistical programme, and an estimate of its cost.

107. The review of the situation of the SNIS helped to examine the following aspects: organisation, production, publication, dissemination and financing with a view to pointing out the

main shortcomings and strong points that will be taken into consideration when the statistical mechanism will be completed.

108. With regard to the selection criteria of indicators, the table of indicators available in the draft statistical mechanism paper is made up of provisional data and the final table will be prepared following a logical framework per area. This logical framework allows for the preparation of the final table on the basis of Cameroon's commitments as concerns MDG, follow-up and evaluation indicators of the PRSP, sector strategies indicators and day-to-day management indicators of different areas.

109. Once the indicators have been selected, we intend to determine landmarks and intermediary or final targets and to make an estimate of their cost. Landmarks represent the targeted goal as well as the ultimate goal itself. Intermediary targets are necessary to permit a periodic evaluation of the progress made, while waiting for the final horizon which can also point out international constraints.

110. Transparency and the participatory approach will be reinforced in this mechanism. In order to ensure that users as well as all stakeholders can check the reliability of the level of indicators obtained at any time, it was useful to specify the components as well as calculation formulae used to prepare them. This exercise which has already taken off will be completed at the end of the process on the final selection of indicators.

111. Four different categories of indicators were identified for methodical and coherent follow-up and evaluation of the implementation of global and sector strategies of poverty alleviation. These categories of indicators are: (i) indicators relating to the mobilisation and use of resources, (ii) indicators of execution, (iii) indicators of results, and (iv) indicators of impact. Indicators of participatory follow-up which make up the qualitative version of the above mentioned quantitative indicators are yet to be defined.

112. The organisation and functioning of the mechanism is decentralised just like the SNIS. Every service will have a focal point that will ease information exchange between the said service and the National Institute of Statistics who ensures the coordination of activities. There are two types of sources of data: administrative sources, from which day-to-day statistics on service supply will be produced, and surveys or censuses. These concern exercises that will help to produce indicators for the follow-up of Millennium Development Goals (MDG) which are part of the Minimum Statistical Programme (PSM). This programme includes the Third RGPH, EDS III, MICS II, ECAM III, PETS, the survey on employment and the informal sector, agricultural survey and education survey.

113. A preliminary estimate of the costs related to the survey was made and for the 2003-2006 periods, the package is CFAF 10.230 thousand million for the seven censuses and surveys retained, which represent CFAF 6.5 thousand million for the Third RGPH. Most of the operations retained represent the base necessary for future processes whose scope will be less wide. This concerns the RGPH, the survey on employment and the informal sector and the agricultural survey.

114. As concerns financing, some donor agencies that were solicited by the Government have already expressed their will to support the putting in place and functioning of the mechanism and the execution of operations retained for the production of statistics. They include: the World Bank (ECAM III, EDS, PETS, etc.), the IMF (SGDD, implementation of SNC93), the ADB (PCI-Afrique), the European Union (Support within the 9th EDF), the UN system (UNDP, UNFPA, UNICEF, etc.), France and Germany.

3.2.2.2 Problems encountered

115. As regards the production of statistics, the main problems are the mobilisation of resources for financing operations, and the low capacity of sector-based statistical services to produce quality data, namely in the health, education and rural sectors.

116. As concerns the setting up of a follow-up and evaluation mechanism, the choice of the most relevant follow-up indicators is hindered by the absence of indicators on target and intermediary objectives in sector strategies. The creation of ruling structures of NIS will enable it to organise itself to support the sector-oriented departments of this mechanism.

3.2.2.3 Implementation calendar

117. As concerns the finalisation of the mechanism document and its implementation, the next stages include: (i) adoption/validation of the project by the Government, (ii) consultation of Government's development partners in order to collect their contributions (financial) in view of the implementation of the mechanism.

118. For an effective implementation of the mechanism and following the classification of indicators and induced sources, operations that fall within administrative sources will take off without delay, whereas other periodic operations will be programmed.

119. A head of all these stages, the Government got in touch with the European Commission Delegation, which represents donors, to seek for international assistance within the process of completing the mechanism as concerns the selection of indicators and estimate of costs.

3.3 Participatory follow-up

120. The PRSP was prepared on the basis of a participatory approach implemented through "participatory consultations" by which the population appraised the notion of poverty and proposed actions likely to help alleviate the phenomenon. About 10,000 people (about 40% of them women) drawn from some 200 groups freely expressed themselves on these issues. The Government decided to pursue this approach in the implementation of the process.

121. The main objectives here concern the appropriation of poverty alleviation strategies, improving transparency and accountability of various stakeholders, improving the quality and relevance of the provision of services, especially public services, and ensuring the monitoring of the implementation process of the PRSP.

122. The Technical Community whose mission is among others to propose a methodology for a participatory follow-up of the PRSP conducted reflections on the stakeholders in the participatory follow-up, the operational mechanism and the bi-yearly review of the participatory evaluation of the implementation of the PRSP as part of participatory follow-up activities.

3.3.1 Stakeholders in the participatory follow-up

123. Six major groups of actors, whose roles are being defined, were identified. They are target groups and beneficiary communities, local representatives, administrations and their detachments, the civil society, the private sector, and development partners.

124. Target groups should organise and express themselves in the identification and ranking processes of their needs. Similarly, controlling the effectiveness and quality of execution partly falls on them.

125. Local representatives have to give an account of the implementation of the poverty alleviation strategy in their localities. They are also called upon, in the spirit of the PRSP, to propose supporting measures and actions that could enhance the implementation of the poverty alleviation strategy at their level. They also have to present problems encountered by the population in their different constituencies, and the way these problems are handled in the PRSP, the contribution of councils and what is required to fill the gaps identified. They constitute a task force in the process of updating the PRSP.

126. The Administration is charged with the supervision of the implementation and participatory follow-up processes of the PRSP. It is the main supervisor of the implementation of the poverty alleviation strategy and as such, it has to ensure the effectiveness of public services projected in the PRSP. It produces the main indicators on the follow-up of the PRSP.

127. The civil society is the appropriate body for governance issues. It ensures that the Government respects its commitments and accounts for its actions. It has to be involved in the splitting up and updating of the PRSP. Above all, it has to see to it that the interests of vulnerable groups are taken into consideration.

128. Development partners operate as external regulating agents of the process. In this light, they ensure the effective participation of all stakeholders in the participatory follow-up of the PRSP. They are also involved in making concrete proposals and providing multi-purpose support in all the stages of the participatory follow-up process.

129. Within the framework of State withdrawal from the production sector and the liberalisation of the economy, the private sector was declared as the driving force of growth. To better play this role, the private sector should assume its duties projected in the PRSP, notably to express its needs and identify problems to be solved in view of creating jobs and wealth. The private sector has to present to actors in the participatory follow-up process, especially primary targets, actions to be taken at their level that are likely to alleviate poverty.

3.3.2 The operational mechanism

130. Reflection on the institutional framework which enables actors of participatory follow-up process to express themselves, aims at involving existing structures which already play a role in the participatory follow-up, be it in development as a whole or in poverty alleviation in particular. In this regard, four major structures were identified to contribute. They are: the Technical committee for the follow-up and evaluation of the PRSP implementation, development committees, the Advisory committee for the follow-up of HIPC resources, and the National Participatory Development Programme.

131. Development committees are participatory structures, which already exist and can serve as an information framework or a task force. On the one hand, reports on the execution of the PRSP and other information on the follow-up are forwarded to target groups through this channel, and on the other hand, sector strategy projects and measures in the PRSP will be translated into identified and prioritised operations by the populations themselves through development committees. The revival of these committees in 2003 contributed in having a region-based data bank of close to 14 800 projects.

132. The duties of the Advisory Committee make it a control and management structure of HIPC resources, the ultimate objectives being to make sure that: (1) these resources are used to finance projects directly concerned with poverty alleviation, and (2) management is transparent.

133. The National Programme for Participatory Development (PNDP) was drawn up with a view to reducing poverty and promoting sustainable development in rural areas by organising beneficiaries and building their capacities, get these populations involved in the identification of their priority needs, look for solutions, and planning and implementation of development actions.

134. The CTSE/PRSP provisionally federates the other three structures, through provincial participatory follow-up committees, and half-yearly participatory evaluation reviews. The examination of results of the first reviews from 22 to 31 March 2004 helped to ensure that these reviews effectively assume participatory follow-up missions concerning representation of actors and targeted goals.

3.3.3 Participatory evaluation review as a framework for participatory follow-up

135. At the operational level, participatory evaluation reviews constituted the ideal framework for the implementation of the participatory follow-up of the PRSP. As concerns stakeholders, those eligible for the process were all involved. However, it should be worth improving the representation by convening direct beneficiaries.

136. In each province, the review focused on the draft report presented by the provincial committee. The work consisted mainly in: (i) presenting this working document to a local committee to make sure that all projects that are likely to contribute to poverty alleviation are evaluated, (ii) confirming the execution rate given in the draft report, (iii) assessing the quality and relevance of actions with regard to poverty reduction objectives and (iv) taking note of observations by beneficiaries as well as proposals for corrective measures.

137. The meeting was held in four committees representing the sector groups created within provincial committees, namely the Production committee, the Infrastructure committee, the Social committee and the Governance committee.

138. Results of this review were used in the present report as concerns elements related to the appraisal by beneficiaries and proposals for correctives measures.

139. To conclude, it can be said that significant progress was made towards the establishment of the follow-up and evaluation mechanisms for the implementation of the PRSP, notably as concerns its three components which include the institutional, statistical and participatory follow-up mechanisms. The process of the putting in place of the institutional mechanism is now completed. The statistical mechanism needs to be refined with the selection of indicators, the specification of the calculation formulae and an estimate of the costs of data collection operations. The Government is quite advanced in negotiations with donor agencies in view of their support that will help to refine and effectively put the mechanism in place. The participatory follow-up mechanism which derived from the existing one is being satisfactorily implemented.

CHAPTER 4: INDICATORS AND RESULTS OF RECENT SURVEYS

4.1 Budget tracking exercise

140. The survey on public expenditure tracking and satisfaction of beneficiaries in the education and health sectors (budget tracking), which falls within the Governance and anti-corruption component, is one of the triggers for the completion point of the HIPC initiative. Recommendations made during this exercise will be adopted and implemented by the Government following a calendar that will be established subsequently.

141. The survey had the following objectives: (1) Preparation of a report on the execution of the budget and appraisal of service delivery in the various sectors by the beneficiary population; (2) Adoption of a priority plan of action whose implementation is likely to contribute to the tracking of the management of public expenditure and to improve the quality of services.

142. The survey was conducted in two phases given problems encountered in the organisation of the exercise. The first phase covered the component budget execution in the health sector and the component satisfaction of beneficiaries. This phase took off in October 2003. Exploitation, analysis and preparation of the report on the results were conducted until March 2004. The second phase concerned the component on budget execution of the education sector. This phase, which consisted in data collection, was conducted in March/April 2004. Analysis of data will begin in May while reports on results are awaited in June/July 2004. The methodology used to assess aspects related to the satisfaction of beneficiaries was based on ECAM II works conducted in 2001 throughout the national territory.

143. During this survey, some aspects that fall within the section “treasury” were deliberately left out for the simple reason that previous works were conducted in this area, notably the final report of the first mission of annual audits of the Ministries of Public Health and National Education, conducted by the PROMAN consultant services and published in March 2003. Meanwhile, the study conducted by the Ernst & Young Consultancy on the audit of execution and control procedures of public investment expenditure paved the way for an examination of the budget chain.

4.1.1 Major results

Budget tracking information

144. As concerns tracking (transparency) of budget execution, it was necessary to collect and appraise the quality of the information provided by vote holders. The general observation made at this level is the incomplete nature of such information.

This is more frequent as far as the execution of the PIB is concerned.

145. Based on this observation, most of the explanations given by officials, have to do with (1) absence of accounting archives in health institutions, (2) conflicts of authority between the chief Doctor, who prefers working either alone or with the Stores Accountant, instead of working with the Appointed Accountant Officer or Bursar, (3) high-level management of credits allocated, and (4) absence of an Accountant Officer to assist the person responsible for the structure.

146. An analysis of the information collected led to a first observation that there is a gap between the Finance Law, which is the reference document for the state budget policy, and the reality in the field. As a matter of fact, about 25% out of a sample of 109 public health establishments were not programmed in the 2001/2002 Finance Law, and this statistic moved up to 27.5% in 2003.

147. The second observation is that there are considerable discrepancies between the amount of credits provided by the Finance Law and the amount declared by vote holders. The third observation is the return of the credit voucher. This practice does not allow for the follow-up of expenditure by the initially appointed manager. The fourth observation is the relatively long period of time that runs from the beginning of the financial year and the effectiveness in the execution of the budget. As a matter of fact, 3 to 4 months separate the date the budget is voted and the beginning of its execution, including 2 months between the beginning of the financial year and the withdrawal of the credit voucher, and less than 2 months between the date the voucher is withdrawn and the beginning of the execution of the budget.

148. The execution rate of the budget expressed as a ratio between the total amount of commitments and the amount allocated in the budget is globally satisfactory as it stands between 85% and 95%. Here are by order of importance, the problems encountered by vote holders in the execution of the budget at their disposal: (1) delay in the reception of credit vouchers; (2) bargaining with contractors for a “satisfactory” execution of the order with regard to conditions presented by contractors on the execution of contracts, problems encountered in the payment procedure, the remoteness and land-locked situation of the area where the contract is to be executed, and the low profit margin compared to the rate on the price list; (3) low budget allocation; (4) incoherence between the needs stated per budget heads and credits allocated; (5) inapplicability of some budgetary allocations, for instance, structures with no vehicles receiving vouchers related to “fuel and lubrication”; (6) lack of liquidity in some local services of the Treasury; (7) poor functioning of local tender boards, especially concerning acquisition of drugs and health equipment; (8) service quality below the amount of credits engaged (officials questioned think there should be an over estimation of about 25%).

149. In general, too much centralisation of the PIB through the practice of centrally managed Delegations and/or periodic Delegation was regretted.

4.1.1.1. Characteristics of the supply of health services

150. On the basis of a sample of 150 health institutions, including 109 public institutions and 34 private hospitals, the appraisal of health service supply focuses on basic infrastructure, availability of health personnel, salary of staff, availability of essential drugs, number of people visiting these institutions, and supervision of the functioning of health institutions.

Basic infrastructure

151. As concerns access to electricity, almost all District Hospitals are connected to the power network (AES-SONEL). However, in the East province, two District Hospitals (DH) out of three have electricity. For CMA and CSI, about one CMA out of two do not have electricity. The figure is slightly in an upward trend in CSIs (53%).

152. As concerns water supply, only 65% of DH, 37% of CMA and 23% of CSI are provided with this facility. To fill this gap, most health institutions use alternative sources of water supply such as boreholes, (27% of DH; 31% of CMA and about 25% of CSI), wells/harnessed sources (21% of DH; 44% of CMA and 42% of CSI°.

153. With regard to telephone and radio communications, 6 DH out of 10 have a telephone line, as against 37% of CMA and 10% of CSI. As an alternative communication means, the use of radio is not very widespread: 11% of DH, none of CMA and 10% of CSI.

154. Medical laboratories are available in all DH of the sample, while 81.3% of CMA are provided with these laboratories. The situation is more worrying as concerns CSIs. As a matter of fact, about 46% of these institutions are not equipped with laboratories.

155. All District Hospitals and 87.5% of CMA are equipped with freezers and fridges (cold chain) used in the preservation of vaccines and some drugs. 7 CSIs out of 10 are equipped with these appliances.

156. Availability of consultation wards, beds for cases of hospitalisation or observation and basic medical equipment depend on the category of the health institution, on the localisation and on whether the institution is public or private. Generally speaking, DH are better equipped. Similarly, private lay hospitals are generally better equipped.

157. Globally, the overall health institutions in which the survey was conducted lack transport equipment. As a matter of fact, 85.1% of these institutions do not have functional ambulances (88% for public hospitals and 75.8% for private hospitals). Service vehicles, excluding ambulances, are almost absent in all hospitals visited. 37.7% of these institutions have at least one motorcycle, 6.3% have two motorcycles and 2.8% have more than three motorcycles as against 53.8% that have none.

Health personnel

158. According to the results of the survey, the number of health personnel in health institutions visited did not vary during the various periods of the survey (2001/2002 and 2003). The average number of health personnel for 2001/2002 was 37.6 for District Hospitals, 13.1 for CMA and 7.9 for CSI. In 2003, these figures did not change significantly.

159. The North Province is ranked first among the provinces that lack health personnel: the average number is 10.3 in District Hospitals, 3.5 in CMA and 2.6 in CSI.

Availability of health personnel and their relationship with patients

160. Among patients questioned, 28.8% said they were consulted by a doctor, 32.9% by a head nurse and 37.5% by a nurse or a midwife. In fact, if nurses and midwives do consult patients, it is due to the unavailability and/or lack of doctors and head nurses who are qualified for making diagnosis. Consultation by health personnel depends on the standard of the health institution.

161. As concerns the quality of medical care, about 9 patients out of 10 said the consultation was good and complete in most cases. As concerns staff's behaviour, 85% of patients said health

personnel are humanists as against 10% who said they were given poor medical care. Patients were also satisfied with prescriptions and physical examinations.

Absenteeism in health institutions

162. The survey focused on cases of absenteeism to appraise the availability of health personnel. The rate of absenteeism was 5.6% in the overall health institutions visited. More specifically, this rate stood at 3% in District Hospitals, 8.5% in CMA and 10.4% in CSI. The highest rates of absenteeism were recorded in the Far North, Adamawa and East provinces, with 17%, 14% and 13% respectively.

Salary of health personnel

163. Among incentives that can have an impact on the quality of services rendered by this staff, and besides the working environment, the survey focused on the salary of health personnel as well as related benefits, notably bonuses.

164. Beside the problem of irregular payment of shares, the overall staffs of medical and health institutions are globally unsatisfied with the conditions of payment. The double salary cuts in 1993, the devaluation of the CFAF and inflation account for the poor purchasing power. According to most personnel questioned, some professional misconduct could be explained by these factors.

Availability of essential drugs in health institutions

165. The survey focused on the availability of the following essential drugs: Metronidazole, Rifampicine, Chloroquine, Cotrimoxazole, Measles vaccine and DT/DTP vaccine. The following drugs were available during the period the survey was conducted: Cotrimoxazole (available in 97% of health institutions. However, only 7 health institutions out of 10 have stocks of measles and DT/DTP vaccines. About one health institution out of two is not provided with chloroquine, while Rifampicine is rather scarce (only 14% of health institutions have this drug).

Preferences

166. 65.3% of patients received their treatment in public hospitals, as against 34.7% who preferred private hospitals. In Douala and in the South-West province, people questioned said they prefer private hospitals: 55.6% and 53.6%, respectively.

Supervision

167. During the 2003 first semester, 88% of heads of District hospitals supervised health institutions under their jurisdiction at least once. 82% of them had a supervision plan in advance. During the same period, 85% of heads of District hospitals were supervised by their immediate supervisors. In the sample of health institutions, CMAs were the most supervised (87.5%), followed by CSI (76.9%). Criteria for supervision are still not understood by about 40% of heads of health institutions.

4.1.1.2. Characteristics of health demand

168. The demand for health services was appraised at three levels: (i) the number of patients, (ii) the profile of patients, and (iii) their appraisal of services.

Number of patients

169. In 2001/2002, health institutions visited received an average of 15 patients per day, that is 22 patients in DH, 17 in CMA and 12 in CSI. The number of patients depends on the type of hospital. Thus, a reference hospital will receive more patients than ordinary hospitals. This can be justified by the quality and quantity of services delivered by these hospitals.

170. In terms of spatial distribution, Douala and Yaoundé, the two major cities account for 45% of patients received in District Hospitals. According to the area of study, Douala records the highest number of patients per day, all categories of hospitals included, followed by the North-West and Far-North Provinces. The lowest rate of patients that go to hospital is recorded in the South, East and Adamawa provinces.

Profile of patients and factors of choice

171. Going to a hospital or not depends on a number of isolated and/or combined factors including: (i) the purchasing power of the socio-economic group, (ii) the reference of the hospital, (iii) proximity of the hospital, (iv) costs of treatment. These empirical factors were confirmed after an analysis of data on the basis of a multi-correspondence approach¹.

- **The Socio-economic group**

172. The analysis of data revealed that for patients, going to a hospital or not depend on their financial means: the rich ones go to DH in urban areas while the poor ones attend lower categories of hospitals. In rural areas where poverty is more acute (ECAM II), the most indicative factor seems to be proximity to hospitals.

- **Technical capacities of hospitals**

173. Another factor that prompts patients to prefer one hospital to another is the technical capacity of the hospital in delivering quality services. Thus, 40% of patients go to DH for serious diseases that require qualified medical staff. For minor disorders, patients prefer to attend small categories of hospitals. For a better medical supervision, 77% of pregnant women attend health centres for prenatal and postnatal consultation. This high rate can be justified by proximity and lack of complication in the activities.

- **Proximity of hospitals**

174. Patients are usually sensitive on this aspect. However, they are ready to cross a long distance (when they have enough means) to seek medical care in renowned public or private hospitals (qualified doctors and technical capacity) located in far distances.

- **Costs of treatment**

175. Households spend on average CFAF 659 per person for consultations in DHs, CFAF 967 in CMA and CFAF 1032 in CS7. In general, physical examinations are more expensive in Yaoundé and Douala than in the other towns. The lowest rate of costs of treatment is recorded in the grand Northern regions.

176. Despite the high costs of treatment, many households are ready to go to private hospitals because of the good quality of services delivered. Thus, 94% of patients questioned were satisfied

¹ See main report on results P. 70.

with the quality of consultations, 82% were satisfied with the drugs prescribed which, they said, are adapted to their diseases and about 53% of households said the costs are reasonable as compared to the results obtained.

- **Time lapse and duration of consultation**

177. According to the survey, it all depends on the qualifications of the medical practitioner. In general, a patient will spend 52 min waiting for a doctor, 30 min for a head nurse and for any other medical staff. This time lapse also depends on the category of the hospital: the more hospitals are referenced, the more this time increased.

Appraisal of the quality of service delivered

178. Appraisal of the quality of service delivered focused on the following elements: staff qualifications, the quality of reception, conditions of hospitals and costs of medical care.

179. The quality of service delivered in hospitals depends on staff qualifications. Globally, about 29% of patients were consulted by a doctor, 33% by a head nurse, who is also the head of the hospital, and a little more than 37% by the other medical staff. The number of patients consulted by a doctor is higher in private hospitals than in public hospitals. This explains why patients prefer private hospitals than public hospitals despite the high costs of medical care practised there.

180. With regard to reception, most of the patients (90.3% including 24.8% who were very satisfied) said they were satisfied with the reception in hospitals. 91.4% of them said the consultation was complete, thoroughly and well conducted and lasted about 20 mn.

181. With regard to the hygienic conditions of hospitals, 42.2% of patients said hospitals were in a good condition, while 42.2% said toilets were clean and 59.8% said hygiene and sanitation conditions were good. However, 13% of patients were not satisfied with these conditions: 19.1% said toilets were dirty and 19.3% regretted the poor hygienic conditions in the hospitals visited.

182. With regard to the appraisal of costs practised in hospitals, 53% of patients said the costs were just reasonable in relation to the results achieved. However, one third of the patients questioned said they were satisfied with the costs while 13% said these costs were very high.

Suggestions and recommendations

183. Suggestions and recommendations of the survey were reviewed during a workshop held on 13 and 14 April 2004. The workshop aimed at drawing up a priority plan of action whose implementation will contribute to improve on the budget execution and on the quality of services delivered to the beneficiary populations. The workshop brought together experts in public finance, the health sector and development partners. The draft priority plan of action to be submitted to the Government focused on the following items:

- (1) Tracking of budget information, (2) budget execution, (3) improvement of health services, (4) satisfaction of beneficiaries and (5) sustainability of the mechanism.

4.2 Other recent surveys

4.2.1 *The Third Demographic and Health Survey*

184. The first and second surveys were conducted in 1991 and 1998, respectively. The Third National Demographic and Health Survey took off in March and will be completed in September 2004. It will last six months.

185. The EDSC – III survey is conducted by the National Institute of Statistics (NIS), in collaboration with the National AIDS Control Committee (CNLS) and the Central Bureau for Census and Population Studies (BUCREP). The DHS programme (Demography and Health Survey) of ORC Macro International Calverton, Maryland, USA, will provide technical assistance thanks to a contract signed with the United States International Assistance Agency (USAID). EDSC – III will be financed by the National AIDS Control Committee (CNLS) thanks to the support of the IDA, USAID and UNICEF. The Cameroon Government will also contribute to the project by providing local experts and logistics. EDS has as main objectives to:

- Collect data throughout the national territory in order to calculate basic demographic rates, especially fertility and child mortality rates. It will also assess direct and indirect factors that determine the level and trends in fertility and child mortality;
- Determine the level of knowledge and use of contraceptive methods by women;
- Collect data on family health: immunization, prevalence and treatment of diarrhoea and other diseases among children aged below five years, prenatal consultation and delivery care;
- Collect data on the prevention and treatment of malaria;
- Collect data on nutritional practices among children;
- Collect data on men and women's awareness and behaviour as concerns STIs and AIDS, and evaluate recent trends in behaviours with regard to the use of condoms;
- Collect data that will help to determine adult mortality rate at the national level;
- Collect qualitative data on the knowledge, opinions and practises on female circumcision;
- Take blood sample for anonymous HIV screening of men and women aged between 15 and 49 years with a view to measuring HIV prevalence among adults.

186. The Centre Pasteur of Cameroon will be in charge of analysing blood sampling for HIV screening.

187. To achieve the above mentioned objectives, the EDSC-III will be based on a stratified national sample of about 11,000 ordinary households. Persons in institutions such as hospitals, prisons, etc, are not concerned. All women aged between 15 and 49 years living in the selected households on a permanent basis, or present the night before the survey will be eligible for the survey (about 12000). Moreover, a sample of about 6000 men aged between 15 and 49 years will also be concerned by this survey. A sub sample of 50% of the overall households of the sample will be selected. All men in the sub-sample aged between 15 and 49 years will be eligible. All men and women of this sub-sample eligible for the survey will also be eligible for the HIV test. Still in this sub sample, all men, women and children aged below 5 years will be eligible for the anaemia test. All eligible women and children aged below 5 years will have their height and weight measured to determine their nutritional status.

188. Four reports will be prepared on the basis of EDSC-III results: a preliminary report on the main results of the survey, a preliminary report on the results of the HIV test, a final report and a summary report. Once the national and regional reports will be published, the data file of the survey will be available for any institution or individual interested and willing to make further analysis at the national and international levels. The first results are expected towards the end of the first quarter of 2005.

4.2.2 The Third General Population and Housing Census

189. Works related to this broad operation are going on. As a matter of fact, preparatory and cartographic works are completed. Training sessions are currently being organised for supervisors and monitors in view of the imminent and effective take off of counting operations.

4.2.3 National survey on employment and informal sector

190. Preparatory works are completed but the effective take off of data collection operations depends on the end of budget execution.

4.2.4. Survey on basic education in the Adamawa Province.

191. The survey on basic education is financed by UNICEF within the framework of its 2003/2007 cooperation programme with Cameroon. The survey is in line with Government and development partners preoccupation to ensure a better mastery of socio-economic and demographic data of the country.

192. The Survey was based on two quantitative and qualitative approaches and covered the whole Adamawa province. Results of this survey helped to sustain the follow-up and evaluation mechanisms in this province thanks to indicators on immunization coverage, nutritional status of children, child mortality, reproductive health, HIV/AIDS and STIs, education and child labour.

193. The methodology consisted in identifying eligible children in households and handing a questionnaire to all women of the households aged between 10 and 59 years, and in half of households all men aged between 13 and 59 years. Lastly, information was collected on children aged below 5 years.

194. The data collection operation lasted three months (from 9 March 2003 to 8 May 2003). The examination of data is now completed and analysis of results led to the production of a main report. Thematic reports are being finalised.

4.3. Statistical follow-up and evaluation mechanisms

195. The process to put in place the statistical follow-up and evaluation mechanisms of the PRSP is going on. The first version of this paper has been submitted and assessed. Development partners requested the validation of this paper by international experts, mainly as concerns the selection of indicators, determination of operations (plan of action) and estimates of costs. The EU is ready to pay expert's fees. The NIS forwarded, via MINEPAT, the terms of reference of this mission and proposed a working calendar. The reply is awaited in the forthcoming days.

CHAPTER 5: APPRAISAL BY BENEFICIARIES

196. Like for the preparation of the PRSP, the Government is carrying out the implementation and follow-up/evaluation of poverty reduction strategies by the involving all stakeholders, especially beneficiaries at the grassroots. This participatory approach will help not only to ensure a better appropriation by beneficiaries of poverty alleviation actions, but also an efficient orientation of such actions in priority sectors. In this regard, half-yearly participatory evaluation reviews that were organised throughout the country in March 2004 present results that will enable the Government to better target its future interventions.

5.1. Participatory evaluation reviews

5.1.1. Organisation reviews

197. The reviews were organised in provinces following a directive of MINEPAT, and in conformity with instruments regulating the follow-up of the implementation of the PRSP. Three task forces comprising four officials each went in and around the ten provinces of the country.

5.1.2. Period of the reviews

198. The teams in charge of the reviews were simultaneously deployed in the field from 22 to 30 March 2004. The first team covered the Centre, South, Littoral and South-West provinces, the second team covered the East, West and North-West provinces and the third one was deployed in the Adamawa, North and Far-North provinces.

199. These task forces worked on the basis of documents produced by provincial committees in charge of the follow-up and evaluation of the PRSP. These committees previously convened members of the review committee, representatives of beneficiaries, NGOs and associations, local authorities, and administrative officials. Works were conducted in plenary sessions, while specific issues were discussed in workshops. Four workshops were thus held in the following sectors: social infrastructure, production and governance. Meanwhile, at the close of sessions, non administrative officials were grouped into a panel to fill a questionnaire. This last chapter will first of all focus on the main results of the review and then on the results of the questionnaire.

5.1.3. Remarks and main recommendations

200. Participants made the following general recommendations:

- Step up the integration of project from development committee to the public investment budget;
- Increase in quantity (number) and quality (specialisation in specific fields) of translators to promote and reinforce bilingualism;
- Organisation of training programmes in the preparation of projects financed with HIPC funds.

Specific recommendations are highlighted in the presentation of sectors.

5.1.3.1. Social sector

(a) Education

201. Participants lauded Government's efforts in this area. They appraised efforts made to sensitise parents and village committees on the advantages of education in the Grand North provinces. They also pointed out that the programme on the construction of classrooms and equipment of schools with furniture, teaching aid and computer materials was implemented at a reasonable rate as compared to the objectives prescribed. However, they made the following recommendations:

- (i) Immediate absorption of young graduate teachers to enable them to get set, and concerning temporary teachers, beside their recruitment, they recommended the stabilisation and regularisation of the payment of their salary.
 - (ii) Equity in the posting of teachers to urban and rural areas;
 - (iii) Urgent measures to solve lack of technical schools (second cycle) in the Far-North province.
- Participants also regretted the absence of English-speaking teachers and recommended creation of a specialised training centre.

202. Lastly, despite the construction of numerous classrooms, there is still inadequacy between the number of classrooms and teachers, especially in landlocked areas.

(b) Health

203. With regard to the health sector, participants appraised efforts made in the construction and rehabilitation of health centres, distribution and/or reduction in the costs of essential drugs and continuation of major control programmes, satisfactory execution of public health programmes and intensification of the fight against STIs/HIV-AIDS. Participants also expressed their satisfaction with the distribution of treated mosquito nets to pregnant women in some provinces. However, they recommended the extension of this campaign throughout the national territory as well as its extension from pregnant women to children.

204. Despite these encouraging actions, participants pointed out that increased efforts should be made to alleviate poverty. Thus, they recommended the following actions:

- i) Construction of houses for health personnel to ease their settlement in localities;
- ii) Speeding up of the reforms on social security, especially the issue of health insurance;
- iii) Revival of the national hygiene and sanitation campaign and improvement of urban sanitation.

(c) Social affairs and gender

205. As concerns social affairs and gender empowerment, participants lauded the good conduct of projects on the education of women and the girl child, as well as efforts made in the construction and rehabilitation of social centres for the disabled. However, they regretted some shortcomings and recommended the:

- (i) Improvement of women's access and other vulnerable groups to income by granting and creating specialised vocational training centres;
- (ii) Equipment of reinsertion centres for the supervision of street children.

206. Lastly, in the area of youth and sports, the population regretted lack of physical and sports instructors, as well as lack of sport infrastructure.

5.1.3.2. Infrastructure

207. Globally, participants noted the improvement of the quality of services in this area. They appraised the construction of several tarred roads, rehabilitation and maintenance of rural roads, intensification of the rural electrification programme and development of potable water points. In the area of telecommunications, they pointed out that the privatisation process in this sector and the development of telephone operators helped to improve the nature and quality of communication. Participants also lauded the availability of domestic gas thanks to the construction of a specialised unit. They however hoped to see the operation extended throughout the country. This operation will be highly welcomed in areas where the use of firewood is responsible for desertification and destruction of the ecosystem.

208. Participants, however, pointed out that these achievements should not overshadow efforts to be made in view of:

- (i) Ensuring the availability of gas bottles, as it was observed that one of the factors accounting for low consumption of domestic gas is the scarcity of these bottles;
- (ii) Extending the optical fibre throughout the national territory, especially as the outcomes of the reduction of transaction costs and improvement of services are highly awaited;
- (iii) Pursuing the extension of the rural electrification programme on the electrification;
- (iv) Improving services charged with the supply of petroleum products.

5.1.1.3. Production sector

209. In the agricultural sector, participants were satisfied with the good execution of projects related to the PNVRA programme and expressed their hope to see activities of the PNDP and PADC extended throughout the country. They also expressed their satisfaction with the training of farmers to the projected rate of 25%, though this rate is still low.

210. With regard to access to production means, participants were satisfied with the involvement of the NEF and NGOs in the institutional support and in the training of populations in the conduct of income generating activities.

211. With regard to the promotion of community forestry, they pointed out that it contributed in enhancing the income of local councils, which enabled them to be more active in the improvement of the living conditions of their population.

212. They also observed that the promotion of alternative solutions to the issue of poaching is fully accepted by the population.

213. However, in the cotton sector, there was a dispute between farmers and SODECOTON over access to oilcakes for livestock feeding. This was a major concern for participants in the Far-North province. They suggested the setting up of a multiparty follow-up committee to settle this dispute.

214. In general, participants recommended sensitisation actions to ensure agricultural diversification, as it was observed that concentration on cash crops will aggravate the poverty of rural populations.

5.1.3.4. Governance

In this area, participants were satisfied with the general implementation of the participatory approach adopted by the Government, especially as concerns the follow-up of the PRSP. However, they recommended the reinforcement of the following actions:

- Speeding up of the popularisation of the PRSP;
- Extension of the participatory follow-up process to divisions;
- Extension of poverty alleviation units to provinces and divisions;
- use of all available communication means to strengthen the fight against corruption ;
- Increase in public service salaries as a first step in the fight against corruption;
- Speeding up judicial procedures;
- Systematic production of procedure manuals in all services;
- Sensitisation of citizens on their rights;
- Extension of the CRTV coverage throughout the national territory;
- Improvement of management procedures of credit delegations at the provincial level;
- Consideration of real needs and preoccupations of the population;
- Enhancing liquidity of the Treasury in some provinces (South, East, Adamawa), which have serious difficulties in paying their contractors;
- Improvement of the knowledge of grassroots stakeholders on the procedures of the award of public contracts (notably through training seminars at the divisional level);
- Improvement of the quality of services delivered by strengthening controls and reliability of reception committees.

5.2. Direct interview of beneficiaries

5.2.1. Methodology

216. Participants were consulted within the framework of provincial reviews. Only non governmental officials were retained as seen below:

- Representatives of NGOs and associations;
- Representatives of the civil society;
- Religious groups;
- Local government representatives;
- MPs;
- Beneficiary populations.

217. The evaluation exercise was focused on seven types of projects, namely:

- Construction, rehabilitation and equipment of schools;
- Construction, rehabilitation and equipment of Government high schools and colleges;
- Construction, rehabilitation and equipment of hospitals;
- Construction, rehabilitation and equipment of health centres;
- Construction and rehabilitation of roads;

- Water supply projects;
- Rural electrification.

218. Unlisted projects were classified in the column “others”.

5.2.2. Method of data collection

219. For a good appraisal of the targeted impact, consultation reviews were based on the use of the provincial report on the follow-up and evaluation of the implementation of the PRSP prepared following a standard plan, and on the questionnaire designed to this effect and submitted to the various beneficiaries of poverty reduction actions or their representatives. The objectives of this operation were to:

- appraise the level of mastery, approval and impact by the beneficiaries themselves and achievements of local authorities in their different localities;
- Enable beneficiaries to evaluate the way projects are executed and to make recommendations for an optimal implementation of these projects.

5.2.3. Results

220. Thanks to the results obtained, the various Government actions can be appraised from two basic perspectives. As a matter of fact, these results helped not only to better identify projects as well as beneficiaries, but also to measure their knowledge of these projects, and their appraisal of the execution and impact of project on the living conditions of the population.

5.2.3.1. Identification

(a) Beneficiaries

221. 255 persons aged above 25 years were questioned in the 10 provinces as seen in the table below. There was a weak participation of women, who represented only 28% of the persons questioned.

Table 1: Distribution of respondents by gender

PROVINCE	Female		Male		Total Number
	Number	%	Number	%	
ADAMAWA	3	33.33%	6	66.67%	9
CENTRE	13	35.14%	24	64.86%	37
EAST	8	34.78%	15	65.22%	23
FAR-NORTH	7	19.44%	29	80.56%	36
LITTORAL	5	12.50%	35	87.50%	40
NORTH	5	27.78%	13	72.22%	18
NORTH-WEST	7	35.00%	13	65.00%	20
WEST	8	32.00%	17	68.00%	25
SOUTH	10	34.48%	19	65.52%	29
SOUTH-WEST	6	33.33%	12	66.67%	18
TOTAL	72	28.24%	183	71.78%	255

222. About 52% of people questioned (132 persons) represented direct beneficiaries, while 34% represented local authorities, 12% NGOs and associations and 2% religious groups.

Table 2: Distribution of respondents based on their status.

Province	Status	Beneficiaries	Religious Groups	Local Auth.	MPs	NGOs	Total
ADAMAWA	number	0		5	1	3	9
	%	0.00%	0.00%	55.56%	11.11%	33.33%	100.00%
CENTRE	number	13	2	14		8	37
	%	35.14%	5.41%	37.84%	0.00%	21.62%	100.00%
EAST	number	18		1		4	23
	%	78.26%	0.00%	4.35%	0.00%	17.39%	100.00%
FAR-NORTH	number	7		25		4	36
	%	19.44%	0.00%	69.44%	0.00%	11.00%	100.00%
LITTORAL	number	27		10	1	2	40
	%	67.50%	0.00%	25.00%	2.50%	5.00%	100.00%
NORTH	number	5		10	1	2	18
	%	27.78%	0.00%	55.56%	5.56%	11.11%	100.00%
NORTH-WEST	number	9		10	1		20
	%	45.00%	0.00%	50.00%	5.00%	0.00%	100.00%
WEST	number	16	1	6	1	1	25
	%	64.00%	4.00%	24.00%	4.00%	4.00%	100.00%
SOUTH	number	23	1	1		4	29
	%	79.31%	3.45%	3.45%	0.00%	13.79%	100.00%
SOUTH-WEST	number	14	1			3	18
	%	77.78%	5.56%	0.00%	0.00%	16.67%	100.00%
TOTAL	number	132	5	82	5	31	255
	%	51.76%	1.96%	32.16%	1.96%	12.16%	100.00%

223. Despite the weak representation of women, the presence of local authorities, NGOs and religious leaders in the survey gave credence to the results obtained given the mastery of these respondents and the roles they play within the framework of sensitisation and poverty reduction activities at the local level.

(b) Projects

224. During the review, 1087 projects were identified and ranked by order of importance. 30% of these projects do not fall within one of the seven main categories of projects. There is a predominance of projects related to the following sectors: education, road infrastructure, and health, representing 27%, 18% and 11%, respectively. However, actions in favour of electrification are less considerable (only 5%).

Table 3: Distribution of projects identified by region

Province	Projects	Roads	Health Centres	Schools	Hospitals	Gov. Sec. Schools	Water	Elec.	Others	Total
Adamawa	number	8	7	19	4	5	6	4	12	65
	%	12.3%	10.8%	29.2%	6.2%	7.7%	9.2%	6.2%	18.5%	100.0%
Centre	number	27	1	11	3	2	6	13	51	114
	%	23.7%	0.9%	9.6%	2.6%	1.8%	5.3%	11.4%	44.7%	100.0%
East	number	21	1	18	3	16	2	12	29	102
	%	20.6%	1.0%	17.6%	2.9%	15.7%	2.0%	11.8%	28.4%	100.0%
Far-North	number	32	7	50	16	5	34	6	46	196
	%	16.3%	3.6%	25.5%	8.2%	2.6%	17.3%	3.1%	23.5%	100.0%
Littoral	number	43	19	19	1	30	17	9	55	193
	%	22.3%	9.8%	9.8%	0.5%	15.5%	8.8%	4.7%	28.5%	100.0%
North	number	12	8	35	2	5	8	2	17	89
	%	13.5%	9.0%	39.3%	2.2%	5.6%	9.0%	2.2%	19.1%	100.0%
North-West	number	17	1	6		2	15	3	20	
	%	26.6%	1.6%	9.4%	0.0%	3.1%	23.4%	4.7%	31.3%	100.0%
West	number	12	5	13	2	1	6	1	10	50
	%	24.0%	10.0%	26.0%	4.0%	2.0%	12.0%	2.0%	20.0%	100.0%
South	number	25	29	30	6	23	4	2	63	182
	%	13.7%	15.9%	16.5%	3.3%	12.6%	2.2%	1.1%	34.6%	100.0%
South-West	number	3		3		5	2		19	32
	%	9.4%	0.0%	9.4%	0.0%	15.6%	3.6%	0.0%	59.4%	100.0%
Total	number	200	78	204	37	94	100	52	322	1087
	%	18.4%	7.2%	18.8%	3.4%	8.6%	9.2%	4.8%	29.6%	100.0%

225. The review revealed that respondents had a poor mastery or knowledge of projects underway. As a matter of fact, few of them (10% of respondents) were able to name the 10 major projects under execution in their locality due to lack of information in this area. The worst of it was that, 27% of respondents in the sample could talk about only one project out of the ten required, while 62% could not identify more than four projects. This shows how much the grassroots population is ignorant about constant efforts made by the authorities to bring them out of poverty.

Table 4: Number of projects identified by respondents

Number of projects known	Number	%
1 project	69	27.06%
2 projects	33	12.94%
3 projects	37	14.51%
4 projects	18	7.06%
5 projects	15	5.88%
6 projects	21	8.24%
7 projects	12	4.71%
8 projects	11	4.31%
9 projects	14	5.49%
10 projects and more	25	9.80%
Total	255	100.00%

226. Projects cited by beneficiaries are mainly financed by the Government (45% under PIB, and 9% under HIPC funds), other sources of financing represent 23% and councils 11%. As concerns local contribution, council contributions not included, it accounts for 6% including 5% from NGOs. This shows the lack of enthusiasm by the population to finance some projects themselves.

Table 5: Distribution of projects based on the source of financing

Province	Source of Finance	PIB	Donor	HIPC	Religious	Community	Council	NGOs	Others	Total
Adama wa	Number	51		4			5	3	2	65
	%	78.5%	0.0%	6.2%	0.0%	0.0%	7.7%	4.6%	3.1%	100.0%
Centre	Number	30	2	12	1	1	20	8	40	114
	%	26.3%	1.8%	10.5%	0.9%	0.9%	17.5%	7.0%	35.1%	100.0%
East	Number	64	5	1			1	14	17	102
	%	62.7%	4.9%	1.0%	0.0%	0.0%	1.0%	13.7%	16.7%	100.0%
Far-North	Number	35	9	27		3	52	6	64	196
	%	17.9%	4.6%	13.8%	0.0%	1.5%	26.5%	3.1%	32.7%	100.0%
Littoral	Number	119	4	17		3	12	10	28	193
	%	61.7%	2.1%	8.8%	0.0%	1.6%	6.2%	5.2%	14.5%	100.0%
North	Number	34		5			10		40	89
	%	38.2%	0.0%	5.6%	0.0%	0.0%	28.1%	3.1%	28.1%	100.0%
North-West	Number	20		6			18	2	18	64
	%	31.3%	0.0%	9.4%	0.0%	0.0%	28.1%	3.1%	28.1%	100.0%
West	Number	11	1	13		2	4	4	15	50
	%	22.0%	2.0%	26.0%	0.0%	4.0%	8.0%	8.0%	30.0%	100.50%
South	Number	125	20	13	1	1	2	7	13	182
	%	68.7%	11.0%	7.1%	0.5%	1.1%	3.8%	7.1%	34.6%	100.0%
South-West	Number	3	10			1		1	17	32
	%	9.4%	31.3%	0.0%	0.0%	3.1%	0.0%	3.1%	53.1%	100.0%
Total	Number	492	51	98	2	11	124	55	254	1087
	%	45.3%	4.7%	9.0%	0.2%	1.0%	11.4%	5.1%	23.4%	100.0%

227. With regard to the execution of the above mentioned projects, the study revealed that beneficiaries do not know the officials in charge of the execution of projects (53% of the sample of projects retained); and if we were to add projects executed by piece workers (4%), it will be difficult to know projects that are poorly executed or even not executed at all. Just as it was observed for financing, it can be said that local communities do not participate too much in the execution of projects of their localities (1% out of the overall intervention).

Table 6: Distribution of projects identified, based on the implementation agent

Province	Implementation Agent	Government	Company	Council	Piece workers	NGO	Village Committee	Others	Total
ADAMAWA	Number		1	1	22	1		40	65
	%	0.0%	1.5%	1.5%	33.8%	1.5%	0.0%	61.5%	100%
CENTRE	Number	17	14	10	2	6		65	114
	%	14.9%	12.3%	8.8%	1.8%	5.3%	0.0%	57.0%	100%
EAST	Number	14	29	1	4	15		39	102
	%	13.7%	28.4%	1.0%	3.9%	14.7%	0.0%	38.2%	100%
FAR – NORTH	Number	22	43	33	16	7	5	70	196
	%	11.2%	21.9%	16.8%	8.2%	3.6%	2.6%	35.7%	100%
LITTORAL	Number	12	91	3	1	4	1	81	193
	%	6.2%	47.2%	1.6%	0.5%	2.1%	0.5%	42.0%	100%
NORTH	Number	1	22	1	1			64	89
	%	1.1%	24.7%	1.1%	1.1	0.0%	0.0%	71.9%	100%
NORT-WEST	Number		2	2		2		58	64
	%	0.0%	3.1%	3.1%	0.0%	3.1%	0.0%	90.6%	100%
WEST	Number	4	5	2		2	2	35	50
	%	8.0%	10.0%	4.0%	0.0%	4.0%	4.0%	70.0%	100%
SOUTH	Number	11	66	2		2	1	100	182
	%	6.0%	36.3%	1.1%	0.0%	1.1%	0.5%	54.9%	100%
SOUTH-WEST	Number		5			3		24	32
	%	0.0%	15.6%	0.0%	0.0%	9.4%	0.0%	75.0%	100%
Total	Number	81	278	55	46	42	9	576	1087
	%	7.5%	25.6%	5.1%	4.2%	3.9%	0.8%	53.0%	100%

5.2.3.2. Appraisal

228. Results of the survey enable us to focus our reflection on two basic points: level of execution and impact on poverty reduction.

(a) Level of execution

229. Despite the lack of information concerning about 21% of cases, 40% of projects mentioned have been completed. The execution of other 32% projects is going on smoothly and about 8% of projects faced problems relating to effective take off. Among the projects that are still to take off, there are mainly those benefiting from rural community financing (27%), HIPC funds (23%) and other sources of financing (10%). If we all know the reasons accounting for the delay in the disbursement of HIPC funds, we can say that for other sources of financing, there are problems

linked to liquidity at the treasury and lack of enthusiasm by the sources involved. With regard to follow-up, projects financed by religions groups seem to be in a better position (50% completed and 50% underway), followed by those financed by donor agencies, PIB and councils.

Table 7: Level of execution based on the source of financing

Source of financing	Level of execution	Completed	Underway	Still to take off	unexpressed	Total
OTHERS	Number	67	77	27	83	254
	%	26.4%	30.3%	10.6%	32.7%	100.0%
DONOR	Number	29	17	4	1	51
	%	56.9%	33.3%	7.8%	2.0%	100.0%
PIB	Number	235	162	19	76	492
	%	47.8%	32.9%	3.9%	15.4%	100.0%
RELIGIOUS GROUP	Number	1	1			2
	%	50.0%	50.0%	0.0%	0.0%	100.0%
COMMUNITY	Number	2	5	3	1	11
	%	18.2%	45.5%	27.3%	9.1%	100.0%
COUNCIL	Number	60	24	6	34	124
	%	48.4%	19.4%	4.8%	27.4%	100.0%
NGO	Number	26	17	2	10	55
	%	47.3%	30.9%	3.6%	18.2%	100.0%
HIPC	Number	16	41	23	18	98
	%	16.3%	41.8%	23.5%	18.4%	100.0%
	Number	436	344	84	223	1087
	%	40.1%	31.6%	7.7%	20.5%	100.0%

230. The quality of works was very good for 36% of projects identified, average for 27% of them and poor for 6%. Respondents had no opinion to express on 338 projects representing 31% of the sample. This was mainly due to their poor knowledge of ongoing activities.

Table 8: Quality of works, based on the source of financing

Source of financing	Quality of work	Very good	Average	Poor	Unexpressed	Total
OTHERS	Number	73	49	17	115	254
	%	28.7%	19.3%	6.7%	45.3%	100.0%
DONOR	Number	35	5	6	5	51
	%	68.6%	9.8%	11.8%	9.8%	100.0%
PIB	Number	198	168	28	98	492
	%	40.2%	34.1%	5.7%	19.9%	100.0%
RELIGIOUS GROUP	Number	1			1	2
	%	50.0%	00.0%	0.0%	50.0%	100.0%
COMMUNITY	Number	1	5		5	11
	%	9.1%	45.5%	0.0%	45.5%	100.0%
COUNCIL	Number	37	30	4	53	124
	%	29.8%	24.2%	3.2%	42.7%	100.0%
NGO	Number	24	16	1	14	55
	%	43.6%	29.1%	1.8%	25.5%	100.0%
HIPC	Number	20	21	10	47	98
	%	20.4%	21.4%	10.2%	48.0%	100.0%
	Number	389	294	66	338	1087
	%	35.8%	27.0%	61%	31.1%	100.0%

(b) Impact of projects on poverty reduction

231. According to the 255 people questioned, about 51% of projects identified had a vital impact on poverty reduction, that is, 550 projects out of the 1087 concerned, as against 45 projects with below average impact on poverty reduction. One can note with satisfaction here that projects that have been well or fairly well executed are more likely to reduce poverty (74.29% and 55.44%, respectively).

Table 9: Respondents appreciation of the quality of work executed, based on the impact on poverty reduction

Quality of work	Appreciation	Vital	Acceptable	Useless	Unexpressed	Total
Very good	Number	289	60	12	28	389
	%	74.3%	15.4%	3.1%	7.2%	100.0%
Average	Number	163	101	13	17	294
	%	55.4%	34.4%	4.4%	5.8%	100.0%
Poor	Number	26	17	19	4	66
	%	39.4%	25.8%	28.8%	6.1%	100.0%
Unexpressed	Number	72	3	1	262	338
	%	21.3%	0.9%	0.3%	77.5%	100.0%
Total	Number	550	181	45	311	1087
	%	50.6%	16.7%	4.1%	28.6%	100.0%

232. If we were to exclude the direct beneficiaries of poverty reduction actions from the sample, given their poor knowledge of some local activities, the number of projects bearing vital characteristics will move from 550 to 405, and those deemed useless from 45 and 65. It is obvious that the health sector presents the most important projects in favour of the population. This sector is closely followed by the following sectors by order of importance: water, education and road infrastructure.

223. Results obtained during this experimental survey helped to measure the real impact of government's action in favour of poverty reduction on the population. The results fall in line with the preoccupations expressed by the population during workshops held in provinces towards the end of March 2003. Efforts should be made to ensure transparency in the award of contracts and effective participation of local experts in project execution. Lack of information by grassroots population also appeared as a hindrance to the smooth intervention of Government services. Sensitisation and information programmes on Government's actions should be intensified and perpetuated in order to solve such problems.

234. Finally, it is very important for the population to ensure ownership of various local programmes. If the process goes along with appropriate sensitisation, it will help to better orientate projects in priority sectors and towards appropriate targets.

REPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

MINISTERE DES AFFAIRES ECONOMIQUES,
DE LA PROGRAMMATION
ET L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

Comite technique de suivi et d'évaluation des
activités de mise en œuvre du DSRP



REPUBLIC OF CAMEROON
Peace – Work – Fatherland

MINISTRY OF ECONOMIC AFFAIRS,
PROGRAMMING
AND REGIONAL DEVELOPMENT

SECRETARIAT-GENERAL

TECHNICAL FOLLOW-UP COMMITTEE
OF THE PRSP

**PROGRESS REPORT ON THE IMPLEMENTATION OF THE
PRSP**

April 2003 – March 2004

VOLUME III: ANNEXES

April 2004

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ANNEXE 1: IMPLEMENTATION MATRIX OF THE PRSP

Core area 1: Promotion of a stable macro-economic framework

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
<p>1.1 Macro-economic and budgetary framework</p> <p>Maintaining a stable macro economic framework and implementing, in a satisfactory way, the final year of the second three-year economic and financial programme under PRGF</p>	<p>Satisfactory execution of the third year of the PRGF</p>	<p>2003</p>	<p>MINFI MINEPAT CCS/PPTE</p>	<p>The first two years of the programme (October 2000-September 2001 and 1 October 2001-30 September 2002) were globally satisfactory. There were however some technical problems encountered during the 2002 second semester which delayed the final establishment of the budgetary statement towards the end of December 2002, as well as the overall performance for the second semester of the second annual agreement. These problems were however overcome during the 2003 first semester thanks to the strict implementation of corrective measures taken by the authorities who also pursued the implementation of reforms in budget management and in the real sectors of the economy.</p> <p>The Prime Minister, Head of Government signed on 2 December 2003, the letter of intent of Cameroon for the fourth review of the Medium-Term Economic and Financial Programme backed by the Poverty Reduction and Growth Facility (PRGF).</p> <p>During its 17 December 2003 session, the Board of Directors of the IMF examined Cameroon's file and took key decisions at the end of its meeting. As a matter of fact, the board</p> <ul style="list-style-type: none"> (i) approved the fourth review of the medium-term programme; (ii) extended the duration of the PRGF programme to 20 December 2004; (iii) authorized the disbursement of a sum of USD 27.4 million, representing (i) USD 23 million (about CFAF 14 thousand million) of the close of the fourth review, and (ii) USD 4.4 million (about CFAF 2.7 thousand million) of interim assistance under HIPC initiative. <p>The Government has embarked on the implementation of execution criteria, as well as quantitative and structural benchmarks of the third and last annual programme under the agreement backed by the PRGF.</p>	
<p>Using budget savings derived from the debt relief, in conformity with criteria set out in the decision point document (control and monitoring mechanisms)</p>	<p>Satisfactory execution of projects deemed eligible by the CCS/PPTE and approved by the Government</p>	<p>2003</p>	<p>MINFI MINEPAT CCS/PPTE</p>	<ul style="list-style-type: none"> • A special account earmarked for HIPC funds was opened at BEAC in October 2000. As of 10 January 2004, a sum of CFAF 156 thousand million was deposited in this account. • An Advisory and Follow-up Committee for the management of HIPC resources was set up by Decree N°2000/960/PM of 1 December 2000. The Committee comprises 19 members including: 6 government officials, 5 representatives of donor agencies, 1 representative of the private sector, 3 representatives of religious groups, 1 representative of professional micro-finance associations, 2 representatives of NGOs and associations. • Resident representatives of the IMF and the World Bank took part in working sessions organised by the Committee as observers. • The implementation of the first set of programmes and projects approved by the CCS/PPTE got off on a slow and difficult start due to technical problems linked to the establishment of transparent disbursement mechanisms within the budget procedures and processes in place. <p>Moreover, the preparation of good quality programmes and projects by promoters took a longer period of time due to the following problems: (1) poor technical capacities of promoters both from the private and public sectors, (2) poor institutional capacities and (3) problems of organisation and functioning at the level of the CCS/PPTE which are currently being overcome. The Government had taken appropriate measures to secure and speed up the disbursement of HIPC resources. With the support of the UNDP, a national sensitisation and information campaign was organised for the preparation of programmes and projects to be submitted to the CCS/PPTE before adoption by the Government. The Government is also preparing to launch the first technical and financial audit of projects financed under HIPC funds.</p> <p>Projects validated during the transitional period are being executed.</p>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Executing in a satisfactory manner the Third Structural Adjustment Credit (CAS III) and observing the closing date of the credit (30 June 2003)	Disbursement conditionalities of the floating bracket earmarked for the implementation of reforms of the port sector; Drawing up of the CDC privatisation strategy for the following sectors: banana, rubber and palm oil; preparation of tender documents for this purpose Preparation of CAMTEL preliminary business plan and specifications; Finalisation of transaction documents for SNEC concession.	2003	MINFI MINEPAT	<ul style="list-style-type: none"> A surplus sum of CFAF 27 thousand million which was recorded for the 2003 financial year will be carry over to the 2004 financial year whose package amounts to CFAF 90 thousand million. <p>The Prime Minister, Head of Government signed Decree N°2004/0556/PM of 23 February 2004 relating to the distribution of HIPC resources listed in the 2004 budget representing recurrent and investment budget. The priority here was given to social sectors, rural development and infrastructure.</p> <p>The overall conditionalities related to the remaining floating brackets (second privatisation and transport brackets) were realised as of 13 December 2003. The close of CAS III was extended to 31 March 2004 with regard to deadline for domestic review and disbursement by the IDA.</p> <p>CDC</p> <p>As concerns the drawing up of the privatisation strategy for banana, rubber and palm oil sections, the plan of action is being executed notably as concerns banana. Consultants were recruited for the privatisation of rubber and palm oil, and the plan of action for the revival of these products was prepared and adopted.</p> <p>A consultant was recruited in October 2003 to evaluate the banana sector. As concerns rubber and palm oil sectors, actions took off in December 2003. What is expected now is: the preparation of reports on (i) evaluation of the banana sector, (ii) judicial studies of agreements on the banana sector signed by the CDC and (iv) reference benchmark.</p> <p>The convention on the take over of the tea sector was signed by the buyer BROBON FINEX PTY Ltd-Cameroon Tea Estate.</p> <p>Government consultants in the privatisation process of banana, rubber and palm oil sector were recruited and a plan of action to revive these sectors was adopted; an interministerial committee will establish the new core areas for privatisation by the end of March 2004. Terms of reference for the recruitment of a business bank in charge of preparing tender documents were formulated.</p> <p>CAMTEL</p> <p>The invitation to tender for the execution of the minimum investment plan was launched</p> <p>With the consent of donor agencies, CAMTEL and the Government signed a provisional concession convention on 4 January 2004. The convention which has a duration of 2 (two) years renewable is accompanied with specifications. The convention allows for an investment of CFAF 26 thousand million within the framework of a minimum investment programme. The convention can be substituted any time by a final concession convention that could be granted to CAMTEL upon completion of the privatisation process.</p> <p>The business plan was signed in December 2003.</p> <p>The plan on tariff adjustment was adopted and implemented in December 2003.</p> <p>Within the framework of the privatisation process at CAMTEL, MINFI launched an invitation to submit an expression of interest on 25 January 2004 for consultants and renowned business banks in view of delivering the following services: (i) audit of CAMTEL financial statements, (ii) drawing up of a privatisation strategy, and (iii) implementation of the privatisation strategy adopted by the Government.</p> <p>SNEC</p> <p>As concerns the privatisation of SNEC:</p> <ul style="list-style-type: none"> -Negotiations with the provisional bidder "La Lyonnaise des Eaux" were not satisfactory and the invitation to tender was declared unsuccessful in September 2003. <p>A plan of action for the revival of the privatisation process was discussed and prepared by MINMEE, CTPL, the provisional management of SNEC and the World Bank. This plan which runs from October 2003 and June 2005 includes 5 phases: (i) a preliminary phase for the validation of the option to be retained and SNEC audits, (ii) a phase for the validation of missions of the potential partner, (iii) a phase for the pre selection of partners and preparation of draft tender documents, (iv) a phase for the finalisation of tender documents and creation of a new public body (since SNEC is to be liquidated) and (v) a phase for the selection and establishment of the bidder retained.</p> <p>The invitation to submit an expression of interest for the recruitment of a consultant in charge of supporting the process to revive SNEC privatisation was launched early in January 2004.</p>	
1.2. Pursue the implementation of the plan of action for the improvement of public expenditure management	Establishment of interfaces; Regular production of	2003	MINFI MINEPAT	<p>All interfaces were prepared and are now functional.</p> <p>The automatic table of indicators is under validation on the basis of data transmitted by the various sources of information</p>	
Continuing the establishment of the SIGEFI system					

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Improving the quality of public investment expenditure	summary tables on the execution of the State's budget. Formulation of quality of expenditure criteria: preparation of periodic reports on the physical and financial execution of the budget	Permanent	MINEPAT		
Ensuring the production of a full and reliable balance of the Treasury account	Regular preparation of reliable balances	Permanent	MINFI	Balances of the Treasury account are regularly produced. Reliability and comprehensiveness of data are possible thanks to the local network at the treasury, and central and local committees for the use of the CADRE/DEPMI integrated SYSTEM	
Rendering audits of public expenditure systematic	Methodology and procedures of audits were determined and published; Regular publication of audit reports	Permanent	MINFI MINEPAT	Systematic conduct of audits on the basis of a well defined and published methodology. Preparation works aimed at ensuring a regular publication of audit reports are on a good track.	
Pursuing the preparation of an objective-based budget	Objective-based budget prepared and presented to MPs in the National Assembly	As from 2005			
Pursuing a prudent debt policy that allows for concessional loans	Level of concessionality of loans approved by the Government	Permanent	MINFI MINEPAT CAA	Ongoing preparation of a circular that makes the CAA a compulsory agent for the examination of loan requests formulated by corporations.	
Regular preparation of reports on the physical and financial execution of the budget of priority ministries in poverty reduction (Education, Health, Public works, Agriculture, Finance and the Budget, Economic Affairs, Mines, Power and Water Resources, Transport, Social Affairs, Justice and Women's Affairs)	Publication of quarterly reports on the physical and financial execution of the budget of the concerned ministries	Permanent	Sector ministries	The Ministry of Agriculture prepared reports whose layout is still to be improved. MINEDUC regularly prepares and forwards reports on the physical and financial execution of its budget to MINEPAT. MINTP prepared monthly reports on the progress of road maintenance and investment projects, as well as bi annual reports on the balance sheet of activities carried out. MINMEE prepared reports on the physical and financial execution of its budget for the 2 nd and 3 rd quarters. MINTRANS prepared the bi annual financial report on the execution of its public investment budget. MINCOF prepared periodic statements of its budget but reports on the physical and periodic execution of the budget are not prepared.	
Building institutional capacities of spending ministries in	The programme on institutional capacity building was drawn up	2003/05	MINFI MINEPAT	2004 budgets were prepared within the framework of budgetary conferences and after the conduct of regional seminars on the budget nomenclature.	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
programming, monitoring and execution of operations and in the quality of public expenditure	and implemented; Organisation of budgetary conferences; Organisation of seminars and training sessions				
Implementing Medium-Term Expenditure Frameworks (MTEF) within social ministries (education and health)	Updated MTEF; Annual budgets prepared on the basis of MTEF	2004	MINFI MINEPAT	MINEDUC and MINSANTE have their MTEF which are on a good track.	
Completing the establishment of pillars of the reform on public contracts and satisfactory conduct of the reform	Adoption of the Code on public contracts	June 2003	SPM/ARMP	The reform on the award and control of the execution of contracts is on a good track: <ul style="list-style-type: none"> • Tender boards and specialized control tender boards are now functional; • Independent observers take part in sessions organised by these tender boards; • The ARMP is fully operational; • The Prime Minister, Head of Government presided over an interministerial meeting on 29 April 2004 to revise the draft code on public contracts before forwarding to the Presidency of the Republic for the Head of State's approval. 	
	Functioning of tender boards and specialized control boards in conformity with the regulation in force	Permanent	SPM/ARMP	The summary report on audits of public contracts for the 2000/2001 financial year (June/July) was adopted by the board of directors of the ARMP; it is now available for consultation. A consultant (Cabinet 2 AC/ACP) was recruited in April 2003 to audit public contracts for the period running from 1 July 2001 to 31 December 2002. The report was submitted in February 2004. The final report on the audit of contracts covering the 2001 and 2002 period, and the transitional period was submitted by the auditor and approved. The report was available since March 2004 and was forwarded to Resident Representations of the World Bank and the IMF on 26 and 27 April 2004. The final report on the evaluation of the transitional phase of the reform was submitted by the consultant on 23 April 2004 and forwarded to Resident Representations of the World Bank and the IMF on 26 and 27 April 2004 respectively. A round table for discussions on this report and the above mentioned reports was scheduled on 13 and 14 May 2004.	
	Participation of independent observers recruited by way of competition in sessions organised by tender boards	Permanent	SPM/ARMP	31 independent observers were recruited for the period running from 1 November 2002 to 31 December 2003. They prepared 1900 reports. A consultant was recruited to evaluate the transitional period; independent observers were recruited for the 2004 financial year. They took part in a training session organised on 13 April 2003. The independent auditor for the 2004 financial year is being recruited. The invitation to tender for this purpose was launched in 27 April 2004 and the procedure should end on 26 May 2004 at latest.	
1.3 Pursue structural reforms					
Completing the privatisation process of SNEC, CDC, and CAMTEL	Close of the privatisation of SNEC, CDC, and CAMTEL	2003/05	MINFI	Plans of action were prepared with the support of the World Bank; execution has taken off.	
Reducing time period at port	Progress made in the reduction of time period at port	2003/04	MINTRANS	Mechanisms and actions in favour of the reduction of time period at port were put in place: FAL committee, committee for the reform of customs services, steering committee of the port reform, follow-up committee of the matrix of actions for the reduction of time period at port, green channel, unique check point, one-stop service. Thanks to these actions, it was possible to: ensure an automatic custom targeting system, restructure and reduce the number of registered custom auditors, reduce the time period for the validation of	Additional measures are being taken, including permanent sensitisation of shippers, effective link between SYDONIA

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
				<p>cargo manifests, and rationalise technical controls.</p> <p>For the first ten months of 2003, thanks to the progress made, port operations could last:</p> <ul style="list-style-type: none"> - from one and half to 2 and a half days for exports, depending on the type of good; - 7 and half days for imports (depending on the harmonic average). <p>It should also be pointed out that this time period has considerably changed recently. As a matter of fact, it has moved from 25 and half days to almost 16 days between June and October 2003, which represents a steady decrease of close to 10 days for 4 successive months. Great efforts are thus made to attain a maximum of seven days for imports and two days for imports for the withdrawal of goods at the Douala port.</p>	and GUCE, migration of PAGODE to SYDONIA and computerisation of the GUCE.
1.4 Mobilise non-petroleum domestic resources					
Pursuing the second phase on the modernisation of the tax system; notably through the personal income revenue	New general code on the income tax prepared and published	2003/04	MINFI	The legislation was voted; and implementation is underway	
Pursuing the implementation of the programme on the security of customs revenue; notably through the security and limitation of customs exemptions	Reinforcement of the security; Publication of the restricted list of exemptions; Control of the observation of the list of exceptional exemptions	As from 2003	MINFI	The programme to secure customs revenue is implemented since 1995. It is being executed and consolidated by specific actions. For the restricted list of exemptions, see act II CEMAC Prudent application of conventional exemptions and limitation of exceptional exemptions	

Core area 2: consolidation of growth through economic diversification

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
2.1 Development of the rural sector					
<p>Improving farmers' access to new and high yielding agricultural methods through the dissemination of research results</p>	<p>Identification of research results; Extension and dissemination of research results; Many farmer associations benefited from research results</p>	<p>Permanent</p>	<p>MINAGRI MINEPIA MINEF MINREST</p>	<p>Award of contracts to agricultural research services through a research funds on a competitive basis: 27 contracts with research teams are being executed 206 technical and economic fact sheets were put at the disposal of extension agents and producers at the end of training sessions organised for specialised technicians. These fact sheets are being consolidated per agricultural and ecologic zone. A harmonised framework for the preparation of tests in a farmer environment was devised for the use of researchers and extension agents. Support to the development of 6 sectors, including 5 for vegetables (maize, onion, Irish potato, plantain, and cassava) and 1 for animal production (milk, fish, fowl). To this end, - 297 contracts were signed between producer associations and economic operators Support to producer associations (equipment and infrastructure for the production, processing-socking, marketing and management of natural resources. To this end: - 740 projects out of the 1300 projects approved received CFAF 700 694 046 worth of support in infrastructure and production equipment. Promotion and development of private extension services: - 16 partnership and subcontracting conventions are being executed. These conventions concern 3 NGOs, 4 professional producer associations and 8 rural radios - 44 rural communities were empowered in the area of follow-up and evaluation of extension activities. 13317 producer associations were backed in the execution of micro-projects and protective management of natural resources. More specifically, 143843 producers received direct support. 1795 hectares were developed, 102 micro infrastructure were constructed and 16 village planning officers received training. There was a significant increase in the output, as well as in quality and quantity of marketed products. So far, no study has been programmed to assess the impact of these actions. However, the first results are presented in the analysis section.</p> <p>PNDP</p> <ul style="list-style-type: none"> - Preparation of the programme is completed (basic documents are finalised: programme paper, manual of execution, manual of administrative and financial procedures, follow-up and evaluation manual); - Reception of an advance sum of USD 1.3 million from the World Bank for the PPF preparation and a Japanese grant worth USD 713000; - Institutional preparation and financial circuits defined; - Budget for the first phase prepared; - Financing plan and position of donor agencies specified; - Feasibility study conducted by the World Bank in June 2003; - National Coordination unit operational since April 2003; - Process to set up the four provincial units almost completed; - Pilot operations underway: 40 villages have been selected in 10 councils including 2 in the North province (Guilder and Figuil), 3 in the South (Campo, Ma'an and Akom II), 3 in the West province (Koutaba, Fouban and Kouop Tamo) and 2 in the Centre Province (Akono and Meigang); - 20 micro-projects submitted to the National Coordination Unit by rural communities and pilot councils in view of receiving financing; - 11 micro projects for equipment and public infrastructure are pending financing and received the non objection of the World Bank for a global amount of roughly CFAF 60 million; - Request for HIPC fund approved by the CCS/PPTE for a sum of CFAF 16 thousand million for 4 years. 	
<p>Promoting community development</p>	<p>Implementation of PNDP and PADC programmes</p>	<p>Permanent</p>	<p>MINAGRI MINEPIA MINEF</p>	<p>PADC</p> <ul style="list-style-type: none"> - Enforcement 25/05/2003 ; - Acquisition of equipment and logistics ; - Loan funds available (end of August 2003); - Preparation of technical tools (manual of financial and accounting procedures, manual on the technical execution); - Preparation of methodological tools for village selection, village planning and selection of contractors; 3 pilot villages per province and the village development committee legalised and operational; - Participation in the determination of a ceiling budget for village planning (January 2004) activities; - Contacts with the ARMP in view of gathering specific instruments relating to community contracts owned by 	
<p>Promoting community development</p>	<p>Implementation of PNDP and PADC programmes.</p>	<p>Permanent</p>	<p>MINAGRI MINEPIA MINEF</p>	<p>PADC</p> <ul style="list-style-type: none"> - Enforcement 25/05/2003 ; - Acquisition of equipment and logistics ; - Loan funds available (end of August 2003); - Preparation of technical tools (manual of financial and accounting procedures, manual on the technical execution); - Preparation of methodological tools for village selection, village planning and selection of contractors; 3 pilot villages per province and the village development committee legalised and operational; - Participation in the determination of a ceiling budget for village planning (January 2004) activities; - Contacts with the ARMP in view of gathering specific instruments relating to community contracts owned by 	<p>A provisional ceiling cost was determined for village planning while waiting for the conduct of a study on the real costs of the project. This will be done in collaboration with the GTZ. Current instruments relating to public contracts are not adapted to community contracts (guideline</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting community development	Implementation of PNDP and PADC programmes.	Permanent	MINAGRI MINEPIA MINEF	<p>development committees (January 2004); Award of contracts concerning the first lots of village for the implementation of the process on village planning (January 2004); Supervision of negotiations with contractors selected at the end of restricted consultations (January 2004); Supervision of the drafting of conventions and contracts (end of January 2004); Negotiations between MINAGRI and MINEPAT in view of a potential increase of Government contribution to the project (end of January 2004); Signature of conventions and contracts; for the Centre province early in February 2004 and Far North province in March 2004; Discussion on the AIDS pandemic with FIDA experts who should draw up a strategy in view of considering AIDS issues within the framework of projects and programmed financed by FIDA (end of March 2004); Follow-up of the execution of village development plans in the 3 pilot villages of the Centre province (end of February-beginning of April). In the Far North province, emphasis was first laid on the building of capacities of pilot villages before initiating the execution of their development;</p> <p>3 (three components):</p> <ul style="list-style-type: none"> - capacity building of village committees, councils support bodies and the concerned ministries as well as external services; - support to income generating activities: counselling and training in micro enterprise management, specific technical training, establishment of a rotating guarantee; - micro infrastructure: potable water supply; health, education, building of community infrastructure, road infrastructure, development of basic seeds and seedlings and installation of solar energy. <p>Component "capacity building"</p> <ul style="list-style-type: none"> - Organisation of a national workshop to harmonise village planning approaches and methods (19 June-23 June 2003) - Organisation of provincial training workshops on village planning (23 July 11 August 2003; which brought together 17 structures from the Centre province and 15 from the Far North which were selected by way of invitation to submit an expression of interest on a competitive basis; - Provincial workshops to build the capacity of committees and councils (8-12 September for the Far North and 8-11 December in the Centre) - Continued preparation of villages in view of village planning with the collaboration of PGPA and PAAR, two structures that were in charge of selecting pilot villages in the two provinces concerned; - Award of contracts for the first lots of villages in view of the execution of the village planning process (January 2004); - Negotiations with bidders selected for village planning whose bids were close to the ceiling projected (January 2004); - Launching of the second tender documents for village planning only for villages that were not programmed at the end of results of previous tenders - Drafting of conventions of a year duration between PADC and contractors for other capacity building activities and contracts for village planning (end of Jan. 2004) - Opening and analysis of bids of the 2nd tender for village planning (end of January 2004) 	<p>of execution observed by the PADC), rejection with ARMP. Village blocks that had non objection were revived following the same procedures on the restricted consultation. Mobilisation of FIDA funds somehow depends on the counterpart funds. For micro infrastructure specifically, FIDA does not bear taxes which are the sole responsibility of the Government.</p> <p>These pilot villages had a non objection for the execution of income generating activities and micro infrastructure.</p> <p>Health: rehabilitation and construction of health centres; Education: rehabilitation, construction and equipment of classrooms, development of playing grounds; Community construction: rehabilitation and construction of warehouses, community houses and granaries; Road infrastructure: permanent and punctual maintenance, construction of bridges.</p> <p>6 development plans in pilot villages (Elessongué, Eyene and Nkol Awono in the Centre; Gabaraye, Kartowa and Vélé-Guémé in the Far North province)</p> <p>There is a serious problem with village planning bids which vary from one structure to another. There is the need to determine a price lag to be submitted during the competition.</p> <p>Results of the invitation to tender were forwarded to UNOPS to request for non objection. Globally, there was a considerable improvement in the preparation of bids and a reduction in financial bids which are getting close to the financial ceiling set for village planning.</p> <p>Capitalisation of PPDR experience in the following areas :</p>
				<p>PADC Component "capacity building" (continued) Meeting with bidders retained for village planning (February 2004) Consultation with bidders retained for village planning (February 2004)</p> <p>Component « income generating activities »»(IGA) - Selection of contractors in charge of the implementation of this component, including 22 in the Centre province and 9 in the Far North - Organisation of workshops at the provincial level to harmonise tools, approaches and methodology (September 2003) - Partnership convention with PPMF, CECIPROM Mature and the PCRD for the establishment and domiciliation of rotating guarantees, financing of IGA</p>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
<p>Promoting and supporting the development of professional and inter professional associations</p>	<p>Preparation of a combined strategy for the promotion and development of farmer groups ;</p> <p>Number of groups given support</p>	<p>Permanent</p>	<p>MINAGRI MINEPIA MINEF MINAT</p>	<p>- Finalisation of the process on the recruitment of contractors in charge of the support of pilot villages</p> <p>- Monitoring IGA in the 3 pilot villages. A programme on the implementation of activities was drawn up between producer groups, the PADC and the contractor. Thus, after expressing the need for training, 6 sessions were organised from 10 to 30 March. These sessions which brought together 57 representatives of producer groups focused on technical methods for the cultivation of cassava, yam, maize, groundnut and soya bean. Three plots are being prepared to test and ensure the effectiveness of these training sessions: a plot for maize at Ellessogue, a plot for yam at Eyene and a plot for cassava at Nkol Awono (January-March 2004)</p> <p>- Rotating guarantee: 2 partnership conventions were prepared and submitted for the signature of the Minister of State in charge of Agriculture: one of the conventions concerns the collaboration with the PPMF project and the other concerns the Decentralised Rural Credit project. Moreover, arrangements were made with the CVECA of Nkol Awono for the signature of a convention in view of the domiciliation of their rotating guarantee account (March 2004).</p> <p>- Data base : terms of reference for the execution of a reference benchmark of pilot villages were prepared. The first phase of the study which concerns the typology of groupings is completed. The next phase will concern the preparation of reference accounts for the exploitation of the main agricultural activities, processing and marketing (March 2004)</p> <p>Component Socio-economic micro infrastructure »</p> <p>Establishment of a collaboration platform with similar projects (PPDR Sa'a) and the technical ministries concerned (July 2003)</p> <p>- Preparation of a directory of technical norms of infrastructure being constructed</p> <p>Designing plans and estimates of the costs of infrastructure and technical specifications</p> <p>- Finalisation of the process to recruit contractors for pilot villages on the good track</p> <p>Non objection for the execution of infrastructure retained in the three pilot villages: EYENE, NKOL-AWONO, ELESSOGUE (January 2004)</p> <p>- Preparation and signature of documents relating to the execution of micro projects: publication of results, notification letter, service order, convention, contract (Mid-January-mid February 2004)</p> <p>- Preparation of practical modalities for the execution phase :</p> <p>Sensitisation and mobilisation of contribution of beneficiaries (10 %) - Preparation of operation sites (mid February mid March 2004)</p> <p>- Effective take off of works : rehabilitation and equipment of classrooms, health centres at Nkol Awono (mid March 2004)</p> <p>- Take off of the construction of Eyene community house</p> <p>- Take off of the rehabilitation and equipment of the Ellessogue library (from 15 April 2004)</p> <p>- Guiding principles set out in the Rural Sector Development Strategy Paper</p> <p>- Combined strategy being completed</p> <p>* The first results of the study conducted by the consultant on the feasibility of the programme on agricultural professional organisation (OPA) were not satisfactory. Thus, a task force made up of officials from MINAGRI, MINEPIA and the Chamber of Agriculture was designated to prepare a detailed programme by the end of April 2004. The programme will be financed by C2D.</p> <p>* Nevertheless, the first study led to the following achievements:</p> <ul style="list-style-type: none"> • 10 provincial workshops organised with the stakeholders and other ministries concerned; • 4 regional workshops organised ; • creation of a pilot committee <p>*Drawing up of a certain number of projects to test the mechanism put in place within the framework of the sector strategy</p> <ul style="list-style-type: none"> • Agricultural professionalism and institutional consolidation project (PARI) : CFAF 1.7 thousand million under the French FSP for a 3 year period (take off: June 2004) • Pilot project to support producer organisations (PPAOP) under Japanese grant 	<p>- Intervention approach in the construction of infrastructure</p> <p>- harmonisation and preparation of certain documents</p> <p>- establishment of a consultation framework</p> <p>The 2004 plan of action allows for 50 villages instead of 100 per province due to budget limits, notably limits of the amount programmed for the counterpart fund.</p> <p>- All contributions from beneficiaries are available ; operation sites have been prepared;</p> <p>- rehabilitation works and equipment of the classroom are being completed</p> <p>- The Construction of the health centre will take off while awaiting for the conclusion of negotiations with the Ministry of Health</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting and supporting the development of professional and inter professional associations	Preparation of a combined strategy for the promotion and development of farmer groups ; Number of groups given support	Permanent	MINAGRI MINEPIA MINEF MINAT	<p>administered by the World Bank : CFAF 900 million for a 2 year period (take off: 4th quarter 2004)</p> <ul style="list-style-type: none"> Existence of specific projects on the development of sectors that have components on the support of farmer associations (PNVIRA, PPD, HIPC: fight against major pests that affect plants and crops: cocoa, coffee, plantain palm oil...) The Programme to support the structuring of professional agriculture in Cameroon (PASP-A) under C2D financing is being prepared; implementation projected after attainment of the completion point for HIPC initiative; Projects geared specifically towards the support to rural organisations : 40 000 rural organisations, all categories including the 25 000 that are not registered; Projects for the development of branches that have a component on the support of producer organisations (PO) : 25000 PO including 10000 that are not registered Permanent support actions by traditional services : 1000 PO including 500 non registered <p>Total : 66 000 PO including 35 000 non registered</p>	
				<p>- Guiding principles set out in the Rural Sector Development Strategy Paper</p> <p>- Combined strategy being completed</p> <p>* The first results of the study conducted by the consultant on the feasibility of the programme on agricultural professional organisation (OPA) were not satisfactory. Thus, a task force made up of officials from MINAGRI, MINEPIA and the Chamber of Agriculture was designated to prepare a detailed programme by the end of April 2004. The programme will be financed by C2D.</p> <p>* Nevertheless, the first study led to the following achievements:</p> <ul style="list-style-type: none"> 10 provincial workshops organised with the stakeholders and other ministries concerned; 4 regional workshops organised ; creation of a pilot committee <p>* Drawing up of a certain number of projects to test the mechanism put in place within the framework of the sector strategy</p> <ul style="list-style-type: none"> Agricultural professionalism and institutional consolidation project (PARI) : CFAF 1.7 thousand million under the French FSP for a 3 year period (take off: June 2004) Pilot project to support producer organisations (PPAOP) under Japanese grant administered by the World Bank : CFAF 900 million for a 2 year period (take off: 4th quarter 2004) Existence of specific projects on the development of sectors that have components on the support of farmer associations (PNVIRA, PPD, HIPC: fight against major pests that affect plants and crops: cocoa, coffee, plantain palm oil...) The Programme to support the structuring of professional agriculture in Cameroon (PASP-A) under C2D financing is being prepared; implementation projected after attainment of the completion point for HIPC initiative; Projects geared specifically towards the support to rural organisations : 40 000 rural organisations, all categories including the 25 000 that are not registered; Projects for the development of branches that have a component on the support of producer organisations (PO) : 25000 PO including 10000 that are not registered Permanent support actions by traditional services : 1000 PO including 500 non registered <p>Total : 66 000 PO including 35 000 non registered</p>	
Launching specific priority support programmes for the development and organisation of priority	Take off of the implementation of specific programmes	2003	MINAGRI	<p>Taber and root branches :</p> <p>National Programme for the Development of Roots and Tubers (PNDRT) financed by FIDA from 2004 to 2011</p> <p>Among the outcomes expected from this programme: 20 % of the 600 000 households currently involved in the project, representing 120 000 households, will adopt the recommendations and the income derived in one way or</p>	<p>Among the outcomes expected from this programme: 20 % of the 600 000 households currently involved in the project,</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
branches				<p>the other will double in the long term.</p> <p><u>Actions completed :</u></p> <ul style="list-style-type: none"> - Steering committee set up (30/06/2003) - Unit in charge of the management of the project set up (30/06/2003) - Loan agreement signed on 23 July 2003 - Consultation committee set up (04/09/2003) - Regional branches set up (04/09/2003) - counterpart account opened (11/09/2003) - Special account opened (23/10/2003) - MINEPAT legal opinion on the loan agreement (26/9/2003) - Partial selection of personnel - Provision of premises <p><u>Actions underway :</u></p> <ul style="list-style-type: none"> - Preparation of the manual on administrative and financial procedures - Selection of personnel (underway) - Preparation of the draft manual of technical operations - Preparation of the programme of activities and annual budget (PTB4) - Negotiations for the provision of counterpart funds which will trigger the enforcement of the loan agreement - the workshop to launch activities is being prepared and it is scheduled as soon as the loan agreement is enforced <p>A project to develop Irish potatoes is being examined in view of HIPC financing</p>	<p>representing 120 000 households will adopt the recommendations and the income derived in one way or the other will double in the long term.</p> <p>Total cost of the project: CFAF 9,17 thousand million.</p>
				<p>Cocoa and coffee branches</p> <p>Project: support to the protection of cocoa and coffee orchards, under HIPC</p> <p><u>Actions completed :</u></p> <ul style="list-style-type: none"> - Identification of support (PO) in six provinces - Identification of contractors and award of zones - Inventory of control material in 6 provinces - Inventory of needs in terms of material and pesticides in 6 provinces - Acquisition of pesticides and vehicles - Selection of contractors in view of the execution of information and sensitisation activities, as well as structuring, training of producers and reference situation of farms - Preparation of specifications between beneficiaries, contractors and the Ministry of Agriculture - Training of rural phytosanitary brigades in the Centre and North-West provinces - Follow-up of rural phytosanitary brigades in the Centre and North-West provinces <p><u>Actions underway:</u></p> <ul style="list-style-type: none"> - Identification of beneficiaries of support in the East province - Identification of phytosanitary personnel for training - Acquisition of phytosanitary equipment - Signing of contracts - Signing of specifications - Official launching of the programme - Distribution of pesticides to selected PO - Phytosanitary control 	<ul style="list-style-type: none"> • Difficulties in disbursing funds earmarked for sensitisation, information and structuring activities for PO • Delivery of atomiser still awaited • Training pre financed by contractors to reduce delays in the disbursement of funds <p>2003 budget Package allocated : CFAF 867 000 000 Amount committed : CFAF 658 800 058 Amount disbursed : CFAF 603 020 862</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
				<p>Identification of revival and development support actions</p> <p><u>Actions completed :</u></p> <ul style="list-style-type: none"> - consultation between the Government and private operators <p><u>Actions underway :</u></p> <ul style="list-style-type: none"> - Setting up of an ad hoc committee Government- private operators in view of finalising the revival programme - Drafting of proceedings of the consultation 	
				<p>Rice branch :</p> <p>Project : revival of rice culture in the Logone Valley, HIPC financing</p> <p><u>Actions completed :</u></p> <ul style="list-style-type: none"> - Identification of beneficiaries of the support in the 4 districts concerned (Yagoua, Maga, Kakai, Vélé) - Acquisition of motor pumps and vehicles - Signing of contracts with contractors for the execution of activities related to the information and sensitisation, structuring and training of producers, provision of funds for the acquisition of inputs and support fund for the marketing of products - Signing of specifications between beneficiaries, contractors and the Ministry of Agriculture - Official launching of the programme on 22 May 2003 in Maroua - Renovation of the Younaloum training centre - Preparation of mechanisms for the constitution of a working capital for the support of marketing and acquisition of inputs <p><u>Actions underway :</u></p> <ul style="list-style-type: none"> - Information and sensitisation of producers - Structuring of farmers and training of producers - Other actions in favour of the revival of rice culture are underway in the North-West, West, East and North provinces. <p><u>Palm oil branch</u></p>	
				<p>Project "Development of small-scale palm fields", financed under HIPC resources</p> <p><u>Actions completed:</u></p> <ul style="list-style-type: none"> - Signing of the general collaboration agreement between the Ministry of Agriculture and the Union of Cameroon Palm Oil Producers (UNEXPALM) on 22 May 2003 - Award of contracts for the acquisition of vehicles - Preparation of tender documents for the acquisition of seedlings and transmission to the special tender board of the Prime Minister's office - Official launching of the project since January 2004 <p><u>Actions underway :</u></p> <ul style="list-style-type: none"> - Sensitisation and selection of producers - Extension of UNIPALM network to different branches - Preparation of follow-up mechanisms 	<p>Two branches of UNEXPALM have been set up</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
				<p>At the provincial level :</p> <p>In the Centre province, 2.055 farmers received 180.000 palm oil seedlings</p>	
				<p>Plantain</p> <p>Project revival of plantain culture, under HIPC financing</p> <p>Actions completed:</p> <ul style="list-style-type: none"> - Identification of beneficiaries of the support in 7 provinces - Preparation of forms for the selection of producers - Identification of plantain species per agro-ecologic zone - Award of contracts for the acquisition of vehicles - Invitation to submit an expression of interest for the production of seedlings - Preparation of a shortlist of contractors for the execution of activities related to the production of seedlings - Preparation of an agreement between CARBAP and the IITA, as well as a model of convention with nurserymen - Official launching of the project on 19 June 2003 in Ebolova and appointment of officials in charge of the programme - Preparation of terms of reference for the media plan - Establishment of a management software and a computerised system for the follow-up and evaluation of the programme - Provincial committees for technical orientation - Divisional committees for the selection of producers <p>Actions underway :</p> <ul style="list-style-type: none"> - Award of contracts for the acquisition of pesticides and nematocides - Invitation to submit an expression of interest for the reference study - Signing of a research convention - Signing of convention with nurserymen - An economic programme for the restructuring of the plantain branch (component production) is being formulated in collaboration with MINDIC <p>Horticulture and gardening :</p> <p>Project to develop basic seeds and seedlings , financed under HIPC</p> <p>Actions completed :</p> <ul style="list-style-type: none"> - Short listing of NGOs and consultants in view of the establishment of a data base in 8 provinces - Award of contracts for the acquisition of irrigation equipment and vehicles - Information of contractors by an invitation to submit an expression of interest and MINAGRI's external services by a circular letter to the attention of provincial and divisional delegates - Preparation of conventions, contracts and specifications between beneficiaries, contractors and MINAGRI - Missions for the preparation of the official launching of the project <p>Actions underway :</p> <ul style="list-style-type: none"> - Short listing in the remaining provinces - Award of contracts for the conduct of the reference study - Award of contracts for the conduct of the audit and control - Short listing of contractors in the Adamawa and the North provinces - Signing of conventions with NGOs and consultants for the execution of development activities 	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
				<p>- Identification and selection of beneficiaries</p> <p>- Official launching as soon as funds are available</p> <p>Studies are underway to determine agricultural potentials of the East, Adamava and Far North provinces in terms of fruits and vegetable production.</p> <p>Maize: <u>Actions completed :</u> - consultation among the major stakeholders in the sector for the finalisation of the programme - Programme to revive the project was declared eligible for HIPC financing</p> <p>Tobacco - project "support to tobacco culture in the East province" Cucumber :project "development of cucumber" declared eligible for HIPC financing</p> <p>Pineapple Conventions signed in the Centre and Littoral provinces. Selection of candidates completed and resumption of service at CETAC (Club for Technical Supervision of Pineapple in the Centre) and at CETAL (Club for Technical Supervision of Pineapple in the Littoral)</p>	<p>Take off projected for July 2004 following a special ordinance by the Prime Minister (June 2004)</p>
Preparing and executing the rural water supply master plan	Preparation and publication of the rural water supply master plan	2004	MINAGRI	<p><u>Actions completed :</u></p> <p>Discussions between MINAGRI, MINMEE and MINEPIA led to the identification of components of rural water supply: agricultural water supply (MINAGRJ), rural water supply (MINMEE), pastoral water supply (MINEPIA). Secondary components were also identified : river and fish culture</p> <p>Estimate cost for the preparation of the rural water supply master plan (PDHR) stood at CFAF 300 million. The PDHR will lead to programmes which will be implemented for about 50 years.</p> <p>The 2004 PIB allows for 20 million for the financing of the study in view of the preparation of the agricultural master plan (PDHA). The financing concerns the diagnosis phase of this study.</p> <p><u>Actions underway :</u></p> <p>An invitation to tender is currently being prepared for the conduct of a study on the preparation of the agricultural water supply master plan (PDHA). It will pave the way for the preparation of the rural water supply master scheme with the involvement of the two other ministries concerned</p> <p>Consultations are revived to combine all the components of rural water supply. They will require additional resources that can be provided by the budget line "Studies of HIPC funds" or by MINEPAT.</p>	
Rendering the Forestry/environment sector programme operational (PSFE)	Implementation of the (PSFE) programme	2003	MINEF	<p>The paper was validated in June 2003</p> <p>The follow-up and implementation committee (COMREM) was set up by Decision N°0037/D/MINEF/SG of 19 June 2003 by the Minister of Forestry and the Environment. The committee is chaired by the Secretary General of MINEF.</p> <p>Members of this committee were appointed and commissioned</p> <p>The committee has prepared a plan on the institutional reform of MINEF; the programme is under validation.</p> <p>The study of the socio economic impact of the PSFE was conducted but it is still to be validated. The methodology was presented and the medium term evaluation was conducted.</p> <p>A socio environmental study was conducted and examined by the environmental interministerial committee.</p> <p>Terms of reference of the complementary institutional review of the PSFE on the grey environment were prepared and the study is completed.</p> <p>A socio-environmental study was conducted, results examined and adopted by the environmental interministerial committee.</p>	<p>The next evaluation mission of the PSFE programme is scheduled for April 2004 ; the mission will set the amount of contributions of donor agencies</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Enforcing instruments relating to community forests	Instrument adopted, published and implemented	2003-2004	MINEF	<p>1- Instruments on the pre-emption right : <ul style="list-style-type: none"> Decision adopted, signed and published in December 2001 Enforcement since February 2001 Rural communities exerted their pre-emption right over 82 forests </p> <p>2- Revision of the manual procedures for award and for management norms of community forests: <ul style="list-style-type: none"> First version published in January 2003 ; Several workshops held to improve on this version The process to adopt the final version was initiated in December 2003 and the manual was adopted </p> <p>3- Decision relating to modalities for controlled exploitation within the framework of the implementation of streamlined plans of community forest management: <ul style="list-style-type: none"> Decision adopted, signed and published Effective implementation after signature </p> <p>4- Management framework established : coordinator was designated, the committee has been set up and equipment purchased</p>	
Finalising and implementing the instrument relating to the equalisation fund	Instrument finalised, published and implemented	2003-2004	MINEF MINAT MINFI	Ongoing study for the establishment of the equalisation fund The draft decree prepared is being examined by the relevant ministries	
Regulating the exploitation of non-timber forest products	Instrument published and disseminated.	2003-2004	MINEF	A convention was signed to this effect between MINEF and FAO The coordinator of the project has been designated The coordinator has 18 months to submit the instruments for adoption	The coordinator has 18 months to submit the instruments for adoption
Improving fishery productivity with the introduction of new restocking fishes	Number of restocking fishes introduced	2003-2005	MINEPIA	Rural extension of the "oreochromis niloticus tilapia" of the Sanaga -Negotiations with the FAO for a TCP on the formulation of a strategy for the development of a sustainable aquaculture in Cameroon -Missions are conducted in the field within the framework of the TCP relating to the revision of the legal framework for fishery and aquaculture	
2.2- Development of the industrial sector					
Finalising the industrial development strategy	Finalisation and publication of the strategy	2003	MINDIC	The sector strategy paper was worked out during the seminar organised in Bamenda from 10 to 12 December 2003 and forwarded to MINEPAT.	
Conducting a reference study on the industrial sector in view of identifying and selecting sectors with growth potentials	Publication of the report on the study ; Identification of sectors with growth potentials	2004	MINDIC	The following sectors were identified: Textile, Timber, Energy and Hydrocarbons, sectors undergoing changes (plantain, maize, oleaginous plants), configuration sectors (cocoa, coffee, rubber), high technology sectors (shipbuilding, ICT, pharmaceuticals). As concerns textile, a strategic audit was conducted in the structures of CICAM. The related report was approved by the Prime Minister, Head of Government. Some of the actions recommended in the short term in the report are being carried out (sensitisation campaigns against fraud, counterfeiting and smuggling, and creation of a Special Control Brigade). As concerns the other sectors, the formulation of terms of reference is hampered by unavailability of financial resources.	
Elaborating a specific policy for the promotion of	Publication of a policy paper on sub contracting	2004-2005	MINDIC	The Chamber of Commerce, Industry, Mines and Handicraft launched a study on the potentials of industrial sub contracting in Cameroon in May 2004.	A committee created by MINDIC will be set up to finalise the policy paper for

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
local sub contracting	promotion				the promotion of sub contracting. The committee will comprise CCIMA, GICAM, SYNDUSTRICAM, and FENAP. The sub contracting stock exchange will be created in Douala in 2005 under the auspices of CCIMA.
Establishing consultation mechanisms between research institutions, universities, vocational schools and enterprises in view of developing research results	- Establishment of consultation mechanisms between research institutes, universities, professional schools and enterprises in view of developing research results; - Use of research results by Cameroonian enterprises.	2004-2005	MINDIC MINEFOP MINESUP	<ul style="list-style-type: none"> - Combined preparation of the cartography of technical and professional branches and a project on the professionalisation of teaching programmes with MINESUP (validation by April 2004); - Evaluation of the compatibility between training in technical secondary and higher schools and jobs offered by the various business persons operating in Cameroon : Survey "2000 generation" of 2000 graduates of MINEFOP and MINESUP working in enterprises and in the informal sector (Terms of reference and tools available, survey underway, report validated in 2004 at latest; - Partnership framework MINDIC/MINEFOP to be determined ; - Participation at meetings and mixed commissions with foreign economic operators (French cooperation, India, Tunisia, Turkey, TICAD, NEPAD, Canada, ...) - Publication of proceedings of University Forum on Science and Technology (UUST) that brought together the Government, Universities, the private sector and foreign partners and which held in 2003; preparation of the next forum scheduled for February 2005 ; - Existence of board of directors within institutes of technology; universities and the private sector are also involved in view of searching relevant programmes and identifying new branches; a draft instrument relating to the organisation of these boards has been forwarded to the Prime Minister's office; - process to identify research projects underway ; it aimed at taking stock of problems encountered by enterprises and at seeking appropriate solutions ; - Creation of interface centres with the industrial world in Technology. Institutes and engineering schools with the collaboration of France (COMETES project) ; - Ongoing finalisation of proceedings of the seminar on the construction management with experts from both the public and private sectors ; - Institution of a training programme on Research and Development. Effective award of scholarships by the Brasseries du Cameroun (Cameroun brewery). <p>A project to develop medicinal plants is underway within the framework of the Cameroon-Chinese partnership (Effective intervention of university researchers in ICT in national enterprises (software, software package, computer equipment))</p>	<ul style="list-style-type: none"> - Ongoing consultation for the institution of doctoral schools - Finalisation of MINESUP-MINREST joined invitation to submit a candidature within the framework of research projects on development - Finalisation of MINESUP-SABC joined invitation to submit a candidature within the framework of development research programmes
Implementing the industrialisation plan of the timber branch	Implementation of the industrialisation plan.	from 2003	MINDIC		Action to be carried out within the framework of the Investment Charter (Preparation of sector codes)
Promoting the creation of services of information and communication technologies	Preparation and implementation of a common strategy	from 2003	MINDIC		
Promoting the creation of enterprises for 2 nd and 3 rd processing of timber sector	Preparation and implementation of a common strategy for the creation of enterprises ; Incentives for the creation of enterprises in the sector	From 2003	MINDIC		Action to be carried out within the framework of implementation of the Investment Charter and preparation of sector codes, notably the code on the industrialisation of the timber branch

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting the standardisation and quality control	Publication and enforcement of instruments relating to standardisation Number of norms adopted ; mechanisms for the control of norms prepared, and control agents trained and equipped	2003-2004	MINDIC	<p><i>Project is being finalised</i></p> <p>- 250 national norms were prepared with 6 of them being compulsory. 34 enterprises were given a certification of conformity to these norms. 13 enterprises were certified on the basis of the system applied by foreign bodies given the conformity of their products to international standards. National enterprises are sensitised on the stakes of quality on a permanent basis. To this effect, a national week on quality is organised by MINDIC on a yearly basis.</p> <p>Activities to control the respect of norms focused on two products, namely sheet metals and milk.</p> <p>- Application of the norm on wheat flour led to the decrease in imports of this product, as a matter of fact, it helped to save about CFAF 6 thousand million per year and create 7 new flour-mills and generate 600 new jobs.</p> <p>Cameroun has thus moved from the status of gross importer of flour to that of producer, then exporter of this product.</p> <p>- Revision of the norm on cooking gas bottles, which aligned this product to the international norm helped reduce speculations on this product which led to constant shortages.</p> <p>- Locally manufactured sheet metals were withdrawn from the market and sold in regional markets because they do not conform to the international norm. Similarly, 15,000 imported sheet metals were withdrawn from the market. Sanctions were meted on incriminated enterprises according to the law. Like for wheat flour, sheet metals are no longer imported by Cameroun since 2003 which led to an additional increase in currency.</p> <p>- Lastly, 8 brands of milk were withdrawn from the market as a result of the application of the norm.</p> <p>A reference document was prepared by a consultant in 2003 (cost : 15 million). The study for this purpose is not yet completed due to lack of financing.</p>	
2.3- Development of tourism, cultural and support services to the production sector					
Promotion of the tourist sector and cultural services					
Finalising the tourist sector strategy	Finalisation, publication, dissemination and implementation of a common strategy for the development of tourism ; Incentives to the creation of tourist enterprises identified and implemented	2003	MINTOUR	-Draft document available ; finalisation underway	
Organising sensitisation seminars on the insertion of young graduates in tourism jobs	Organisation of sensitisation seminars in provinces	2003-2005	MINTOUR	14 university lecturers received training in the teaching of tourism in vocational schools within the framework of the programme on the tourist culture	
Standardising tourism establishments and agencies	Number of tourism establishments and agencies normalised	2004-2005	MINTOUR		
Making an inventory of cultural heritage (fixed and movable assets)	Publication of a detailed report on the inventory.	2003-2004	MINCULT	The inventory process took off in 2001/2002 in the Fang Beti and Grassfields cultural areas; the following actors were sensitised: institutional and non institutional partners, administrative and municipal authorities, religious leaders, traditional rulers, artists and men of culture. The first lot of equipment was purchased (4x4 vehicles (3), video cameras, video recorders and accessories); then the first survey agents were recruited, followed by the organisation of training workshops and data collection. The process to secure data took off in 2003. An international training seminar on the inventory of the cultural heritage was organised from 30 July to 25 July in Bafoussam. Participants were drawn from UNESCO, ICCROM, CRATER -AEG and from 17 French-speaking countries south of the Sahara.	
Drawing up and implementing a strategy for the development of film and	Drawing up and implementation of a common strategy for the	2003-2004	MINCULT MINCOM	While awaiting for the drawing up and implementation of this common strategy, MINCULT contributed to the development of film production through: Support to the training of young producers: Support to film creation by providing financial support for movie production thanks to the special account	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
video production	development of film production			earmarked for the cultural policy (CF-AF 37 million) Implementation of co-production agreements with friendly countries such as France	
Creating the National Museum	Museum created and equipped	2003-2005	MINCULT MINTOUR UNESCO	Rehabilitation of the front side and the exposition room located in the first floor (main block) completed Launching of an invitation to tender for the continuation of works concerning : rehabilitation of the basement, upper floor, back side, adjoining gardens, laboratory for the treatment and rehabilitation of works of art. The invitation to tender also concerned the rehabilitation of the fence, installation of a security system and acquisition of a generator. About a hundred of pieces were acquired thanks to the initial fund earmarked for these works of art.	
Creating a National Institute of Arts and Culture	National Institute of Arts and Culture has been created and is now operational	2003-2005	MINCULT MINEDUC UNESCO	The project is still to take off	
<i>Promotion of finance intermediation</i>					
Rendering the Cameroon finance market operational (Douala Stock Exchange)	Effective operationalisation of the Douala Stock Exchange	2003	MINFI	All the technical components are ready: Two banks have been registered as intermediary service providers (PSI); approval of the 3rd bank is underway. Quotations tools have been put in place: take off bonds have been identified (Government and private bonds earmarked for the public within the framework of privatisation)	
Making an inventory of cultural heritage (fixed and movable assets)	Publication of a detailed report on the inventory.	2003-2004	MINCULT	The inventory process took off in 2001/2002 in the Fang, Beri and Grassfields cultural areas; the following actors were sensitised: institutional and non institutional partners, administrative and municipal authorities, religious leaders, traditional rulers, artists and men of culture. The first lot of equipment was purchased (4x4 vehicles (3), video cameras, video recorders and accessories); then the first survey agents were recruited, followed by the organisation of training workshops and data collection. The process to secure data took off in 2003. An international training seminar on the inventory of the cultural heritage was organised from 30 July to 25 July in Bafoussam. Participants were drawn from UNESCO, ICCROM, CRAITER-AEG and from 17 French-speaking countries south of the Sahara.	
Drawing up and implementing a strategy for the development of film and video production	Drawing up and implementation of a common strategy for the development of film production	2003-2004	MINCULT MINCOM	While awaiting for the drawing up and implementation of this common strategy, MINCULT contributed to the development of film production through: Support to the training of young producers: Support to film creation by providing financial support for movie production thanks to the special account earmarked for the cultural policy (CF-AF 37 million) Implementation of co-production agreements with friendly countries such as France	
Creating the National Museum	Museum created and equipped	2003-2005	MINCULT MINTOUR UNESCO	Rehabilitation of the front side and the exposition room located in the first floor (main block) completed Launching of an invitation to tender for the continuation of works concerning : rehabilitation of the basement, upper floor, back side, adjoining gardens, laboratory for the treatment and rehabilitation of works of art. The invitation to tender also concerned the rehabilitation of the fence, installation of a security system and acquisition of a generator. About a hundred of pieces were acquired thanks to the initial fund earmarked for these works of art.	
Creating a National Institute of Arts and Culture	National Institute of Arts and Culture has been created and is now operational	2003-2005	MINCULT MINEDUC UNESCO	The project is still to take off	
<i>Promotion of finance intermediation</i>					
Rendering the Cameroon finance market operational (Douala Stock Exchange)	Effective operationalisation of the Douala Stock Exchange	2003	MINFI	All the technical components are ready: Two banks have been registered as intermediary service providers (PSI); approval of the 3rd bank is underway. Quotations tools have been put in place: take off bonds have been identified (Government and private bonds earmarked for the public within the framework of privatisation)	
Pursuing the restructuring of savings and credit cooperatives (COOPEC)	Existing COOPEC abide by the regulation in force	From 2003	MINFI PPMF COBAC	Measures are taken to ensure the respect of the regulation , an inventory and evaluation mission is programmed to take stock of the progress made	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting relations between MFI and commercial banks in order to provide them with micro credits for the funding of their activities	Drawing up and implementing a common strategy for the promotion of relations between MFI and commercial banks	2003-2005	MINFI MINAGRI		
Taking measures in view of consolidating the national banking coverage	Drawing up and implementation of a common strategy for the development of the banking system.	2003-2005	MINFI, APECCAM		
Promoting the development of financing structures and mechanisms suitable for the rural sector	Drawing up and implementing a common strategy for the development of financing structures and mechanisms suitable for the rural sector ; Incentive measures for the development of financing structures and mechanisms identified and implemented	2003-2005	MINAGRI	<p><i>Study of the financing policy of the agro-pastoral sector (structures and financing) conducted by BERET consultancy in September 2001.</i></p> <p><i>The study was examined by the Economic and financial Committee of the National Credit Council on 5 March 2003 and a restricted committee made up of representatives of MINAGRI, MINEPIA, the Chamber of Commerce, MINFIB and the National Credit Committee was set up to revise the proposed study.</i></p> <p><i>Validation of the final report on 28 March 2003 which recommended the preparation of a project to finance agriculture. The project has a lifespan of 8 years and it will be located at BEAC.</i></p> <p><u>Measures identified:</u></p> <ul style="list-style-type: none"> - A regime of tax and customs duty relief - Establishment of a task force within the structures in view of following-up and supervising beneficiaries of credit - Establishment of an agro-pastoral insurance structure - Tax exemption for agro-pastoral inputs - Tax exemption for agricultural, pastoral and fishery equipment - Subsidisation of interest to be renewed 	<i>The project will be examined in the upcoming sessions of the National Credit Council</i>
Promoting decentralised finance systems	Drawing up and implementing a common strategy for the development of suitable financing structures and mechanisms ; Incentive measures for the development of financing structures and mechanisms identified and implemented	2003-2005	MINAGRI MINFI	<ul style="list-style-type: none"> - Micro finance policy letter prepared - Implementation of MINAGRI specifications within the framework of the PPMF (national micro finance programme) project - Professionalism and consolidation of MFI networks in rural areas (MINAGRI/MIFED Convention for PCRDR) <p>Financing the extension of networks to rural areas that do not have MFI (PCRDR and MC2 financed under HIPC fund)</p> <ul style="list-style-type: none"> - Registration of COOPEC before approval by MINFIB and COBAC - National micro finance committee set up and commissioned <p>Implementation of phase III of the Decentralised Rural Credit Project (CF.AF 3 721 700 000 for 5 years) financed under HIPC and FIDA (PPMF)</p> <p>Implementation of phase III of the Decentralised Rural Credit (CF.AF 372 700 000 for 5 years) financed under HIPC and FIDA (PPMF)</p> <p>Actions completed :</p> <ul style="list-style-type: none"> - Signing of a general collaboration convention between MINAGRI and the Micro Finance Association - Acquisition of vehicles - Disbursement of the first instalment for activities programmed during the first semester of 2004 - Signing of contracts with operators in the field - Validation of the internal manual of procedures - Capacity building of senior staff <p><u>Ongoing actions :</u></p> <ul style="list-style-type: none"> - Award of contracts for acquisition of safes - Official launching of the project as soon as funds are available - Opening of new accounts <p>Launching of studies on extensions Implementing FINAC new axes « Consolidating the financing of rural micro projects »</p>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting the mobilisation of savings	Drawing up and implementing a common strategy for the mobilisation of savings; Incentive measures for the mobilisation of savings identified and implemented	2003-2005	MINAGRI MINFI	<ul style="list-style-type: none"> ✓ Gradual withdrawal of FIMAC from the process on the management of the Rural Development Fund which is made up of first generation credits ✓ Preparing FIMAC to become a counselling and support structure to rural credit ✓ Promotion of finance intermediation <p><i>Actions completed</i></p> <ul style="list-style-type: none"> - Collection of a sum of CFAF 1 030 145 665 out of the CFAF 1 508 974 956 expected as first generation credits, representing a sum of CFAF 79 240 704 for the 2003 financial year - Signing of 155 contracts to align MFI for the management of the Rural Development Fund thus constituted, with CFAF 591 056 576 already transferred; CFAF 297 356 818 are awaiting transfer since 31 December 2003 - Contracts MFI granted a sum of CFAF 300 022 033 representing 2nd generation credit to 843 groups in the ten provinces - Studies to secure funds allocated by SOWEDA and MIDENO, terms of reference prepared - Launching of sensitisation campaigns to collect first generation credits in the South, Littoral, East and Centre provinces. <p><i>Ongoing actions</i></p> <ul style="list-style-type: none"> - Continuation of the sensitisation campaign for the collection of first generation credits and take off of the implementation of FIMAC new axes in the Littoral, South, East and Centre provinces. - Replenishment of first generation credits as they reach maturity and collection of outstanding loans - Aligning groups that are not yet linked to MFI, 120 in all in the Adamawa and East provinces - Negotiations of 5 new contracts for alignment - Monitoring the management of 2nd generation credits - Organisation of a workshop that brought together 10 provincial boards for sensitisation on the collection and for the strategy on the implementation of new axes <p>- Negotiations in view of consolidating the Rural Fund with HIPC</p>	<p>FIMAC achievements (Investment Fund for micro agricultural and community projects)</p> <ul style="list-style-type: none"> - 2900 groups aligned - Staff network tested in rural financing - Network of 160 contract finance intermediaries - CFAF 900 million available for the Rural Development Fund <p>Constraints</p> <ul style="list-style-type: none"> - collection of first generation credits : - Breaking up of some groups - Collection of 2nd generation credits : <p>High rate of outstanding payments due to lack of follow-up of MFI by field technicians, lack of experience of several contract MFI</p> <ul style="list-style-type: none"> - Transfer of the Rural Fund to MFI : liquidation of some partner MFI, misappropriation of part of the funds collected, death of some heads of signatory groups - Low use of Rural Funds due to the management policy implemented by some MFI and difficulties encountered by groups made up of women and/or young actors to present certain guarantees
				<p>Support project to the development of micro banks MC2 finalised and implemented as soon as 2004 (CFAF3814544650 running until 2008), financed under HIPC and FIDA (PPMF)</p> <p><u>Measures identified:</u></p> <ul style="list-style-type: none"> - Bringing village-level funds closer to the rural population - Capacity building in autonomous management of funds - Provision of safes 	

Core area n°3 : Boosting the private sector

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Pursuing the fight against dumping and smuggling	Measures against dumping and smuggling identified and implemented ; Control agents trained and equipped	Permanent	MINDIC MINFI	Measures relating to the control of price and legality are conducted on a permanent basis by the control brigade, in collaboration with customs services. Actions carried out concern mainly 3 products: textile, cement and sugar which are seriously affected by the dumping and smuggling phenomenon. As concerns textiles specifically, this action has been prescribed among the short-term measures recommended in the report on the strategic audit conducted at CICAM. A special mixed control Brigade was set up within the Prime Minister's Office. The Minister of State in charge of Industrial and Commercial Development launched a sensitisation campaign on the negative effects of dumping and fraud. The campaign was extended to the 10 provinces of the country. Campaigns are regularly conducted to check measures.	MINTP, MINVILLE and the Douala and Yaounde city councils will constitute a task force made up of professionals of the private sector in view of identifying industrial infrastructure.
Major infrastructure works supporting the private sector (bridge over the Wouri river, Douala and Yaounde highways, highway roads linking borders	Identification of project in collaboration with the private sector ; Mobilisation of resources and execution of works.	From 2003	MINDIC	While waiting for the completion of the project on the construction of a second bridge over the Wouri river, the Government launched rehabilitation works on the old bridge	
Encouraging the creation of maintenance and shipbuilding enterprises	Drawing up and implementing a common strategy for the creation of maintenance and shipbuilding enterprises; Incentive measures to the creation of concerned enterprises identified and implemented.	From 2003	MINDIC	(i). Following the take-over of the UIC company, the Cameroon Shipyard and Industrial Engineering Limited has become the focal point for shipbuilding and petroleum platforms in Sub-Saharan Africa. The increase in activities is at the origin of the transfer of a great part of its facilities to Limbe with a view to taking advantage of the draught of water ; (ii) Syndustricam signed a protocol agreement with a group based in the Rhône Alpes Region in France. The group is specialised in metallic maintenance; (iii) A draft convention was prepared in view of establishing a programme for the maintenance of the railway sector. The programme dubbed HY-RAIL involves the Cameroon Railways (CAMRAIL) and a Canadian firm. The structure in charge of the execution of this programme has already been set up.	
Promoting the industry of generic drugs and manufacture of agricultural materials	Drawing up and implementation of a common strategy for the promotion of the industry of generic drugs and manufacture of agricultural materials ; Incentive measures identified and implemented.	From 2003	MINDIC	-Negotiations with MINSANTE; -Preparation of a forum on the potential creation of a firm for the manufacturing of pharmaceuticals in Cameroon with the support of the AIPO; -construction of a firm for the manufacture of agricultural materials in Kribi within the framework of the Chinese cooperation; -Negotiations are underway with Canadian firms for the manufacturing of drugs. A forum between Canada and Cameroon is under preparation.	-What remains to be done is to adapt the machines manufactured in Kribi to the ecological conditions of the milieu; -Incentive measures will be identified within the framework of the Investment Charter; -Lack of financial resources delays the rapid progress of the project

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Executing a programme on nursery of enterprises in the sub sectors of SMEs and SMIs and handicraft	Drawing up and implementing a programme on the nursery of enterprises	From 2003	MINDIC	At the end of the complementary study conducted after preliminary studies that helped to identify the needs and opportunities, UNIDO made the proposal to launch the first phase of the creation of nursery of enterprises in Yaounde and Douala. A paper on the project « nursery of enterprise initiative » for the Littoral and Centre provinces was prepared and submitted for HIPC financing in April 2004.	
Putting in place mechanisms and structures projected in the Investment Charter, namely the Regulation and Competitiveness Board, the Investment and Export Promotion Agency, the Industry and Trade Observatory	Effective establishment of structures projected by the Investment Charter	2004	MINDIC	Draft instruments regulating the organisation and functioning of the Regulation and Competitiveness Board and the Investment Promotion Agency have already been forwarded to the Presidency of the Republic. The Decree to regulate the organisation of the Industrial Partnership Council was signed by the Prime Minister, Head of Government. What is awaited now is the confirmation of the composition of this structure.	
Reinforcing the involvement of the private sector (i) drawing up and implementing technical and vocational training programmes, (ii) developing applied research programmes, (iii) financing programmes on the popularisation of computer sciences	Signing of partnership conventions between the private sector and training and research institutions	2003-2004	MINDIC		The signing of partnership conventions will come as a result of consultation meetings held in 2004, in conjunction with the Ministry of Technical and Vocational Training and the Ministry of Higher Education, with the collaboration of private sector representatives and training institutions. Works will be conducted for programmes on continuing in-service with regard to the needs of enterprises.
Building the capacity of private sector associations in order to enable them participate in the drawing up and implementation of economic policies and to improve their services	Preparation of a common programme for the capacity building of the private sector ; Number of seminars and workshops conducted in the area of capacity building.	2003-2004	MINDIC	Activities of the Chamber of Commerce were launched in January 2003 with the installation of its bureau. The plenary session of the Chamber took place on 18 December 2003. The first seminar on capacity building was organised in Kribi in September/October 2003. A seminar on capacity building of CCIMA officials is scheduled in July 2004.	
Suppressing factors that hamper the development of the private sector	Identification of factors; Preparation of measures in view of suppressing these factors, in collaboration with the private sector; Publication of measures in view of suppressing these factors	2003-2005	MINDIC	The Interministerial Committee enlarged to the private sector held its meeting under the patronage of the Prime Minister. Problems that hinder the development of the private sector were identified and examined on this occasion: -energy shortage : creation of a steering committee chaired by the Presidency of the Republic, construction of the Limbe thermal plant; -Regular production of a plate on the cost of production factors -Promotion of export: ongoing studies for the creation of a support fund, information seminars on AGOA opportunities organised in the ten provinces.	

Core area n°4 : Building basic infrastructure and natural resources, and protection of the environment

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
4.1 Development of basic infrastructure					
Increasing means geared towards the rehabilitation of the priority road network	Annual budget earmarked for investments;	2003	MINTP MINEPAT MINFI	CFAP 22 624.272 million of public investment budget in 2003 out of a total of CFAP 59 531.272 million, representing a rate of 38% for the 2001/2002 financial year	
	Package of resources allocated to the Road Fund	2003	MINTP MINEPAT MINFI	CFAP 22 thousand million in 2003	
Building capacity in the programming of road maintenance works and in the award of contracts for this purpose	Capacity building programme drawn up and implemented	2003-2004	MINTP	<ul style="list-style-type: none"> - Creation of a programming unit in the Road Department. The new organisational chart allows for the consolidation of means of action of this unit. - Creation of 3 tender boards including 1 solely devoted to road maintenance works - MINTP signed a partnership agreement with the ARMP on the basis of which ARMP provides technical support to the 3 tender boards 	
Promoting the use of labour intensive techniques in road maintenance in rural areas and in secondary roads	Adoption of a common strategy for the promotion of HIMO techniques.	2003	MINTP MINUH/ MINVILLE COUNCILS	<p>MINTP</p> <p>HIMO strategy for rural road maintenance works adopted by MINTP with the support of Cameroon BIT which allows for the experimentation of the method in previously selected councils</p> <p>MINUH</p> <ul style="list-style-type: none"> - A decision was signed a few years ago to use at least 15% of the resources of projects for HIMO financing in every project - Consultation and sensitisation meeting (8/10/03) for enterprises to involve them in the fight against poverty by using labour-intensive techniques within the framework of projects they are in charge of - An interministerial meeting (MINTP, MINVILLE, MINUH) was organised last year in view of drawing up a harmonised strategy within the framework of HIMO works. <p>MINVILLE</p> <p>While the consultation meeting organised by MINTP is still awaited, MINVIL carried the following activities :</p> <p>(i) Training in Italy of some officials of MINVIL in the HIMO techniques; (ii) training seminar organised by MINVIL from 24 to 29 November on HIMO techniques; the seminar was intended for officials involved in the process (iii) MINVIL's 2004 programme of action focuses on these techniques. To this end, 20 to 30 % of the cost of every highway project is devoted to the use of HIMO. Other highway works are concerned, including cleaning of gutters etc</p>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Finalising the strategy for the development of rivers and lakes	Adoption, publication and dissemination of the strategy	2004	MINTRANS	Diagnosis benchmark and complementary study for data on river and lake traffic conducted in high concentration areas Basic data available	Preparation and drafting of the strategy paper awaited : support of a consultant required, terms of reference prepared *Programming : April-June 2004 Workshop for validation and adoption awaited in view of a participatory approach (depending on the preparation of the report of the consultant.) *Programming : July –August 2004 Publication and dissemination (awaited) *Programming : September-October 2004 Implementation as from 2005. The programming exercise will be conducted provided there are funds earmarked for this operation; as a matter of fact, given budget constraints, the 2004 budget projections did not take this operation into account and as such, no budget line has been provided to this effect.
Finalising the strategy for the development of transport means and services	Adoption, publication and dissemination of the strategy	2004	MINTRANS	Finalisation of the reference benchmark on transport intermediary means (MTI). (The report on the first phase is available) The second phase is being examined with the collaboration of the consultant. Basic data on MIT throughout the territory are available	Preparation and drafting of the strategy paper on the means and services expected (support of a consultant required) *Programming : May-July 2004 Workshop for validation and adoption awaited. *Programming : September-October 2004 Publication and dissemination (awaited) *Programming: November – December 2004 Implementation as of 2005 * The programming exercise will be conducted provided there are funds earmarked for this operation; as a matter of fact, given budget constraints, the 2004 budget projections did not take this operation into account and as such, no budget line has been provided to this effect.
4.2- Development of telecommunications, information and communication technologies					
Finalising the Ministry of Posts and Telecommunications' sector strategy	Adoption, publication and dissemination of the strategy.	2003	MINPOSTEL	Diagnosis of sub sectors prepared Steering committee set up Ongoing validation process Experts and counterparts recruited MINEPAT staff put at their disposal to help in the drafting of the strategy.	
Facilitating the development of information and communication technologies	Establishment of the institutional and regulating framework	from 2003	MINCOM MINPOSTEL		
Creating multimedia community centres	At least 10 centres are functional	from 2003	MINCOM	- MINCOM website operational - MINCOM on line Journal regularly updated - On line purchase of accessories.	Projected within the framework of the implementation of the sector strategy

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Extending the optical fibre installed along the Doba-Kribi pipeline to Douala and Bafoussam ; Marketing policy on the use of a high speed network and reduce the cost of private communication	Effective installation of the optical fibre in Douala and Bafoussam ; Marketing policy on the use of the fibre formulated and implemented	2003-2004	MINPOSTEL SNH COTCO	Action being completed Marketing policy still to be designed	
Establishing the system of scrambling and certification	Effective establishment of the scrambling system	2003-2005	MINPOSTEL OPERATORS	Still to be implemented	Projected within the framework of the strategy
Establish the Government communication network	Volume of additional investments in the sector	2003-2005	MINPOSTEL		
Establishing an appropriate legal and regulatory framework for ICT	Establishment of the legal framework	2003-2004	MINPOSTEL MINJUSTICE		
Improving the capacity and quality of telecommunications infrastructure (increase fixed and mobile telephone lines)	Number of works carried out ; Increase coverage by fixed and mobile telephone lines	2003-2005	MINPOSTEL OPERATORS	Action underway with MTN, CAMTEL and Orange Orange : 410 000 lines MTN : 350 000 CAMTEL : 80 000	
Preparing the telehealth project	Preparation and adoption of the project	2003-2004	MINPOSTEL MINSANTE	Feasibility studies completed. File forwarded to MINSANTE	
Creating new rural radios and community telecentres in rural areas	Number of new rural radios created; Number of telecentres created	from 2003	MINCOM MINPOSTEL	- 30 rural radios are being commissioned about fifteen are operational - a project declared eligible by the thematic committee was submitted for community communication aspects - 16 pilot telecentres	- construction of buildings almost completed
Restructuring school syllabus in secondary, technical and vocational schools by introducing computer studies	Adoption, publication and dissemination of a new programme; Computer equipment available	from 2003	MINEDUC MINETFOP	The programme on the teaching of computer sciences in secondary schools was prepared, adopted and published ; it is implemented since the beginning of the 2003/2004 academic year; - computer programmes are available in the second cycle of technical schools which needs to (i) make computer applications compatible with technology and (ii) keep up with technological innovations in this dynamic area; - computer project under HIPC funds underway; - availability of computer equipment is globally satisfactory for about ten schools, that is 30 computers for each school (265 PC acquired in 2003)	
4.3- Management of natural resources : promote access to potable water				MINETFOP - computer programmes are available in the second cycle of technical schools which needs to (i) make computer applications compatible with technology and (ii) keep up with technological innovations in this dynamic area - computer project under HIPC funds underway; - availability of computer equipment is globally satisfactory for about ten schools, that is 30 computers for each school (265 PC acquired in 2003)	
Drawing up a sector strategy on water	Adoption of a common strategy, publication and dissemination	2003	MINMEE	- Terms of Reference prepared - Reflection unit set up ; - Preliminary paper prepared - 2 workshops for validation organised	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Intensifying water supply programmes (wells, developed springs, boreholes, semi water supply)	Number of works carried out	from 2003	MINMEE MINAGRI	Development of 10 water points Promotion of drop by drop irrigation - Installation of 3 generators at Minkai, Malawaye and Massakal - Installation of a borehole pump in Malawaye Launching of 12 small irrigated village areas (PPIV)	
4.3- Management of natural resources : develop and promote industrial mine exploitation (solid mines and hydrocarbons)					
Preparing Cameroon mine plan	Adoption, publication and dissemination of the mine plan	2004	MINMEE Economic operators	The mine code and geologic map are prepared	
Building institutional capacities	Preparation of a capacity building programme	2003-2004	MINMEE Economic operators	- Creation of CAPAM in 2003 by the Prime Minister's order CAPAM (Support Framework for the Promotion of Mining) was created and its activities were launched Reflections are underway for the industrial mine sector.	
	Training of agents working in the new structures	2003-2004	MINMEE Economic operators	In the field training of CAPAM officials	
Supporting the production, processing and marketing of mine handicraft products	Publication of measures	from 2003	MINMEE Economic operators	Signing of a joint venture agreement between CAPAM, and South African and Danish business persons of the group CAMSA MINING Organisation and grouping of craftsmen into GIC-A-MINES	
Promoting research and exploitation of solid mines and hydrocarbons	Publication of instruments in view of promoting research and exploitation of solid mines	from 2003	MINMEE Economic operators	Implementation instruments of the mine, oil and, gas code have been signed. What remains to be done is the preparation of a promotion strategy and programme	
Modernising and computerising the geologic and mine documentation centre	Creation and equipment of the Centre	2004	MINMEE	First forum on mine and geology organised MINMEE organisational chart allows for the creation of the Centre. Premises available in 2003 First works completed; search for financing underway for the other component of the project	
	Computerisation of geologic data ;	2004	MINMEE		
	Improvement of investors access to geologic and mine data	2004	MINMEE		
Rehabilitating the Centre for analysis and tests (MINMEE laboratory)	Effective rehabilitation of the Centre	2003-2005	MINMEE	The centre was rehabilitated and the laboratory for analysis of petroleum products equipped.	
Preparing the geologic and mine map on a scale of 1/200 000	Preparation and adoption of a detailed map, publication and dissemination of the map	2003-2008	MINMEE MINREST PARTNERS	Map prepared	
Implementing the new mine, petrol and gas codes	Mechanisms for the control of the respect of new codes operational	Permanent	MINMEE	Regular control missions conducted	
	Effective implementation of the new codes	Permanent	MINMEE	Award of the first permits for exploitation and exploration of deposits in 2003.	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Searching for investments in the area of hydrocarbons	Volume of investments realised	Permanent	MINMEE MINEPAT		Partnership contract between CAPAM and the South African mine group was signed in October 2003. We are waiting for the implementation of the contract to determine the volume of investments realised in small mining; the SNH is in charge of the hydrocarbon component
4.3- Management of natural resources: prevention of geologic and industrial hazards and disasters					
Reinforcing the management of geologic and industrial hazards and disasters	Plan of the management of hazards and disasters prepared and implemented	Permanent	MINMEE MINREST MINATD	Fact sheet of projects prepared	
Increasing control of dangerous industrial sites	Number of punctual control made and revenue generated	Permanent	MINMEE MINEF	The environmental inspection conducted control operations and sanctions were meted out: 13 missions conducted, 4 minutes prepared, and CFAF 24 750 000 of fines already collected	Implementation of the PSFE ; Capacity building of the Permanent Secretariat for the Environment: (Building, human resources, training, finance and norms, etc.)
4.3- Management of natural resources ensure access to energy by all					
Developing and extending the electrification programme to rural areas	Access to electricity rate in rural areas	Every year	MINMEE AER	The Rural Electrification Agency (AER) prepared a programme based on the Cameroon Rural Electrification Master Plan MINMEE instruments were used to enlighten the conditions of the study, programming and execution of the said programme. A few villages were supplied with electricity under AER, AES-SONEL, PIB and HIPC financing	
Developing and rendering the other sources of energy available (solar, air energy...)	Availability of technologies for the exploitation of other forms of energy	2003-2005	MINMEE	There are companies in Cameroon working for the popularisation of solar energy. Cameroon and China are finalising the programme on semi hydro electric plants.	The technical assistance contract between AER and the Tunisian Electricity and Gas Corporation (STEG) will help to develop other forms of energy given the provisions of the Cameroon Rural Electrification Master Plan.
Establishing a network for a sound supply of domestic gas in ecologically fragile areas	Rate of access to other forms of energy Identification of ecologically fragile areas	2003-2005	MINMEE SCDP CSPH	On the basis of studies of the Cameroon Rural Electrification Master Plan, the rate of access to other forms of energy stood at 0% in 2003. The ecologically fragile areas are found in the 3 northern provinces	
Conducting a study in view of selecting available options at the technical, economic and financial levels to curb potential power shortages in the short-term	Rate of access to domestic gas in these areas	2003-2005	MINMEE SCDP CSPH	- A study on the domestic gas market was conducted by professionals of the sector - The market was constantly supplied through local production and imports A storage and distribution centre for GPL is currently being constructed in Maroua..	
	Publication of the report on the study	2003-2005	MINMEE ARSEL	Ongoing preparation of the report on the study. Studies on the environmental impact are going on as concerns the Lompangar dam.	
	Options taken to curb potential power shortages in the short-term	2003-2005	MINMEE ARSEL	Studies conducted : A 85 MW thermal plant is being constructed in Limbe Funds provided for the construction of a mini hydroelectric dam : Environmental impact studies are being conducted for the Lompangar dam whose construction will be completed in 2009 The Nachtigal dam will also be constructed in 2009 under the auspices of the Steering Committee for energy set up by the Presidency of the Republic There is a search for financing in view of the construction of a 1000 MW dam in Cameroon	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
4.3- <i>Management of natural resources : management of the environment and energy</i> Implementing the biological diversity plan of action	Effective implementation of the biological diversity plan of action	from 2003	MINEF	<ul style="list-style-type: none"> — <i>Promulgation of the bio security law ;</i> — <i>Implementation of the bio security on the basis of capacity building ;</i> — <i>Popularisation of the law. ;</i> — <i>Dissemination and sensitisation on the paper through various workshops;</i> — <i>Capacity building</i> 	

Core area n°6 : Building human capacities, developing the social sector and integrating the underprivileged in the economy

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
<i>5.1- Implementation of the strategy on education</i>					
Putting in place, in collaboration with UNICEF, UNESCO and NGOs a mechanism to inform and sensitise parents and communities on the advantages of children's education	Common strategy to sensitise parents and communities prepared and implemented; Creation of ad hoc information and sensitisation units	2003	MINEDUC MINETFOP	<i>A sensitisation campaign was organised for education committees, religious leaders, traditional rulers, political and administrative authorities. School enrolment, especially girls, is still hindered by socio-cultural and economic prejudices...</i>	
Satisfactorily implementing, within the time period allowed for, the sector strategy especially as concerns devolution and decentralisation of the management of teachers and education personnel	Evaluation report available	from 2003	MINEDUC MINETFOP	<i>MINEDUC: The implementation of the process on devolution of the management of the ministry in conformity with Decree N° 2002/004 of 4 January 2002 to regulate the organisation of MINEDUC is effective. The management of career and salary formerly devolved on MINFOPRA and MINFIB is henceforth entrusted to MINEDUC.. Sections 105 and 121 of the above mentioned Decree stipulate that the management and planning of human and financial resources during official exams are henceforth transferred to provinces and divisions as the case may be. MINETFOP: Organisational chart signed on 27 August 2003 SYGIPES project underway (census of personnel).</i>	<i>The planning programme for the execution of works on the construction of provincial delegations that will host the operational structures of the devolution process runs from 2001 to 2007.</i>
Conducting an audit on the debt of the private education vis-à-vis the CNPS and on the basis of this audit, find appropriate solutions	Report on the audit available	2003	MINEDUC MINETFOP	<i>The report on the first phase of the audit conducted on catholic and protestant schools was received while the invitation to tender for the conduct of the second phase of the audit concerning Islamic and lay schools is underway.</i>	<i>In the same light, the French cooperation will conduct a parallel audit on all groups within the framework of the C2D.</i>
Reinforcing control and evaluating structures within the Ministry of National Education	Control agents trained	2003	MINEDUC MINETFOP	<i>The Inspectorate General of Administration was reinforced within the framework of the 2002 organisational chart and logistics were put at its disposal. Capacity building focused on the increase of staff which moved from 7 to 15; training of senior staff is underway.</i>	<i>The ongoing training of senior staff of this control structure will guarantee their expertise in the discharge of their duty.</i>
Involving local councils, the civil society, NGOs and families in the funding of primary education	Common strategy for funding primary education formulated and implemented ; Contribution of partners to the funding of primary education	A partir de 2003	MINEDUC	<i>Basic instruments (draft decree and conceptual framework) that specify the involvement of partners in the funding of informal education, including primary education were prepared and forwarded to the Prime Minister's Office since 2000.</i>	<i>Partners are ready to finance community based primary education</i>
Taking incentive measures in view of the creation of private schools in rural areas	Adoption and implementation of a new law on private education	2004	MINEDUC	<i>A draft bill and its implementation instrument were prepared, validated and forwarded to the Prime Minister's Office for the continuation of the procedure. The Presidency of the Republic convened officials of the Prime Minister's Office, MINEDUC, and MINETFOP in December 2003 in view of a final review of these draft instruments. -</i>	
Ensuring the supervision of staff; follow-up and efficient functioning of primary education structures	Training needs identified ; Number of persons trained ; Different follow-up reports prepared	2004	MINEDUC		
Reinforcing partnership with the private sector in the area of construction of schools and improvement of the management of private schools	Law adopted and implemented	2003-2005	MINEDUC MINETFOP	Ongoing	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Updating the school map in view of improving the information system of the Ministry of National Education	School map updated and published	Permanent	MINEDUC MINETFOP	<i>MINETFOP</i> Terms of reference are being prepared, the organisational chart was signed on 27 August 2003 <i>MINEDUC</i> The school map prepared in 2001/2002 by this ministry was updated in 2003 and published	
Ensuring that qualified teachers are effectively present in all schools especially in remote areas	Effective presence of teachers	Permanent	MINEDUC MINETFOP	<i>MINETFOP</i> Needs in personnel formulated	
Extending the scope of Government intervention in favour of private schools (subsidies, posting of teachers and improvement of infrastructure)	Amount of subsidies provided for private education ; Number of Government teachers transferred to private schools	2004	MINEDUC	<i>Subsidies are effectively and constantly granted to private schools since 1996. On their demand, teachers are transferred to private schools. Subsidies were distributed to catholic, protestant, Islamic and lay schools as follows: CFAF 3.650 million in 1996/1997, CFAF 3 thousand million in 1999/2000, CFAF 4 thousand million in 2000/2001, CFAF 4 thousand million in 2001/2002, 2 thousand million for the transitional period and 4 thousand million in 2003.</i>	
Instituting regular production of statistical indicators at all levels of the education system	Periodic production of the statistical directory per level	2004	MINEDUC	<i>2003 Statistical directory prepared and published in July 2003</i>	
Promoting access to information and communication technologies in the education system	Number of pilot government schools equipped with computers; Number of students trained in computer sciences	2004	MINEDUC	<i>The technical study conducted for the equipment of government schools with computers was conducted ; As an experimental operation, some schools received a special donation from the Head of State to set up their computer centres. These schools include: Lycée Général Leclerc, lycée bilingue d'Essos in Yaoundé and lycée Joss in Douala and lycée de Bamenda.</i>	<i>Acquisition of computer materials will take off during the 2004 financial year. Meanwhile the plan of action prepared laid emphasis on the mastery of information and communication technologies by MINEDUC senior staff.</i>
Ensuring technical, technological and vocational training	Number of training sessions organised; Number of students trained	2003-2004	MINESUP	<i>72 vocational training programmes exist in vocational schools Consultations are underway between MINESUP and universities for the creation of vocational sections in all faculties by the year 2005. The creation of a DESS in quality management in the University of Ngaoundere falls in line with these actions. In 2002/2003, there were 12 827 students registered in the 72 fields. Collection of data underway to determine the number of students trained in 2003/2004</i>	
Conducting a study on the institution of distant, alternate and continuous education	Report on the study outlining guidelines; Identification of needs in distant, alternate and continuous education functional and accessible	2003-2004	MINESUP	<i>A forum on distant education and its potential contribution to Cameroonian education held in September 2003. The forum brought together officials of MINESUP, MINEDUC, MINETFOP , representatives of higher institutions and international partners ; This forum will help to prepare terms of reference of the study. Within the framework of COMETES (Coordination and Modernisation of Higher Technical Learning Institutions) a survey is underway for a more detailed identification of needs; in this line, a workshop that brought together higher technical learning institutions was organised. A draft bill on distant education is being prepared by MINESUP.</i>	
Conducting an architectural and rationalisation study on the costs related to the construction and rehabilitation of academic infrastructure	Report on the study available ; Costs of construction and rehabilitation of infrastructure available	2004	MINESUP	<i>Evaluation of the situation in the various universities</i>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Equipping higher learning institutions with computers	Number of higher learning institutions equipped ; Rate of access of students to computer studies	2003-2004	MINESUP	All universities are equipped and have computer pools at their disposal In Yaoundé I, the highest rate of access in 2002/2003 is 1 computer for 100 students. Several programmes being executed in MINESUP help to improve on the situation: - Support programme to ICT in MINESUP: 155 PC distributed in 2003/2004 in all universities. The programme was projected in the 2004/2005 plan of action. - Programme « 1 lecturer 1 computer » : 600 lecturers benefited from this programme in 2002-2003 Establishment of the Inter University Documentation Centre (CIRD) (online, website), at the disposal of lecturers and students.	Each government university has at least 3 multimedia resource centres
5.2- Implementation of the health strategy					
Malaria control					
Ensuring the training and further training of health personnel in medical care of emergency cases	At least 90 % of health personnel received further training in medical care of emergency cases	2003	MINSANTE	A number of provincial trainers were trained/further trained in the ten provinces: 15 persons per group that is 150 persons in all.	
Putting the treatment kit at the disposal of households in 44 health districts	At least 50 % of households have treatment kit	2003	MINSANTE	Kits not yet available in health institutions. However, the home medical care guide was prepared and the institution in charge of making the kits has been identified.	
Gradually increasing by 80 % the number of health institutions that have malaria treatment protocol	At least 80 % of health institutions have malaria treatment protocol	from 2003	MINSANTE	The consensual workshop held in January 2004 on malaria treatment and its prevention among pregnant women recommended a new therapeutic plan. The process allows for the preparation of directives and creation of a follow-up committee. Protocol will be revised with regard to recommendations of this workshop. .	
Adopting and publishing national directives on the integrated control of disease carriers	Adoption and publication of national directives	2003	MINSANTE	Directives on the treatment of mosquito nets prepared as well as a community relay guide.	
Training members of structures of dialogue or field workers, in mosquito nets treatment techniques	Number of field workers trained	2003	MINSANTE	115 field workers were trained	This training is still going on
Preparing and adopting a national communication plan on malaria	Communication plan adopted and implemented	2003	MINSANTE	The draft national communication plan on malaria is available	
Providing mosquito nets to at least 50% of pregnant women	Effective distribution of the 150,000 mosquito nets acquired in 2002, and launching of distribution operation of the other 600,000 acquired in 2003	2003-2004	MINSANTE	a) 150,000 mosquito nets of the first phase were treated ; 100,000 of them have already been distributed ; b) 667,000 mosquito nets were ordered for the second phase of which 108,000 have so far been received , at the same time 12,000 litres of insecticides were acquired ;	A decision by the Minister of Public Health in April 2004 has fixed the price of a treated mosquito net at CFA F 3,500, and that for treatment at CFAF 500
Endemics, emergencies and catastrophes					
Creating and making operational a national emergency centre and at least two secondary emergency centres	A national emergency centre, and secondary emergency centres created and made functional	2003	MINSANTE	a) Studies are underway for the emergency centre in the Yaounde Central Hospital b) The document for the treatment of emergency cases in Cameroon is under preparation	
STIs/AIDS					

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting the use of condoms by truck drivers, workers in the port, soldiers and prostitutes	Acquisition and distribution of condoms	2003	MINSANTE	a) 22 million condoms were distributed in 2002 ; this figure to 30 million in 2003.	The remaining condoms are awaiting new contracts to be passed with NGOs, on the condition that funds are provided to PMSC
Creating a counselling and HIV screening centre in each province	Number of provincial centres created and made functional	2003	MINSANTE	a) 11 CPDVs are functional, including 2 centres in the Littoral Province b) NNANGA EBOKO and KRIBI centres are under construction c) 40,000 people were tested in 2003 ; 25,000 of which were tested during the Cameroon's week for the fight against AIDS	30 district CPDVs will be constructed in 2004 thanks to the C2D
Providing private non profit-making hospitals with reagents, health products and ARV	Number of private non profit-making hospitals provided with reagents, health products and ARV	2003	MINSANTE	a) 63 PTME sites, out of the 160 existing are private and non profit-making b) 1 of the 18 existing CTAs is a confessional private institution (PETTE) c) 2 CTAs are affiliated institutions (Allucam, CDC)	
Carrying out a vast sensitization campaign on the Prevention of Mother-to-Child Transmission of STIs/AIDS (PTME)	Number of copies of the prevention technical guide (French/English) distributed in all maternity hospitals and in Community-based health centres	2003	MINSANTE	a) 6,000 guides (4,000 in French, 2,000 in English) produced and distributed b) 160 PTME sites are operational, i.e 30% coverage c) 65,000 women were counseled in 2003 ; 40,000 tested, 8% of which were HIV positive	
Providing health centres with the necessary HIV/AIDS screening material	Number of departments, units, blood transfusion centres, blood depots and banks capable of carrying out HIV, hepatitis B/C, and syphilis tests	2003	MINSANTE	10 provincial hospitals with blood depots and banks, and capable of carrying out HIV tests	
<i>Fight against tuberculosis</i>					
Conducting architectural surveys for the construction in each province of an operational screening and treatment centre with a capacity of 50,000 to 100,000 people	Studies available for each province	2003	MINSANTE		
Promoting the use of the Technical Guide for the treatment of tuberculosis in screening and treatment centres	Number of screening and treatment centres having a technical guide for the treatment of tuberculosis ; Number of TB patients identified and treated	2003	MINSANTE	163 CDT have a Technical Guide for the treatment of tuberculosis 3,871 cases of TB were treated with TDO in 2001, with a 75% success rate	- 3,871 cases treated with TDO in 2001, 75% success rate - 11,477 TB cases (all types) identified in 2002
Providing CDTs with working microscopes	Number of CDTs having a working microscope	2003	MINSANTE	18 CDTs are equipped with microscopes	
Training and offering refresher courses to medical doctors, nurses and laboratory technicians, in the treatment of tuberculosis in each existing CDT	Number of medical doctors, nurses and laboratory technicians trained or offered refresher courses in each CDT	2003	MINSANTE	- 40 medical doctors trained/offered refresher courses (Centre 10, Littoral 15, Adamawa 15) - 40 nurses trained/offered refresher courses (Centre 15, Littoral 15, Adamawa 10) - 22 laboratory technicians trained/offered refresher courses (Littoral 10, Adamawa 12)	
Preparing and adopting a national communication plan on tuberculosis	Plan available and operational	2003	MINSANTE	National communication plan not yet prepared, because of lack of funds	
<i>National Immunisation Extension Programme</i>					
Improving on the immunization coverage with DTC3	Immunisation coverage rate	2003	MINSANTE	DTC3 coverage rate : 69.4% in September 2003	70% coverage rate is the objective

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Equipping health establishments with cold chains	Number of health establishments equipped with a working cold chain	2003	MINSANTE	964 health establishments have a refrigerator	
Reinforcing the logistical means of vaccination teams	Number of motorcycles acquired ; Number of vaccination teams having a motorcycle at their disposal	2003	MINSANTE	— 180 motorcycles were ordered by the PEV. Studies of bids underway for 2003 orders — 441 vaccination teams have functional motorcycles (year 2002)	
<i>Drugs, reagents and essential medical materials</i>					
Providing all health institutions with essential drugs, preferably in their generic form, as well as reagents and other essential medical materials	Number of health institutions having essential drugs, reagents and other essential medical materials	2003	MINSANTE	— 91.5% of health establishments have Generic Essential Drugs (MEG) (9 HP, 135 HD, 119 CMA, 1,173 CSI) — consultations launched to extend this action to confessional health establishments	
Preparing and providing health institutions with the therapeutic guide	Therapeutic guide available in health institutions	2003	MINSANTE	Drafting committees formed	
Preparing and providing all health institutions with the national form on essential drugs	Number of health institutions having received the national form on essential drugs	2003	MINSANTE	Drafting committees formed	
<i>Funding of health care</i>					
Preparing a mutual support fund Code	Preparation, publication and distribution of the mutual support fund Code	2003	MINSANTE	A committee of experts was set up in December 2003 by the minister of public health. A sub-committee is in charge of the drafting of the terms of reference of mutual support funds in Cameroon in the health field. This work is underway	
<i>The health of mothers, teenagers and the elderly persons</i>					
Promoting vaccination against tetanus, of pregnant women who come for consultation	Number of pregnant women consulted and vaccinated against tetanus	2003	MINSANTE	52.2% of the women received the V/AT II	
Improving on the birth assistance rate by qualified staff	Number of births assisted by a qualified staff	2003	MINSANTE	58% of births are carried out by a qualified professional	
Carrying out a systematic screening of breast and brain cancers	Number of breast and brain cancers identified and treated	2003	MINSANTE	Data still to be prepared	
<i>Promotion of community-based treatment of child diseases (PCIME)</i>					
Ensuring the PCIME in health districts	Number of health districts implementing the PCIME	2003	MINSANTE	3 health districts implement the PCIME	
Training health district chief doctors, and heads of community-based health centres in the use of the PCIME	Number of health district chief doctors, and heads of community-based health centres trained in the use of the PCIME	2003	MINSANTE	10 senior staff (9 medical doctors and 1 TSSI) were trained in the facilitation of the PCIME course 24 medical workers were trained in PCIME 4 staff were trained in community PCIME, including 2 medical doctors, 1 TSSI and 1 NGO representative	
Preparing a national information, education and communication plan	National plan available and operational	2003	MINSANTE	National strategic plan available Operational plan available	
<i>Food and nutrition</i>					
Preparing a national policy document on nutrition	Preparation, publication and distribution of the national policy on nutrition	2003	MINSANTE	A draft policy document and programme on nutrition with WHO financial assistance	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Administering, twice a year, capsules of vitamin A to children aged 6 months - 5 years	Number of children aged 6 months - 5 years having received, twice a year, a capsule of vitamin A	2003	MINSANTE	<ul style="list-style-type: none"> 100% of children aged 6 to 59 months in the Adamawa, North and Far-North provinces received a capsule of vitamin A during the local immunization days. All over the country, close to 75% of children aged 6-11 months received a capsule of vitamin in 2003 	
Making basic health services ensure the monitoring of young children growth	At least 25% of basic health services monitor the growth of young children	2003	MINSANTE	No action was carried out in this regard in 2003, because of lack of budgetary allocation	
Improving health services					
Rehabilitating training institutions	At least 25% of training institutions rehabilitated and functioning	2003	MINSANTE	15 training school received rehabilitation and equipment credits worth CFA.F 300 million	
Assessing the qualitative and quantitative situation of the heritage in 40% of health districts, in conformity with priorities presented in the sanitary map	Study report on 40% of health districts available	2003	MINSANTE	Assessment, identification and safety of the heritage are included in the 2004 PIB	
Constructing new community-based health centres in non covered areas	Number of new community-based health centres (CSI) constructed	2003	MINSANTE	Decision signed to create about 100 CSIs	Land formalities included in the 2004 PIB
Management process					
Training health district chiefs of service, district hospitals chief doctors, sub-directors of central and external services, in the preparation and running of objective-oriented budgets	At least 25% of health district chiefs of service, district hospitals chief doctors, sub-directors of central and external services trained	2003	MINSANTE	Training of health district chiefs of service, and directors of district hospitals in 17 target health districts in the 3 EU support provinces within the PASS framework (i.e. 10,22%)	
Recruiting health personnel on a position-based contract	At least 1,200 health personnel recruited on a position-based contract	2003	MINSANTE	1,200 personnel were recruited, and 980 contracts signed	
Building service lodgings for medical doctors working in remote areas	At least 100 service lodgings built for medical doctors working in remote areas	2003	MINSANTE	<ul style="list-style-type: none"> An invitation to tender was launched for the construction of 138 service lodgings 25 lodgings are under construction (first phase) Examination of bids is going on for 108 lodgings (second phase). 	
5.3- Other social development policies and strategies					
Finalizing the social development strategy	Finalization, publication and dissemination of the strategy	2003	MINEPAT Sector Ministries	An orientation Committee for this strategy was setup by a Prime Minister's decision - Recruitment by MINEPT of a consultant to execute the work - Creation of a partnership technical unit to prepare the social development sector strategy ; - Collection of data from ministries is going on	
Finalizing the strategy on the promotion of the woman	Finalization, publication and dissemination of the strategy	2003	MINCOF	The strategy document on the promotion of the woman was finalized and transmitted to MINEPAT	
Adopting a legal instrument on the protection of the rights and dignity of the woman	Finalization, publication and dissemination of the legal instrument on the protection of the rights and dignity of the woman	2003-2005	MINCOF	Preparation of a draft bill to fight violence against women Validation of the draft bill underway Translation into English	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting the informal education of the woman and the young girl	Progress achieved in reducing school drop-outs and illiteracy rates among young girls and women	2003-2005	MINCOF	<ul style="list-style-type: none"> - 03 social mobilisation campaigns in each province to promote the education of the young girl in areas where high school drop-out rates are recorded (Far-North, North, Adamawa, East, and a few neighbourhoods in Douala and Yaounde) ; - Training of 25 field workers and 352 families in Parental Education in the Adamawa province (Ngaoundere, Belel, Meiganga) ; - Creation of 03 image boxes ; - Organisation of a prize award ceremony dubbed « Female Excellence» for 152 best female secondary school students in 2003 exams, in both general and technical education, and in both Anglophone and francophone educational systems ; - During the 450 sensitization sessions on STIs/AIDS, the promotion of the education of the young girl was discussed. - Social mobilisation sessions were organised during the 2004 International Day of the Woman on the theme: « Gender and the fight against HIV/AIDS » 	This consisted in round-table discussions, conferences, counselling in public administrations and all over the national territory
Building the capacities of field workers in the promotion of the woman within the framework of specialised structures (women promotion centres, and applied technology centres)	Capacity building programme developed and implemented Organisation of seminars and training sessions ; Number of field workers trained	2003-2005	MINCOF	<ul style="list-style-type: none"> Concerning women promotion centres (CPF), a programme is developed for each training module, and its implementation has started As concerns Applied Technologies Centres(CTA), a strategic plan was developed, and a draft is now available Capacity building for the staff is envisaged with HIPC resources and within the framework of the ACBF (African Capacity Building Foundation) 	- A document was submitted to apply for funding on HIPC, and was approved by the committee on 27 November 2003
Finalizing the social affairs sector Strategy	Adoption, publication and dissemination of the strategy	2003	MINAS	- validation of the report on the preparation of MINAS strategy;	
Finalizing the people's and family Code	Publication and dissemination of the people's and family Code	2003	MINAS	- production of synthesis documents is going on -Preparation of the draft Code completed in 2003 ; -Adoption by government and parliament under finalisation	
Adopting a law on the protection of the child	Publication and dissemination of the law	2004	MINAS	Appointment of members of the multisectoral committee for the preparation of the draft law on the protection of the child ; -Production by a consultant of a compendium of legal instruments on the protection of the child; -Organisation of a validation workshop of the said compendium ; -Organisation of committee work	
Adopting a law to promote the insertion of marginalized population	Publication of the law to promote the insertion of marginalized population	2004	MINAS	- law to promote the insertion of marginalized population under preparation	
Rehabilitating institutions in charge of the re-education of socially disabled children	Number of institutions rehabilitated	2004	MINAS	Audit conducted for two institutions in charge of the rehabilitation of the disabled : CNRH and RIB of Buea	
Developing social services for the socio-economic insertion of the disabled	Social plans developed yearly ; Number of disabled persons trained and inserted	Permanent	MINAS	-Studies available for the development of a master plan to promote disabled persons. Projects to rehabilitate the CNRH and RIB have been prepared and earmarked for HIPC funding.	Programming of the support to micro economic activities of the less privileged during the 2004 budgetary year

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Promoting social services in open areas in favour of the minors in need of Social Security	Plan of activities executed yearly Number of minors offered Social Security, trained and inserted	Permanent	MINAS	<ul style="list-style-type: none"> -In 2003, 800 street children were identified in Yaounde ; 335 of them were reinserted in many works of social life (education, socio professional). - Amelioration of the running of the "Centre d'Ecoute de Yaounde" in 2003. - Continuation of family insertion of fifty (50) street children of Yaounde ; - Educational reinsertion of seventy-five (75) street children , and institutional reinsertion of eighty (80) street children of Yaounde in 2003 ; 	Programming of the opening of " Centre d'Ecoute de Douala " during the 2004 budgetary year
Promoting the development mutual assistance, support and family follow-up local initiatives	Promotion strategy for the development of local initiatives prepared and implemented Number of local initiatives backed up each year	Permanent	MINAS	<ul style="list-style-type: none"> -Putting in place of solidarity granaries to provide community assistance to vulnerable persons the elderly, the disabled, and serious patients -Realisation of fifteen (15) solidarity granaries during the 2003 budgetary year; 	Fifteen (15) solidarity granaries programmed for 2004
5.4-Reduction of urban poverty					
Finalizing the urban development sector strategy	Finalization, publication et dissemination of the Strategy	2003	MINVILLE	<ul style="list-style-type: none"> 1)-A consultation framework created by ministerial decree among the main urban stakeholders, in view of the building of an urban sector development strategy in Cameroon; 2)-The terms of reference of this project were prepared by members of the Steering Committee and of the ad hoc Operational Unit ; 3)-A seminar to launch activities of this project was held in February 2003 and allowed for the collection of most of the data needed, for the diagnosis phase of this study; 4)-An external consultant was recruited to assist MINVILLE in the preparation of this strategy; 3)-A training workshop on the methodology of preparing development strategies was organised by the Consultant on 28 and 29 November 2003, for officials of MINVILLE, who are members of the Technical Secretariat; for this reason the level of execution of this project can be estimated at 70% ; 4)-The preparation process of the strategy is at the diagnosis phase of the urban sector in Cameroon 	
Carrying out a study for the development of a national lodging policy	Study report available and used in the development of a national lodging policy	2004	MINUH	<ul style="list-style-type: none"> - The final Report of the Ad HOC committee on the national lodging policy was deposited to the Prime Minister's Office to be forwarded to the Presidency of the Republic. 10,000 lodgings planned in the medium term in the report following instructions from the Presidency of the Republic, 2,000 lodgings to be built by July 2004. Execution of the Diagnosis balance sheet of government strategy in the field of lodging is underway. 	
Rehabilitating purification and treatment stations of waste water	Number of stations rehabilitated	As from 2003	MINVILLE MINUH CUY/CUD	Towns with less than 10,000 inhabitants have no purification station	
Ensuring sanitation of primary drainage networks, rehabilitating purification and treatment stations of waste water	Total drainage carried out	Permanent	MINVILLE MINUH CUY CUD	<ul style="list-style-type: none"> 1- 2.1 Km clearing of NJENGUELE RIVER in Limbe ; 2- 400 linear metres of drain pipes constructed at MILE ONE , Limbe ; 3- 16 metres long paved road at MILE TWO, Limbe ; 4- 2.5Km of gauging of river MFOUNDI, Yaounde ; 5- 5Km of drainage at MBOPFI , Douala ; 6- 600Km gutter clearing and 40 Km of drain pipes in Douala ; 7- 20 metres of paved road in MAWAK , Kousseri ; 8- 12 metres long bridge constructed at Madagascar neighbourhood in Yaounde ; 9- 10 metres of paved road in Nkolondon, Yaounde ; 10- 15 metres paved road in Kassalawata , Kimba ; 11- Construction of a 6875 m long dyke worth CFA F 2.968 thousand million, to protect the banks of river Logone in Kousseri. 	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Rehabilitating basic infrastructure (roads and public lighting)	Total infrastructure rehabilitated	Permanent	MINVILLE MINUH/CUY CUD	<p>I)- FAR-NORTH PROVINCE (Total = 2,600 km): Maroua (total = 2,600 km) -Maintenance of 1,200 km of the road portion Porte Mayo- MINEPAT Provincial Delegation - Maintenance of the road portion Carrefour Djama-SODECOTON - Maintenance of the road portion Dispensaire CNPS-Relais Ferngo - Maintenance of the road portion Ourou- Tchédé. Mokolo (total road maintained = 1 500 km) -Creation of public gardens Kousséri -Construction of a paved road at Mawak -Rehabilitation of the building hosting the provincial Delegation of Urban Affairs -Fitting out of roads and the banks of river Kousséri II- NORTH PROVINCE (Total infrastructure rehabilitated = 1 500 km): Garoua -Maintenance of the road portion Stade Ahmadou Hayaton – Route Nationale 1 III- ADAMAWA PROVINCE (Total infrastructure rehabilitated = 700 km): Ngooundere : - Maintenance of road portions Carrefour Marché –Carrefour Ministre- Carrefour Tissus IV- CENTRE PROVINCE (Total infrastructure rehabilitated = 27 610 km): I- Yaounde : -Treatment of critical points at Ngoussou neighbourhood -Construction of Mimboman-Don Bosco bridge -Tarring of access streets to Oyomabang neighbourhood -Tarring of access roads to the slaughterhouse -Tarring of street 4770 at Mimboman neighbourhood - Tarring of streets 3449 ; 1421 ; 7631 -Fitting out underway of the Governor's Office place -Fitting out of Carrière ring road -Fitting out of the Municipal Lake -Rehabilitation of carrière Ring road - Madagascar streets (streets 2376 ; 2395 ; 2378) -Fitting out of the Warda presidential itinerary -Essos streets (streets 1344 and 1367) -Rehabilitation of Mvog Betsi ring road -Rehabilitation of Obili road -Rehabilitation of Biyem assi Avenue</p>	<p>Concerning the rehabilitation of city roads, the following problems were encountered :</p> <p><i>At the financial level</i> - Insufficient financial resources (HIPC funds, PIB, Road Fund) - earmarked for road maintenance ; - Inadequacy of running credits of technical services in public administrations in charge of the maintenance of city roads; - difficulties in the payment of discounts by enterprises (especially SMEs) to the public Treasury as regards the PIB <i>At the technical level</i> - poor equipment of SMEs - lack of executive staff in SMEs.</p>

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Carrying out specific studies to build up a coherent and operational action plan on the fight against urban poverty	Reports on specific studies available; A coherent and operational plan of action prepared on the fight against urban poverty	2004	MINVILLE	<p>I- LITTORAL PROVINCE (Total infrastructure rehabilitated = 34,410 km): Douala (Total = 12,900 km) -Rehabilitation of Leclerc Boulevard -Rehabilitation of the Reunification Boulevard -Rehabilitation of Dr. JAMOT Avenue -Rehabilitation of King AKWA street -Rehabilitation of Congo Paraiso street -Rehabilitation of Bepanda – Bonamoussadi road portion -Rehabilitation of Carrefour Boulangerie de la Paix – 1^{er} pont Makepé road portion -Rehabilitation of Hôtel Royal – Collège UEBC road at Bonabéri. Loum (total = 1,500 km) -Maintenance of Carrefour manguiers access road. -Public lighting in Loum Edéa (total = 20 000 km) -Renovation of Sombengue – Sipandang road VI- EAST PROVINCE (Total infrastructure rehabilitated = 1 000 ml): Bertoua (Total = 1,000 km) -Rehabilitation of Carrefour Maïgéné – GMI – Carrefour face à face road VII- NORTH -WEST PROVINCE (Total infrastructure rehabilitated = 500 km): Bamenda (Total = 500) -Rehabilitation of Mrs Ndeng-Junction/hotel Road -Rehabilitation of New Layout road. VIII- WEST PROVINCE (Total infrastructure rehabilitated = 3 800 km): Bafoussam (Total = 1,200 km) -Rehabilitation of Elf Ndiangdam access road Foumban (total : 2,300 km) -Mission Catholique – Lycée Technique road -Creation of a place for young craftsmen. IX- SOUTH -WEST PROVINCE (Total infrastructure rehabilitated = 1,000 ml): Buea (Total = 1,000 km) -Rehabilitation of Buea Town – Koke road X- SOUTH PROVINCE (Total infrastructure rehabilitated = 1,000 ml): Ebolowa (Total = 1,000ml) -Displacement of a SNEC water supply network -Emergency work on some earth roads in Sangmelima</p>	<p>Study underway to rehabilitate 140 Km primary drains in Douala ; study to be completed in 2004</p>
Implementing sanitation emergency plans in Yaounde and Douala City Councils	Plans of action prepared and implemented	2004	MINVILLE CUY/CUD	<p>The following reports of specific studies are available: 1- lodging survey in Yaounde ; the reading of the report is underway. 2- updating and extension of digital cartographic data on five resort towns. 3- technical studies to fit out the access road, North of Yaounde, (between Messassi and Etoudi). 4- technical studies to fit out the road MvogEbanda-Élieveur-Carrefour Safari at Nkolmesseng, Yaounde ; 5- technical studies to construct a work of art at Carrefour Coron in Yaounde ; 6- the Sanitation Project of Yaounde (ADB) 7- preparation and implementation of a sector plan for the fight against AIDS;</p> <p>- Water and sanitation master plan of Maroua : study under preparation -Sanitation Plan of Douala.</p>	

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
Restructuring urban extension areas and secondary urban centres	Surface area restructured and development plan prepared	2005	MINVILLE MINUH	- Restructuring Plan of Ngaoundere II on 800 ha -Draft Urban Development Code forwarded to the Prime Minister's Office in 2002 for approval. Implementation underway of urban master plans for 9 towns (Mamfe, Meiganga, Nanga-Eboko, Mbengwi, Dschang, Meri, Meyomessala Makak, Lagdo) Designing simplified master plans for small towns.	
Formalizing in the form of contracts, the partnership between government and local councils for a better management of cities	Number of urban contracts signed and implemented	2005	MINVILLE MINUH	-A workshop on urban contracts was held in Yaounde by MINVILLE; -A study is being carried out on the city of Limbe ; this aims at signing an urban contract between Limbe city Council and MINVILLE.	
Opening up land-locked districts, and restructuring areas occupied in a disorderly manner	- Urban development Plan prepared and implemented; - Access roads rehabilitated or created ; - Number of disorderly districts restructured in collaboration with the population	2005	MINVILLE CUY/CUD	- The Urban Development Master Plan (SDAU) of Yaounde and its Local Master Plans (PDL) are being updated in MINVILLE. The SDAU project of Yaounde is at the stage of validation by the Municipal Council, while the PDLs are being finalized.	- The SDAU project of Yaounde will be completed in 2004 - Updating of SDAU Douala and its PDLs is planned for the 2004 budgetary year ; - Updating of urban development master plans for the other five resort towns is also planned for 2004. -The Urban Development Plans of the rest of towns will be planned for 2005.
Creating centres for the social reinserion of street children	Number of centres created ; Number of street children trained and reinserted	2003-2005	MINVILLE CUY/CUD		
Preventing urban delinquency	Strategies built up and implemented	2003-2004	MINVILLE CUY/CUD	Study underway for the prevention of urban delinquency in Yaounde	
Preparing a displacement plan in Douala and Yaounde	Preparation, adoption and publication of the displacement Plan in Yaounde and Douala	2003-2004	MINVILLE CUY/CUD		
Creating and keeping under control, dumping sites for household waste	Number of dumping sites created	2005	MINVILLE CUY/CUD		

Measures/actions	Follow-up indicators	Period of execution	Assigned institution	Level of execution	Observations
<i>5.5- Creation of jobs and insertion of underprivileged groups into the economic circuits</i>					
Finalizing and adopting the Declaration on the National Employment Policy	Adoption, publication and dissemination of the Declaration	2003	METPS	The draft Declaration on the National Employment Policy is being finalized	<i>The Government also intends to finalize sector-based strategy documents in ministries involved in the social affairs sector. With regard to maintaining social peace, the Government is planning to (i) continue with negotiations in view of the signing of Social Conventions,(ii) prepare and implement a National HIV/AIDS control Plan among workers, and (iii) revive CHS within enterprises. Concerning the promotion of employment, the Government intends to (i) develop mechanisms and the process of the organisational and financial support to stakeholders of the informal sector within the PJA/ASI framework , and ii) build up Priority Development Programmes to be part of the Global Employment Promotion Strategy. In this regard, The Government is planning to : - Draw a National Plan of Action on youth employment, in conformity with UN Resolution N° 57/165 ; - finalize the study on the conformity of the law with National and International Labour Norms ; - follow-up Social Security Policy; - finalize the study on the reduction of the vulnerability of Social Dialogue partners; - build acting and intervention capacities of Syndicates and professional associations.</i>
Carrying out a study on the informal sector employment	Report of study published	2003	ONEFOP /NIS		
Facilitating the putting in place of systems of information on the job market	Putting in place of systems of information ; Data available on a permanent basis	Permanent	ONEFOP /NIS		
Promoting youth employment	Number of youth inserted	Permanent	NEF	<i>A funding to the tune of CFA F. 320, 962, 500 was put at the disposal of NEF for self-employment of 1,475 youth.</i>	

Core area n°7 : Improvement of the institutional framework, administrative management, and governance

Mesures/actions	Indicateurs de suivi	Calendrier	Structures responsables	Etat d'exécution	Observations
<i>Reinforcing transparency in the management of public affairs, and accountability of managers</i>					
Publishing results of studies, surveys and audits carried out to improve the quality of service in key sectors (Education, Health, basic Infrastructure, Justice)	Results of surveys and audits published and accessible to the public	2003	MINEPAT MINEDUC MINSANTE	<p><i>Terms of Reference of the « budget tracking exercise » were drafted by the Department of Statistics, in close collaboration with the World Bank. This exercise will be done in two phases, and is due to start in September 2003 with the execution of the budgetary follow-up aspect in the health sector.</i></p>	
Conducting a periodical budgetary follow-up in the social sectors through audits by independent consultants ;	Results of surveys and audits published and accessible to the public	Permanent	MINEPAT MINEDUC MINSANTE	<p><i>The technical file on the execution of the « budget tracking exercise » and appreciation surveys among beneficiaries of services provided in the health and education sectors, was prepared by a technical team made up of senior staff from NIS, as well as experts of CTS, MINEDUC, MINSANTE, the ministry of technical education and vocational training, the ministry of finance and the budget (BD) and the ministry of economic affairs, programming and regional development (Department of programming and public investments). This team received the technical assistance of a World Bank expert in August 2003.</i></p> <ul style="list-style-type: none"> • Health sector <p><i>The budget tracking exercise as well as the appreciation survey among beneficiaries of services in the health sector were carried out. A provisional main report was produced; This was examined for the first time by a steering committee on 23 March 2004, and was finalized based on observations and comments of the CP, and a validation and participatory preparation workshop on a draft plan of priority actions was organized on 12 - 14 April 2004.</i></p> <ul style="list-style-type: none"> • Education sector <p><i>Activities relating to the education sector resumed in November 2003. Technical documents were finalized and validated by the World Bank. Survey agents were trained in early March 2004; The budget tracking exercise which began in early 2004 is due to be completed by March ending, in conformity with the scheduled calendar. The first results are expected in April/May 2004.</i></p>	

Mesures/actions	Indicateurs de suivi	Calendrier	Structures responsables	Etat d'exécution	Observations
Having annual audits Carried out by independent consultants on the system of award of public contracts	Reports of audits published and accessible to the public	Permanent	ARMP	<p>The synthesis of audit reports on public contracts for the 2000/2001 (June-July) budgetary year was made by ARMP Board of Directors and is now available. A Consultant (2AC/ACP) was recruited in April 2003 to carry out an audit of public contracts for the period of July 1, 2001 to December 31, 2002. The audit report was submitted in February 2004. Thirty-one (31) independent observers were recruited for the period of November 1, 2002 - December 31, 2003; they produced about 1,900 reports. A consultant was recruited to make an assessment of the transitional phase: he submitted his report.</p> <p>The final report of the audit on public contracts of the 2001 -2002 period and the transitional period, was submitted by the auditor and approved: this final report was made available since March 2004, and sent to the World Bank and IMF Resident Missions on 26 and 27 April 2004 respectively.</p> <p>The final report on the assessment of the transitional period was submitted by the consultant on 23 April 2004, and sent to the World Bank and IMF Resident Missions on 26 and 27 April 2004 respectively. A round-table discussion on the conclusions of the said report, as well as those of the audit report on public contracts, is scheduled for 13 and 14 May 2004.</p>	
Continuation of the in-depth reform of the judicial system					
Completing the study on the technical audit of the judicial system	Report of study available	2003	MINJUSTICE MINEPAT	<p>Report on the technical audit available</p> <p>Plan of action of the judicial system built up.</p>	
Building and implementing the strategy on the reform of the judiciary , based on the recommendations of the study on the technical audit of the judicial system	Strategy adopted and implemented	2003-2004	MINJUSTICE MINEPAT	<p>A study on the technical audit of the judicial system was carried out, and the report submitted on 03 October 2003 ; Recommendations made in this study helped in the preparation of a plan of action on the reform of the judiciary at the end of December 2003. Work to finalize the plan of priority actions is underway</p> <p>A plan of actions for the reform of the judicial system was built up in a participative manner during a seminar held on 22 and 23 December 2003. This plan of action was approved by competent authorities and sent to development partners, notably the IMF and the World Bank on 30 December 2003.</p> <p>The World Bank addressed its observations on the said plan of action, to government authorities in a letter dated 24 February 2004.</p> <p>While awaiting the preparation of a plan of priority actions proper, it should be noted that judicial authorities prepared draft bills and draft decrees, which are being examined by the high hierarchy of the Ministry of Justice. These draft bills and decrees include (i) the draft bill to organize the judicial system, (ii) the draft bill to fix the Status of Magistrates, (iii) the draft bill to Organize the Supreme Bench of the Supreme Court, (v) the draft bill to specify the procedure before the Judicial Bench of the Supreme Court, (vi) the draft bill to organize administrative Courts, (vii) the draft bill to organize regional Audit Benches, and (viii) the draft decree to specify the Special Status of Court Registrars.</p>	

Mesures/actions	Indicateurs de suivi	Calendrier	Structures responsables	Etat d'exécution	Observations
Putting in place the legal institutions provided for in the January 1996 Constitution, notably the Audit Bench and the Constitutional Council	The law to organize the Audit Bench ; Constitutional Council ; the Audit Bench and the Constitutional Council operational	2003-2004	MINJUSTICE MINFI MINEPAT	<ul style="list-style-type: none"> The Audit Bench <p>A) The law to organize the Audit Bench was adopted and promulgated (Law N° 2003/005 of 21 April 2003)</p> <p>The putting in place of the Audit Bench involves five (05) steps, namely: (i) Adoption of the law to organize the Audit Bench of the Supreme Court, (ii) examination of accounts, (iii) recruitment and training of the Bench judges (iv) drafting and publication of the Status of the Bench Members (v) provision to the Bench of the necessary logistics.</p> <p>The National Assembly adopted during its March 2003 session, the law to specify attributions, the organization and functioning of the Audit Bench of the Supreme Court.</p> <p>The President of the Audit Bench of the Supreme Court, and two Members, who are Magistrates of the Judiciary, were appointed by Decrees N° 2004/081 and N° 2004/082 of 13 April 2004 respectively.</p> <p>The rest of members, notably those not belonging to the Magistracy, will be appointed as a result of the ongoing selection process.</p> <p>A follow-up committee of actions relating to the putting in place of the Audit Bench of the Supreme Court was set up and is already operational. It is made up of four taskforces.</p> <p>A plan of priority actions to be carried out before the Bench goes operational, accompanied by an implementation calendar, and was validated. The execution of this plan is underway</p> <ul style="list-style-type: none"> The Constitutional Council <p>Execution of the plan of action for the putting in place of the Constitutional Council, which was adopted by the Government in November 2002, is almost completed. The National Assembly, during its March 2004 session, adopted the draft bill to organize and specify the functioning of the Constitutional Council, and the law to specify the status of members of the Constitutional Council. The President of the Republic promulgated Law N° 2004/004 of 21 April 2004 to organize and specify the functioning of the Constitutional Council.</p>	
Intensifying the fight against corruption					
Putting in place a coalition to fight against corruption, involving the government, the private sector, the civil society, and all stakeholders	Coalition operational; Programme of activities drafted in collaboration with the civil society	2003	NGP	<p>Actions underway</p> <p>Preparations ahead of the seminar on the coalition to fight corruption are underway. Meanwhile, a law on the reinforcement of prerogatives of the ad hoc committee on the fight against corruption is being prepared.</p> <p>The present constitution of the ad hoc Committee on the fight against corruption, which is presided by the Prime Minister, the National Observatory of the fight against corruption, and ministerial Anti-Corruption Units, takes into account the need to get the civil society involved in actions to fight against corruption.</p> <p>Effective participation of members of the civil society in the various meetings held by Anti-corruption Units, and in the various fact-finding missions carried out by the said Units.</p>	
Building and adopting a strategy to sensitize the public on good governance and the fight against corruption	Strategy adopted; Programme of actions drawn	2003	NGP	<p>Actions underway</p> <p>Publication on the Internet of the NGP and the PAP in order to improve on good governance and the fight against corruption. Implementation of the IEC Plan (Information-Education-Communication) and the putting in place of participative follow-up of the implementation of the NGP in public administrations. All these actions are backed up by UNDP and ADB.</p>	

Mesures/actions	Indicateurs de suivi	Calendrier	Structures responsables	Etat d' exécution	Observations
Ameliorating the dissemination of, and access to information on the management of public affairs	Study finalized and disseminated	2003	MINCOM	Study not completed Executive Committee set up Consultant selected (« CADIC GOMBERT INTERNATIONAL/JURIDIS/CRETES/ICNET »). Setting up of an interministerial steering committee for the follow-up, evaluation and validation of the study ; Disbursement of funds underway	
Strengthening regional development by adopting some twenty community projects					
Selecting and making the projects operational	Selection criteria specified ; 20 projects operational	2003	MINATD	Terms of reference for the selection of the 20 community development pilot projects were prepared and adopted after discussions with the World Bank's experts A circular to specify areas of the projects, as well as modalities for their preparation was addressed to municipal administrators in the ten provinces - Transmission of projects to municipal administrators and to the Permanent Secretary of the CCS/PPTE.	
Improving the production and dissemination of information	Social bodies put in place	2003	MINEPAT		Action to be carried out
Making a cost estimate of the implementation of the Minimum Statistical Programme (PSM)	PSM in figures	2003	MINEPAT	Implementation of MDG estimated at CFA F 3.650 thousand million	
Building a partnership and a participatory process for the implementation of the strategy	A system of information put in place	2003	MINEPAT	The project is under study (MINCOM and MINEPAT) following the Head of State's instructions.	
Putting in place a system of information for the various stakeholders in the fight against poverty	Number of persons trained	2003	MINEPAT		Training workshop-seminars scheduled.

ANNEXE 2 : BUDGET EXECUTION ITEMS

MINISTRY OF PUBLIC WORKS

ACTIVITIES PROGRAMMED	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCING	LEVEL OF EXECUTION	PROPOSED SOLUTIONS	OBSERVATIONS
I.1 – STUDIES :								
I.1.1 - JOINTLY FINANCED PROJECTS ALREADY ENGAGED								
1.Improvement of conditions of movement in intercity priority road network through the suppression of existing or potential damaged stretches of the road (2 890 km)	1 842 974	000	73 621	DR/SDIR	-AFD (C2D) -PIB	4%		Construction/rehabilitation of 93 bridges, 6 crossings and 01 concrete slabs Report on the identification on damages stretches pending approval
2.Rehabilitation and development of rural roads in coastal provinces (2 104 km)	1 697 098	000	250 000	DR/SDIR	-AFD (C2D) -PIB	6%		Feasibility pre-studies on 2104 km completed. Choice of roads to rehabilitate : 1200 out of 2104 km. Study report pending approval PIB : 71 060
3. Construction of substitution roads for omnibus railway services (424 km)	528 503	000	200 000	DR/SDIR	-AFD -PIB	38%		-Completed detailed technical studies -Support to Administration for project tender analysis and elaboration for contracts to be finalised -03 project contracts to be signed : *Lot 1 : Kumba-Douala-Yaounde : 93.6 km *Lot 2 : Yde-Bélabo-Lom II: 116.7 km *Lot 3 : Lom II-Ngaoundal – Ngouandéré: 99.1 km Project cost estimates : 3 100 000
4. Improvement of the Kumba – Mamfe road (148 km)	393 807		125 000	DR/SDIR	-World Bank (IDA) -PIB	100%	Amendment initiated on PIB 2003 on 28/04/2003, Ongoing elaboration of TF	- CCF already approved by the Department of Roads. -Ongoing elaboration of tenders for the social aspect following rejection by TB- TN of the related amendment

ACTIVITIES PROGRAMMED	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCING	LEVEL OF EXECUTION	PROPOSED SOLUTIONS	OBSERVATIONS
5. Rehabilitation of KFW bridges, Ebebeda and Noun bridges, etc (about fifty)	8 500 000		200 000	KFW DR/SDIR	-KFW -PIB	Aggregate: 54% Annual 2003: 100%		-Contract signed on 24/05/02 -Duration 3 years (Studies and projects) -SO notified on 25/06/02. Phase1 : Techniques studies being completed *section 1: Ebebeda and Noun bridges - Restricted international invitation to tender for projects launched one 15/09/03. Ongoing evaluation of files *section 2: other bridges -TF shall be sent to road maintenance TB by end jan. 2004. 3 out of 50 structures pending inspection -Phase 2 : -Project starting off
6. Reinforcement of the Douala – Kékem road (161 km)	124 309		210 000	KFW	-KFW -RF	100%		LOT 1 et 2: Studies to be approved Project estimates: LOT 1 : 15 000 000 LOT 2 LOT 2 -1 : 8 000 000 LOT 2 -2 : 5 000 000
7. ASPERB (Support for the privatisation of the maintenance of tarred roads)				Techn. Adviser 1 DR/SDIR/ SOA ASPERB	-KFW -PIB	Multianual project 1999-2007. Aggregate: 55.6% Annual 2003: 100%	Creation by Ministry of PW of a committee to be coordinated by Technical Adviser1	-data bank programme for structures nearing completion -management strategies for structures pending approval
8. Tarring of Bamenda – Ekok road (lot 2 & 4) : -Lot 2 Batibo-Bachuo Akagbe. (75 km) -Lot 4 Mamfé- Ekok border road(67 km)	182 430		339 000		-ADB -PIB	100%	-Studies carried out Amendment for payment to the copany pending signature	-Studies : ODA approved but not provided -Environmental impact assessment : final report available -Economic evaluation completed

ACTIVITIES PROGRAMMED	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCING	LEVEL OF EXECUTION	PROPOSED SOLUTIONS	OBSERVATIONS
9. Cameroon road master plan	268 511		0	DR/SDIR	-PASS/EDF -PIB	40%	- 30 million fCFA advance signed for the acquisition of software programmes and training of administrative staff	-Adoption of programme elaborated by BET -3rd phase of study pending validation
10.Reinforcement of Maroua-Kousséri road(264 km)	104 375			DR/SDIR	-AFD (C2D) -PIB	20%		-report of installation and that of preliminary field survey pending validation
11.Hydrological studies for the construction of 8 bridges between Kribi and Campo	6 406			EU DR/SDIR	EU -PIB	90%		-Study pending completion -Report submitted
12. HIPC PROGRAMME, study phase (2nd and 3rd years) Section 1 : 3 206 km Section 2 : 3 500 km	774 912			HIPC DR/SDIR	HIPC multilateral	98%		-Project planned in 2 parts over 3 years -CCF for part 1 available concerning 754 km for the 2nd year -CCF for part 2 available concerning 900 km for the 3rd year
I.1.2 – JOINTLY FINANCED PROJECTS TO START								
13. Improvement of Garoua - Boulai – Ngaoundéré road (267.5 km)	755 755			EU DR/SDIR	-EU -PIB	0 %		-TF approved -Contract pending signature
14.Reinforcement of Foumban-Tibati road	1 459 047			DR/SDIR	-AFD (C2D) -PIB	0%		-Contract pending signature
15.Reinforcement of Ngaoundéré – Garoua road (271 km), with widening of one-way bridges + creation parking spaces along the cliff+reinforcement of the banks of the Benue (2nd phase over 1 400 m)	1 444 111			DR/SDIR	-AFD (C2D) -PIB	0%		-Contract pending signature

PROGRAMMED ACTIVITIES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCING	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
I.1.3 - PROJECTS FINANCED BY LOCAL FUND ALREADY ENGAGED									
16. Reflection on the reform of the Road Fund and the setting up of the National Roads Council and the Road Agency	p.m.			SG CJ	PIB	75%			-Preliminary-draft elaborated in April 2003
17. Study on financing road infrastructures	p.m.			SG TB DR	PIB	75%			-Preliminary draft elaborated in April 2003
18. Reinforcement of Mbalmayo – Ebolowa road (75 km)	62 717			DR/SDIR	Road Fund	70%			-ODA/CCF pending approval
19. Improvement Obala-Batchenga-Nanga Eboko-Bouam roads (192 Km out of 264 Km)	482 899			DR/SDIR	-PIB	100%			-CCF of 03 lots available -Cost estimates : 18 000 000 -LOT 1 : 182 879 -LOT 2 : 193 666 -LOT 3 : 106 354
20. Reinforcement and improvement of Yaoundé-Nsimalen to 2x3 lanes (15 km)	55 000	20 000	10 000	DR/SDIR	-PIB	50 %	-Insufficient financing	-Additional works : 45 000	-Contract awarded but suspended for lack of fund -Studies underway with new project orientation
21. Construction of new bridge over the Vina	106 731			DR/SDIR	-PIB	100%	Delays in the settlement of BET bills	-Mobilization of a additional amount of 40 442	-APS approved. - ODA being elaborated -Request of extension of duration of contract submitted by the company on 01/07/03
22. Construction of Sangmélima-Djoum- Congo borders (335 km)	607 000		350 000		-PIB	Aggregate : 32% Annual : 113%	Roads blocked by the forest -Insufficient finances to settle bills	Projected engagement of 156 million de FCFA made in end November 2003	-Study to span over 3 financial years -APS available -Elaboration of ODA starting
23. Peripheral roads round Douala with a second bridge over the Wouri	1 672 075		1 000 000	DR/SDIR	-PIB	Phase 1 : 100 % Phase 2 aggregate: 43% Annual: 75%			-APS validated on 05/05/2003 -Studies underway for the concession du nouveau pont -APS pending approval for the construction of a peripheral road to cross river Wouri
24. Opening of Yingui-Mosse-Ndogbassaben road (57 km)			50 000		-PIB	Aggregate 40% annual 2003 0% 20%			- TF for construction nearing completion -The people want only direct execution of studies - 1 st Report pending approval
25. Reinforcement of Bafoussam-Bamenda road (57 km)	100 000		100 000		-RF -PIB				

TOR : Terms of Reference ; CCF : Company Consultation File ; TF : Tender file ; TB : Tender Board ; SO : Service Order ;
Development Bank ; KFW : Kreditanstalt Für Wiederaufbau ; EDF : European Development Fund ; ADB : African Development Bank

AFD : French Development Agency ; IDB : Islamic

PROGRAMMED ACTIVITIES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCING	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
26. Reinforcement of Yaounde-Pouma road (57 km)	70 271		70 271		-RF -PIB	20%			- Survey report and environmental plan pending approval - économique reprot pending approval
27. Improvement of Bertoua-Batouri-Kenzou- (Bertoua –Batouri road: 90 km out of 197 Km)	250 000			DR/SDIR	-PIB	100%			-Studies on Bertoua-Batouri road completed, CCF available
28. Yaounde-Kribi road lot 2 : Olama-Lolodorf-Kribi bridge (271 km)	200 000		100 000	DR/SDIR	-PIB	100%	Difficult passage between NTB and TB-TN	Speeding up of TB-TN procedure	-agreements pending signature -contract pending award by the STB -Ngomedzap-Mengueme slip road also studied under this project
29. Reinforcement of Eséka-Boumnyébel road (33 km)	90 000			DR/SDIR	-PIB	100 %			- CCF finalized.
30. Reinforcement of Yaounde-Ndé bridge (201 km)	80 635		80 635		-RF -PIB	20%			- Survey report on environmental plan pending approval -economic report pending approval
I.1.4 - PROJECTS FINANCED BY LOCAL FUNDS TO START									
31. Mengong-Sangmelima road (71 km)				DR/SDIR	-PIB	0%			-TF being prepared
32. Dogbele-Mandimba-Akwa Nord road (33 km)			50 000	DR/SDIR	-PIB	0%			Contract awarded on 01/07/03 by TB-TN
33. Peripheral road round the Presidential Palace			200 000	DR/SDIR	-PIB	0%			-TF studies finalized for open tenders

ACTIVITIES PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILISER PIB 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
I.2 - WORKS AND CONTROL 34 sites executed 94% (aggregate rate : 57%) in 2003 for 9 631/272 106 million de FCFA									
I.2.1 – JOINTLY FINANCED PROJECTS ALREADY ENGAGED									
1. Improvement of Nsimalen-Mbalmayo/Ebolowa-Ambam roads (120 km)	31 343 063		1 000 000	DR/SDIR	-AFD -PIB	100 %	Delays in paying the contractors of road weighing stations	-payment amendment under study	-works completed in November 2002 - final reception on 08/12/203 Remainder to be paid by PIB : Compensation : 4 186 812 F CFA Taxes : 4 336 172 F CFA TOTAL : 8 522 984 F CFA
2. Improvement of Ambam-Kye Ossi road (34,2 km)	9 524 852		370 000	DR/SDIR	-AFD -PIB	100 %	Delays in paying the contractors	-contractors' claims under study	-Works completed and received on 23/09/2003
3. Rehabilitation of the Wourri bridge	13 206 040		878 000	DR/SDIR	-AFD -PIB	Aggregate : 21% Annual : 95.32%			-setting up of interministerial steering committee by PM on 06/06/03 -Works underway since 16/06/03 -quality ensuring plan validated
4. Construction of the Makabaye bridge	5 003 102		13 000	-Inspector No.2 -DR/SDIR	-AFD -PIB	Aggregate : 75% Annual : 69%			-Works nearing completion -Construction of weighing station underway VAT exclusive amount : 566 096 F CFA PIB Taxes : 788 188 750 F CFA Compensation: 57 270 000 F CFA
5. PUER – IDA 2 nd part (Tarring of steep slopes 55.6 km)	9 755 638		44 000		-WB –IDA -PIB	Aggregate : 99.83% Annual : 99.59%	-Insufficient resources	-payment amendment pending signature	Phase 1 : Provisional reception declared on 16 april 2003 (3,3 billion) Duration : 12 months - Phase 2 : works received on 30/12/2003 (3,3 billion FCFA TE) Duration : 10 months PIB Compensation : 804 816 F CFA. Taxes : 1 307 066 F CFA. Total: 2 111 882 F CFA

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGÉ	FINANCES TO MOBILISER PIB 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
6. Rehabilitation of rural roads in 03 provinces : <ul style="list-style-type: none"> > Works in the North-West (254 km) > Sensitization in the Centre, South and North –West provinces 	4 263 813		19 000		-WB –IDA -PIB	Aggregate : 100% Annual : 95.61% Works completed	-Withdrawal of some BETs	-Payment amendment for BETs pending signature for payment in 2004	-Sensitization of population completed -Works phase : 8/9 lots received 1/9 awaiting reception Total amount 3.6 billion FCFA TI PIB allocation in 2004 Amount : 1 067 000 000 F CFA
7. Improvement of Ngaoundéré – Touborrou-Moundou road (383 km)	52 393 450		92 0000	PERFED II DR	-EU -PIB	Aggregate : 18% Annual: 88%	-Marked difference between ODA and the reality : -several taxes to be paid -Safety on works site	-Envisaged additional works cost -resources provided by MINTP in June 2003	-Works underway -Security presently go to the field with their equipment
8. Tarring of Ambam – Eking (Gabon borders road) (27 km)	11 516 222		250 000	DR	-ADB -PIB	Aggregate : 14% Annual : 100%			-Works starting -Duration : 15 months PIB allocation Amount : 1 480 612 084 F CFA
9. Tarring of Melong – Dschang road (section of the mountain + section of the plain + construction works) (22.5 km and 4 bridges)	20 125 307		450 000	DR	-ADB -PIB	Aggregate : 13% Annual : 100%			-Works starting -Duration : 25 months PIB allocation Compensation: 2 148 341 000 F CFA Taxes : 2 736 454 000 F CFA
10. Construction of bridges over river Niem at Ngoazig and Eboro+ BIYI EBA –MEYO KYE road stretch (19 km)	5 031 150		18 200	PERFED II DR	-EU -PIB	Aggregate: 17% Annual : 100%			-The Government ensures the management of the Ngoazig bridge while the Gabonese manages the Eboro bridge and the stretch -Works underway since 09/06/03
11. Rehabilitation and maintenance of farm-to-market and access roads in the TIKAR plain (36.85 km)	326 796			PERFED II DR	-EU -PIB	41 %			Works underway including construction of the KOUBANG bridge -works awaiting reception -1/3 lots received PIB allocation Amount : 1 840 080 000 F CFA

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGÉ	FINANCES TO MOBILISER PIB 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
12. Rehabilitation of the Bambui-Fundong road	Tx : 258 174 Cle : 24 093 Total : 282 267			DR/SDIR	-KFW -PIB	86%	-tax problems	-tax burden to be borne on the PIB credit arrangement	-Works nearing completion PIB allocation : 44 468 336 F CFA
13. HIPC PROGRAMME, projects sector	Travaux: 3 854 270 Contrôle: 295 091 Total: 4 149 360		200 0000	DPTP DR	-PPE multilatéral	Annual : 100%	-problems in the disbursement of funds	-Additional costs of works expected	-year 1 : 9 contracts concerning 490 km of road in the Centre and South provinces completed and received -year 2 : contracts for 754 km of road pending signature -year 3 : tender to be launched by TB-TN
1.2.2 – JOINTLY FINANCED PROJECTS TO START									
14. Reinforcement of the Yaounde – Ayos road (126 Km) + stretch to AKONOLINGA (12 Km)	Total : 5 000 000		500 000	PERFED II DR	-EU -PIB	0%			- Tender launched by STP /EDF -analysis of tenders underway
15. Reconstruction of rural roads in the Adamawa, East, and South-West provinces (1 112 km)	14 355 577		250 000	DR/SDIR	IDB Fonds OPEP PIB	0%	-Insufficient financial resources earmarked for 2003	-additional resources to be budgeted : 4 236	-Signing of contracts underway (05 lots) -01 lot declared unsuccessful and awaiting re-awarding -environmental impact assessment pending approval PIB allocation : 4 492 500 (for works)
16. Construction of the bridge over the Lokoundje in Lolodorf	1 384 392		50 000	PERFED II DR	-ADB -PIB	0%	Tender unsuccessful due to withdrawal of sponsors	Search for new sponsors	-search for financing underway

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGÉ	FINANCES TO MOBILISER PIB 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
17. Construction of the Ayo-Bonis road	48 512 690		550 000	DR/SDIR	-IDB -BADEA -Fonds OPEP - FSD - FK -PIB	Aggregate : 0% Annual : 100%	-Tender declared unsuccessful on 28/04/2003 by MINTP	Search for agreement with sponsors to negotiate with the lowest bidder on 11/06/03 -new TF elaborated	-lot 1 : draft consultancy contract sent to sponsors for non-objection. Contract pending awarding Marché Project underway de passation -lot 2 : draft consultancy contract sent to sponsors for non-objection. TF pending launching - PIB to contribute to the tune of 4,29%
18. Construction of the EKING bridge (EBORO)			75 000	PERFED II DR	-EU -PIB -PIB	Aggregate : 0% Annual : 0% 0%			
19. Rehabilitation of the KFW bridges	700 00		700 000	DR/SDIR					-Tender launched
1.2.3 - PROJECTS FINANCED UNDER DOMESTIC RESOURCES ALREADY ENGAGED									
20. Dschang-Bamougoum road			Exp: 100 000	DR/SDIR	-PIB	100%	-Insufficient finances for expropriations	- Justification for use of initial credit pending	Works completed Expropriation underway 100/570 million paid in 2003
21. Bamenda-Bambui road			Exp : 8 000	DR/SDIR	-PIB	100%	-Partial payment of remainder of expropriation compensation		.Partial payment of remainder of expropriation -Remainder of about 8 000 are being paid

ACTIVITÉS PROGRAMMÉES	COÛT (EN MILLIERS DE FCFA)	RESSOURCES FINANCIÈRES DÉJÀ ENGAGÉES	RESSOURCES FINANCIÈRES A MOBILISER PIB 2003	RESPONSABLES	SOURCES DE FINANCEMENT	NIVEAU DE RÉALISATION	DIFFICULTÉS RENCONTRÉES	PROPOSITIONS DE SOLUTIONS	OBSERVATIONS
22. Opening of the Mamie-Akwaya road (125 km)	1 496 705		250 000	IG DR/SDIR	-PIB	Aggregate : 77 % Annual : 100%	-Insufficient finances in 2003	-Allocate 835 million to complete the works	-Works underway
23. Improvement of the Bolifamba-Buea urban motorway	Tx: 6 969 504 Cie: 376 000 Total : 7 345 504		1 050 000	DR/SDIR	-PIB	Aggregate : 91% Annual : 100%	-Delay in the provision of credit -additional works to be paid for	-Works suspended for re-start in November 2003	-Works nearing completion -700 million needed for additional works
24. Opening of the WEH-ISSU-FRU AWA – Nigeria borders road (80 km)	TF: 176 428 TC: 313 543 Total : 499 971		150 000	DR/SDIR	-PIB	30%	-Difficulties in paying contractor -50 000 not disbursed	-Allocate TCI credit -Payment of bills at the Yaounde Central Treasury	Bi-annual contract (01-02 / 02-03) -Closed segment completed -Conditional segment starting
25. Opening of the DIZANGUE-MOUJANKO - YOYO II – SOUELLABA road (84 km)	TF: 153 221 TC: 346 456 Total : 499 977		200 000	DR/SDIR	-PIB	Aggregate 80% Annual 100%	-Insufficient finances budgeted	-Gradual opening depending on funds available	Bi-annual contract(01-02 / 02-03) -Closed segment received. -Conditional segment underway
26. Opening of the BEFANG-BAORO-AKWAYA road (110 km)	TF : 185 283 TC : 294 696 Total: 479 979		200 000	DR/SDIR	-PIB	73%	-Insufficient finances budgeted	-Gradual opening depending on funds available	Bi-annual(01-02 / 02-03) -Closed segment received. -Conditional segment underway
27. Opening of the Ndogbelle-Bodirman-akwa nord road (37 km)			246 489	DR/SDIR	-PIB	5%			-Works starting

ACTIVITÉS PROGRAMMÉES	COÛT (EN MILLIERS DE FCFA)	RESSOURCES FINANCIÈRES DÉJÀ ENGAGÉES	RESSOURCES FINANCIÈRES À MOBILISER PIB 2003	RESPONSABLES	SOURCES DE FINANCEMENT	NIVEAU DE RÉALISATION	DIFFICULTÉS RENCONTRÉES	PROPOSITIONS DE SOLUTIONS	OBSERVATIONS
28. Garoua- Gashiga bridge			000	DR/SDIR	-PIB	Aggregate 20% Annual 100%			-Works underway
29. Improvement of the Ngolbang-Zoétélé road (13 km+ Zoétélé highways)	2 067 494		25 000	DR/SDIR	-PIB	Aggregate 100% Annual : 0%	-Additional works	-contract amendment pending signature	-Works completed and received -contract amendment pending signature for additional works
30. Tarring of the Bachuou Akagbe- Mamfe road (21 km, with a bridge over 100 m)	6 579 522		1 000 000	DR/SDIR	-PIB	Aggregate: 100% Annual : 90%	-arrears amounting to 4 344 252 to be paid	-contract amendment awaiting signature	-Works completed and received -arrears being paid
31. Tarring of Buea and Kumba streets	5 567 000		283 000	DR/SDIR	-PIB	100%	-Unpaid bills to the contractor	Settlement of outstanding bills scheduled for le 30/05/03	-Works completed and received
1.2.4 - PROJECTS FINANCED BY LOCAL FUNDS TO ENGAGE IN 2004									
32. Reconstruction of the Yaound-Soa road (10,5 km)	9 315 215		2 200 000	DR/SDIR	-PIB	0%	-Insufficient finances budgeted in 2002 and 2003 leading to the withdrawal of the contractor on 30/05/03	-File sent to PM	2 billion set aside at CAA -200 million transferred to PMG for settling expropriation compensation
33. Tarring of the Awae-Esse-Soa road (80 km)	16 000 000		500 000	DR/SDIR	-PIB	0%	- insufficient finances in 2003	-File sent to au PRC, PM and MINEPAT in January 2003	-TF available -search for finances -Works yet to start

ACTIVITÉS PROGRAMMÉES	COÛT (EN MILLIERS DE FCFA)	RESSOURCES FINANCIÈRES DÉJÀ ENGAGÉES	RESSOURCES FINANCIÈRES À MOBILISER PIB 2003	RESPONSABLES	SOURCES DE FINANCEMENT	NIVEAU DE RÉALISATION	DIFFICULTÉS RENCONTRÉES	PROPOSITIONS DE SOLUTIONS	OBSERVATIONS
34. Improvement of the Obala-Batchenga-Nanga Eboko-Bouam road (192 km over 264 km)	18 000 000		Total: 600 000	DR/SDIR	-PIB	0%	-Insufficient finances in 2003	-File sent to PRC, PM and MINEPAT in January 2003	-Works yet to start
35. Reinforcement of the Mutengene-Kumba road (78 km)	Tx : 12 568 018 Cie : 494 733 Total : 13 062 751		Exp : 20 000 Tx : 240 000 Total : 520 000	DR/SDIR	-PIB	Aggregate 0%	-Insufficient budgeted finances since 2000	-File sent to PM end February 2003 for search of funds	-Works yet to start Future financing to be covered by PIB
36. Improvement of the Bafoussam-Bamendjou-Nkamna-Bangou road	300 000		Total:	DR/SDIR	-PIB	0%	- insufficient finances in 2003		-Works yet to start

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
II- MECHANISED MAINTENANCE AND PROTECTION (ROUTINE AND PERIODICAL MAINTENANCE ACCORDING TO NETWORK)									
II.1 – PRIORITY NETWORK (21 595 km)									
II.1.1 – TARRER ROADS (4 300 km)									
II.1.1.1 – ROUTINE AND ET PERIODICAL MAINTENANCE OF TARRER ROADS (3 360 km)									
II.1.1.1.1 – WORKS									
North network (1 009 km)			3 678 200	DR/SDR DPTP/SR	RF PERFED	28%	Scarcity of gravel, insufficient material resources		Annual maintenance works (413 000) only started on 1 ^{er} October 2003
ADAMAWA (57 km)			260 448	DR/SDR DPTP/SR	RF PERFED	49%	Delay of 5,5 months		Works stopped in August 2003 due to heavy rains
NORTH (270.5 km)			970 332	DR/SDR DPTP/SR	RF PERFED	62%	Scarcity of gravel, and insufficient material resources		Works underway
FAR NORTH (409.65 km)			2 857 127	DR/SDR DPTP/SR	RF PERFED	34%	Scarcity of gravel and insufficient material resources		Works underway The two initial contractors only started on 1st October 2003. The two other work sites closed in August 2003 because of rainfall
West network (417 km+works following the collapse of the BANA pass)			4 064 696	DR/SDR DPTP/SR	RF PERFED	72%	-Scarcity of gravel - heavy rains		RF= 2 411 000 EDF= 1 910 000 Completed works: 2 Works underway: 4
LITTORAL (147.9 km)			1 736 533	DPTP/SR SUBTP	RF PERFED	75%	NONE		TCT1 received : 2 projects
NORTH+WEST (147 km)			1 548 338	DPTP/SR SUBTP	RF PERFED	84%	NONE		Works on TF underway : 1
WEST (70 km+ (417 km+works following the collapse of the BANA pass)			631 026	DPTP/SR SUBTP	RF PERFED	50%	Deadline expired for collapsing works		Works underway : 1
SOUTH+WEST (52 km)			148 800	DPTP/SR SUBTP	RF PERFED	100%			Works received: 1
South network (888.40 km, of which 60 in the South/Ngibang- Sangmelima : and 279.5 in the South)			3 867 010	DR/SDR DPTP/SR	RF PERFED	86%	-Heavy rains		RF= 1 886 666 EDF= 1 355 971 Annual works underway PERFED II triennial projects : works on TF are being received : 5 contracts
II.1.1.1.2 – CONTROL : 1 168 km, 601 882 000 FCFA, executed at 101%, control underway on 5 construction sites									
North network			450 901	DR/SDR DPTP/SR	RF PERFED II	78%			CONTROL UNDERWAY ON TWO SITES

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
ADAMAWA (57 km)			130 418	DR/SDR DPTP/SR	RF PERFED	66%			NONE
NORTH (434 km)				DR/SDR DPTP/SR	RF PERFED				
FAR NORTH (406.9 km)			153 725	DR/SDR DPTP/SR	RF PERFED	90%			Control underway
West network	156 841		156 841	DR/SDR DPTP/SR	RF PERFED II	97%	1 MDC contract cancelled in the SW province	Control supervised by DPTP/SW	Control underway : 1 contract
LITTORAL (147.9 km)				DPTP/SR SUBTP					
NORTH-WEST (147 km)			156 841	DPTP/SR SUBTP	RF PERFED	97%	NONE		Control underway
WEST(km)				DPTP/SR SUBTP			NONE		
SOUTH-WEST (52 km)				DPTP/SR SUBTP					
South network	160 899		160 899	DR/SDR DPTP/SR	RF PERFED II	145%			Control underway : 1 contract
CENTRE (608.9 km)				DR/SDR DPTP/SR	RF PERFED	75%	NONE		Works underway
EAST (0 km)			160 899	DR/SDR DPTP/SR		0%	NONE		No project underway
SUD (279,5 km)				DR/SDR DPTP/SR		75%			Works underway
II.1.1.1.3 – PROTECTION OF ROADS (4 300 km)									
Network North (1 324 km)			306 287	DR/SDR DPTP/SR	RF PERFED	100%			Works on second phase partially executed
ADAMAWA (329 km)			85 194	DPTP/SR SUBTP	RF	100%	NONE		Works on second pass received (07 projects)
NORTH (434 km)			98 829	DPTP/SR SUBTP	RF	100%	NONE		Works on first pass received : 2 projects No second pass : 7 projects
FAR NORTH (514 km)			124 265	DPTP/SR SUBTP	RF	100%	NONE		Works on first pass received No second pass (11 projects)
West network (1 279 km)			588 957	DR/SDR DPTP/SR	RF PERFED	88%			Heavy task completed
LITTORAL (538 km)	214 546		229 766	DPTP/SR SUBTP	RF	92%	01 contract pending cancellation	01 contract to be re-awarded	Work on semi-heavy TC2 pass received Works on first and second minor passes received : 16 projects

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
NORTH-WEST (141,82 km)	98 045		96 096	DPTP/SR SUBTP	RF	65%	NONE		Works received : 10 projects
WEST (579,43 km)	235 150		449 297	DPTP/SR SUBTP	RF	85%	NONE		Works on semi-heavy TC2 pass received: 11/14 contracts
SOUTH-WEST (221,80 km)	87 396		108 142	DPTP/SR SUBTP	RF	100%	01 contract cancelled	Contract re-awarded	Works received : 10 projects
South network ((1 363,6 km)	535 247		535 247	DR/SDR DPTP/SR	RF PERFED	100%			Works under the current pass : 39/39 received
CENTRE (757 km)	314 571		314 571	DPTP/SR SUBTP	RF	100%	NONE		Works under the current pass received : 23 projects
EAST (74,50 km)	29 086		29 086	DPTP/SR SUBTP	RF	100%	NONE		Works under the current pass received : 2 projects
SOUTH (532,10 km)	191 590		191 590	DPTP/SR SUBTP	RF	100%	01 contract cancelled	Contract re-awarded	Works under the current pass received : 14 projects
II.1.1.2 –ROUTINE AND PERIODICAL EARTH ROADS (9 935 km)									
II.1.1.2.1 – WORKS									
North network (2 312 km)			3 208 846	DR/SDR DPTP/SR	RF PERFED	47%	-scarcity of source of water		- Annual work maintenance (8 contracts, 738,262 million) : 12% -works under TC 2003 : 4 - triennial currently executed at 86% -Works under PERFED II (7 projects) : 65%
ADAMAWA (694,5 km)			1 567 499	DR/SDR DPTP/SR		76%			Works underway : 3 projects Works completed : 4 projects
NORTH (710,55 km)			856 919	DR/SDR DPTP/SR	RF PERFED II	43%	01 site stopped, contract period expired	Reminder to the contractor	-work site abandoned at 51% of the TC2 : 1 project Works about to start : 3 projects Works completed : 1 project
FAR NORTH (821) km)			784 429	DR/SDR DPTP/SR		35%	Shortage of machines in the region		- works under TC2 received : 2 projects -Works about to start : 4 projects Works underway : 1 project
West network (1 860 km)			4 762 068	DR/SDR DPTP/SR	RF PERFED	52%	Heavy rains		RF=4 791 709 EDF=537 851 -works underway: 10 -works underway 5
LITTORAL (343,6 km)			625 073	DPTP/SR SUBTP		67%			Works underway : 2 Works underway : 1
NORTH-WEST (503,3 km)			1 273 643	DPTP/SR SUBTP	RF	29%			Works underway : 3

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
WEST (662,82 km)			1 644 881	DPTP/SR SUBTP	PERFED II	75%	01 default contractor	Contract cancelled and awarded to another company	Works completed : 2 sites Works underway : 3 projects Works suspended : 1 site
SOUTH-WEST (693,05 km)			1 475 231	DPTP/SR SUBTP		69%			Works underway : 1 site Works completed : 1 site
South network (3 666 km)			7 048 351	DR/SDR DPTP/SR	RF PERFED II	51%	Heavy rains		RF=5 242 009 EDF=403 523 Works underway: 22 projects
CENTRE (2 108,5 km)			3 378 914	DR/SDR DPTP/SR		56%	Additional works in the contract	2 contract amendments signed for an amount of 463 056	Works under TF received : 12 projects TC works underway and annual works underway
EAST (708,05km)			2 329 767	DR/SDR DPTP/SR	RF PERFED II	63%	Additional works in the contract triennial : construction of the Kentzou ferry site closed	Contract amendment signed	Works under TC2 received : 1 project Works under annual contacts underway: « projects
SOUTH (849 km)			1 339 670	DR/SDR DPTP/SR		32%		Notice to defaulting company on 30/09/2003	Annual works underway: 5 projects TC2 works underway: 1 project Contract about to close : 1 work site
II.2.1.1.2.2 – CONTROL (control carried out at 93% for a total amount of 1 639 928 000 by PERFED II programme)									
North network	437 354		450 901	DR/SDR DPTP/SR	RF PERFED II	103%	1 contract cancelled at DPTP/SW	Control assigned to DPTP/SW	Control underway : 10 projets
ADAMAWA (780 98 km)			148 962	DR/SDR DPTP/SR	RF PERFED II	100%			Control underway : 10contracts
NORTH (1056,13 km)			115 193	DR/SDR DPTP/SR	RF PERFED II	100%			Control underway
FAR NORTH (659,32 km)			173 199	DR/SDR DPTP/SR	RF PERFED II	100%			Control underway
West network	456 239				RF PERFED II	86%			Control underway : 4 contrats
LITTORAL (272,6 km)			105 078	DPTP/SR SUBTP	RF PERFED II	61%			Control underway
NORTH-WEST (467,47 km)			181 293	DPTP/SR SUBTP	RF PERFED II	25%			Control resumed after cancellation of certain contracts

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
WEST (456.42 km)			169 868	DTP/SR SUBTP	RF PERFEDII	60%			Control resumed after cancellation of certain contracts
SOUTH-WEST (526.35 km)			000	DTP/SR SUBTP	RF				Control resumed by DTP after cancellation of contract with BET
South network	746 335					92%			Control underway : 3 contracts
CENTRE (1 356.47 km)			237 696	DR/SDR DTP/SR	RF	99%			Control underway
EAST (387.05 km)			249 815	DR/SDR DTP/SR	RF	95%			Control underway
SOUTH (242.14 km)			258 824	DR/SDR DTP/SR	RF	87%			Control underway
II.1.1.3 – ROUTINE MAINTENANCE OF RURAL ROADS									
II.1.1.3.1 – IDA WORKS									
ROUTINE MAINTENANCE (1 456 km)				DR/CRR SUBTP	RF	80%			Works received (01 contract) or closed (01 contract)
PERIODICAL MAINTENANCE (250 km)			1 500 000	DR/CRR SUBTP	RF	96.92%			-works of phase 2 about to start
CENTRE	182 462	145 211		DR/CRR SUBTP	RF	80%			Works received (01 contract) or closed (01 contract)
SOUTH	36 317	36 317		DR/CRR SUBTP	RF	103%			Works received
II.1.1.3.2 – WORKS									
Rural roads (3 895.04 km)			2 566 633	DR/CRR SUBTP	RF	27.34%			-Works underway to start phase 2 : 56 projects
Rural roads in the SOUTH (2 407.84 km)			1 489 132	DR/CRR SUBTP	RF	24.18%			-Works underway to start phase 2 : 32 projects
Rural roads in the WEST (1 487.2 km)			1 067 502	DR/CRR SUBTP	RF	31.75%			-Works underway to start phase 2 : 24 projects
II.1.1.3.3 – CONTROL AND SENSITISATION									
Rural roads (3 895.04 km)			891 152	DR/CRR SUBTP	RF	34.5%			-Works underway to start phase 2 : 56 projects
Rural roads in the South (2 407.84 km)			465 025	DR/CRR SUBTP	RF	33%			-Works underway to start phase 2 : 32 projects
Rural roads in the West (1 487.2 km)			426 127	DR/CRR SUBTP	RF	36%			-Works underway to start phase 2 : 24 projects
II.2 - WORKS ON NON PRIORITY NETWORKS (Main and rural network : 2 500 km)									
II.2.1 – WORKS ON NON PRIORITY NETWORK (Main and rural network : 2 500 km)									

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
Emergency interventions	150 000			DPTP SUBTP	PIB				Credits assigned to DPTP for rapid and emergency operations
Special emergency interventions	3 600 000			DPTP SUBTP	PIB				Credits assigned for special and emergency operations
CENTRE									
Rehabilitation of the NDIKINIMEKI-NINDJE road (36km)	56 781	0	56 781		PIB	100%	NONE		Workscompleted
Rehabilitation of the NGONGTOCK-Mawele road (5.5km)	2 766		2 766			100%	NONE		Workscompleted
Improvement of the Ahala 2-Afanoyoa-Ebang-Mengong road (15km)	25 000		25 000	DPTP SUBTP		100%	NONE		Workscompleted
Rehabilitation of the Songbengue—Ngambe-Ninje road (70km)	100 000		100 000			100%	Delays due to long distance from the project		Workscompleted
Rehabilitation of the Akak-Nkobikok road (8.5km)	29 937		29 937	SUBTP-Leklé		0%			Awaiting invitation to tender
SOUTH									
Rehabilitation of the Melangue 1-Ngoazick- Melangue 3—Ofumbi-Mebande roads (38km)	84 246 100 000		84 246 100 000	SUBTP-MVila		100%	No bill settled		Workscompleted
Rehabilitation of the Bitum-Nkoemvon-Nkoladom road (5km)	121 095		121 095			100%	No bill settled		Workscompleted
Rehabilitation of the Bitum road-DJA stretch	157 503		157 503			100%	No bill settled		Workscompleted
Improvement of farm roads in Meyomessala, lot No. 1	156 073		156 073	SUBTP-MYSLA		100%	No bill settled		Workscompleted
Improvement of farm roads in Meyomessala lot No.2	104 506		104 506						
ADAMAWA									
Maintenance of the Ngaoundéré—Bélel road(130 km)	50 000		50 000	DPTP		0%			Contract award underway
NORTH									
Opening of the DJALINGO-WANGAI-ALINI 2- farm road at the Nigeria borders	50 000		50 000	DPTP		0%			Elaboration of tender file underway
SOUTH-WEST									
Treatment of damaged sections of the Buea-Sasse road (5.5 km) and Muntenguene - Mile 17 road (6.4 km) and weeding	7 500		7 500	DPTP		100%		Contract for tracing second stretch cancelled	PM's visit to Sasse

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
NORTH-WEST									
Maintenance of the MUTEFF-AKEH road	25 000		25 000	SUBTP-Boyo		0%			Tnder launched
Maintenance of the Bamenda station-Medankwe-Fon palace road	36 561		36 561	SUBTP-NDop		0%			Preparation of tender underway
Maintenance of rural roads NP	489 971		150 000	DPTP		44%	-insufficient means deployed by the contractor		50 000 falls beyond disbursement period 87,5 % of period expired
II.2.2 – SPECIAL EMERGENCY INTERVENTIONS ON STRUCTURES OF THE NON PRIORITY NETWORK (6 OA)									
CENTRE									
Construction of the FALLA bridge in AKOEMAN (40 m)	100 000		100 000	DPTP DR/SDR	PIB	100%	Many additional works	2 contract amendments signed	Works completed
ADAMAWA									
Studies on the reconstruction of the VINA bridge	40 000		40 000	DPTP DR/SDR	PIB	0%			Project near completion
NORTH-WEST									
Completion works on the IBAL bridge, and Babungo-Oku bridge	14 170		14 170	DPTP DR/SDR	PIB	0%			Preparation of tender files underway
Construction of an aquaduct on the Batibo-Widikum road	18 957		18 957	DPTP DR/SDR	PIB	0%			Preparation of tender files underway
Repair works on Mile 37 bridge on the highway RN11	22 656		22 656	DPTP DR/SDR	PIB	0%			Preparation of tender files underway
Development of a sandbank at CBC NKWEN	14 170		14 170	DPTP DR/SDR	PIB	0%			Preparation of tender files underway
Bridges and crossings : 30				DPTP DR/SDR	PIB				
I.2.3 – MAINTENANCE OF STRUCTURES (BRIDGES AND CROSSINGS) (64 TENDERS)									
North network									Works underway
15 tenders	97 743 515	0	97 743 515	MINTP D.R	PIB	10%			FAR-NORTH (2 tenders)
	100 530 591	0	100 530 591			10%			NORTH (4 tenders)
	56 439 476	0	56 439 476		RF	10%			ADAMAWA (2 tenders)
	155 491 065	0	155 491 065			10%			FAR-NORTH (3 tenders)
	112 385 754	0	112 385 754			10%			NORTH (4 tenders)
I-4-2 West network									Works underway
28 tenders	104 098 713	0	104 098 713	MINTP D.R	PIB	10%			LITTORAL (4 tenders)
	74 843 911	0	74 843 911			10%			OUEST (4 tenders)
	96 074 593	0	96 074 593			10%			NORTH-WEST (4 OA)

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
	50 328 800	0	50 328 800			10%	contracts	award contracts	SOUTH-WEST (2 tenders)
	120 693 329	0	120 693 329		RF	10%			LITTORAL (5 tenders)
	113 419 631	0	113 419 631			10%			WEST (6 tenders)
	76 639 842	0	76 639 842			10%			SOUTH-WEST (3 tenders)
									Works underway
I-4-3 South network									
21 tenders	137 371 510	0		MINTP D.R	PIB	10%			CENTRE (4 tenders)
	83 221 757	0				10%			SOUTH (3 tenders)
	68 444 794	0				10%			EST (3 OA)
	135 884 199	0			RF	10%			CENTRE (5 tenders)
	146 233 652	0				10%			SOUTH (3 tenders)
	95 902 478	0				10%			EAST (3 tenders)
d) MAINTENANCE/ OPERATION OF FERRIES									
CENTRE province	420 000	0	420 000	DR/SDR	PIB	100%			11 ferries maintained
South province				DPTP SUBTP		100%			2 ferries maintained
East province						100%			9 ferries maintained
III- MISCELLANEOUS WORKS									
III.1 – HIPC PROGRAMME									
31.Works under HIPC PROGRAMME (490 km of road in the Centre and South provinces)	4 149 360				HIPC Multilateral	80 %	-01 entreprise défaillante -retard pris dans l'exécution des travaux -Difficultés de paiement	-marché résilié et attribué à une autre entreprise -Avenants signés pour la prolongation des délais des entreprises (04/06/03) et de la MDC (26/02/03)	Travaux - 8 marchés sont en cours d'achèvement : Contrôle -2 marchés ont été attribués et sont en cours d'achèvement
III.2 – SUPERVISION OF NETWORK									
Supervision of network Priority network : 26 422 km			6 400	S/DER DPTP STP	Budget MINTP	50%	Les ressources actuelles ne permettent pas d'attendre les objectifs globaux fixés	Il y a nécessité d'augmenter le budget d'entretien routier	Inspection underway
Knowledge of network Non priority network 2 500 KM			162 000		EDF				
Road databank (RDB)			81 000		Road Fund		Les informations sur l'Etat du Réseau sont peu disponibles		TOTAL BUDGET RF
			13 000						22 000 000 000
			26 000						

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE IN 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROBLEMS ENCOUNTERED	PROPOSED SOLUTIONS	OBSERVATIONS
Demarcation and location of network with setting up of a 'geographical information system' (GIS)	100 000	0	100 000	DR/CPROG	PIB	50%	NONE		Bornage et repérage en cours
ROAD COUNTING	159 251	0	159 251	DR/CPROG	PIB	100%	NONE		Prestations de la TC1 (campagne 2003) terminées (10 projets)
COUNTING OF DAMAGED SECTIONS	71 821	0	71 821	DR/CPROG	PIB	100%	NONE		Prestations de la TC1 (campagne 2003) terminées (4 projets)
DEFLEXION MEASURES	29 319	0	29 319	DR/CPROG	PIB	100%	NONE		Prestations de la TC1 (campagne 2003) terminées (2 projets)
REINFORCEMENT STUDIES	300 626	0	300 626	DR/CPROG	PIB	0%	NONE		Contrats signés et notifiés aux 4 BET
III.3 - NATIONAL STRATEGY FOR THE PROTECTION OF THE ROAD PATRIMONY									
Road weighing	375 000		375 000	CISOP	RF PIB	50%			
MANAGEMENT OF RAINGATES	48 267	0	48 267	SDR-NORTH DPTP/SR	PIB	25%	Several raingates in poor condition	Several raingates constructed during the first phase	TC1 works (2003 season phase 2) underway (15 annual projects on the priority network) (03 triennial projects on the priority network)
MANAGEMENT OF RAINGATES	52 319	0	52 319	SDR-SOUTH DPTP/SR	PIB	25%	Several raingates in poor condition	Several raingates constructed during the first phase	TC1 works (2003 season phase 2) underway (17 projects on the priority network)
MANAGEMENT OF RAINGATES	51 317	0	51 317	SDR-WEST DPTP/SR	PIB	25%	Several raingates in poor condition	Several raingates constructed during the first phase	TC1 works (2003 season phase 2) underway (17 annual projects on the priority network) (02 triennial projects on the priority network)
III.4 - PROTECTION OF THE ENVIRONMENT									
Road maintenance works				DR/CPE	-PIB				
construction/rehabilitation of roads				DR/CPE	PIB				
Supply of the road and environment databank (ROUEN)				DR/CPE	PIB				
Improvement of the knowledges of cadre in matters of environmental sciences				DR/CPE	PIB				

ACTIVITÉS PROGRAMMÉES	COST (IN 000 FCFA)	FINANCES ALREADY ENGAGED	FINANCES TO MOBILIZE PIB 2003	OFFICIALS	SOURCES OF FINANCES	LEVEL OF EXECUTION	PROPOSED SOLUTIONS	OBSERVATIONS
Training				DR/CPE	PIB			
IV- ROAD NETWORK IN TOWNS OF LESS THAN 100 000 INHABITANTS								
Distribution of roles among MINTP, MINUH, MINVILLE and the Councils	1 000		PM MINTP / CAB, DR		PIB			
Identification of towns of less than 100 000 inhabitants	1 000		PM MINTP / CAB, DR		PIB			
Classification of roads	3 000		DR +Road Subd		PIB			
Studies and control of road projects	150 000		DR MINTP / CAB, DR, CMM BET / DR		PIB + RF + Council Budget			Urban road project for 10 towns
Works	2 50 000		MINTP / CAB +CMM Contractor + DR		PIB B.I.P + F.R + Council Budget			For construction and maintenance works in 10 towns
Identification of classified urban roads	15 000		DR + DELTP + Road Subd.		B.I.P			

MINISTRY OF MINES, WATER RESOURCES AND ENERGY

Initial allocation	Credit transfer	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
65 000.00	0.00	65 000.00		4 925. 575	61 046.00	93.92	25
<i>Project : Study and follow-up of sector strategy</i>							
				4 925. 575			Lack of finances to recruit a consultant
				4 866.700			
			MO	928			
				4925 .575			
			30 cartridges of ink - tonner E30	4			
			Car rental and mileage	999. 274			
				4851 043			
			770 reams of duplicating paper - clairalfa	4988 557			
			Data processing and office equipment for day to day use	4905 .635			
			20 tonner for HP, 500 envelops GM, 500 medium size envelops, 10 fluorescent lamps, 10 bulbs, 5 dust bins, etc.	4851 .043			
			Data processing and office equipment for day to day use	4855 .155			
				4992 .047			
			Data processing and office equipment for day to day use	4939 250			
			805 reams of duplicating paper, size A4	4984 .071			
			30 cartridges of ink - tonner E30	4 149. 600			
			Feasability studies on decentralized networks - BT	4 866.700			
			39 cartridges of ink - tonner E30	4 149.600			
			MO	960.000			
<i>Project : Development of mineral resources</i>							
20 000,00	0.00	20 000,00	MO	1 170	19 776.00	98.88	Data available

Initial allocation	Credit transfer	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			MO	1 511, 7			
			MO	720			
			MO	1 053			
			MO	800			
			MO	1170			
			MO	640			
			MO	480			
			9 cartridges of ink - HP laser Jet 8 cartridges of ink - Tomner for CANON LBP81 37 reams of paper - multicopy 5 cartridges of black ink	3546 .850			
			Micro -computers compact Laser printer - 1100 Standing fans	4484.760			
Project : Control of quality for petroleum product and water					38 416,00	96.04	Data available
40 000, 00	0,00	40 000,00	Camair air ticket	1 752. 3			
			Camair air ticket	1 639. 6			
			Ink - 20	2 184.			
			Office equipment + ink - 8	080			
				2 281. 022			
			MO	630			
			MO	876. 3			
			MO	640			
			MO	450			
			MO	206. 8			
			MO	640			
			MO	400			
			MO	400			
			MO	375			
				4.996.035			
				4 996.035			
				10 000			

Initial allocation	Credit transfer	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			CAMAIR air ticket	7 737.700			
			MO	13 745.300			
			300 reams of paper - Clairalfa 270 light file jackets	2651 .300			
			Car rental for inspection of works	3703 .257			
			150 reams of duplicating paper, size A4 450 reams of paper - Clairfontaine, 80g 100 strap jackets 60 packs of 100 hard file jacket	4996 .035			
			500 strap file jackets 5000 hard file jackets 676 markers - CONTE	4995 .370			
				3798 .430			
			8 cartridges of black ink - HP 8 cartridges of ink - Canon NP3050	2184.080			
			Stationery	2281.022			
Project : Preparation, supervision/assessment of projects							
			MO	500,00			
			MO	100,00			
			MO	60,00			
			MO	90,00			
			MO	720,00			
			Rental for a land cruiser vehicle	4 985,400			
			Typing, duplication, photocopy, binding of documents	4 999,964			
Project : Inspection of classified establishments							
30 000,00	0,00	30 000,00	Camair air ticket	1611 .627	29 994,00	99,98	99,98
			OM	1 053			
				4993 .925			
			200 reams of paper - Clair Fontaine 2800 Laser 15 registers of 400 pages 30 registers of 500 pages 20 registers of 600 pages 300 Post It - big size 700 color strap file jacket	4933 2.67 3			
			90 registers of 400 pages 50 registers of 500 pages 50 registers of 600 p	4999 .525			
				1519 .954			
				4991 .384			

Initial allocation	Credit transfer	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			MO	500,000			
			MO	125,00			
			MO	80,00			
			MO	100,00			
			MO	125,00			
Project : Updating of project on rutile, Akomolinga							
10 000,00	0,0	10 000,00	Conference at the Hilton Hotel	2 500,00	2 500,00		25
Project : Human resource development							
35 000,00	0,00	35 000,00	AIR TICKET	350,200	34 723,50	99,21	Data available
			25 cartridges of ink - model 4152, 50 black ink HP C4844A, 10 ball pens	4919,284			
			MO	120,00			
			MO	384,00			
			MO	300,00			
			MO	4000,000			
			50 cartridges of black ink - HP C4844	4 919,288			
			25 cartridges of ink - model 4152				
			500 reams of duplicating paper - size A4	4 975,653			
			200 markers - CONTE 159				
			300 roll of toilet tissue - Sita				
			100 ball pens				
			2 buffets, drinks (Champaign, Whisky, Bordeaux wine)				
			Miscellaneous equipment, installation of SG, 45 bottles of Champaign, 600 whiskies	4 999,385			
			Participation fees of seminar in France (Paymaster AMBACAM PARIS)	4			
			Participation fees of seminar in France (Paymaster AMBACAM PARIS)	592			
			Participation fees of seminar in France (Paymaster AMBACAM PARIS)	4			
			MO	592			
			MO	384			
			MO	312			
			MO	742			

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
Project : Information system and databank on website							
30 000,00	0,00	30 000,00	221 rolls of black tracing paper - DIAZO MO	4989.459 340.00	29 847,00	99.49	Data available
			Creation of website	4 054.900			
			Training in data processing	4 785.694			
			Office equipment, including ink - 67	4 785.894			
				4 940.887			
Project : Study on security belt around the petroleum depots							
15 000,00	0,00	15 000,00		4000.0 0	13 927.50	92.85	Data available
			3 cartridges of black ink -Toner HP	1402.5			
			4 cartridges of black ink -Toner HP	59			
			10 cartridges of black ink - HP				
				4985.400			
				3539.635			
Project : Water supply in peripheral urban areas and small towns							
30 000,00	0,00	30 000,00		4999.9 88	29 811,00	99.37	
				4992.047			
				4995.370			
				4866.700			
			Feasibility studies for the extension of the water supply system at Messa Mendongo	4999.988			
			Maintenance and renovation of the electricity network	4999.988			
				4999.988			
			30 cartridges of ink - CANON NP 1550	4999.988			
			35 cartridges of ink CANON NP 6012	4 955.725			Control of physical execution has not yet taken place due to lack of funds

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
20 000,00	0,00	20 000,00	Project : Control of physical works of projects	MO 625,00 MO 150,00 MO 225,00 MO 625,00 2 670,750 4965.2 21 4 998,00 4 985.400 MO 640	19 884,00	99.42	
20 000,00	10 000,00	30 000,00	Project : PIB Follow-Up Unit and PBS	AIR TICKET 2964.700 MO 250,00 MO 375,00 MO 150,00 MO 500,00 4 999.964 MO 320 MO 276	29 835,00	99.45	98,00
85 000,00	85 000,00 + 60 000,00 (charging to 932 951 credit line)	230 000,00	Other projects	Disbursement of funds – Aids control 600,00 Air ticket 133.600 4866.700 250,00 210,00 8100,00 Maintenance and renovation of the electricity network 2995.941 Electrical works at MINMEE 4890.440 8000,00 12 cartridges of Tonner ink for Canon printer LBP or HP 92298 4 995.370 500 strap file jackets 5000 file jackets 676 markers - CONTE. Repair of data processing equipment 4997.270 4 014,34 3 Miscellaneous deliveries 4 997.680 New Year Wishes ceremony (presents+decorations) 4 999.881 Feasibility studies of rural electrical networks Ntounde I (Yabassi) 4866.700 Feasibility studies of electrical structures (BT) 4 748 000	192 188,00	83.56	Control of physical execution has not yet taken place due to lack of funds

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			Feasibility studies in KOBA	4 866 700			
				4			
				866,700			
			Feasibility studies of networks in Salapoumbé and Mayo Darlé	4 866 700			
			Electrical feasibility studies in Nkolmbana-Mvomnam (Lékié)	4 866 700			
			Feasibility studies in Ndom I	4 866 700			
			Environmental impact assessment of electrical plants MV/LV	4 997 270			
			Stationery	4 914 331			
				4			
				967,990			
			Ink - 50	4 999 644			
			OM	742,500			
			Printer + Toner + Ink	4			
				997,364			
			Ink - 46	4			
				914,180			
				4996,035			
			Car rental	4 985,4			
			Office equipment	4 996,035			
			Miscellaneous deliveries - 215 bottles of Champaign	4 973,921			
			Drinks - 48 Chivas+36 Château Giscours	4 984,277			
				4 886,700			
			Miscellaneous deliveries - 120 Champaign + 72 Chivas	4 997,680			
			Miscellaneous deliveries - 215 bottles of Champaign	4 993,921			
				2 635,023			
			Repair of vehicle - IT 03114RC	4 994,335			
			Car rental	4 999,226			
			OM	18 000			
			Miscellaneous deliveries				
			Car rental (Direction Energie)	4 995,504			
			Office equipment	4 014,343			
			Disbursement of funds	18 000 000			
485 000,00	170 000,00	655 000,00			601 013,96	91,75	Total projects
Project : Water supply system in Garoua Boulai, Kaélé and Ngaoundéré							
50 000,00	0,00	50 000,00			0,00	0,00	0,00
Project Extension of MT network							
200 000,00	0,00	200 000,00	Automatic assignment of credits to the provinces		200 000,00	100,00	Contract award underway
Project : Rural electrification							
1 317 000,00	0,00	1 317 000,00	Automatic assignment of credits to the provinces		1 317 000	100,00	0,00 Contract award underway
Project : Rural water system							

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
1 035 500,0	0,00	1 035 500,0			1 035 396	99,99	0,00 0,00 Contract award underway
Project : Rehabilitation SCAWATER stations							
130 500,00	0,00	130 500,00				100,00	Control of physical execution did not take place due to lack of funds
Other water and electricity infrastructures							
150 000,00	90 000,00 (changing to 932 939)	240 000,00	Maintenance and renovation of the electrical in NKOLINGUET/EVODOULA	4999.988	186 504,00	77.71	Control of physical execution did not take place due to lack of funds
			Electrification works at Mme MVONDO 's funeral site, Nkolbikogo (Mfou) on Presticam 's instruction	4946.823			
				4992.047			
				4892.814			
			Rural electrification at TEKMO (Meyomessala)	4962.071			
				4890.440			
				4999.644			
			Feasibility studies of rural decentralized networks	4866.700			
			Construction of electricity network of about 0.850km in Bansaou	4999.810			
				740.690			
			Supply of poles for the electrification of the segment Bertoua-Dondi	4950,000			
			Electrification of OLEMBE via Bengbis	4992.522			
			Potable water supply network in Yaounde (Nkolzie)	4985.400			
				4985.400			
				4999.810			
			Construction of electricity network of about 0.850km in Bansaou				
			Extension works on electricity network at DJEUPOH, Bangou Subdivision, West Province	4937.920			
			Construction of electricity network of about 1 km	4999.988			
			Car rental for HIPC control team and others	4985.400			
			Rural electrification works at Nkolangoung	4956.319			
			Rural electrification works at BAKOA	4956.319			
			Development of compensating reservoir at Makak	4 990.148			
				4 999,941			
			Construction of a community sea wall in Dibamba	4 997 555			
			Electrification works in BAKOA	4 973 957			
			Electricity works	1 424 400			
			3-phased power generator	4 961 923			
			Preparation workshop on drilling	4 793 799			
			MO	320			
			MO	672			
			MO	270			
				4 866.700			
				4 998.433			
			Repair and supply of spare parts	4 998 433			
			Electrification of Bagba	4 998.650			
			Hydraulic studies and assessment of TSELA network	4 961.636			
2 883 000,0	90 000,00	2 973 000,0			2 367 003,0	76,62	Total infrastructures
Project : Fitting up of buildings							
200 000,00	0,00	200 000,00	Delegate, Ministry of Mines	4 777.440	199 600,00	99,80	99,80

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			Fitting up of the building of the Dpt of Energy (Electricity and paint)	4 999.287			
			Fitting up of the building of the Dpt of Energy (Paint)	4 996.083			
			Fitting up of the building of the Dpt of Energy (Repair of roof)	4 997.285			
			Fitting up of the building of the Dpt of Energy (plumbing)	4 985.400			
			Fitting up of the building of the Dpt of Energy (Paint)	3 482.658			
			Fitting up of the building of the Dpt of Energy (Concrete and wood work)	4 985.281			
			Fitting up of the building of the Dpt of Energy	3 651.805			
				4 999.644			
				4 982.400			
			20 conference chairs	4 985.400			
			Repair works in the conference hall of MINMEE , floor + paint	4 872.635			
			Repair works in the conference hall of MINMEE , floor + paint	4 872.635			
			Repair works in conference hall – ceiling with iroko slat	4 635.235			
			Habillemente salle de conférence du MINMEE	4 990.150			
			Interior trim in the conference hall of MINMEE	4 990.150			
			Wall of the back fence	4 436.591			
			Varnish	3 995.822			
				4 992.400			
			Repair works in offices of the Dpt of Mines	4 970.023			
			Paint on fence and porter' s lodge - MINMEE	4 811.039			
			Plumbing	3 869.620			
			Improvement of parking lot	4 154.500			
200 000,00	0,00	200 000,00			199 600,00	99,80	Total works
Expropriation around the Nsam petroleum depot, Yaounde							
200 000,00	0,00	200 000,00	Transfer CAA	200 000	200 000,00	100,00	Control of physical execution did not take place due to lack of funds
Equipment of services							
192 000,00	0,00	192 000,00			182 284,80	94,94	
Vehicles							
175 000,00	0,00	175 000,00	Repair of vehicle IT 03608RC	4 998.881	174 982,50	99,99	99,99
			Repair of vehicle CE 9309B	4 998,538			
			Car rental	2 00,000			
			Car rental	4 999,999			
			Car rental	4 985,400			
			Car rental	4 999,999			
			Maintenance and repair of vehicle	4 999,965			
				4 945,656			
				4 998,000			
			Repair of vehicle	4 999,940			
			Repair of vehicle CE 9310B	4 999,883			
				4 994,303			
			Repair of vehicle CE 9311B	4 987,604			

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			Rehabilitation of drilling workshop MINMEE (servicing of 1 engine)	4 391.900			
				4 510.600			
				4 975.627			
				3 800.000			
			Tyres	4 510.600			
			Rehabilitation of drilling workshop MINMEE (servicing of 2 engines)	4 391.900			
			Tyres	4 510.600			
				4 391.900			
			Repair works in drilling workshop	4 793.799			
			Rehabilitation of drilling workshop (fourmitures)	4 919.793			
			Repair of vehicle IT 03608 du Cab	3 927.763			
				4 999.988			
			Car maintenance	4 998			
			Car maintenance	4 940.198			
			Car maintenance	4 998			
			Maintenance and repair of vehicle CE	4 950. 411			
			Maintenance and repair of vehicle	4 940.949			
			Car spare parts	4 975.627			
			Rehabilitation of drilling workshop	4 919.793			
			Rehabilitation of drilling workshop in the northern provinces	4 919.793			
			Rehabilitation of drilling workshop	3 561. 000			
			Rehabilitation of drilling workshop	4 793.799			
Degassing of lake Nyos and monitoring of Mount Cameroon							
50 000,00	0,00	50 000,00		4 999.763	49 925,00	99,85	Le contrôle de l'exécution physique n'a pas encore eu lieu faute de moyens financiers
				4 999.988			
				4 972.105			
				4 936.548			
				775. 000			
				1 240. 000			
				775.000			
				155.000			
				155.000			
				4 264. 513			
			MO	880			
			MO	250			
			MO	1 320			
			MO	250			
			MO	330			
			MO	5 000			
Acquisition of data processing equipment							
40 000,00	0,00	40 000,00	Data processing equipment	4 991.335	39 632,00	99,08	Le contrôle de l'exécution physique n'a pas encore eu lieu faute de moyens financiers
			HP2400 printer + ink	4 700.520			
			Computer+ backup battery + ink	4 991.335			
			HP2400 printer + ink	4 985.400			
			HP2400 printer + ink	4 991.335			
			HP2400 printer + ink	4 991.335			
			HP2400 printer + ink	4 991.335			
			HP2400 printer + ink	4 991.335			
			HP2400 printer + ink	4 991.335			

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
457 000,00	0,00	457 000,00			449 985,05	98.47	Total Equipement
Electricity Regulation Agency							
50 000,00	0,00	50 000,00			0,00	0,00	0,00
Rural electrification Agency							
50 000,00	0,00	50 000,00			49 995	99.99	99.99
Organisation and private management for gold collection							
100 000,00	0,00	100 000,00	Mining craft industry Support Unit	75 000,00 0	99 792,00	99.79	Le contrôle de l'exécution physique n'a pas encore eu lieu
			Installation CAPAM	4 999.710 4 999,94 1			
			Installation CAPAM	4 999.941 4 898.189 4 893.935			
SNEC assistance in the renovation of potable water stations							
150 000,00	0,00	150 000,00	SNEC transfer	150 000	150 000,00	100	100
470 000,00	0,00	470 000,00			352 241.50	74.95	Total Subventions d'investissements
Micro electrification rurale (Japan)							
20 000,00	0,00	20 000,00	Car rental for visiting delegations	4 992,37 7	19 966,00	99.83	Le contrôle de l'exécution physique n'a pas encore eu lieu faute de moyens financiers
				4 993,377			
AEP : Mokolo – Mora line							
100 000,00	0,00	100 000,00	Transfer of compensation funds of the rural water supply project to CAA	85 726,49 1	100 000,00	100,00	Les données ne sont pas disponibles
			Camair air ticket	3 172,80 0			Le contrôle de l'exécution physique n'a pas encore eu lieu faute de moyens financiers
			OM	200			
			OM	1000			
				4 958.630			
Reactivation of water of water points in the North, Adama and Far North provinces							
100 000,00	0,00	100 000,00	Camair air ticket	267	100 000,00	100,00	0,00
400 Water drillings in 7 provinces (IDB)							
80 000,00	0,00	80 000,00	Transfer by IDB of compensation funds of the rural water supply project to CAA	80 000,00 0	80 000,00	100,00	100
Water supply SOA (Belgium)							
80 000,00	0,00	80 000,00			0,00	0,00	0,00

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
Rehabilitation of public water pumps in the Sanaga Maritime Division (Belgium)							
40 000,00	0,00	40 000,00			0,00	0,00	0,00
Rehabilitation of AEP Maroua (Belgium)							
60 000,00	60 000,00	0,00	Dotation virée dans l'imputation 901 019 (autres études)		60 000,00	100,00	0,00
Water supply project in secondary towns							
30 000,00	0,00	30 000,00		4 800.133	29 952,00	99,84	0,00
				1 000,000			
				1 350,000			
			Stationery	1 994.327			
			Camair air ticket	5			
				256,90			
				0			
			Camair air ticket	1 752.300			
			Camair air ticket	2 104.600			
			MO	1			
				521.00			
				0			
			MO	7418.4			
				00			
			MO	1521,000			
			MO	1521,000			
			MO	1521,000			
510 000,00	60 000,00	450 000,00			337 314,37	74,96	Total Contributions
Arrears							
150 000,00	50 000,00	200 000,00		4 866.344	198 600,00	99,30	
				4 989.636			
				4 999.997			
Restoration of the water supply points: North, Adamawa, Extreme North							
100 000,00	0,00	100 000,00	Camair airticket	267	100 000,00	100,00	0,00
400 wells in 7 provinces (DIB)							
80 000,000	0,00	80 000,000	Payment of the village water project compensation funds financed by DIB, to the Autonomous Fund	80 000,000	80 000,000	100,00	100
SOA Water supply (Belgian Government)							
80 000,000	0,00	80 000,000			0,00	0,00	0,00
Rehabilitation of Public taps in the Sanaga Maritime (Belgian Government)							
40 000,00	0,00	40 000,00			0,00	0,00	0,00
Rehabilitation of the Maroua AEP (Belgian Government)							
60 000,00	60	0,00	Transferred to the 901 019 budget line		60 000,00	100,00	0,00

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
	000.00		(Miscellaneous studies)				
Project for secondary drinking water centres							
30 000.00	0.000	30 000.00		4 800.133	29 952.00	99.84	0.00
				1 000 000			
			Supplies	1 350 000			
			Camair airticket	1 994 327			
			Camair airticket	5 256 900			
			Air ticket Camair	1 752 300			
				2 104 600			
			MO	1 521 000			
			MO	7 418 400			
			MO	1 521 000			
			MO	1 521 000			
			MO	1 521 000			
510 000.00	60 000.00	450 000			337 314.37	74.96	Total Contribution
Outstanding dues							
150 000.00	50 000.00	200 000.00		4 866 344	198 600.00	99.30	
				4 989 636			
				4 999 997			
				4 925 575			
				4 925 575			
				4 999 998			
				4 999 953			
				4 625 185			
				4 973 957			
				4 930 500			
				4 950 835			
				3 749 021			
				4 998 694			
				4 999 644			
			New Year wishes: 216 Champ	4 981 957			
				4 999 758			
				3 749 553			
				4 999 644			
			New Year wishes: Cakes and Hot drinks	4 993 129			
				4 999 975			
			New Year wishes: 3 buffets	4 999 940			
				4 999 274			
			MINMEE Press Conference of 7/2/2003	4 985 723			
				4 995 015			
				4 999 924			

Initial allocation	Transfer of credit	Current allocation	Engagement/Expenditure	Amounts	Total expenditure	Level of expenditure	Level of physical execution, % (Observations)
			New Year wishes: Cocktail + Heavy buffets	4 999 644			
				4 688 906			
				4 686 503			
				4 999 472			
				2 444 358			
			Ink: 20	4 992 913			
			Hot drinks: 174	4 952 292			
				4 998 715			
				2 499 727			
				3 749 553			
			Miscellaneous supplies	4 999 644			
				4 990			
			Supply of assorted fruit drinks	2 499 727			
				1 994 327			
			Ink: 46	4 914 130			
				4 999 644			
			Ink: 40	4 984 277			
				3 902 001			
				3 749 553			
				4 886 344			
Industrial electricity supply (Lom Pangar-Nachtigal)							
165 000.00	150 000.00	15 000	Transfer to another budget line			15 00.00	0.00 0.00
Rural water project II (HPIC)							
2 000 000.0	0.00	2 000 000.0	Contract N0. 002/A0/MINMEE/CMP/03 for the construction of drinking water supply points in CHUNGHE	27 223.845	114 300.00	2.54	On-the-spot control has not yet been done because of the lack of funds.
			Contract No. 001/A0/MINMEE/CMP/03 OF 6/5/03 for the construction of drinking water supply points in KURUBEI	38 607.175			
Budget line 934 132 Rural Electrification II (HIPC)							
2 500 000.0	0.00	2 500 000.0			0.00	0.00	Contract award currently going on.
4 665 000.0	150 000.00	4 515 000.0			114 300.00	2.54	Overall special projects (HIPC)
10 020 000	520 000.00	9 500 000			4 820 057.88	50.73	Overall total

Sources: Special financial control unit at MINMEE
MINEPAT (DPP/SC)
List on the execution PIB, MINFIB

Key: MO = Mission Order

MINISTRY OF THE ENVIRONMENT AND FORESTRY

Previous Budget line	Title	Service Code	2003 allocation	Engagements			Rate	Observations
				Settled	Pending	Total		
901	<u>Studies</u>							
33-0-901-001	Evaluation of PIB projects & functioning		30 000 000	30 000 000		30 000 000	100.00%	
33-0-901-003	PIB implementation and Preparation		25 000 000		24 971 247	24 971 247	98.88%	
33-0-901-010	Drafting of sectorial strategies		15 000 000	13 024 476	1 975 524	15 000 000	100.00%	
33-0-901-014	Setting up a project data bank		30 000 000	24 808 300	5 191 700	30 000 000	100.00%	
33-0-901-015	PIB + PPBS chain follow up unit		25 000 000	25 000 000		25 000 000	100.00%	
33-0-901-016	Centralization of the central mail service		25 000 000	19 850 138	4 999 968	24 850 106	94.40%	
33-0-901-103	Setting up of local and network and creation of a web site		15 000 000	10 149 892	4 850 108	15 000 000	100.00%	
33-0-901-105	Promoting secondary essences in Cameroon.		10 000 000		10 000 000	10 000 000	100.00%	
	Sub-total Article 901		175 000 000	122 832 806	51 988 547	174 821 353	99.90%	
902	<u>INFRASTRUCTURE</u>							
33-0-902-002	Rehabilitation of agro-sylvo-pastoral facilities		60 000 000		60 000 000	60 000 000	100.00%	
33-0-902-003	Rehabilitation of protected areas		110 000 000		110 000 000	110 000 000	100.00%	
33-0-902-004	Access roads to protected areas		110 000 000		110 000 000	110 000 000	100.00%	
	Sub-total Article 902		280 000 000	0	280 000 000	280 000 000	100.00%	
903	<u>CONSTRUCTION AND DEVELOPMENT</u>							
33-0-903-002	Development of edifices		124 000 000		124 000 000	124 000 000	100.00%	
33-0-903-003	Construction and rehabilitation of forestry posts		312 000 000		312 000 000	312 000 000	100.00%	
	Sub-total Article 903		436 000 000	0	436 000 000	436 000 000	100.00%	

906	EQUIPMENT	Engagements					
		Allocation	Engagement				
33-0-906-100	Equipping Offices	100 000 000	2 890 511	97 054 396	99 944 907	55 093	99.94%
33-0-906-200	Acquisition of rolling stocks	145 000 000		145 000 000	145 000 000	0	100.00%
	Sub-total Article 906	245 000 000	2 890 511	242 054 396	244 944 907	55 093	99.98%
931	INVESTMENT SUBSIDIES						
33-0-931-104	Mvog-Betsi zoo	40 000 000	40 000 000		40 000 000	0	100.00%
33-0-931-121	National School for Water and Forestry, Mbalmayo	40 000 000	40 000 000		40 000 000	0	100.00%
33-0-931-150	Wildlife Conservation Authority	15 000 000	15 000 000		15 000 000	0	100.00%
	<i>Sub-total Article 931</i>	95 000 000	95 000 000	0	95 000 000	0	100.00%
932	CONTRIBUTIONS						
33-0-932-104	National Biodiversity Management Programme (GEF, GTZ, Netherlands)	91 000 000	91 000 000		91 000 000	0	100.00%
33-0-932-108	Sustainable management of Cameroon forests (ACDI)	10 000 000	10 000 000		10 000 000	0	100.00%
33-0-932-109	Korup Project (GTZ, STABEX)	6 000 000	6 000 000		6 000 000	0	100.00%
33-0-932-111	CIDE (Netherlands)	40 000 000	40 000 000		40 000 000	0	100.00%
33-0-932-112	Development of Mefou reserve	20 000 000	20 000 000		20 000 000	0	100.00%
33-0-932-113	Regional programme for the computerization of environmental management (ACDI)	12 000 000	12 000 000		12 000 000	0	100.00%
33-0-932-756	National environmental management programme (UNDP)	50 000 000	50 000 000		50 000 000	0	100.00%
33-0-932-121	Forestry and Agro-forestry Support (BAD)	110 000 000	109 375 250		109 375 250	624 750	99.43%
33-0-932-122	Community Forest Development Project (UK)	20 000 000	20 000 000		20 000 000	0	100.00%
33-0-932-123	WAZA-LOGONE Project (Netherlands)	10 000 000	10 000 000		10 000 000	0	100.00%
33-0-932-007	Convention on Biodiversity (UNDP)	10 000 000	10 000 000		10 000 000	0	100.00%
33-0-932-125	PROFA Project (Akwaya-Mamfe)	80 000 000	80 000 000		80 000 000	0	100.00%
33-0-932-126	Marine ecosystem, Gulf of Guinea (FAC)	15 000 000	15 000 000		15 000 000	0	100.00%

		Engagements					
		Allocation	Engagements				
33-0-932-562	Clearing House Mechanism (GTZ)	10 000 000	10 000 000	10 000 000	0	100.00%	
33-0-932-130	Ex <i>SITU</i> conservation of tropical forest species in school	10 000 000	10 000 000	10 000 000	0	100.00%	
33-0-932-133	PROFOR Project (UNDP)	30 000 000	30 000 000	30 000 000	0	100.00%	
33-0-932-135	Conservation of the Meigame Gorilla reserve	20 000 000	20 000 000	20 000 000	0	100.00%	
33-0-932-136	Protection of the Ozone layer	10 000 000	10 000 000	10 000 000	0	100.00%	
33-0-032-137	OIBT/National Forestry Authority Programme	50 000 000	50 000 000	50 000 000	0	100.00%	
33-0-932-160	Community forest management around the Dja North reserve	20 000 000	20 000 000	20 000 000	0	100.00%	
33-0-932-672	National Forum of forest products	25 000 000	25 000 000	25 000 000	0	100.00%	
33-0-932-103	Conservation and rational exploitation of the forestry ecosystem in Central Africa (ECOFAC)	20 000 000	20 000 000	20 000 000	0	100.00%	
	Sub-total Article 932	669 000 000	668 375 250	668 375 250	0	99.91%	
330	TOTAL	1 900 000 000	889 098 567	1 010 042 943	858 490	99.95%	

MINISTRY OF WOMEN'S AFFAIRS

<i>TITLE</i>	Annual Allocation (in thousands)	Consumption rate (%)
Supervision of the actual execution of projects	2 000	91
Finalization and dissemination of the sectorial strategy	7 000	91
Miscellaneous project study and evaluation	8 000	100
PIB and DPBS follow up unit	3 000	100
Legal and co-operation framework with NGOs and Associations for the promotion of the woman	15 000	72
Statistics on women's affairs	5 000	100
Drafting of an administrative procedure manual	20 000	100
Integrating gender in development actions, projects and programmes	15 000	94
Drawing up of periodic reports on the implementation of CEDEF	5 000	100
Identifying women's needs and drafting HIPC projects	33 000	99
Studies on the introduction of NICTs	5 000	100
Building Edifices	134 000	99
Equipping internal and external services	107 000	98
Support to specialized institutions	273 000	100
Support to the integration of the woman in micro enterprises	50 000	100
Miscellaneous support to specialized institutions	35 000	100
Programme to improve rural household income in the Northern provinces	20 000	95
Poverty reduction and pro-women actions in the Far-North	25 000	100
Productive micro projects for women	10 000	100
Sub programme for the promotion of women, gender and development	55 000	100
Campaign against AIDS	15 000	88
Informal education of the woman and the girl child	15 000	100
Gender and Development in the Commonwealth	8 000	100
Global programme for the promotion of the woman and gender equality	65 000	100
Outstanding dues for the previous financial year	5 000	100

MINISTRY OF JUSTICE

Budget line	Title	Allocation	Physical Execution	Engagement	Engagement rate	Execution rate
08-901-001	Drawing of sectorial strategy	15 000 000	Drafting terms of reference	Credit transferred	100%	10%
08-901-006	Evaluation of PIB projects & execution	20 000 000	Drafting technical documents for the construction of the Adamawa Court of Appeal	9 998 500	49.99%	100%
08-901-007	Supervision of the physical execution of projects	20 000 000	Supervision of all court buildings construction works.	7 240 000 (8 000 000 transferred)	76.20%	100%
08-901-009	PIB + PPBS chain follow up unit	25 000 000	PIB execution follow up	25 000 000	100%	100%
08-903-001	Development of edifices	247 000 000	Repairs carried out in the Tibati, Yaounde-Ekounou, Ngoumou, Dja-Bonanjou courthouses and the Guider, Mbengwi, Fumban, Ambam, Bengbis Courts of Appeal and the Chancellery.	246 998 421	99.99%	100%
08-903-002	Construction of Court houses	1 561 000 000	Commissioning of the Yabassi courthouse and the Mungo high court building.	1 372 088 088	87.90%	100%
		4 000 000	Commissioning of the fence of the Littoral Appeal court and the adjoining building of the Yaounde courthouse.			100%
		95 000 000	Nkongsamba High court: construction work has reached the roof.			30%
		15 000 000	Bafia court premises: Tiling of the floor is almost completed. Only painting is remaining.			90%
		205 000 000	Mora court premises: Tying of the upper section of the head office completed. Only the main court room is remaining.			20%
		43 000 000	Batouri court premises: walls have been raised to the level of tying			26%
		100 000 000	Kumbo court premises: the foundation is almost completed			10%
			Eseka court premises: Walls raised to the level of tying			26%
			Adamawa court of Appeal: the call for tender has already been launched and award procedure is going on.			0%
08-904-001	Acquisition of buildings		Renting of Kaele court premises	4 000 000	100%	100%
08-906-001	Equipping central services		Contract award procedure going on	0	0%	0%
08-906-003	Equipping the Court house		Equipment of the Ngoumou and Ambam court house	15 000 000	100%	100%
08-906-004	Rolling Stocks		Contract award procedure going on	0	0%	0%
08-906-006	Computerizing legal procedures		Contract signing currently going on	0	0%	0%
08-932-001	Support to the NGP		BAD project compensation funds transferred to the account at CAA	73 000 000 (27 000 000 transferred)	100%	100%

MINISTRY OF AGRICULTURE

ARTICLE	TITLE	Allocation (x1000)	Consumption rate (%)	Achievements	Impact	Observations
901	Studies	5 110 000	99	<ul style="list-style-type: none"> -organization of a 2 months mission on the monitoring of budget execution and supervision of physical projects -continuation of work on the drafting of the operation framework on the implementation of rural development strategies -setting up of a PPBS chain in MINAGRI -launching of some regional development projects 	<ul style="list-style-type: none"> -the control mission played a pedagogic role. Managers pledged to provide information pertaining to budget management and especially to responsibly manage the means put at their disposal -agricultural programmes and projects are disseminated with more transparency 	<ul style="list-style-type: none"> It is necessary to harmonize budget execution control. It is necessary to improve on the operational framework and proceed to the drafting of medium term expenditure framework
902	Infrastructure	3 115 000	98	<ul style="list-style-type: none"> -Experiments on micro-irrigations are continuing in the Centre and Far North provinces -recovery of loans granted under the micro agricultural and community project is continuing -creation of small irrigation schemes are continuing -some construction works are under studies 	<ul style="list-style-type: none"> -no interest in micro-irrigation -peasant groups have pledged to reimburse their remaining loans -Off-season crops are on the rise 	<ul style="list-style-type: none"> The demand for small scale irrigated land is rapidly increasing.
903	Construction And Development	750 000	99	<ul style="list-style-type: none"> -the premises of several rural training centres have been rehabilitated -construction of provincial and divisional delegations is continuing -15 agricultural posts are under construction 	<ul style="list-style-type: none"> -improvement of working conditions for staff -provision of a sedentary lifestyle to people transferred to rural areas 	<ul style="list-style-type: none"> Premises in which field staff is working is in a dilapidated state. About 1300 agric post need to be constructed.
906	Equipment	5 110 000	98.8	<ul style="list-style-type: none"> -equipping of offices is continuing through the purchase of computers and the increase of internet facilities -agricultural equipment have been purchased and distributed to farmers 	<ul style="list-style-type: none"> -Personnel computer skills are improving -several new plantations have been opened as a result of the material distributed 	<ul style="list-style-type: none"> Efforts to continue equipping offices must continue to improve the services of personnel. More regular assistance must be given to farmers
931	Investment Subsidies	1 090 000	100	<ul style="list-style-type: none"> -Training of farmers is continuing -some private operators who have created groups have been given material assistance 		<ul style="list-style-type: none"> Several subsidized projects are just about to start receiving their subventions.
932	Contributions	1 325 000	100	<ul style="list-style-type: none"> -High-yielding seeds have been provided to some farmers -research of famine control and early warning systems are continuing -food aid has been given to less privileged areas -technical training of farmers is continuing -extension workers have been given transport facilities -several projects have started 	<ul style="list-style-type: none"> -better training prospects for farmers in the provinces -because of better management of food reserves, some peasant in the Northern parts of Cameroon no longer experience hard times due to fluctuations -Increase in the number of trained farmers due to the increased mobility of training staff. 	
934	HIPC Projects	3 000 000	54.76	<ul style="list-style-type: none"> -HIPC projects have been launched -rolling stocks have been purchased -tenders for phytosanitary products, fertilizers and water pumps have been launched -programmes to inform and sensitize the beneficiaries have been launched 		<ul style="list-style-type: none"> Because of the difficulties faced in obtaining funds, HIPC programmes and projects have recorded at lot of set back in their take-off.
	TOTAL	7 500 000	92.8			

Title	Allocation	Execution level	Amount	Execution rate
Finalization of the initial draft of the individual and family code	10 000 000	Settled	10 000 000	100%
Protection of the child: continuation studies in the CE, ES, IT, S provinces	20 000 000	Pending	8 000 000	40%
Supervision of the physical execution and evaluation of projects	5 000 000	-	0	0%
PIB and PPBS chain preparation and follow up unit	5 000 000	Settled	5 000 000	100%
Finalization of the sectorial strategy	85 000 000	Pending	55 000 000	65%
Draft revision of law No. 83/013 of 21 July 1983	18 400 000	Settled	18 400 000	100%
Creation of the Ngoundere social centre	17 000 000	Contract not awarded	0	0%
Creation of the Ngomedzap social centre	17 000 000	Commissioned	17 000 000	100%
Creation of the Abong Mbang social centre	17 000 000	Contract not awarded	0	0%
Creation of the Yagoua social centre	17 000 000	Commissioned	17 000 000	100%
Creation of the Douala IV social centre	17 000 000	Contract awarded	0	0%
Creation of the Touboro social centre	17 000 000	Contract awarded	0	0%
Creation of the Mbengwi social centre	17 000 000	Pending	0	0%
Creation of the Bangante social centre	17 000 000	Contract awarded	0	0%
Creation of the Akom II social centre	17 000 000	Almost finished	17 000 000	100%
Creation of the Kumba social centre	17 000 000	Commissioned	17 000 000	100%
Creation of the Mfoundi DDAS	16 000 000	Contract awarded	16 000 000	0%
Creation of the East DDAS	18 000 000	Pending	0	0%
Creation of the Littoral DPAS	13 600 000	Contract awarded	0	0%
Creation of the Mungo DDAS	16 000 000	Contract awarded	0	0%
Creation of the Sanaga Maritime DDAS	16 000 000	Contract awarded	0	0%
Creation of the other structures	20 000 000	Settled and commissioned	20 000 000	100%
Creation of auxiliary social affairs services	55 000 000	Commissioned	55 000 000	100%
Closing of the Djoungolo CRECHE	10 000 000	Contract awarded	0	0%
ICE BETAMBA equipment	7 000 000	Contract awarded	0	0%
Bobine d'or	13 000 000	Commissioned	13 000 000	100%
Construction of wells (CAED, Nkomo)	5 000 000	Commissioned	5 000 000	100%
ICE BETAMBA : construction of classrooms	70 000 000	Contract awarded	0	0%
Construction of sidewalks: RIB Buea	10 000 000	Cancelled	0	0%
ICE MAROUA: bovine project	10 000 000	Commissioned	10 000 000	100%
Purchase of materials for local workshops	10 000 000	Commissioned	10 000 000	100%
CAED Garoua: female underwear and medical equipment	5 000 000	Commissioned	5 000 000	100%
CAO Bafoussam: plantation	10 000 000	Commissioned	10 000 000	100%
Borstal Institute Buea: Purchase of equipment	10 000 000	Contract awarded	0	0%
Borstal institute Buea: construction of workshops	10 000 000	Contract awarded	0	0%
Implementation of the computerized master plan	30 000 000	Commissioned	30 000 000	100%
Service equipment	77 000 000	Commissioned	77 000 000	100%
Rolling stocks	145 000 000	Commissioned	145 000 000	100%
Solidarity loft	25 000 000	Pending	0	0%
Provision for the payment of outstanding dues	30 000 000	Pending	29 252 000	98%
TOTAL	885 000 000		589 652 000	67%

MINISTRY OF TRANSPORT

Code	Project title	Initial Amount	Amount consumed	Activity	Execution level
46-901-004	Miscellaneous studies in the transport sector	100 000 CFAF	100 000 CFAF	-Securing vehicle registration certificates 40 000 -Securing transports card (<i>carte bleu</i>) 20 000 -securing driving licences 40 000	Contract has been awarded and the report is expected
46-901-001	Drawing up of the MINTRANSPORTS sectorial strategy	100 000 CFAF	100 000 CFAF	-Consultancy fees 50 000 -Seating allowance 20 000	Contract has been awarded and the sectorial strategy document is expected
46-901-016	Sensitization of road users	136 000 CFAF	136 000 CFAF	-Sensitization in the Bafia area 30 000 -Sensitization in Nanga-Eboko 30 000 -Sensitization in Yakadouma 16 000 -Sensitization in Bertoua 30 000 -Sensitization in Edea 30 000	Funds have been sent to the different areas for accident prevention and road safety activities.
46-901-017	Studies on the extension of the Ministry of Transport	40 000 CFAF	40 000 CFAF	-Draw up of tenders 10 000 -Architectural plans 20 000 -Geotechnical studies 10 000	Contract awarded
46-902-001	Dredging of the Douala Port channel	30 000 000	2 950 000	2 000 000 allocated to PAD for reimbursement on dredging works carried out on the Douala port channel. 950 000 for the rehabilitation of the runway of the Maroua Salak airport	Funds have already been made available to this structure
46-902-102	Rehabilitation of the meteorological stations that have not been privatized	120 000	120 000	Ngoundere Station 20 000 Mimta Station 30 000 Bamenda Station 50 000 Kumbo Station 20 000	Funds have already been made available for repair works and meteorological equipment
46-903-100	Raising the Nsimalen Airport to ASECNA standards	550 000	550 000	Training cost 80 000 Recorder 80 000 Generator 50 000 VSAT 200 000 Service vehicles 30 000 Standard MTO equipment 9 000 Technical control and standard monitoring 50 000	Funds have already been made available to the Civil Aviation Authority. Contract awarded
46-903-103	Developing edifices	225 000	225 000	Koukhy divisional office 30 000 Nanga-Eboko divisional office 30 000 Wouri divisional office 15 000 Bamenda provincial service 50 000	Funds have already been made available for repair works
	Construction of the main building	100 000	100 000	Internal and external painting works -Paving the floor -Waterproofing	Contract awarded Work already done

Code	Project title	Initial Amount	Amount consumed	Activity	Execution level
46-904-103	Equipping services	360 000	360 000	Nanga-Eboko divisional service 15 000 Edea divisional service 5 000 Bamenda provincial service 20 000	Funds already made available to these services for the acquisition of equipment and furniture
				MINTRANSPORTS Central services 70 000 Acquisition of pick-ups for provincial delegates 250 000	Supply contract awarded (computers and split) Contract awarded and executed
46-906-206	Meteo and environmental monitoring	80 000	80 000	Acquisition of weather observation equipment	Contract awarded and executed
46-932-153	Acquisition of various equipment	80 000	80 000	Acquisition of VSAT and accessories	Contract awarded and executed
46-933-002	Outstanding dues	139 000	139 000	Payment of outstanding dues to CAMI-TOYOTA	Engagement already done
46-901-001	Evaluation of the actual execution of projects	30 000	30 000	Joint control missions	Mission already conducted
46-901-013	PIB and PPBS chain follow up unit	40 000	40 000	Follow up of PIB execution	Follow up already done

**REPORT ON THE EXECUTION OF THE 2003 PUBLIC INVESTMENT BUDGET
(MINISTRY OF NATIONAL EDUCATION)**

As of 30 November 2003, the PIB level of execution based on engagements, as presented on the table below revealed the following:

- Allocated budget15 500 000 000 CFAF
- Engagements.....13 954 560 238 CFAF
- Balance.....1 545 560 238 CFAF
- Level of execution.....90%

Budget line	Title	Initial allocation	Engagement	Balance	Execution level
901	Studies	550 000 000	430 114 467	119 885 533	78%
903	Construction and repairs	10 220 000 000	9 524 196 476	595 803 524	94%
905	Compensation and expropriation	100 000 000	76 472 566	23 527 434	76%
906	Equipment	2 550 000 000	1 907 409 922	642 590 078	75%
932	Contributions	1 550 000 000	1 486 684 624	63 315 376	96%
933	Outstanding dues	530 000 000	529 561 707	438 293	99.99%
Total		15 500 000 000	13 954 439 762	1 545 560 238	90%

Details of operations

1 – Line 901: Training

- Initial allocation.....550 000 000
- Engagements.....430 114 467
- Balance.....119 885 533 CFAF
- Execution rate.....78%

The table below summarizes the operation details line after line:

Budget line	Title	Allocation	Engagements	Balance	Execution rate
901 STUDIES					
15-0-901-008	Studies and production of prototype using local materials	50 000 000	50 000 000	0	100%
15-0-901-010	Project follow up and evaluation	50 000 000	13 213 700	36 786 300	26%
15-0-901-012	Continuation of school map	250 000 000	250 000 000	0	100%
15-0-901-015	Studies and school construction standards	35 000 000	35 000 000	0	100%
15-0-901-018	PIB preparation or follow up unit	30 000 000	30 000 000	0	100%
15-0-901-019	Implementation of PIB preparation	10 000 000	9 900 767	99 233	99%
15-0-901-150	Sectorial strategy and PDP follow up	25 000 000	0	25 000 000	0%
15-0-901-444	Reinforcing the programming/budgeting capacities	25 000 000	25 000 000	0	100%
15-0-901-555	Auditing of infrastructures and equipment in EP and ESG	75 000 000	17 000 000	58 000 000	23%
Sub-total for studies		550 000 000	430 114 467	119 885 533	78%

2 – 903 Construction and Repairs

- Initial allocation.....10 250 000 000
- Revised allocation.....10 220 000 000
- Engagements.....9 524 196 476
- Balance.....595 803 524 CFAF
- Execution rate.....93%

The table below presents details on the construction and repairs budget line:

Budget line	Title	Allocation	Engagement	Balance	Execution rate
<u>903 CONSTRUCTION AND REPAIRS</u>					
15-0-903-001	Insurance for school buildings	600 000 000	600 000 000	0	100%
15-0-903-005	Construction of main buildings	310 000 000	310 000 000	0	100%
15-0-903-006	Repair of ESG	1 674 000 000	1 674 000 000	0	100%
15-0-903-008	Repair of ENIEG	300 000 000	300 000 000	0	100%
15-0-903-011	Construction of Government schools	4 116 000 000	4 099 000 000	17 000 000	99.99%
15-0-903-013	Extension of the MINEDUC building	700 000 000	128 154 880	471 845 120	33%
15-0-903-015	Construction of DPENs	1 350 000 000	1 350 000 000	0	100%
15-0-903-016	Repair of edifices	300 000 000	230 699 363	69 300 637	77%
15-0-903-018	Electricity supply	150 000 000	113 684 338	36 315 662	76%
15-0-903-155	Construction of DDEN	150 000 000	150 000 000	0	100%
15-0-903-415	Emergency	570 000 000	568 657 895	1 342 105	99.98%
Sub-total Construction and repairs		10 250 000 000	9 524 196 476	595 803 524	93%

3 – Line 905 Compensation and expropriation : line 15-0-905-001

“ Eviction Compensation ”

- Initial allocation.....100 000 000
- Engagement.....76 472 566
- Balance.....23 527 434 CFAF
- Execution rate.....76.47%

4 – Line 906 Equipment

- Initial allocation.....2 550 000 000
- Engagement.....1 907 409 922
- Balance.....647 590 078 CFAF
- Execution rate.....75%

The table below presents the situation on the line for equipment:

Budget line	Title	Allocation	Engagement	Balance	Execution rate
906 EQUIPMENT					
15-0-906-003	Equipment for ESG	400 000 000	15 200 000	384 800 000	4%
15-0-906-005	Equipment for EP	650 000 000	650 000 000	0	100%
15-0-906-006	Rehabilitation of lifts	250 000 000	250 000 000	0	100%
15-0-906-008	Service equipment	300 000 000	263 795 129	36 204 871	88%
15-0-906-009	Computer	400 000 000	399 776 769	223 231	99.99%
15-0-906-010	Rolling stocks	250 000 000	250 000 000	0	100%
15-0-906-150	Acquisition of backup generator	300 000 000	78 638 024	221 361 976	26%
Sub-total Equipment		2 550 000 000	1 907 409 922	642 590 078	75%

5 – Line 932 Contributions

- Initial allocation.....1 550 000 000
- Engagement.....1 486 684 642
- Balance.....63 315 376 CFAF
- Execution rate.....96%

The table below presents the situation for the line on contributions:

Budget line	Title	Allocation	Engagement	Balance	Execution rate
932 CONTRIBUTIONS					
15-0-932-001	Education II (ADB)	600 000 000	600 000 000	0	100%
15-0-932-002	World Food Programme (compensation)	50 000 000	50 000 000	0	100%
15-0-932-266	Construction and Equipping of primary schools (Japan)	825 000 000	792 055 667	63 315 376	96%
15-0-932-267	Education Programme (UNICEF) 1999/2000	25 000 000	25 000 000	0	100%
15-0-932-271	Education Reform Support Programme (PARE)	50 000 000	50 000 000	0	100%
Sub-total Contributions		1 550 000 000	1 486 684 642	63 315 376	98%

6 – Line 933 Outstanding dues

- Initial allocation.....500 000 000
- Revised allocation.....530 000 000
- Engagements.....529 561 707
- Balance.....438 293 CFAF
- Execution rate.....99.99%

VI - CONCLUSION

As of 30 November 2003, the volume of engagements made on the PIB 2003 stood at **13 954 479 762 CFAF** for the initial allocation of **15 500 000 000 CFAF**, an execution rate of 90% and a significant balance of **1 545 560 238 CFAF**; rejected vouchers by the Ministry of finance and the Budget stood at **1 101 365 071 CFAF**, representing 71% of the balance.

ANNEXE 3: REGIONAL EXECUTION

ADAMAWA PROVINCE

Core area No. 2: Consolidation of growth through economic diversification Rural Development

Measures/Actions	Monitoring indicators	Period of execution	Level of Execution
Increasing access by the peasant population to modern cultural and high yielding techniques through the dissemination of agronomic research findings	Number of peasant organization that have attained the expected agricultural research results	Permanent	Training of 65 PO in the manufacture of lime stones, managed and financed entirely by GESEP and UGICETA; and training of 210 OP on the manufacture of improved beehives by PNVRA Training on keeping books; training seminar on the mastery of cooperative and CIG laws sponsored entirely by UGICETA and the GESEP training on the setting up and management of fish ponds (PNVRA) These projects are not implemented in the Adamawa Handing over to 18 diary farmers (PO) of 3640m of barbed wire. 6 gas cookers and medication sponsored by the State (PIB 2003), through PNVRA at the cost of 19 746 550 F. of the 26 micro-projects by PO in infrastructure and equipment.
Promotion of community development and support to professional and inter-professional development organizations	Implementation of PNDP and PADC Drawing up a joint promotion and development strategy for peasant organizations	Permanent	
Launching of special priority support programmes to development and the organization of priority areas.	Number of organizations supported Commencement of the implementation of specific programmes	Permanent 2003	-PARFAR has appointed personnel but difficulties are encountered in the disbursement of funds for setting up infrastructure and purchasing equipment -In reality, the programme is conducted on experimental sites of about .25 hectares in Meiganga, Ngoundere, Ngangassao, on which corn and cassava have been planted. 3 sheepfolds, 3 fish ponds and 3 poultry are being experimented in the above three pilot sites. -The fight against major food pest is financed by HIPC funds. To date, the Adamawa has mobilized 13 sprayers to give a fresh drive to the village team charged with fighting this phenomenon. -An open day and seminar to sensitize youths on job opportunities were organized -The different tourist sites were repaired and others are currently going on, especially: Lakes Pagnere, Mbella Assom The Ngangassaoou falls Construction of DP/AD
Organization of sensitization seminars in the 10 provinces on the involvement of young graduates in tourist activities	Organization of sensitization seminars in the provinces	2003-2005	
Standardize tourist establishments and agencies	Numbers of standardized tourist establishments and agencies	2004-2005	-Hotels and other establishments -Restaurant: 2 -Entertainment facilities: 8 -Tourist agencies: 9 -Files under study: -Lodging establishments: 8 -Restauration facilities: 2

**Core area No. 4: Building Economic Infrastructure and Developing Natural Resources
Development of Telecommunications and Information and Communication Technologies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Opening of community multimedia centres in the ten provinces Redesigning school curricula and series in general and technical education as well as in professional school by introducing computer classes	At least ten centres equipped with computer facilities are operational	As from 2003	Purchase of 12 computer for technical schools
Setting up new radio and community television stations in rural areas	Number of television stations created	As from 2003	Creation of a community television centre in Bankim
Intensification of water projects (Wells, developed sources, fountains, small scale water supply networks	Number of structures built	As from 2003	<ul style="list-style-type: none"> • BINI DANG • Mayo Boutali-Mayo-Darle • Bourkina quarters (Ngaoundere) • Mbarang • Bontadji-Beki • Allat Mengak
Look for investors in the mining and hydrocarbons sector Development and extension of rural electrification programmes	Volume of investment carried out Access rate to electricity in rural areas	Permanent	<ul style="list-style-type: none"> • Lanre- Belel • Dang-Bini • Attar-Nyamboya • Dir-Gba Koungue • Djohong • Tourningal-Ngangassao • Djeh-Nganha • Likok-toubaka-Tello sponsored by HIPC funds • Mbe tradition palace sponsored by PIB 2003 • Tchim-Nyamboya-Dieki sponsored by HIPC funds • Allat Ngoum <p><i>These are project with real social impact, however, MINMEE projects in the Adamawa since the 2003 budget year have been inexistent.</i></p>
Increasing the capacity and quality of telecommunication infrastructures (increasing fixed and mobile telephone networks)	Number of structures built	2003-2005	Studies to digitalize the Ngaoundere telephone exchange centre
	Increase in the coverage of fixed and mobile telephone networks	2003-2005	<ul style="list-style-type: none"> - Capacity increase since the passing from 6 to 7 digits - Extension of MTN networks to Ngaoundal, Tibati and Banyo by December 2004
Setting up new radio and community television stations in rural areas	Number of rural radios created	As from 2003	Creation of a pilot community television centre in Bankim. Tender for its construction has already been launched
	Number of television centres created	As from 2003	

Human Resource Management: Making access to power supply easier for all

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up a rational distribution network for cooking gas in the most ecologically fragile areas	Identification of ecologically fragile areas	2003-2005	
Extension of the optical fibre installed along the Doba-Kribi pipeline route to Douala and Bafoussam, so as to create a high-speed triangle and make the communication cost for private operators to drop.	Rate of access to cooking gas in these areas Actual intallation of the optical fibre in Douala and Bafoussam Drawing up and implementation of a marketing policy on the use of the optic fibre	2003-2005 2003-2004 2003-2004	<i>Studies phase had started since 2003</i>

***Core area No. 6: Reinforcement and Enhancement of Human Resources
Other Social Development Policies and Strategies***

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of social centres for the training of handicapped children	Number of centres rehabilitated	2004	<i>Training facilities in public places split up into two educational programmes</i>
Promotion of social services in public places for minors who need social protection	Execution of annual action plan: Number of minors taken care of, trained and integrated	Permanent	<ul style="list-style-type: none"> • follow up of 48 handicap children • Integration of 30 children into the community • 3 received professional training • 1 provided employment in a professional environment • 4 are self-employed under supervision
Promote the development of local initiatives on mutual assistance, support and family welfare	Drawing up and implementation of strategies for the promotion and development of local initiatives	Permanent	<i>A legalized organization of girl mothers has been created A legalized organization of widows has been created A call has been made to street children (MATER) who are given a financial support of 150 000 francs A rehabilitation centre for abandoned children has been subsidized with the sum of 200 000 frs.</i>
	Number of support initiative annually	Permanent	

Implementation of the Education Strategy

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Ensure the effective presence of qualified teachers in all schools, including the most under privileged areas	Effective presence of teachers	Permanent	377 part-time teachers have been recruited 90 ENS graduates posted to the Adamawa
Widen the scope of action of the Government in private institutions, posted of teaching staff, improvement of infrastructures)	Number of government teachers posted to private institutions	2004	
Introduce the regular publication of statistical records at all levels of the educational system	Periodic publication of statistical directory at according to levels	2004	A directory of professional teachers has been published
Promote access to information and communication technologies in the educational system	Number of pilot high schools with computer facilities: Number of students given computer lessons	2004	A pilot industrial high school has been opened in our province
Ensure technical, technological and professional training of teachers	Number of training conducted		
Provide computer facilities to universities	Number of students trained Number of equipped institutions Access rate of students to computer lessons		

Implementation of the Health Strategy: Fight against Malaria

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Training and organization of refresher courses for health personnel on the handling patients in the health district	At least 90% of health personnel are given further training on the handling of malaria cases	2003	Nil
Provision of first aid kits to 44 households in the health district	At least 50% of household have a first aid kit at home	2003	Not executed
Gradually raise to 80% the number of trained health personnel on the management of malaria	At least 50% of the training institution have a document on the norms of managing malaria	As from 2003	Executed. 40% have a document on the norms of managing malaria
Training of members of communication structures and community agents on the techniques of using treated mosquito nets	Number of trained community agents	2003	20 community agents trained
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 treated mosquito nets in 2002 and commencement of the distribution of 600 000 more nets acquired in 2003	2003-2004	842 women received treated mosquito nets in 2003

Implementation of the Health Strategy: Endemic Emergencies and Catastrophes

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Set up and make an operational national centre and at least two secondary emergency centres.	Create national and secondary centres and make them operational	203	Not executed

Implementation of the Health Strategy: STI/AIDS

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the use of preservatives among truck drivers, port employees, soldiers and prostitutes	Purchase and distribution of condoms	2003	Estimates: 5 000 000 preservatives Executed: 450 000 preservatives
Create an AIDS counseling and test centre in all provinces	Number of created provincial centres that are operational		Estimates: 2 Executed: 1 centre (Ngaoundere provincial hospital day hospital)
Provide reagents, consumables and ARV to private non-profit making hospitals.	Number of non-profit making private hospital provided with reagents, consumables and ARV	2003	Estimates: 3 private hospitals Ngaoundere protestant hospital Ngaoundab protestant hospital Bankim protestant health centre
Provide HIV/AIDS testing facilities to health centres	Number of serives, units or blood transfusion centres, blood depots and banks with test facilities for HIV, Hepatitis B and C and syphilis	2003	Estimates: 15 centres Executed: 15 health centres

Implementation of the Health Strategy: Fight Against Tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Carry out studies for the construction of a diagnosis and treatment centre that will be operational and capable of handling 50 000 to 100 000 patients in all the provinces	Studies available in each province	2003	Available sample plan
Spread the use of guided techniques in the handling of patients in diagnosis and treatment centres	Number of diagnosis and treatment centres provided with a technical guided for the handling of tuberculosis patients. Number of tuberculosis cases identified and treated	2003	
Equipping diagnosis and treatment centres (CDT) with microscopes that are in working order	Number of CDTs with a microscope in working condition	2003	8
Train and organize refresher courses for doctors, nurses, lab technicians handling tuberculosis cases in the existing CDTs	Number of doctors, nurses and lab technicians who have been trained and sent for refresher courses in each existing CDT	2003	2 doctors 2 lab technicians 1 nurse
Draft and adopt a national communication plan on tuberculosis	Available plan and its operating methods	2003	BCG-90% DTC3-69% IAR-58%

Implementation of the Health Strategy: Extended Immunization Programme (PEV)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Extend the vaccination coverage to DTC3	Vaccination coverage rate	2003	BGC-90% BDG-90% DTC3-69% IAR-58%
Provide health centres with cooling facilities	Number of health centres with operational cooling facilities	2003	100% of Health centres have cooling facilities
Reinforce the logistics of the vaccination teams	Number of motorcycles acquired; Number of vaccination teams with motorcycles	2003	Execution is close to 60%

Implementation of the Health Strategy: Basic drugs, reagents and medical facilities

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Making basic drugs, especially generic ones, available in health centres, as well as reagents and other basic medical facilities	Number of health centres with basic drugs, reagents and basic medical facilities	2003	40% of health centres have basic drugs
Drafting and providing health centres with therapy guides	Availability of guide in health centre	2003	Available
Drafting and providing all health centres with the national formula on basic drugs	Number of health centres that have received the national formula on medication	2003	All health centres have the formula

Implementation of the Health Strategy: Financing of Helath Care

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting of a mutual Code	Drafting, publishing and dissemination of the mutual code	2003	Not executed

Implementation of the Health Strategy: Mother, Child and Adult Health

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promoting the vaccination of pregnant women consulted for tetanus infections	Number of women consulted and vaccinated against tetanus	2003	90% consulted and vaccinated
Increase the number of deliveries conducted by trained personnel	Number of deliveries handled in the presence of trained personnel	2003	75% of deliveries conducted
Conduct systematic diagnosis of mammary and cervix cancer	Number of mammary and cervix cancers identified and treated	2003	None identified

Implementation of the Health Strategy: Promoting the integrated handling of children diseases

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Introducing PCIME in all health centres	Number of health districts using the PCIME	2003	3 Health Districts
Train Chief district medical officers and Centre chiefs involved in the PCIME	Number of Chief district medical officers and Centre chiefs that have been trained on PCIME	2003	7 Trained doctors

Implementation of the Health Strategy: Food and Nutrition

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Give children of between 6 months and 5 years vitamin A capsules, two times a year	Number of children of between 6 months and 5 years who have received vitamin A capsules two times a year	2003	Currently being executed
Get first class health service to monitor the growth of young children	At least 25% of first class health service monitor the growth of young children	2003	Not executed

Implementation of the Health Strategy: Improving the supply of Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of training centres	At least 25 % of health training centres that have been rehabilitated and made operational	2003	25% executed
Construction of new integrated health centres in health areas that have not been covered	Number of integrated health centres constructed	2003	5 Integrated health centres

Implementation of the Health Strategy: Management Process

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train heads of district health services, chief medical officers for hospital districts, sub-directors in central and external services on drafting and management techniques of integrated budgets according to objectives	At least 25% of heads of district health services, chief medical officers of district hospitals and sub-directors of central and external services trained	2003	Not executed
Construct service houses for medical officers working in difficult areas.	At least 100 service houses constructed for medical officers working in difficult areas	2003	Not executed

Poverty Reduction in Urban Areas

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of waste water purification and treatment stations	Number of rehabilitation stations	As from 2003	No purification station in Ngaoundere because of the lack of service houses
Cleaning the primary drainage networks; rehabilitation of waste water purification and treatment stations	Linear of the drained network	Permanent	Cleaning of gutters and civil engineering works in 2003 for about 5km due to the lack of funds
Rehabilitate basic infrastructures (public road networks and lighting)	Rehabilitated linear	Permanent	Dual layer surfacing of the priority urban network: 21 227m ² (2003)
Structuring of urban extension zones and secondary urban centres	Restructured surface area and drafted development plan	2005	Proposal to restructure Gadamabanga in 2004
Consolidate the partnership between the State and decentralized administrative units to ensure a better management of towns	Number of urban contract signed and implemented	2005	No urban contract was signed
Creation of access roads to quarters with poor road networks and restructuring of poorly constructed neighbourhoods	Linear of the rehabilitated or new access road	2005	Construction of slabs and filling of roads to create access to Gadamabanga (PIB 2003); Plans to restructure Gadamabanga in 2004
Creation of rehabilitation centres for street children	Number of poorly constructed neighbourhoods restructured in collaboration with the population	2005	Restructuring of two quarters in 2004: Burkina and Gadamabanga
Build waste dumps for the disposal of domestic wastes	Number of street children trained and reintegrated Number of waste dumps built	2003-2005 2005	Project carried forward to 2004: Construction of a waste dump along the Beler road with a surface area of 100 h

CENTRE PROVINCE

Core area No. 2: Reinforcing growth through the Diversification of Economic Activities Development of the Rural Sector

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Increasing access of the peasant population to modern cultural and high-yielding techniques, through the vulgarization of agronomic research results.	Number of peasant organizations that have access to agronomic research results	Permanent	<p>a) Assisting peasant organizations (OP): 2 280 Ops were assisted out of 2 397 planned, that is 95%</p> <p>b) Gender approach: 491 feminine Ops were assisted out of 535 planned, that is 95%</p> <p>c) Infrastructural and material support: out of 125 requests from OPs from a total of 282 468 580 CFAF:</p> <ul style="list-style-type: none"> -76 were funded entirely; -8 at 70% -2 at 40% 38 are pending; <p>Out of the 125 OPs, 30 are for women</p>
Promotion of community development	Implementation of PNDP and PADC	Permanent	<p>The provincial coordination of PADC has just been launched: Selection of the first suppliers is currently going on.</p> <p>The Provincial coordinator of PNDP has been appointed</p> <p>Granting of forest concessions: 26 forests have been awarded for a surface area of about 130 000 h.</p>
Promoting and supporting professional and inter-professional development organizations	Drawing up of joint strategies on the promotion and development of peasant organizations; Number of organizations supported	Permanent	<p>Cocoa sector</p> <p>Palmoil sector: 2 055 planters benefited from 180 000 palmoil seedlings;</p> <p>Banana and plantain sector: out of 3 214 files submitted, 1 973 were selected among which 238 producers are women and 195 CIG. The surface area covered by these plantations stands at 1 824.5 hectares and the amount of rejected bananas distributed stands at 2 553 600</p> <p>Pineapple sector: A convention was signed on 28 July 2003; selection of bidders has already been done; Two agronomic engineers have already been recruited in the provinces.</p> <p>They have effectively assumed duty at CETAC</p>

Development of Tourism, Cultural and Support Services to Production: Promotion of Tourist Activities and Cultural Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
<p>Launching of specific support programmes to development and the organization of priority sectors</p> <p>Make the Forest/Environment sectorial programme (PSFE) operational.</p>	<p>Commencement of the implementation of specific programmes</p> <p>Implementation of the PSFE</p>	2003	<p>-the village palm plantation programme is about to begin</p> <p>-the B plantation programme has just began</p> <p>-the phyto programme to distribute 10500l of pesticides has been conducted (Protection of orchards)</p> <p>-the Grand Mbam basin project</p> <p>-NYSAN programme: Finalizing of feasibility studies going on</p> <p>1-Gradual introduction of ANAFOR</p> <p>-Instituting law signed</p> <p>-Officials appointed</p> <p>-Modalities for the relaunching of activities currently going on (Studies on 4 tenders)</p> <p>2-PTA drafted and being executed: activity report for first semester and that of the 2003 financial year available. 2004 PTA drafted.</p> <p>3-Workshop for capacity on management and communication for DPEF officials.</p>
<p>Finalizing and implementation of the laws on the stabilization fund</p> <p>Drafting and implementing a master plan on rural water supply</p>	<p>Laws finalized, published and implemented</p> <p>Drafting and publication of the master plan on rural water supply</p>	2003-2004	<p>Distribution of forest revenue following that of the previous finance law (10% to the local population. 40% to the community concerned and 50% to the public treasury.</p>
<p>Implementation of the law on community forests</p>	<p>Publication and dissemination the law</p>	2003	<p>1-adoption of a law on the right to pre-emption</p> <p>2-enforcing the right to pre-emption within the framework of tender No. 1130/MINEF/SG/DF/SDAFF of 15/9/2003 for the award of marketing rights</p> <p>3-Revision of the procedure manual completed (final version and approving authority)</p> <p>4-Enforcing the law on the exploitation modalities of community forests</p>
<p>Regulate the exploitation of non leguminous forest products</p> <p>Improve the periodicity of fishing through the introduction of new species of young fish</p> <p>Organize sensitization seminars on the integration of young graduates in tourist activities in the 10 provinces</p> <p>Standardize tourist establishments and agencies</p>	<p>Law adopted, published and implemented</p> <p>Number of young fish introduced</p> <p>Organization of sensitization seminars in the provinces</p> <p>Number of tourist establishments and agencies standardized</p>	2003-2005	<p>OPERATION PHASE</p> <ul style="list-style-type: none"> - Choice of topics and presenters - Planning of field trips to the 10 divisions of the Centre <p>STATISTICS</p> <p>39 tourist establishments;</p> <p>3 tourist agencies</p>

**Core area No. 4: Development of Economic Infrastructures and Natural Resources
Development of Telecommunication and Information and Communication Technologies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Opening of community multimedia centres in the ten provinces	At least ten centres are already operational	As from 2003	136 computers are available in two pilot schools: Lycée Général Leclerc and Lycée Biligie de Yaoundé
Redesigning of school series and curricula for secondary general and technical education as well as professional training by introducing computer studies	Computer facilities available		Increasing computer facilities in some technical schools (42 computers purchased)
Setting up new radio stations and creating community television centres in rural areas	Number of television centres created	As from 2003	Two radios are already operational in Mbalnayo and Esse. One is currently being created in Nanga
Improving the capacity and quality of telecommunication facilities (increasing fixed and mobile telephone lines)	Number of projects realized	2003-2005	Renovation of the Eyoudoula and Okola telephone facilities
	Increase of fixed and mobile telephone network coverage	2003-2005	Rehabilitation of some CAMTEL exchange centres
	Number of television centres created	As from 2003	Effective increase of rural telephone networks (facilities have been repaired), including mobile telephone (Makenene, Matomb, Ndiki, Ayos...)
			A telephone centre created in Makenene is not yet operational

Natural Resource Management: Making Access to Power Supply Easier for All

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up a rational distribution network for cooking gas in the most ecologically fragile areas	Identification of ecologically fragile areas	2003-2005	<ul style="list-style-type: none"> - Savanna and Steppes areas - Peripheral urban areas - Rural and small urban areas - Improving the feeling capacities of bottles - Supplying the market through importation - Increasing the bottle production capacity - 1% liberalization in progress
Extension of the optical fibre installed along the Doba-Kribi pipeline route to Douala and Bafoussam, so as to create a high-speed triangle and make the communication cost for private operators to drop.	Rate of access to cooking gas in these areas	2003-2005	<ul style="list-style-type: none"> - Supplying the market through importation - Increasing the bottle production capacity - 1% liberalization in progress
Increasing water projects (Wells, developed sources, fountains small-scale water supply systems)	Actual installation of the optical fibre in Douala and Bafoussam	2003-2004	Installation of the optical fibre between Douala and Yaounde is not yet done
	Drawing up and implementation of a marketing policy on the use of the optic fibre	2003-2004	No policy available
	Number of projects realized	As from 2003	<ul style="list-style-type: none"> - 88 fountains (HIPC 2002 to 2003) - 25 fountains (200 million) - 30 well (195 million) - 3 AEP (60 million)
Search for investors in the mining and hydrocarbons sector	Volume of projects realized	Permanent	4 APE rehabilitation project (600 million)
Develop and extend rural electrification projects	Access rate of rural population to electricity	Permanent	<ul style="list-style-type: none"> - Support to traditional mining activities (CAPAM) - New licences to the petroleum sector - AVIAL - 50 localities electrified in 2003 under PIB (400 million)
			HIPC 2003: 21 localities (600 million)

**Core area No. 6: Reinforcement and Enhancement of Human Resources
Other Social Development Policies and Strategies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of social centres for the training of handicapped children	Number of centres rehabilitated	2004	Auditing conducted and completed in the National Centre for the Rehabilitation of the Handicap, from 1 st October to December 2003 Rehabilitation of the disabled (CNRH) from 1 st October to 31 December 2003 Rehabilitation of the main building of the Cameroon Children's Institute (ICE) in Betamba, completed at the cost of 10 million CFA Provision of basic drugs to the ICE health Unit in Betamba at the cost of 7 million CFA
Promotion of social services in public places for minors who need social protection	Execution of annual action plan: Number of minors taken care of, trained and integrated	Permanent	In 2003, the Centre d'Ecoute recorded 800 street children and reintegrate 335 in several domains (school and socio-professional) since October 2003; 5 young children were sent to ICE Betamba and 15 others are undergoing training in various fields.
Promote the development of local initiatives on mutual assistance, support and family welfare	Drawing up and implementation of strategies for the promotion and development of local initiatives	Permanent	Follow up of the organization of 10 solidarity funds in the Nyong and So'o, Mfoundi and Mefou and Akono Aid grant to local initiative groups worth 5 million Grant of 40 aid packages for the socio-economic reintegration of families in extreme need and disabled person, worth 1 900 000 CFAF
	Number of support initiative annually	Permanent	

Implementation of the Education Strategy

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up in collaboration with UNICEF, UNESCO and NGOs, a means of informing and sensitizing parents and communities on the advantages of educating children	Drafting and implementation of a joint strategy on the sensitization of parents and communities. Setting up of ad hoc units for the information and sensitization of parents	2003	2 weeks of training in PTA bureaux on the concept of "School a friend to girls" and on the vulgarization of the PTA manual Existence of 29 "Loving Mother" Associations made up of mothers and young girls "friend to girls"
Ensure the effective presence of qualified teachers in all schools, including the most under privileged areas	Effective presence of teachers	Permanent	Recruitment of 624 part-timers in August 2003, all holders of the CAPIEMPH

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Widen the scope of action of the Government in private institutions. (subsidies, posted of teaching staff, improvement of infrastructures)	Number of government teachers posted to private institutions	2004	- Private institutions continue to receive annual operation subsidies - Draft project on Government/Private education partnership
Introduce the regular publication of statistical records at all levels of the educational system	Periodic publication of statistical directory at according to levels	2004	Annual production of statistics directory and a provincial list
Promote access to information and communication technologies in the educational system	Number of pilot high schools with computer facilities: Number of students given computer lessons	2004	- 2 pilot high schools: Lycée Général Leclerc and Lycée Bilingue - 8 040 students trained each year in the two pilot High schools
Ensure technical, technological and professional training of teachers	Number of training conducted Number of students trained	2003-2004 2003	72 disciplines in the State Universities 12 827 students
Provide computer facilities to universities	Number of equipped institutions Access rate of students to computer lessons	2003 2003	Information centre for student in all State Universities Average rate: 1 computer to 100 students

Implementation of the Health Strategy: Fight against Malaria

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Training and organization of refresher courses for health personnel on the handling patients in the health district	At least 90% of health personnel are given further training on the handling of malaria cases	2003	Planned and currently being executed Number: about 20 in the Centre Some are about to be reorded
Provision of first aid kits to 44 households in the health district	At least 50% of household have a first aid kit at home	2003	Commencement in the Centre province on 25/4/2003 <ul style="list-style-type: none"> Activity currently going on Number: 7 400 + 23 550 to date in the Centre
Gradually raise to 80% the number of trained health personnel on the management of malaria	At least 80% of the training institution have a document on the norms of managing malaria	As from 2003	Not created
Training of members of communication structures and community agents on the techniques of using treated mosquito nets	Number of trained community agents	2003	
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and the commencement of distribution of 600 000 others in 2003	2003-2004	Not executed
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 treated mosquito nets in 2002 and commencement of the distribution of 600 000 more nets acquired in 2003	2003-2004	842 women received treated mosquito nets in 2003

Implementation of the Health Strategy: Endemic Emergencies and Catastrophes

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Set up and make an operational national centre and at least two secondary emergency centres.	Create national and secondary centres and make them operational	203	Some documents were drafted and given to district chiefs in the Centre

Implementation of the Health Strategy: STI/AIDS

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the use of preservatives among truck drivers, port employees, soldiers and prostitutes	Purchase and distribution of condoms	2003	More than 341 882 preservatives distributed
Create an AIDS counseling and test centre in all provinces	Number of created provincial centres that are operational		16 centres
Provide reagents, consumables and ARV to private non-profit making hospitals.	Number of non-profit making private hospital provided with reagents, consumables and ARV	2003	6
Provide HIV/AIDS testing facilities to health centres	Number of services, units or blood transfusion centres, blood depots and banks with test facilities for HIV, Hepatitis B and C and syphilis	2003	16

Implementation of the Health Strategy: Fight Against Tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Carry out studies for the construction of a diagnosis and treatment centre that will be operational and capable of handling 50 000 to 100 000 patients in all the provinces	Studies available in each province	2003	A voluntary diagnosis centre is underconstruction in the Nanga Eboko health district
Spread the use of guided techniques in the handling of patients in diagnosis and treatment centres	Number of diagnosis and treatment centres provided with a technical guide for the handling of tuberculosis patients. Number of tuberculosis cases identified and treated	2003	28 diagnosis and treatment centres are operational in the Centre province and all these centres have a technical manual on the handling of tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Equipping diagnosis and treatment centres (CDT) with microscopes that are in working order	Number of CDTs with a microscope in working condition	2003	All the 28 CDTs have microscopes
Train and organize refresher courses for doctors, nurses, lab technicians handling tuberculosis cases in the existing CDTs	Number of doctors, nurses and lab technicians who have been trained and sent for refresher courses in each existing CDT	2003	9 doctors, 16 nurses and 12 lab technician were trained in 2003
Draft and adopt a national communication plan on tuberculosis	Available plan and its operating methods	2003	

Implementation of the Health Strategy: Enlarged Vaccination Programme (PEV)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Extend the vaccination coverage to DTC3	Vaccination coverage rate	2003	As of September, the vaccination coverage of DTC3 in the province stood at 76.64%
Provide health centres with cooling facilities	Number of health centres with operational cooling facilities	2003	22 refrigerators were provided in December 2002. 32 refrigerators and 7 freezers sponsored by HIPC funds, are expected in 2003.
Reinforce the logistics of the vaccination teams	Number of motorcycles acquired; Number of vaccination teams with motorcycles	2003	22 motorcycles were given to vaccination centres and 30 more are expected in 2003.

Implementation of the Health Strategy: Basic drugs, reagents and medical facilities

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Making basic drugs, especially generic ones, available in health centres, as well as reagents and other basic medical facilities	Number of health centres with basic drugs, reagents and basic medical facilities	2003	Coverage of pharmacies in the province stands at about 90 In 2003, 229 health centres received a consignment of basic drugs, sponsored by HIPC funds
Drafting and providing health centres with therapy guides	Availability of guide in health centre	2003	
Drafting and providing all health centres with the national formula on basic drugs	Number of health centres that have received the national formula on medication	2003	

Implementation of the Health Strategy: Financing of Helath Care

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting of a mutual Code	Drafting, publishing and dissemination of the mutual code	2003	Feasibility studies are going on in some districts of the province

Implementation of the Health Strategy: Mother, Child and Adult Health

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promoting the vaccination of pregnant women consulted for tetanus infections	Number of women consulted and vaccinated against tetanus	2003	129 373 women
Increase the number of deliveries conducted by trained personnel	Number of deliveries handled in the presence of trained personnel	2003	No indicators available in the province
Conduct systematic diagnosis of mammary and cervix cancer	Number of mammary and cervix cancers identified and treated	2003	No personnel has been trained under this programme.

Implementation of the Health Strategy: Promoting the integrated handling of children diseases

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Introducing PCIME in all health centres	Number of health districts using the PCIME	2003	Only 1 pilot health district uses the PCIME
Train Chief district medical officers and Centre chiefs involved in the PCIME	Number of Chief district medical officers and Centre chiefs that have been trained on PCIME	2003	1 Chief district officer 6 Heads of health centres

Implementation of the Health Strategy: Food and Nutrition

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Give children of between 6 months and 5 years vitamin A capsules, two times a year	Number of children of between 6 months and 5 years who have received vitamin A capsules two times a year	2003	As of September, 41 500 children of between 6 and 11 months received vitamin A by December 2003
Get first class health service to monitor the growth of young children	At least 25% of first class health service monitor the growth or young children	2003	All health centres implementing the enlarged vaccination programme and monitoring the growth of young children

Implementation of the Health Strategy: Improving the supply of Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of training centres	At least 25 % of health training centres that have been rehabilitated and made operational	2003	In 2003, two government schools received funding for rehabilitation and equipment
Construction of new integrated health centres in health areas that have not been covered	Number of integrated health centres constructed	2003	10

Implementation of the Health Strategy: Management Process

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train heads of district health services, chief medical officers for hospital districts, sub-directors in central and external services on drafting and management techniques of integrated budgets according to objectives	At least 25% of heads of district health services, chief medical officers of district hospitals and sub-directors of central and external services trained	2003	No training carried out in the province
Construct service houses for medical officers working in difficult areas.	At least 100 service houses constructed for medical officers working in difficult areas	2003	Nil

Poverty Reduction in Urban Areas

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of waste water purification and treatment stations	Number of rehabilitation stations	As from 2003	Studies carried out in 2004
Cleaning the primary drainage networks; rehabilitation of waste water purification and treatment stations	Linear of the drained network	Permanent	Studies carried out in 2004
Rehabilitate basic infrastructures (public road networks and lighting)	Rehabilitated linear	Permanent	1-Enombo-Nkomo-Kon road (3km) 2-Mvog-Betsi ring road (3km) 3-Obili road (2km) 4-Biyim-Assi avenue (2.5km)
Structuring of urban extension zones and secondary urban centres	Restructured surface area and drafted development plan	2005	
Consolidate the partnership between the State and decentralized administrative units to ensure a better management of towns	Number of urban contract signed and implemented	2005	Currently going on at the Yaounde urban council
Creation of access roads to quarters with poor road networks and restructuring of poorly constructed neighbourhoods	Linear of the rehabilitated or new access road	2005	Maintenance and rehabilitation of 7 linear roads of 6.3km
Creation of rehabilitation centres for street children	Number of poorly constructed neighbourhoods restructured in collaboration with the population Number of street children trained and reintegrated	2005	Included in the 2004 budget
Build waste dumps for the disposal of domestic wastes	Number of waste dumps built	2005	1 waste dump at Nkolofoulou (Soa)

EAST PROVINCE

Core area No 2: Reinforcing growth through the Diversification of Economic Activities Development of the Rural Sector

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Increasing access of the peasant population to modern cultural and high-yielding techniques, through the vulgarization of agronomic research results.	Number of peasant organizations that have access to agronomic research results	Permanent	1038 producer organizations were trained on the implementation of linear micro projects. 245 producer organizations were supported in their micro-project system 22 producer organizations were supported in the development cassava and piscicultural activities
Promotion of community development	Implementation of PNDP and PADC	Permanent	Feasibility studies have been completed; setting up of structures in view
Promoting and supporting professional and inter-professional development organizations	Drawing up of joint strategies on the promotion and development of peasant organizations; Number of organizations supported	Permanent	1130 OPs for 2245 producers Introduction of project for the promotion of professional agriculture (PROMOPA) 330 common initiative groups recorded at the level of the provincial service for COP/GIC

Development of Tourism, Cultural and Support Services to Production: Promotion of Tourist Activities and Cultural Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Launching of specific support priority programmes to development and the organization of priority sectors Make the Forest/Environment sectorial programme (PSFE) operational.	Commencement of the implementation of specific programmes Implementation of the PSFE	2003	Effective start of the Plantain relaunching programme (1 175 support files are under studies Commencement of cassava production in the Lom and Djerem and Kadey Selection of files for development assistance to slumps is going on Imminent start of the slump project Acquisition of 246 litres of brustan for the Cocoa/Coffee orchard Effective start of the CHACIM project in the Beare-Oya and Abong Mbang health district The national vulgarization programme is continuing its activities and the introduction of 36 infrastructure and support equipment to micro-projects worth 64 608 713 CFAF
Finalizing and implementation of the laws on the stabilization fund	Laws finalized, published and implemented	2003-2004	

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting and implementing a master plan on rural water supply	Drafting and publication of the master plan on rural water supply	2003	
Implementation of the law on community forests	Publication and dissemination the law	2003	
Regulate the exploitation of non leguminous forest products	Law adopted, published and implemented		
Improve the periodicity of fishing through the introduction of new species of young fish	Number of young fish introduced		
Organize sensitization seminars on the integration of young graduates in tourist activities in the 10 provinces	Organization of sensitization seminars in the provinces	2003-2005	-
Standardize tourist establishments and agencies	Number of tourist establishments and agencies standardized	2004-2005	

**Core area No. 4: Development of Economic Infrastructures and Natural Resources
Development of Telecommunication and Information and Communication Technologies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Opening of community multimedia centres in the ten provinces	At least ten centres are already operational	As from 2003	<i>The Ministry of Communication plans to set up an information mediation centre which has nothing to do with UNESCO</i>
Redesigning of school series and curricula for secondary general and technical education as well as professional training by introducing computer studies	Computer facilities available		<i>Inclusion into primary, teachers training and general education school programmes Teaching of computer lessons from form 1 to 5 for secondary schools and in ENIEG.</i>
Setting up new radio stations and creating community television centres in rural areas	Number of television centres created	As from 2003	<i>Providing general and technical schools in the East province with 19 computers A rural radio is under construction in BOUAM (Lom and Djerem division)</i>

Natural Resource Management

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up a rational distribution network for cooking gas in the most ecologically fragile areas	Identification of ecologically fragile areas Rate of access to cooking gas in these areas	2003-2005 2003-2005	No project carried out No project carried out
Extension of the optical fibre installed along the Doba-Kribi pipeline route to Douala and Bafoussam, so as to create a high-speed triangle and make the communication cost for private operators to drop.	Actual installation of the optical fibre in Douala and Bafoussam Drawing up and implementation of a marketing policy on the use of the optic fibre	2003-2004 2003-2004	
Increasing water projects (Wells, developed sources, fountains small-scale water supply systems)	Number of television centres created Number of projects realized	As from 2003 As from 2003	
Search for investors in the mining and hydrocarbons sector Develop and extend rural electrification projects	Volume of projects realized Access rate of rural population to electricity	Permanent	52 equipped fountains 29 fountains built, with 28 having pumps and one abandoned Restoration of pumps, channel and electric switchboards. In fact, the station was completely rehabilitated Acquisition of a new electric pump to replace the one that was stolen As of 31 December 2003 no fountain had been built. The contractor scheduled the work for January 2004

Core area No. 6: Reinforcement and Enhancement of Human Resources Other Social Development Policies and Strategies

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of social centres for the training of handicapped children Promotion of social services in public places for minors who need social protection	Number of centres rehabilitated Execution of annual action plan: Number of minors taken care of, trained and integrated	2004 Permanent	Rehabilitation of the welfare centre for minors in Bertoua (CAMB) is going on 82 minors were taken care of by 3 rehabilitation centres (AE) in the province (AEI, A/BTA and AE/BRI. Among these minors 18 were sent to school, 6 given professional training and 15 employed

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the development of local initiatives on mutual assistance, support and family welfare	Drawing up and implementation of strategies for the promotion and development of local initiatives	Permanent	Strategy implemented as part of the annual action plan
	Number of support initiative annually	Permanent	3 private centres receive assistance from the Delegation

Implementation of the Education Strategy

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up in collaboration with UNICEF, UNESCO and NGOs, a means of informing and sensitizing parents and communities on the advantages of educating children	Drafting and implementation of a joint strategy on the sensitization of parents and communities. Setting up of ad hoc units for the information and sensitization of parents	2003	There is a provincial coordination committee for the East, made up of female students from 25 friendly schools in Bertuoa and Abong Mbong Some activities: Organization of seminars on the training of teachers and at the level of the PTA; Issuance of birth certificates of students; Grant of school material; Provision of desks and tables. Scholarships to 523 technical high school students, CETIC/SM
Ensure the effective presence of qualified teachers in all schools, including the most under privileged areas	Effective presence of teachers	Permanent	Transfer and redeployment of teachers (harmonization) Recruitment and transfer of part-timer
Widen the scope of action of the Government in private institutions. (subsidies, posted of teaching staff, improvement of infrastructures)	Number of government teachers posted to private institutions	2004	Posting of Trained teachers to private schools State subsidy for the 2003 financial year
Introduce the regular publication of statistical records at all levels of the educational system	Periodic publication of statistical directory at according to levels	2004	Statistical studies with the available information Production of the ESG and EMAN personnel directory by SAG
Promote access to information and communication technologies in the educational system	Number of pilot high schools with computer facilities: Number of students given computer lessons	2004	Setting up of multimedia centres in the Bta Lycée Bilingue and Lycée technique Gifts of computer facilities to public and private schools by the State and other organizations Using of the official school programme on computer studies
Ensure technical, technological and professional training of teachers	Number of training conducted	2003-2004	
	Number of students trained	2003	
	Number of equipped institutions	2003	
Provide computer facilities to universities	Access rate of students to computer lessons	2003	

Implementation of the Health Strategy: Fight against Malaria

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Training and organization of refresher courses for health personnel on the handling patients in the health district	At least 90% of health personnel are given further training on the handling of malaria cases	2003	
Provision of first aid kits to 44 households in the health district	At least 50% of household have a first aid kit at home	2003	
Gradually raise to 80% the number of trained health personnel on the management of malaria	At least 80% of the training institution have a document on the norms of managing malaria	As from 2003	
Training of members of communication structures and community agents on the techniques of using treated mosquito nets	Number of trained community agents	2003	
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and the commencement of distribution of 600 000 others in 2003	2003-2004	

Implementation of the Health Strategy: Endemic Emergencies and Catastrophes

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Set up and make an operational national centre and at least two secondary emergency centres.	Create national and secondary centres and make them operational	203	

Implementation of the Health Strategy: STI/AIDS

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the use of preservatives among truck drivers, port employees, soldiers and prostitutes	Purchase and distribution of condoms	2003	
Create an AIDS counseling and test centre in all provinces	Number of created provincial centres that are operational		
Provide reagents, consumables and ARV to private non-profit making hospitals.	Number of non-profit making private hospital provided with reagents, consumables and ARV	2003	
Provide HIV/AIDS testing facilities to health centres	Number of services, units or blood transfusion centres, blood depots and banks with test facilities for HIV, Hepatitis B and C and syphilis	2003	

Implementation of the Health Strategy: Fight Against Tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Carry out studies for the construction of a diagnosis and treatment centre that will be operational and capable of handling 50 000 to 100 000 patients in all the provinces	Studies available in each province	2003	
Spread the use of guided techniques in the handling of patients in diagnosis and treatment centres	Number of diagnosis and treatment centres provided with a technical guide for the handling of tuberculosis patients. Number of tuberculosis cases identified and treated	2003	
Equipping diagnosis and treatment centres (CDT) with microscopes that are in working order	Number of CDTs with a microscope in working condition	2003	
Train and organize refresher courses for doctors, nurses, lab technicians handling tuberculosis cases in the existing CDTs	Number of doctors, nurses and lab technicians who have been trained and sent for refresher courses in each existing CDT	2003	
Draft and adopt a national communication plan on tuberculosis	Available plan and its operating methods	2003	

Implementation of the Health Strategy: Basic drugs, reagents and medical facilities

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Making basic drugs, especially generic ones, available in health centres, as well as reagents and other basic medical facilities	Number of health centres with basic drugs, reagents and basic medical facilities	2003	
Drafting and providing health centres with therapy guides	Availability of guide in health centre	2003	
Drafting and providing all health centres with the national formula on basic drugs	Number of health centres that have received the national formula on medication	2003	

Implementation of the Health Strategy: Financing of Health Care

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting of a mutual Code	Drafting, publishing and dissemination of the mutual code	2003	

Implementation of the Health Strategy: Mother, Child and Adult Health

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promoting the vaccination of pregnant women consulted for tetanus infections	Number of women consulted and vaccinated against tetanus	2003	
Increase the number of deliveries conducted by trained personnel	Number of deliveries handled in the presence of trained personnel	2003	
Conduct systematic diagnosis of mammary and cervix cancer	Number of mammary and cervix cancers identified and treated	2003	

Implementation of the Health Strategy: Promoting the integrated handling of children diseases

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Introducing PCIME in all health centres	Number of health districts using the PCIME	2003	
Train Chief district medical officers and Centre chiefs involved in the PCIME	Number of Chief district medical officers and Centre chiefs that have been trained on PCIME	2003	

Implementation of the Health Strategy: Food and Nutrition

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Give children of between 6 months and 5 years vitamin A capsules, two times a year	Number of children of between 6 months and 5 years who have received vitamin A capsules two times a year	2003	
Get first class health service to monitor the growth of young children	At least 25% of first class health service monitor the growth of young children	2003	

Implementation of the Health Strategy: Improving the supply of Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of training centres	At least 25 % of health training centres that have been rehabilitated and made operational	2003	
Construction of new integrated health centres in health areas that have not been covered	Number of integrated health centres constructed	2003	

Implementation of the Health Strategy: Management Process

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train heads of district health services, chief medical officers for hospital districts, sub-directors in central and external services on drafting and management techniques of integrated budgets according to objectives	At least 25% of heads of district health services, chief medical officers of district hospitals and sub-directors of central and external services trained	2003	
Construct service houses for medical officers working in difficult areas.	At least 100 service houses constructed for medical officers working in difficult areas	2003	

Poverty Reduction in Urban Areas

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of waste water purification and treatment stations	Number of rehabilitation stations	As from 2003	
Cleaning the primary drainage networks; rehabilitation of waste water purification and treatment stations	Linear of the drained network	Permanent	
Rehabilitation of basic infrastructures (public road networks and lighting)	Rehabilitated linear	Permanent	
Structuring of urban extension zones and secondary urban centres	Restructured surface area and drafted development plan	2005	
Consolidate the partnership between the State and decentralized administrative units to ensure a better management of towns	Number of urban contract signed and implemented	2005	
Creation of access roads to quarters with poor road networks and restructuring of poorly constructed neighbourhoods	Linear of the rehabilitated or new access road	2005	<i>Entirely completed</i>
	Number of poorly constructed neighbourhoods restructured in collaboration with the population	2005	
Creation of rehabilitation centres for street children	Number of centres created	2003-2005	<i>Rehabilitation and lighting of 23 km of tarred and 150 km of untarred roads</i>
	Number of street children trained and reintegrated		
Build waste dumps for the disposal of domestic wastes	Number of waste dumps built	2005	

FAR NORTH PROVINCE

Core area No 2: Reinforcing growth through the Diversification of Economic Activities Development of the Rural Sector

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Increasing access of the peasant population to modern cultural and high-yielding techniques, through the vulgarization of agronomic research results.	Number of peasant organizations that have access to agronomic research results	Permanent	1289 producer organizations out of 17000 producers, including 39% of women Vulgarization of Senegalese acacia or gum tree for the production of grade A arabica gum 3 fishermen CIG in Maga and 1 women's smoke-fish CIG in Maga founded on responsible fishing and finance management practices Training of 3 agro/animal husbandry CIGs Provision of technology on food cultivation through adaptation of varieties to 60 peasant organizations 30 pilot peasants are trained in 5 different villages and 3500 persons benefit from the programme on the fight against ills of subsistent agriculture in the Lake Chad Basin A pilot village in the Mayo Sava benefit from the promotion of renewable energies and the preservation of flora in arid regions
Promotion of community development	Implementation of PNDP and PADDC	Permanent	-Basic training to service providers; -50 villages identified in the Mayo-Sava, Mayo-Danay and Logone et Chari
Promoting and supporting professional and inter-professional development organizations	Drawing up of joint strategies on the promotion and development of peasant organizations;	Permanent	-Regrouping of CIGs in the Mayo-Sava -3 CIGs in the MayoKani -4 fishermen and women smoked-fish CIGs assisted in Maga, as well as the Ouazzang piscicultural organization
Launching of special priority support programmes for the development and organization of priority sectors	Number of organizations supported Commencement of the implementation of special programmes	Permanent 2003	5 organizations supported, this is 93 persons as part of the process to enhance skills in the planning and management of IEC/SR activities and communication for development -Reference situation established -6 groups of CIGs legalized (1200 persons) -Organigramme of the producers' federation approved -No seminar was organized

Development of Tourism, Cultural and Support Services to Production: Promotion of Tourist Activities and Cultural Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Make the Forest/Environment sectorial programme (PSFE) operational.	Implementation of the PSFE		
Finalizing and implementation of the laws on the stabilization fund	Laws finalized, published and implemented	2003-2004	
Drafting and implementing a master plan on rural water supply	Drafting and publication of the master plan on rural water supply	2003	
Implementation of the law on community forests	Law adopted, published and implemented	2003	
Regulate the exploitation of non leguminous forest products	Publication and dissemination the law		
Improve the periodicity of fishing through the introduction of new species of young fish	Number of young fish introduced		
Organize sensitization seminars on the integration of young graduates in tourist activities in the 10 provinces	Organization of sensitization seminars in the provinces	2003-2005	No Seminar was organized
Standardize tourist establishments and agencies	Number of tourist establishments and agencies standardized	2004-2005	<p>Authorization to build:</p> <ul style="list-style-type: none"> - Hotel Palmier in Kaele - Hotel Savano in Maroua - Cachette im in Amchide Banki <p>Authorization to operate:</p> <ul style="list-style-type: none"> - Hotel Alpha in Maroua - Hotel Matos in Maroua <p>2 tourist agencies -Fatus voyage in Maroua -Amadours in Maroua</p>

**Core area No. 3: Boosting Private Sector Activities
Boosting Private Sector Activities**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Undertake major construction works to provide support to the industrial sector (Wouri Bridge, urban road networks in Douala and Yaounde, integration highways)	Identifying priority projects in collaboration with the private sector Mobilization of funds and carrying out of projects	As from 2003	<p>The construction of the Makabaye bridge over the Mayo-Issananga and the maintenance of the Maroua-Kousseri highway contribute to the development of economic activities in the province. The cooking gas refill station under construction in Maroua will develop the energy needs of the province. Once all these actions are carried out, will contribute to the smooth development of the province, while at the same time fight against poverty.</p>

Core area No. 4: Development of Economic Infrastructures and Natural Resources
Development of Telecommunication and Information and Communication Technologies

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Opening of community multimedia centres in the ten provinces	At least ten centres are already operational	As from 2003	Computer lessons are taught only in 10% of general education schools in the province
Redesigning of school series and curricula for secondary general and technical education as well as professional training by introducing computer studies	Computer facilities available		16 computers bought for technical secondary schools This include Lycee technique de Maroua that was equipped with 10 computers of which only three are working presently
Setting up new radio stations and creating community television centres in rural areas	Number of new rural stations created	As from 2003	Nil
	Number of television centres created	As from 2003	A community television centre was created in Fotokol (Logone and Chari) in January 2003 The project is currently going on

Natural Resource Management

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up a rational distribution network for cooking gas in the most ecologically fragile areas	Identification of ecologically fragile areas	2003-2005	The entire province
	Rate of access to cooking gas in these areas	2003-2005	A domestic refilling station under construction
Extension of the optical fibre installed along the Doba-Kribi pipeline route to Douala and Bafoussam, so as to create a high-speed triangle and make the communication cost for private operators to drop.	Actual intallation of the optical fibre in Douala and Bafoussam	2003-2004	
	Drawing up and implementation of a marketing policy on the use of the optic fibre	2003-2004	
Improving the capacity and quality of telecommunication infrastructures (increasing fixed and mobile telephone lines)	Number of projects realized	2003-2005	-the telephone wire network in Maroua have been rehabilitated -the rehabilitation of a rural telephone network in Mora, Waza and Salak is going on
	Increasing the coverage of both fixed and mobile telephones	2003-2005	-the Yagoua region is provided with mobile telephone coverage by Orange -MTN extended its telephone network coverage in 2003 to Maroua and its environs
Increasing water projects (Wells, developed sources, fountains small-scale water supply systems)	Number of projects realized	As from 2003	2764 fountains, 2247 modern wells and 16 dams were constructed

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Search for investors in the mining and hydrocarbons sector Develop and extend rural electrification projects	Volume of projects realized Access rate of rural population to electricity	Permanent	Access rate in the province is 6%

**Core area No. 6: Reinforcement and Enhancement of Human Resources
Other Social Development Policies and Strategies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of social centres for the training of handicapped children	Number of centres rehabilitated	2004	Nil
Promotion of social services in public places for minors who need social protection	Execution of annual action plan: Number of minors taken care of, trained and integrated	Permanent	Many actions aimed at protecting children, rehabilitating minors, psychological and social guidance to the family and young girls, were undertaken in the social centres
Promote the development of local initiatives on mutual assistance, support and family welfare	Drawing up and implementation of the strategies for the promotion and development of local initiatives Number of support initiative annually	Permanent	Development of local initiatives were encouraged Many NGOs are working in this direction: AFEP, AGIR
		Permanent	None by the MINAS delegation

Implementation of the Education Strategy

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up in collaboration with UNICEF, UNESCO and NGOs, a means of informing and sensitizing parents and communities on the advantages of educating children	Drafting and implementation of a joint strategy on the sensitization of parents and communities. Setting up of ad hoc units for the information and sensitization of parents	2003	Ad hoc units for the information and sensitization of parents exist within the framework of the PTA

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Ensure the effective presence of qualified teachers in all schools, including the most under privileged areas	Effective presence of teachers	Permanent	<i>At the beginning of each school year, PIP go to the field to ascertain the effective resumption and presence of teachers. More than 90% of teachers are on duty</i>
Widen the scope of action of the Government in private institutions. (subsidies, posted of teaching staff, improvement of infrastructures)	Number of government teachers posted to private institutions	2004	
Introduce the regular publication of statistical records at all levels of the educational system	Periodic publication of statistical directory at according to levels	2004	<i>The service in charge of prospection produces the statistics directory at all levels and it is presently at its data collection phase. Information sheets have already been distributed on the field</i>
Promote access to information and communication technologies in the educational system	Number of pilot high schools with computer facilities: Number of students given computer lessons	2004	<i>The Maroua Lycee Classique was selected for this purpose, but has no equipment yet. It is difficult to determine the number of children trained as the courses are mainly theoretical</i>
Ensure technical, technological and professional training of teachers	Number of training conducted		<ul style="list-style-type: none"> - Practicals: overseeing of European and Cameroonian trainees - Continuous training of rural development official on participative diagnosis and local planning
Provide computer facilities to universities	Number of students trained		30 Cameroonian trainees 9 European trainees 60 rural instructors
	Number of equipped institutions		1
	Access rate of students to computer lessons		100%

Implementation of the Health Strategy: Fight against Malaria

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Training and organization of refresher courses for health personnel on the handling patients in the health district	At least 90% of health personnel are given further training on the handling of malaria cases	2003	Currently going on
Provision of first aid kits to 44 households in the health district	At least 50% of household have a first aid kit at home	2003	Nil

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Gradually raise to 80% the number of trained health personnel on the management of malaria	At least 80% of the training institution have a document on the norms of managing malaria	As from 2003	Currently going on
Training of members of communication structures and community agents on the techniques of using treated mosquito nets	Number of trained community agents	2003	
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and the commencement of distribution of 600 000 others in 2003	2003-2004	Currently going on

Implementation of the Health Strategy: Endemic Emergencies and Catastrophes

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Set up and make an operational national centre and at least two secondary emergency centres.	Create national and secondary centres and make them operational	2003	

Implementation of the Health Strategy: STI/AIDS

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the use of preservatives among truck drivers, port employees, soldiers and prostitutes	Purchase and distribution of condoms	2003	Distribution going on
Create an AIDS counseling and test centre in all provinces	Number of created provincial centres that are operational		2
Provide reagents, consumables and ARV to private non-profit making hospitals.	Number of non-profit making private hospital provided with reagents, consumables and ARV	2003	6 hospitals in (Tomokombere, Pette, Zidim, Meskini, Koza, CNPS Maroua)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Provide HIV/AIDS testing facilities to health centres	Number of services, units or blood transfusion centres, blood depots and banks with test facilities for HIV, Hepatitis B and C and syphilis	2003	All hospitals

Implementation of the Health Strategy: Fight against Tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Carry out studies for the construction of a diagnosis and treatment centre that will be operational and capable of handling 50 000 to 100 000 patients in all the provinces	Studies available in each province	2003	Studies available
Spread the use of guided techniques in the handling of patients in diagnosis and treatment centres	Number of diagnosis and treatment centres provided with a technical guide for the handling of tuberculosis patients. Number of tuberculosis cases identified and treated	2003	14 diagnosis and treatment centre with a clinical guide on the management of tuberculosis 1374 cases of diagnosis and treatment
Equipping diagnosis and treatment centres (CDT) with microscopes that are in working order	Number of CDTs with a microscope in working condition	2003	14 CDTs with a microscope in working condition
Train and organize refresher courses for doctors, nurses, lab technicians handling tuberculosis cases in the existing CDTs	Number of doctors, nurses and lab technicians who have been trained and sent for refresher courses in each existing CDT	2003	11 doctors 17 nurses 20 laboratory technicians trained under the implementation of the PNLT
Draft and adopt a national communication plan on tuberculosis	Available plan and its operating methods	2003	Nil

Implementation of the Health Strategy: Extended Immunization Programme (PEV)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Extend the vaccination coverage to DTC3	Vaccination coverage rate	2003	75%
Provide health centres with cooling facilities	Number of health centres with operational cooling facilities	2003	
Reinforce the logistics of the vaccination teams	Number of motorcycles acquired; Number of vaccination teams with motorcycles	2003	Nil

Implementation of the Health Strategy: Basic drugs, reagents and medical facilities

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Making basic drugs, especially generic ones, available in health centres, as well as reagents and other basic medical facilities	Number of health centres with basic drugs, reagents and basic medical facilities	2003	All health centres are operational
Drafting and providing health centres with therapy guides	Availability of guide in health centre	2003	
Drafting and providing all health centres with the national formula on basic drugs	Number of health centres that have received the national formula on medication	2003	

Implementation of the Health Strategy: Financing of Helath Care

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting of a mutual Code	Drafting, publishing and dissemination of the mutual code	2003	

Implementation of the Health Strategy: Mother, Child and Adult Health

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promoting the vaccination of pregnant women consulted for tetanus infections	Number of women consulted and vaccinated against tetanus	2003	97 120 representing 68.3% of expected pregnant women
Increase the number of deliveries conducted by trained personnel	Number of deliveries handled in the presence of trained personnel	2003	
Conduct systematic diagnosis of mammary and cervix cancer	Number of mammary and cervix cancers identified and treated	2003	

Implementation of the Health Strategy: Promoting the integrated handling of children diseases

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Introducing PCIME in all health centres	Number of health districts using the PCIME	2003	Nil
Train Chief district medical officers and Centre chiefs involved in the PCIME	Number of Chief district medical officers and Centre chiefs that have been trained on PCIME	2003	Nil

Implementation of the Health Strategy: Food and Nutrition

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Give children of between 6 months and 5 years vitamin A capsules, two times a year	Number of children of between 6 months and 5 years who have received vitamin A capsules two times a year	2003	75% coverage
Get first class health service to monitor the growth of young children	At least 25% of first class health service monitor the growth of young children	2003	50%

Implementation of the Health Strategy: Improving the supply of Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of training centres	At least 25 % of health training centres that have been rehabilitated and made operational	2003	80% 8 health centres rehabilitated (PIB)
Construction of new integrated health centres in health areas that have not been covered	Number of integrated health centres constructed	2003	7 new integrated health centres (CSI) constructed

Implementation of the Health Strategy: Management Process

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train heads of district health services, chief medical officers for hospital districts, sub-directors in central and external services on drafting and management techniques of integrated budgets according to objectives	At least 25% of heads of district health services, chief medical officers of district hospitals and sub-directors of central and external services trained	2003	
Construct service houses for medical officers working in difficult areas.	At least 100 service houses constructed for medical officers working in difficult areas	2003	

Poverty Reduction in Urban Areas

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of waste water purification and treatment stations	Number of rehabilitation stations	As from 2003	None
Cleaning the primary drainage networks; rehabilitation of waste water purification and treatment stations	Linear of the drained network	Permanent	About 15 km of network drained
Rehabilitation of basic infrastructures (public road networks and lighting)	Rehabilitated linear	Permanent	About 12 km of road networks
Structuring of urban extension zones and secondary urban centres	Restructured surface area and drafted development plan	2005	About 45 km ² structured
Consolidate the partnership between the State and decentralized administrative units to ensure a better management of towns	Number of urban contract signed and implemented	2005	Nil
Creation of access roads to quarters with poor road networks and restructuring of poorly constructed neighbourhoods	Linear of the rehabilitated or new access road	2005	About 18 km
Creation of rehabilitation centres for street children	Number of poorly constructed neighbourhoods restructured in collaboration with the population	2005	20 neighbourhoods reorganized
	Number of centres created	2003-2005	8 centres created and operating fairly well
Build waste dumps for the disposal of domestic wastes	Number of street children trained and reintegrated		250 children
	Number of waste dumps built	2005	Only one waste dump built

Littoral Province

Core area No 2.: Reinforcing growth through the Diversification of Economic Activities Development of the Rural Sector

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Increasing access of the peasant population to modern cultural and high-yielding techniques, through the vulgarization of agronomic research results.	Number of peasant organizations that have access to agronomic research results	Permanent	6090 producers from 400 OPs were supervised in their technical domain of activities throughout the period. 84% organ. 11% Marketing. 2.4% and environment 2.5% - The vulgarization of 13 AVZ, 2 TS and funds worth 986 000 CFAF in the Ndom and Ngambe area in the Sanaga-Maritime division, was given to the NGO, FEMEC. -2 engineers were provided to CETAM to spread pineapple techniques
Promotion of community development	Implementation of PNDP and PADC	Permanent	2 community forests are operational 3 community forests have been reserved
Promoting and supporting professional and inter-professional development organizations	Drawing up of joint strategies on the promotion and development of peasant organizations;	Permanent	-2 engineers were provided to CETAM to spread pineapple techniques. These temporary workers receive salaries and allowances worth 144 000 F per month and regular training - The vulgarization of 13 AVZ, 2 TS and funds worth 986 000 CFAF in the Ndom and Ngambe area in the Sanaga-Maritime division, was given to the NGO, FEME, by PNVRA
			77 requests for assistance were received by CPSA to the tune of 200 027 474 CFA. PNVRA subsidies are evaluated at 160 768 170 CFAF. The funds disbursed, worth 62 441 570 CFA, made it possible to offer infrastructures and equipment to 37 OPs.
			9 Professional organizations (OP) are being monitored

Development of Tourism, Cultural and Support Services to Production: Promotion of Tourist Activities and Cultural Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Launching of specific support programmes to development and the organization of priority sectors	Commencement of the implementation of specific programmes	2003	Programme to revamp the plantain production (PRFP) 5 programmes and projects created
Make the Forest/Environment sectorial programme (PSFE) operational.	Implementation of the PSFE		

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Organize sensitization seminars on the integration of young graduates in tourist activities in the 10 provinces	Organization of sensitization seminars in the provinces	2003-2005	
Standardization of tourist establishments and agencies	Number of tourist establishments and agencies standardized	2004-2005	Three tourist sites have been constructed or under construction. Creation of access roads to the twin lakes Manenguba and the Ekom-Nkam falls is going on. Creation of an access road to the Yoyo beach is completed

**Core area No. 3: Stimulating Private Sector Activities
Stimulating Private Sector Activities**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Undertake major construction works to provide support to the industrial sector (Wouri Bridge, urban road networks in Douala and Yaounde, integration highways)	Identifying priority projects in collaboration with the private sector Mobilization of funds and carrying out of projects	As from 2003	A good number of roads in Douala are being rehabilitated (Camp Bertaud Street, Bessengue gare Street, Decage Street) The contract for the rehabilitation of the Wouri bridge has been signed. It effectively took off on 18 March 2004

**Core area No. 4: Development of Economic Infrastructures and Natural Resources
Development of Telecommunication and Information and Communication Technologies**

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Opening of community multimedia centres in the ten provinces Redesigning of school series and curricula for secondary general and technical education as well as professional training by introducing computer studies	At least ten centres are already operational Computer facilities available	As from 2003	Provision of computer halls in technical high schools in partnership with French institutions. Provision of 34 complete computers by MINETFOB
Improving the capacity and quality of telecommunications infrastructures (Increasing the number of fixed and mobile telephone lines)	Number of projects realized Increase in the coverage of fixed and mobile telephone lines	2003-2005	
Setting up new radio stations and creating community television centres in rural areas	Number of new rural stations created Number of television centres created	As from 2003 As from 2003	

Natural Resource Management

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Setting up a rational distribution network for cooking gas in the most ecologically fragile areas	Identification of ecologically fragile areas Rate of access to cooking gas in these areas	2003-2005 2003-2005	
Extension of the optical fibre installed along the Doba-Kribi pipeline route to Douala and Bafoussam, so as to create a high-speed triangle and make the communication cost for private operators to drop.	Actual intallation of the optical fibre in Douala and Bafoussam	2003-2004	
Increasing water projects (Wells, developed sources, fountains small-scale water supply systems)	Drawing up and implementation of a marketing policy on the use of the optic fibre Number of projects realized	2003-2004 As from 2003	The last report was drafted in November 2003 when no funds were allocated
Search for investors in the mining and hydrocarbons sector Develop and extend rural electrification projects	Volume of projects realized Access rate of rural population to electricity	Permanent	

Core area No. 6: Reinforcement and Enhancement of Human Resources Other Social Development Policies and Strategies

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of social centres for the training of handicapped children	Number of centres rehabilitated	2004	Bepanda rehabilitation and observation centre. 10% of projects available; Douala Home workshop (15%) sponsored by French cooperation. Projects available
Promotion of social services in public places for minors who need social protection	Execution of annual action plan: Number of minors taken care of, trained and integrated	Permanent	Identification process for the location of street children and other committed groups. About 1600 children have been identified in the town of Douala
Promote the development of local initiatives on mutual assistance, support and family welfare	Drawing up and implementation of strategies for the promotion and development of local initiatives Number of support initiative annually	Permanent Permanent	Community programme for the management of the less privileged (solidarity funds) is going on Provision of technical assistance to 10 private institutions. Financial assistance granted to 4 private social services to the tune of 300 000 CFAF per institution

Implementation of the Education Strategy

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Ensure the effective presence of qualified teachers in all schools, including the most under privileged areas	Effective presence of teachers	Permanent	Recruitment of qualified teachers from ENIEG
Widen the scope of action of the Government in private institutions. (subsidies, posted of teaching staff, improvement of infrastructures)	Number of government teachers posted to private institutions	2004	Posting of government trained teachers to private schools
Introduce the regular publication of statistical records at all levels of the educational system	Periodic publication of statistical directory at according to levels	2004	Work carried out at the provincial levels by the forecasting service
Promote access to information and communication technologies in the educational system	Number of pilot high schools with computer facilities: Number of students given computer lessons	2004	Two wouri
Ensure technical, technological and professional training of teachers	Number of training conducted Number of students trained		
Provide computer facilities to universities	Number of equipped institutions Access rate of students to computer lessons		

Implementation of the Health Strategy: Fight against Malaria

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Training and organization of refresher courses for health personnel on the handling patients in the health district	At least 90% of health personnel are given further training on the handling of malaria cases	2003	Nil
Provision of first aid kits to 44 households in the health district	At least 50% of household have a first aid kit at home	2003	Nil
Gradually raise to 80% the number of trained health personnel on the management of malaria	At least 80% of the training institution have a document on the norms of managing malaria	As from 2003	Currently going on
Training of members of communication structures and community agents on the techniques of using treated mosquito nets	Number of trained community agents	2003	Nil
Providing treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and the commencement of distribution of 600 000 others in 2003	2003-2004	Nil

Implementation of the Health Strategy: Endemic Emergencies and Catastrophes

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Set up and make an operational national centre and at least two secondary emergency centres.	Create national and secondary centres and make them operational	2003	Currently going on

Implementation of the Health Strategy: STI/AIDS

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promote the use of preservatives among truck drivers, port employees, soldiers and prostitutes	Purchase and distribution of condoms	2003	Not executed
Create an AIDS counseling and test centre in all provinces	Number of created provincial centres that are operational		Not executed
Provide reagents, consumables and ARV to private non-profit making hospitals.	Number of non-profit making private hospital provided with reagents, consumables and ARV	2003	Currently going on
Provide HIV/AIDS testing facilities to health centres	Number of services, units or blood transfusion centres, blood depots and banks with test facilities for HIV, Hepatitis B and C and syphilis	2003	2

Implementation of the Health Strategy: Fight against Tuberculosis

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Carry out studies for the construction of a diagnosis and treatment centre that will be operational and capable of handling 50 000 to 100 000 patients in all the provinces	Studies available in each province	2003	The province has 21 CDTs (12 state and 9 private) that are operational for 2.1 million inhabitants (2003)
Spread the use of guided techniques in the handling of patients in diagnosis and treatment centres	Number of diagnosis and treatment centres provided with a technical guided for the handling of tuberculosis patients. Number of tuberculosis cases identified and treated	2003	The 21 CDTs have at least 63 monitors (3 per CDT) 4200 cases identified and handled
Equipping diagnosis and treatment centres (CDT) with microscopes that are in working order	Number of CDTs with a microscope in working condition	2003	All CDTs (21)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train and organize refresher courses for doctors, nurses, lab technicians handling tuberculosis cases in the existing CDTs	Number of doctors, nurses and lab technicians who have been trained and sent for refresher courses in each existing CDT	2003	21 doctors 21 Nurses 21 lab technicians
Draft and adopt a national communication plan on tuberculosis	Available plan and its operating methods	2003	Plan available and partly implemented

Implementation of the Health Strategy: Extended Immunization Programme (PEV)

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Extend the vaccination coverage to DTC3	Vaccination coverage rate	2003	72%
Provide health centres with cooling facilities	Number of health centres with operational cooling facilities	2003	All SSDs have cold rooms. However, there is a noticeable imbalance in the distribution of refrigerators and freezers used for keeping vaccines.
Reinforce the logistics of the vaccination teams	Number of motorcycles acquired; Number of vaccination teams with motorcycles	2003	72/151

Implementation of the Health Strategy: Basic drugs, reagents and medical facilities

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Making basic drugs, especially generic ones, available in health centres, as well as reagents and other basic medical facilities	Number of health centres with basic drugs, reagents and basic medical facilities	2003	
Drafting and providing health centres with therapy guides	Availability of guide in health centre	2003	
Drafting and providing all health centres with the national formula on basic drugs	Number of health centres that have received the national formula on medication	2003	

Implementation of the Health Strategy: Financing of Health Care

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Drafting of a mutual Code	Drafting, publishing and dissemination of the mutual code	2003	

Implementation of the Health Strategy: Mother, Child and Adult Health

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Promoting the vaccination of pregnant women consulted for tetanus infections	Number of women consulted and vaccinated against tetanus	2003	
Increase the number of deliveries conducted by trained personnel	Number of deliveries handled in the presence of trained personnel	2003	
Conduct systematic diagnosis of mammary and cervix cancer	Number of mammary and cervix cancers identified and treated	2003	

Implementation of the Health Strategy: Promoting the integrated handling of children diseases

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Introducing PCIME in all health centres	Number of health districts using the PCIME	2003	
Train Chief district medical officers and Centre chiefs involved in the PCIME	Number of Chief district medical officers and Centre chiefs that have been trained on PCIME	2003	

Implementation of the Health Strategy: Food and Nutrition

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Give children of between 6 months and 5 years vitamin A capsules, two times a year	Number of children of between 6 months and 5 years who have received vitamin A capsules two times a year	2003	33%
Get first class health service to monitor the growth of young children	At least 25% of first class health service monitor the growth or young children	2003	

Implementation of the Health Strategy: Improving the supply of Services

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Rehabilitation of training centres	At least 25 % of health training centres that have been rehabilitated and made operational	2003	
Construction of new integrated health centres in health areas that have not been covered	Number of integrated health centres constructed	2003	

Implementation of the Health Strategy: Management Process

Measures/Actions	Monitoring indicators	Schedule	State of Execution
Train heads of district health services, chief medical officers for hospital districts, sub-directors in central and external services on drafting and management techniques of integrated budgets according to objectives	At least 25% of heads of district health services, chief medical officers of district hospitals and sub-directors of central and external services trained	2003	Not executed
Construct service houses for medical officers working in difficult areas.	At least 100 service houses constructed for medical officers working in difficult areas	2003	Not executed
Rehabilitation of waste water purification and treatment stations	Number of rehabilitation stations	As from 2003	
Cleaning the primary drainage networks; rehabilitation of waste water purification and treatment stations	Linear of the drained network	Permanent	
Rehabilitation of basic infrastructures (public road networks and lighting)	Rehabilitated linear	Permanent	Rue King Akwa 70% / Wouri bridge Rue Jau 90% / Bd de l'Independence; Bd Leclerc
Structuring of urban extension zones and secondary urban centres	Restructured surface area and drafted development plan	2005	
Consolidate the partnership between the State and decentralized administrative units to ensure a better management of towns	Number of urban contract signed and implemented	2005	
Creation of access roads to quarters with poor road networks and restructuring of poorly constructed neighbourhoods	Linear of the rehabilitated or new access road	2005	
	Number of poorly constructed neighbourhoods restructured in collaboration with the population	2005	
Creation of rehabilitation centres for street children	Number of centres created	2003-2005	
	Number of street children trained and reintegrated		
Build waste dumps for the disposal of domestic wastes	Number of waste dumps built	2005	

NORTH PROVINCE

Core area No. 2: Strengthening of growth through diversification of the economy. Development of the rural sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of access by the rural population to modern farming and high-yield techniques through the popularization of the results of agronomic research.	Number of farmers' organizations having accessed the results of agronomic research	Permanent	729 FO including 7885 producers out of which 2128 women have had access to technological innovations within the framework of PNVRA. These innovations are contained in some fifty technical forms being popularized at PNVRA-NORTH. A total 57 of these FO have received funding for infrastructure and equipment for their production micro-projects to the tune of FCFA 39 million.
Promotion of community development	Implementation of NRDP and CDSP	Permanent	<ul style="list-style-type: none"> - commencement of the pilot phase of NRDP in the Mayo-Louti Division - Setting up of NRDP Provincial Focal Team (PRT) chaired by the North Provincial Delegate of MINEPAT followed by a session to acquaint members with their Fole. - Identification of two pilot councils (Guider and Figuil) and villages, that is, five per council - setting up of two Joint Council-level Approval and Supervision Communities (CPAC) (one in Guider and one in Figuil chaired by the mayors of these councils). - briefing and training session organized by the PRT at Guider for the members of the two CPAC). - Examination for the identification of micro-projects and mechanism of mobilization of contra required for NRDP financing at the level of village communities (10 communities) by CPAC members. -reception of some files by the PRT chairman for forwarding to the National Unit of NRDP - publication of results of recruitment test for officials of the Provincial Unit of NRDP
Promotion of and support to the development of professional and inter-professional organizations	Elaboration of concerted strategy for the promotion and development of farmers' organizations	Permanent	- Guidance to Environmental NGOs, unions of hunting guides, exploiters of firewood and plank
	Number of organizations having received support	Permanent	- Out of 729 FO, supervised within the framework of PNVRA, more than 100 FO have legal status. In addition, some FO dealing in maize and onion have received structuring support to become Professional Producers' Associations (PPA) (Ngong, Lagdo, Poli). These PPA all have a legal status and have received support in the area of management.

Measures/actions	Follow-up indicator	Timetable	State of execution
			<ul style="list-style-type: none"> - A total 57 of these FO have received funding for infrastructure and equipment for their production micro-projects to the tune of FCFA 39 million - the 2 maize and onion production sectors are currently being established in the Benue and Faro divisions - 7 organizations of the forest sector are receiving support
Improvement of fishing productivity through the introduction of new alevin species	Number of restocking fish introduced	2003-2004	<ul style="list-style-type: none"> Capacity building forrestocking fish producers of the Gounougou/Lagdo Fishing Centre Production of 25 000 alevins in the Gounougou/Lagdo Fishing Centre Support to fish farmers for the creation of fish ponds Implementation of the fish farming component of the <i>Special Food Security Programme (SFSP)</i>
Launching of specific priority programmes to support the development and organization of priority sectors	Commencement of implementation of specific programmes	2003	

Development of tourism, cultural services and support services for the productive sector: Promotion of the tourism sector and cultural sectors

Measures/actions	Follow-up indicator	Timetable	State of execution
Organization in the ten provinces of awareness seminars on the integration of young graduates in tourism professions.	Organization of awareness seminars	2003-2005	0
Standardization of tourism establishments and agencies	Number of tourism establishments and agencies standardized	2004-2006	<ul style="list-style-type: none"> 19 establishments, Benoué Hotel, Tourist Motel, Relais St Hubert, Daoula Hotel, Christella Hotel la Cité, Hotel Central, Hiala Village, Auberge Chic, Hotel le Quilombo, Hotel le Saré, Auberge le Salam I., Auberge le Salam II, Hotel le FigaFo, les Falis Bergères, Auberge de la Gare Foutière, Welcome Hotel, 10 tourism agencies : Cameroon Safari Agency, Lasal Voyages, Norga Voyages, MTA Mouwayne Travel, Auto Location de la Benoué, Auto Location BAO

Core area 3: Boosting of the private sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Continuation of the fight against dumping and smuggling.	Measures to fight dumping and smuggling identified and implemented.	Permanent	- setting of a Provincial Unit for the fight against the smuggling of petFoleum products - setting up of a Provincial Committee for the fight against the smuggling of sugar - protection of the cotton sector: operation against the illegal export of cotton seed and importation of poor quality table oil - team of Trade inspectors at major points of entry of imported goods
Execution of major infrastructure construction works in support of the industrial sector (Wouri bridge, urban road networks in Yaounde and Douala, unifying roads	Identification of priority projects in consultation with the private sector Sourcing for resources and carrying out of works	From 2003	

Core area No. 4: Development of economic infrastructure and natural resources Development of telecommunications and information and communication technologies

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up of community multimedia centres in the ten provinces Reorganization of school disciplines and curricula in secondary general and technical education to include computer literacy courses	At least ten centres are functional Computer equipment available	From 2003	- computer equipment in the Garoua Government Technical High School where there is a multimedia centre (39 computers, two servers, 17 printers, 1 scanner, 1 engraver, 1 backup battery, 12 software, 1 mixing window). - 12 new computers and 12 new printers were acquired in the course of December 2003 for the following establishments: Government Technical High School: Garoua, Guider GTC: Garoua, Garoua Djamboutou, Poli, Tchollire, Pitoa, Figuil; SAR/SM: Garoua, Poli, Guider, Touboro
Improvement of the capacity and quality telecommunication of infrastructure (increase in fixed and mobile telephone lines)	Number of structures set up	2003-2005	- teaching of computer literacy effective in the second cycle and gradual inclusion in the curricula of the 1 st cycle 1 earth station in Garoua by CAMTEL establishment of Orange networks in Guider and Figuil 1 MTN transmitter under construction in Garoua
	Increase in fixed and mobile telephone line coverage	2003-2005	CAMTEL: Garoua: 10 000 Guider: 5000
Establishment of new rural radio stations and setting up of community tele-centres in rural areas	Number of rural radio stations set up	From 2003	1 rural radio station, FM Benoue in Garoua with transmitter broadcasting over a radius of about 50km
	Number of tele-centres set up	From 2003	8 tele-centres: Bibemi, Bidzar, Doumo, Golombe, Lam, Mousgoy, Rey-Bouba, Touboro

Natural resources management: ease access by all to energy

Measures/actions	Follow-up indicator	Timetable	State of execution
Establishment of a rational cooking gas distribution network in ecologically fragile regions	Ecologically fragile areas identified Rate of access to cooking gas in there areas	2003-2005 2003-2005	<i>Faro, Mayo-Rey and Mayo-Louti Divisions</i> <i>Access rate :</i> - <i>Faro: 0</i> - <i>Mayo-Louti</i> - <i>Mayo-Rey: 0</i>
Strengthening of inspection of dangerous industrial establishments	Number of periodic inspections carried out and revenue generated	Permanent	<i>2 periodic inspections per establishment and 72 establishments inspected revenue generated: FCFA 54 714 000</i>
Extension of the fibre-optic cable along the Doba-Kribi pipeline, to Douala and Bafoussam in order to set up a high-output triangle and reduce the cost of communication for private individuals.	Fibre-optic cable effectively installed and installation thereof in Douala and Bafoussam Fibre-optic cable marketing policy elaborated and implemented	2003-2004 2003-2004	
Intensification of water supply programmes (wells, constructed water sources, boreholes, mini water supply schemes)	Number of structures realized	From 2003	<i>32 boreholes with HIPC funds</i> <i>52 structures with IDB funds</i> <i>2 structures constructed using PIB</i> <i>0 structure realized by the Water points Reactivation Project (PRPE)</i>
Sourcing for investments in the mining and hydrocarbons sectors Development of the rural electrification project.	Volume of investments made Rate of access to electricity in the rural areas	Permanent	<i>0</i> <i>rate of access: 2%</i>

Core area No. 6: Reinforcement and development of human resources
Other social development policies and strategies

Measures/actions	Follow-up indicator	Timetable	State of execution
Capacity building for field actors in the area of promotion of women's affairs within the framework of specialized centres for the promotion of women's affairs and centres for applied technologies	Capacity building programme elaborated and implemented Organization of seminars and training courses Number of field actors trained	2003-2005	- <i>evaluation of 90 community activity leaders in Garoua and Guider</i> - <i>setting up of 5 community education centres taking care of 250 children</i> - <i>setting up of 120 associations of mothers of pupils/students</i> - <i>training seminar for 600 adolescent girls undergoing early stimulation (300 in Garoua and 200 in Guider)</i> - <i>training of 87 girls and women out of which 21 in home economics, 18 in secretarial duties and office automation and 48 in literacy at the Garoua CPR</i> - <i>240 health education sessions at the Garoua CPR</i>
Rehabilitation of welfare institutions for socially disabled children	Number of institutions rehabilitated	2004	<i>4 private institutions currently under rehabilitation</i> - <i>CRESAS (Centre for the Rehabilitation of Deaf Children and Social Welfare)</i> - <i>CRJR (Josephine Rodofi Rehabilitation Centre) : Approval in principle</i> - <i>CRDVI (Advanced Rehabilitation Centre)</i>

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of social welfare services in open milieus for minors in need of social protection	Service plan executed every year Number of minors taken care of, trained and integrated	Permanent	- ISDA (Specialized Institute for the Hard of Hearing): Elaboration of Statutes ongoing 200
Promotion of the development of local mutual assistance initiatives	Strategy for the promotion of the development of local initiatives drawn up and implemented Number of initiatives provided support each year	Permanent	0
		Permanent	- 20 persons provided help to the tune of FCFA 30 000 per person - 32 tricycles given out to the disabled in the PProvince at a total amount of FCFA 6 400 000 and prosthesis costing FCFA 100 000 to one disabled person - 25 children in distress helped with pharmaceutical products and layette for a total of FCFA 650 000 - 150 disabled persons and indigents helped (food) for a total amount of FCFA 600 000 - technical and financial support to: *Welfare centre for children in distress (MINAS structure) *A farmers' CIG provided guidance by the Langui social experimental centre. A CIG of the blind in the Benoue (FCFA 225 000)

Implementation of education strategy

Measures/actions	Follow-up indicator	Timetable	State of execution
Seeing to the effective presence of quality teachers in all schools, including the most disadvantaged regions	Effective presence of teachers	Permanent	Teachers at their stations for the most part
Extend the scope of state intervention in private schools (subvention, posting of teaching staff; improvement of infrastructure)	Number of public sector teachers posted to private schools	2004	
Institution of regular production of static rosters at all levels of the education sector	Periodic production of statistical directory per level	2004	- 2002-2003 statistical directory produced - 2003-2004 statistical directory underway - Rosters produced by primary schools and other establishments yearly
Promotion of access to information and communication technologies in the educational system	Number of pilot government high schools equipped with computer units; Number of students trained in	2004	- 1 government high school equipped with multimedia centre: Garoua Government High School and 1175 students trained - Garoua Grammar School equipped with a resource and multimedia centre and 2534 students trained

Measures/actions	Follow-up indicator	Timetable	State of execution
	computer literacy		
Provision of technical, technological and vocational training	Number of training sessions provided		
Equipment of university institutions with computer equipment	Number of students trained		
	Number of institutions equipped		
	Rate of student access to computer		

Implementation of health strategy: malaria control

Measures/actions	Follow-up indicator	Timetable	State of execution
Provision of training and retraining to health personnel in case management in health districts	At least 90% of health personnel retrained in case management	2003	7 Provincial trainers trained
Ensuring the availability of home management kits in households in 44 health districts	At least 50% of households in possession of a home management kit	2003	0
Gradually raising to 80% the rate of health units having a malaria management protocol	At least 80% of health units have malaria management protocol documents	From 2003	Activity partly carried out in 2003
Provision of training to members of dialogue structures and community workers in mosquito net impregnation techniques	Number of community workers trained	2003	0
Provision of insecticide-treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and commencement of distribution of 660 000 others acquired in 2003	2003-2004	- 3650 mosquito nets distributed (Garoua urban area: 2900; Guider: 500; Pitoa: 250) - 8350 are currently being distributed in 9 districts

Implementation of health strategy: endemic emergencies and disasters

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up and operation of a national centre and at least two secondary emergencies management centres	National centre and secondary centres set up and functional	2003	0

Implementation of health strategy: STIs/AIDS

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of condom use among truck drivers, port employees, military personnel and sex workers	Purchase and distribution of condoms	2003	0
Setting up of an HIV testing and counselling centre in each province	Number of Provincial centres set up and functional		1 voluntary testing centre functional in Garoua
Putting reagents, consumables and ARVs at the disposal of private not-for-profit hospitals	Number of private not-for-profit hospitals provided with reagents, consumables and ARVs	2003	0
Putting HIV/AIDS testing equipment at the disposal of health centres	Number of blood transfusion services, units, blood storage facilities and banks having tests for HIV, Hepatitis B and C and syphilis	2003	12 health centres and district hospitals have tests and equipment.

Implementation of health strategy: Tuberculosis control

Measures/actions	Follow-up indicator	Timetable	State of execution
Carrying out architectural studies towards the building of a functional diagnosis and treatment centre for 50 000 to 100 000 inhabitants, in each province	Study available for each province	2003	0
Popularization of the use of the Technical tuberculosis management Manual in diagnosis and treatment centres	Number of diagnosis and treatment centres having a tuberculosis management Manual; Number of tuberculosis cases detected and treated	2003	- 11 centres - 218 tuberculosis cases
Equipment of DTC with functional microscopes	Number of DTC with functional microscope	2003	11
Training and retraining of doctors, nurses, laboratory technicians in tuberculosis management in each existing DTC	Number of doctors, nurses, laboratory technicians trained and retrained in each existing DTC	2003	- 1 doctor/DTC - 1 nurse/DTC - 1 lab. Technician/DTC
Elaboration of a national communication plan on tuberculosis	Plan available and operational	2003	0

Implementation of health strategy: Extended Immunization Programme

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of DPT3 immunization coverage	Rate of immunization coverage	2003	27.2%
Equipment of health units with cold chains	Number of health units with functional cold chain	2003	50% of health units
Reinforcement of logistical resources for vaccination teams	Number of motorbikes acquired; Number of vaccination teams having a motorbike.	2003	26 motorbikes for 13 teams

Implementation of health strategy: essential drugs, reagents and medical supplies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rendering available in all health units essential drugs, preferably under their generic form, reagents and medical supplies	Number of health units having essential drugs, reagents and medical supplies	2003	172
Drawing up and rendering available in all health units the therapeutic guide	Guide available in health units	2003	Still to be done
Drawing up and rendering available in all health units the national essential drugs formulary	Number of health units having received the national drugs formulary.	2003	154

Implementation of health strategy: healthcare financing

Measures/actions	Follow-up indicator	Timetable	State of execution
Elaboration of the mutual health insurance code	Elaboration, publication and dissemination of mutual health insurance code	2003	Still to be done

Implementation of health strategy: health of the mother, the adolescent and the elderly

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of immunization of pregnant women in consultation against tetanus	Number of pregnant women consulted and immunized against tetanus	2003	TT: 24,333
Improvement of rate of deliveries attended to by qualified health staff	Number of deliveries attended to by qualified health staff	2003	
Carrying out systematic screening for breast and cervical cancer	Number of breast and cervical cancers identified and treated	2003	0

Implementation of health strategy: promotion of the integrated management of childhood diseases

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution of IMCD in health districts	Number of health districts implementing IMCD	2003	0
Training of district medical officers and heads of integrated health centres in IMCD	Number of district medical officers and heads of integrated health centres trained in IMCD	2003	0

Implementation of health strategy: food and nutrition

Measures/actions	Follow-up indicator	Timetable	State of execution
Administration of vitamin A capsules to children between 6 months and 5 years twice yearly	Number of children between 6 months and 5 years having received vitamin A capsules twice yearly	2003	24,799
Bringing first-level health services to monitor the growth of children	At least 25% of Bringing first-level health services monitor the growth of children	2003	100%

Implementation of health strategy: improvement of healthcare provision

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of training institutions	At least 25% of training institutions are rehabilitated and functional	2003	50 (renovation/equipment of Garoua SRNS)
Construction of new integrated health centres in health areas not covered	Number of IHC built	2003	7

Implementation of health strategy: managerial process

Measures/actions	Follow-up indicator	Timetable	State of execution
Training of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services on the techniques of drawing up and management of integrated budgets by objectives	At least 25% of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services are trained	2003	0
Building of staff residences for medical officers working in difficult areas	At least 100 staff residences built for medical officers working in difficult areas	2003	0

Poverty reduction in urban areas

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of waste water purification and treatment plants	Number of plants rehabilitated	As from 2003	0
Ensuring the cleaning up of primary drainage networks, rehabilitation of waste water purification and treatment plants	Network lines drained	Permanent	4737
Rehabilitation of basic infrastructure (public highways and lighting)	Network rehabilitated	Permanent	22km of Roads rehabilitated.
Structuring of urban extension zones and secondary urban centres	Acreage restructured and development plan drawn up	2005	Contract signed and awarded for the drawing up of the Lagdo urban development plan
Contracting partnership between the state and decentralized local government units for better urban management	Number of town management contracts signed and implemented	2005	0
Opening up difficult-to-access neighbourhoods and restructuring of zones of disorderly occupation	Access roadways rehabilitated or created	2005	<ul style="list-style-type: none"> - study available for 5 km of Roads - Homé Kakoumi street - Yadado Kilba street - Mamadi Kota street - Carrefour May-Chai street - Invitations to tender launched, contracts awarded for the tarring of 2 km of the Lainde main street
	Number of disorderly neighbourhoods restructured in consultation with the population	2005	0
Setting up of rehabilitation centres for the welfare of street children	Number of street children trained and rehabilitated	2003-2005	-
Set up dumps for household refuse	Number of refuse dumps set up	2005	-

NORTH-WEST PROVINCE

Core area No. 2: Strengthening of growth through diversification of the economy. Development of the rural sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of access by the rural population to modern farming and high-yield techniques through the popularization of the results of agronomic research.	Number of farmers' organizations having accessed the results of agronomic research	Permanent	<ul style="list-style-type: none"> • 1638 (out of which 124 are made up exclusively of women) FO supervised in 2003 and trained in 5 topics on techniques of improving yields at 83% • 157 farmers' organizations trained 100% on 7 specific themes • 12 pesticide sellers/retailers counselled on how to better help farmers • production of improved varieties of basic seed maize and Irish potato • training of specialized technicians and farmers' organizations in seed multiplication skills • training of specialized technicians and farmers' organizations in milk production and processing techniques • training of farmers in <i>ethmovet</i> techniques for the protection of animal health, 20% • popularization of research findings through trials in farmers' milieus to apprise 305 farmers with foodstuff protection techniques • training and putting in place 25 farmers for the rearing of <i>Aulocades</i>
Promotion of community development	Implementation of NRDP and CDSP	Permanent	<ul style="list-style-type: none"> • 6 Development Committees organized: 60% • 15 groups trained on the conduct of income-generating activities, action, maintenance • good progress of work on rural roads under maintenance (2 roads, 5 bridges, 3 embankments) • 12 drinking water supply projects executed at more than 60% in general • good progress of construction of 11 community buildings, 70% carried out, 3 rooms, 3 health centres and 5 primary schools • project initiated for rehabilitation of water dam – Mbatu (CDSP) • sensitization took place (NRDP) • implementation of management plans ongoing (9) (KIFP+BHH) • agro-forestry trees supplied to farmers and planted (PAFRA)
Promotion of and support to the development of professional and inter-professional organizations	Elaboration of concerted strategy for the promotion and development of farmers' organizations Number of organizations having	Permanent	<ul style="list-style-type: none"> • organizational and managerial capacity building provided to more than 1 000 farmers' organizations • 120 farmers' organizations received financial support from the

Measures/actions	Follow-up indicator	Timetable	State of execution
	received support		<p>government within the framework of "assistance to farmers" component of the PNVRA totalling FCFA 87,515,225; 50% satisfied at 100% and 50% at 72%.</p> <ul style="list-style-type: none"> 2 unions of farmers' organizations : BIPRU (Bui Irish Potato Farmers' Union) all involved in the production of Irish potatoes are presently being followed up assisted 20 producer organizations to formulate several micro-livestock production projects

Development of tourism, cultural services and support services for the productive sector: Promotion of the tourism sector and cultural sectors

Measures/actions	Follow-up indicator	Timetable	State of execution
<p>Launching of specific priority programmes to support development and the organization of priority sectors</p>	<p>Commencement of implementation of specific programmes</p>	<p>2003</p>	<ul style="list-style-type: none"> Irish potato sub-sector: <ul style="list-style-type: none"> Situation study for the sector carried out in Bui Division 93 producer organizations supervised: 100% realization 15 seed multipliers trained in Boyo Division Milk sub-sector: <ul style="list-style-type: none"> Situation study for the sector carried out in Boyo Division 11 producer organizations are currently being organized and followed up (Boyo 6, Mezam 5) Palm oil sub-sector <ul style="list-style-type: none"> Sensitization and registration of candidates ongoing (Bui, Momo, Donga Mantung, Ngokeunja, Menchum) 19 NGOs and CIG identified for the production of plantlets Plantain sub-sector: <ul style="list-style-type: none"> Sensitization and identification of farmers ongoing (Mezam, Boyo and Bui) 3 divisional supervisors appointed 1 NGO already identified for the multiplication of shoots Swamps Development Programme <ul style="list-style-type: none"> Sensitization ongoing (province) Registration of beneficiary groups ongoing in the divisions 129 motor-pumps allocated to the North-West already executed
<p>Rendering operational the Forest/Environment Sector Project (FESP)</p>	<p>Implementation of FESP</p>		
<p>Finalization and implementation of instrument on adjustment fund</p>	<p>Instrument finalized and implemented.</p>	<p>2003-2004</p>	
<p>Drawing up and implementation of rural</p>	<p>Rural hydraulics master plan</p>	<p>2003</p>	<p>-</p>

Measures/actions	Follow-up indicator	Timetable	State of execution
hydraulics master plan	drawn up and made public		
Application of instrument on community forests	Instrument on community forests adopted, published and implemented	2003	o
Regulation of the logging of non ligneous forest products	Instrument published and disseminated		o
Improvement of the periodicity of fishing through the introduction of new species of alevins	Number of alevins introduced		
Organization in the ten provinces of awareness seminars on the integration of young graduates in tourism professions.	Organization of awareness seminars	2003-2005	0
Standardization of tourism establishments and agencies	Number of tourism establishments and agencies standardized	2004-2006	19 establishments, Benoué Hotel, Tourist Motel, Relais St Hubert, Daoula Hotel, Christella Hotel la Cité, Hotel Central, Hiala Village, Auberge Chic, Hotel le Quilombo, Hotel le Saré, Auberge le Salam I., Auberge le Salam II, Hotel le FigaFo, les Falis Bergères, Auberge de la Gare Foutière, Welcome Hotel, 10 tourism agencies : Cameroon Safari Agency, Lasal Voyages, Norga Voyages, MTA Mouwayne Travel, Auto Location de la Benoué, Auto Location BAO

Core area No. 3: Boosting of the private sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Execution of major infrastructure construction works in support of the industrial sector (Wouri bridge, urban road networks in Yaounde and Douala, unifying roads	Identification of priority projects in consultation with the private sector Sourcing for resources and carrying out of works	From 2003	<ul style="list-style-type: none"> • Organization of Trade Fairs 100% • Organization of Handicraft Competitions 100% • Sensitization of actors of the Private Sectors on the need to improve on their business and 65% • Creation of business contacts for business men with partners abroad (encouraging) 65% • Promotion of Small and Medium Size Enterprises • Organizing the Informal Sector • Technological competition/Exhibition 100%

**Core area No. 4: Development of economic infrastructure and natural resources
Development of telecommunications and information and communication technologies**

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up of community multimedia centres in the ten provinces Reorganization of school disciplines and curricula in secondary general and technical education to include computer literacy courses	At least ten centres are functional Computer equipment available	From 2003	Private initiative in private schools, PHS Batibo, CCC Mankon, JMBC Ndu, St Joseph College Mbengwi, etc, where computer labs have been created as well as at TRC through French Cooperation. On the part of government institutions, GBHS Bamenda has just been equipped with a pilot computer centre Not yet implanted 27 computers supplied by MINETFOP No programme on information technology indicated
Improvement of the capacity and quality telecommunication of infrastructure (increase in fixed and mobile telephone lines)	Number of structures set up Increase in fixed and mobile telephone line coverage	2003-2005 2003-2005	
Establishment of new rural radio stations and setting up of community tele-centres in rural areas	Number of rural radio stations set up Number of tele-centres set up	From 2003 From 2003	Building for rural radio prepared in Nkambe and Wum by population. No equipment yet

Natural resources management

Measures/actions	Follow-up indicator	Timetable	State of execution
Establishment of a rational cooking gas distribution network in ecologically fragile regions	Ecologically fragile areas identified Rate of access to cooking gas in these areas	2003-2005 2003-2005	-
Extension of the fibre-optic cable along the Doba-Kribi pipeline, to Douala and Bafoussam in order to set up a high-output triangle and reduce the cost of communication for private individuals.	Fibre-optic cable effectively installed and installation thereof in Douala and Bafoussam Fibre-optic cable marketing policy elaborated and implemented	2003-2004 2003-2004	
Intensification of water supply programmes (wells, constructed water sources, boreholes, mini water supply schemes)	Number of structures realized	From 2003	Ten (10) sources constructed
Sourcing for investments in the mining and hydrocarbons sectors Development and extension of the rural electrification project.	Volume of investments made Rate of access to electricity in the rural areas	Permanent	32%

**Core area No. 6: Reinforcement and development of human resources
Other social development policies and strategies**

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of welfare institutions for socially disabled children	Number of institutions rehabilitated	2004	
Promotion of social welfare services in open milieus for minors in need of social protection	Service plan executed every year Number of minors taken care of, trained and integrated	Permanent	
Promotion of the development of local mutual assistance, family support and guidance initiatives	Strategy for the promotion of the development of local initiatives drawn up and implemented Number of initiatives provided support each year	Permanent Permanent	

Implementation of education strategy

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution in collaboration with UNICEF, UNESCO and NGOs a mechanism for the sensitization of parents and the community on the benefits of educating children	Concerted strategy for the sensitization of parents and the community drawn up and implemented Setting up of ad hoc units for the sensitization of parents and the community	2003	No organ nor information centre to sensitize the parents
Seeing to the effective presence of quality teachers in all schools, including the most disadvantaged regions	Effective presence of teachers	Permanent	
Extension of the scope of state intervention in private schools (subvention, posting of teaching staff; improvement of infrastructure)	Number of public sector teachers posted to private schools	2004	
Institution of regular production of static rosters at all levels of the education sector	Periodic production of statistical directory per level	2004	
Promotion of access to information and communication technologies in the educational system	Number of pilot government high schools equipped with computer units; Number of students trained in computer literacy	2004	
Provision of technical, technological and	Number of training sessions provided	2003-2004	

Measures/actions	Follow-up indicator	Timetable	State of execution
vocational training	Number of students trained	2003	
Equipment of university institutions with computer equipment	Number of institutions equipped Rate of student access to computer	2003 2003	

Implementation of health strategy: malaria control

Measures/actions	Follow-up indicator	Timetable	State of execution
Provision of training and retraining to health personnel in case management in health districts	At least 90% of health personnel retrained in case management	2003	
Ensuring the availability of home management kits in households in 44 health districts	At least 50% of households in possession of a home management kit	2003	
Gradually raising to 80% the rate of health units having a malaria management protocol	At least 80% of health units have malaria management protocol documents	From 2003	
Provision of training to members of dialogue structures and community workers in mosquito net impregnation techniques	Number of community workers trained	2003	
Provision of insecticide-treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and commencement of distribution of 660 000 others acquired in 2003	2003-2004	

Implementation of health strategy: endemic emergencies and disasters

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up and operation of a national centre and at least two secondary emergencies management centres	National centre and secondary centres set up and functional	2003	0

Implementation of health strategy: STIs/AIDS

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of condom use among truck drivers, port employees, military personnel and sex workers	Purchase and distribution of condoms	2003	
Setting up of an HIV testing and counselling centre in each province	Number of Provincial centres set up and functional		
Putting reagents, consumables and ARVs at the disposal of private not-for-profit hospitals	Number of private not-for-profit hospitals provided with reagents, consumables and ARVs	2003	
Putting HIV/AIDS testing equipment at the disposal of health centres	Number of blood transfusion services, units, blood storage facilities and banks having tests for HIV, Hepatitis B and C and syphilis	2003	

Implementation of health strategy: Tuberculosis control

Measures/actions	Follow-up indicator	Timetable	State of execution
Carrying out architectural studies towards the building of a functional diagnosis and treatment centre for 50 000 to 100 000 inhabitants, in each province	Study available for each province	2003	
Popularization of the use of the Technical tuberculosis management Manual in diagnosis and treatment centres	Number of diagnosis and treatment centres having a tuberculosis management Manual; Number of tuberculosis cases detected and treated	2003	
Equipment of DTC with functional microscopes	Number of DTC with functional microscope	2003	
Training and retraining of doctors, nurses, laboratory technicians in tuberculosis management in each existing DTC	Number of doctors, nurses, laboratory technicians trained and retrained in each existing DTC	2003	
Elaboration of a national communication plan on tuberculosis	Plan available and operational	2003	

Implementation of health strategy: Extended Immunization Programme

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of DPT3 immunization coverage	Rate of immunization coverage	2003	
Equipment of health units with cold chains	Number of health units with functional cold chain	2003	
Reinforcement of logistical resources for vaccination teams	Number of motorbikes acquired; Number of vaccination teams having a motorbike.	2003	

Implementation of health strategy: essential drugs, reagents and medical supplies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rendering available in all health units essential drugs, preferably under their generic form, reagents and medical supplies	Number of health units having essential drugs, reagents and medical supplies	2003	
Drawing up and rendering available in all health units the therapeutic manual	Manual available in health units	2003	
Drawing up and rendering available in all health units the national essential drugs formulary	Number of health units having received the national drugs formulary.	2003	

Implementation of health strategy: healthcare financing

Measures/actions	Follow-up indicator	Timetable	State of execution
Elaboration of the mutual health insurance code	Elaboration, publication and dissemination of mutual health insurance code	2003	

Implementation of health strategy: health of the mother, the adolescent and the elderly

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of immunization of pregnant women in consultation against tetanus	Number of pregnant women consulted and immunized against tetanus	2003	
Improvement of rate of deliveries attended to by qualified health staff	Number of deliveries attended to by qualified health staff	2003	
Carrying out systematic screening for breast and cervical cancer	Number of breast and cervical cancers identified and treated	2003	

Implementation of health strategy: promotion of the integrated management of childhood diseases

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution of IMCD in health districts	Number of health districts implementing IMCD	2003	
Training of district medical officers and heads of integrated health centres in IMCD	Number of district medical officers and heads of integrated health centres trained in IMCD	2003	

Implementation of health strategy: improvement of healthcare provision

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of training institutions	At least 25% of training institutions are rehabilitated and functional	2003	<i>3 integrated health centres renovated</i>
Construction of new integrated health centres in health areas not covered	Number of IHC built	2003	<i>4 new integrated health centres constructed</i>

Implementation of health strategy: managerial process

Measures/actions	Follow-up indicator	Timetable	State of execution
Training of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services on the techniques of drawing up and management of integrated budgets by objectives	At least 25% of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services are trained	2003	
Building of staff residences for medical officers working in difficult areas	At least 100 staff residences built for medical officers working in difficult areas	2003	

Poverty reduction in urban areas

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of waste water purification and treatment plants	Number of plants rehabilitated	As from 2003	
Ensuring the cleaning up of primary drainage networks, rehabilitation of waste water purification and treatment plants	Network lines drained	Permanent	
Rehabilitation of basic infrastructure (public highways and lighting)	Network rehabilitated	Permanent	3 urban roads being rehabilitated in Bamenda town
Structuring of urban extension zones and secondary urban centres	Acreage restructured and development plan drawn up	2005	
Contracting partnership between the state and decentralized local government units for better urban management	Number of town management contracts signed and implemented	2005	
Opening up difficult-to-access neighbourhoods and restructuring of zones of disorderly occupation	Access roadways rehabilitated or created	2005	-
	Number of disorderly neighbourhoods restructured in consultation with the population	2005	
Setting up of rehabilitation centres for the welfare of street children	Number of street children trained and rehabilitated	2003-2005	
Setting up dumps for household refuse	Number of refuse dumps set up	2005	

WEST PROVINCE

Core area No. 2: Strengthening of growth through diversification of the economy. Development of the rural sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of access by the rural population to modern farming and high-yield techniques through the popularization of the results of agronomic research.	Number of farmers' organizations having accessed the results of agronomic research	Permanent	<p>a) More than 3 000 farmers' organizations benefited directly from research results during the years 2002 and 2003.</p> <p>b) More than 70 000 demonstration grains (demonstration units) were introduced to the rural milieu by extension services during the years 1998, 1999, 2000</p> <p>- 8305 different trainings at various levels (FO, AVZ, SS, TSR) were carried out on specific and varied technical topics in order to build the technical capacities of producers and supervisory staff.</p> <p>- 44 839 technical support initiatives and supervisions were carried out in favour of producer organizations</p> <p>- 150 FO were trained on phytosanitary laws</p> <p>25% of the active farming population regularly were the subject of guidance each year by extension services during the period running from 1998 to 2001</p>
Promotion of community development	Implementation of NRDP and CDSP	Permanent	<p>Environmental and social impact study within the framework of implementation of NRDP</p> <p>Information and reflection workshop on CDSP in Yaounde.</p> <p>Mission for the selection of pilot villages and councils for NRDP implementation</p> <p>Launching of the pilot phase for the updating of Provincial working teams and establishment of council-level joint committees.</p> <p>Mission to define the missions of NRDP</p> <p>World Bank NRDP support mission</p> <p>Research and action on the methodology of micro-project identification with Provincial teams and joint committees of the NRDP</p> <p>World Bank NRDP/PNIRA support mission</p> <p>Recruitment of the NRDP coordination team for the West Province</p> <p>Constitution of 28 project files for farmers' organizations.</p> <p>Type of support received:</p> <ul style="list-style-type: none"> • Organizational support • Financial support • Technical support
Promotion of and support to the development of professional and inter-professional organizations	Elaboration of concerted strategy for the promotion and development of farmers' organizations Number of organizations having received support	Permanent	

Measures/actions	Follow-up indicator	Timetable	State of execution
			<p>Capacity building for farmers' organizations. Structures having directly benefited from this support:</p> <ul style="list-style-type: none"> • More than 3 000 farmers' organizations benefited from one or several of the abovementioned kinds of support • 150 FO were trained in phytosanitary laws • Non Governmental Organizations equally benefited from these various forms of support • For PNVRA, farmers' organizations during the year 2003 received 79 forms of support in farming and cattle rearing equipment to the tune of FCFA 147 223 • Village groups were organized in associations of farmers' organizations • Rural radio stations: Radio Batcham, Radio Foutouni, Noun Community Radio, Radio Mendumba • 610 certificates of recognition were issued • the Agro-pastoral show mobilized 2005 exhibitors out of which 154 were awarded prizes

Development of tourism, cultural services and support services for the productive sector: Promotion of the tourism sector and cultural sectors

Measures/actions	Follow-up indicator	Timetable	State of execution
<p>Launching of specific priority programmes to support development and the organization of priority sub-sectors</p> <p>Organize in the ten provinces sensitization seminars on the integration of young graduates in tourism professions</p>	<p>Commencement of implementation of specific programmes</p> <p>Organization of sensitization seminars in the ten provinces</p>	2003	<p>Development of lucrative sectors:</p> <ul style="list-style-type: none"> • plantain/banana sector • oil palm sector • Irish potato sector • Auricular sector <p>All these sectors are gradually being put in place</p>
Standardization of tourism establishments and agencies	Number of tourism establishments and agencies standardized	2004-2005	There are 29 standardized tourist establishments and agencies

Core area No. 3: Boosting of the private sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Execution of major infrastructure construction works in support of the industrial sector (Wouri bridge, urban road networks in Yaounde and Douala, unifying roads	Identification of priority projects in consultation with the private sector Sourcing for resources and carrying out of works	From 2003	Formation of working group still expected

Core area No. 4: Development of economic infrastructure and natural resources Development of telecommunications and information and communication technologies

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up of community multimedia centres in the ten provinces Reorganization of school disciplines and curricula in secondary general and technical education to include computer literacy courses	At least ten centres are functional Computer equipment available	From 2003	There is yet no multimedia communication centre in the West Province Some schools have computer equipment: <ul style="list-style-type: none"> - 12 computers in the Bafoussam Government Technical High School - 29 computers in the Bafang Government Technical High School - 2 computers in the Mbouda Government Technical High School - 2 computers in the Bandjoun Government Technical High School other machines are currently being procured for a sum of FCFA 59 150 000 to equip technical high schools in the West Province
Improvement of the capacity and quality telecommunication of infrastructure (increase in fixed and mobile telephone lines)	Number of structures set up Increase in fixed and mobile telephone line coverage	2003-2005 2003-2005	No mobile telephone structure was realized in 2003 Action ongoing with CAMTEL, MTN, ORANGE
Establishment of new rural radio stations and setting up of community tele-centres in rural areas	Number of rural radio stations set up Number of tele-centres set up	From 2003 From 2003	No rural radio station was set up in 2003 A tele-centre is currently being set up in Bangang (BATCHAM)

Natural resources management

Measures/actions	Follow-up indicator	Timetable	State of execution
Establishment of a rational cooking gas distribution network in ecologically fragile regions	Ecologically fragile areas identified Rate of access to cooking gas in there areas	2003-2005 2003-2005	
Extension of the fibre-optic cable along the Doba-Kribi pipeline, to Douala and Bafoussam in order to set up a high-output triangle and reduce the cost of	Fibre-optic cable effectively installed and installation thereof in Douala and Bafoussam Fibre-optic cable marketing policy	2003-2004 2003-2004	The said facility is not yet effective in the West Province This marketing policy is not yet effective

Measures/actions	Follow-up indicator	Timetable	State of execution
communication for private individuals. Intensification of water supply programmes (wells, constructed water sources, boreholes, mini water supply schemes)	elaborated and implemented Number of structures realized	From 2003	In 2003, the following accomplishments were made: - rehabilitation of the Scan water station in Kouchakap for a sum of FCFA 10,000,000 - rehabilitation of the Scan water station in Balengou for a sum of FCFA 14,000,000 - well equipped in Bamesso for a sum of FCFA 6,500,000
Sourcing for investments in the mining and hydrocarbons sectors Development of the rural electrification project.	Volume of investments made Rate of access to electricity in the rural areas	Permanent	There are 10 km of network (MT and BT) in ten villages for the sum of FCFA 120,000,000 Work 20% accomplished

**Core area No. 6: Reinforcement and development of human resources
Other social development policies and strategies**

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of welfare institutions for socially disabled children	Number of institutions rehabilitated	2004	No structure received rehabilitation credit
Promotion of social welfare services in open milieus for minors in need of social protection	Service plan executed every year Number of minors taken care of, trained and integrated	Permanent	379 minors were followed up in an open milieu and 36 in boarding facilities
Promotion of the development of local mutual assistance, family support and guidance initiatives	Strategy for the promotion of the development of local initiatives drawn up and implemented	Permanent	There were: 677 marital conflicts handled 231 family disputes handled 253 social disputes handled 107 free love cases looked into
	Number of initiatives provided support each year	Permanent	Assistance was provided to 103 indigent and/or needy families. That is, FCFA30 000 per family.

Implementation of education strategy

Measures/actions	Follow-up indicator	Timetable	State of execution
Seeing to the effective presence of quality teachers in all schools, including the most disadvantaged regions	Effective presence of teachers	Permanent	Shortage of quality teachers is considerable in schools and especially in disadvantaged areas
Extension of the scope of state intervention in private schools (subvention, posting of teaching staff, improvement of infrastructure)	Number of public sector teachers posted to private schools	2004	Subvention to private education is effective. What is still pending the posting of teachers to private schools
Institution of regular production of static rosters at all levels of the education sector	Periodic production of statistical directories per level	2004	There is good progress noted in the production of the statistical directory
Promotion of access to information and communication technologies in the educational system	Number of pilot government high schools equipped with computer units; Number of students trained in computer literacy	2004	Grammar schools do not yet have computer equipment
Provision of technical, technological and vocational training	Number of training sessions provided	2003-2004	<p><u>Université des Montagnes in Banganié</u></p> <ul style="list-style-type: none"> • Pharmacy; • Medicine; • Computer science • Biomedical maintenance; • Networks and telecommunications <p><u>Dschang University (UIT in Bandjoun)</u></p> <ul style="list-style-type: none"> • HND in executive secretarial duties • HND in marketing techniques • HND in accounting and business management • HND in civil engineering • HND in electronics. • DUT (University Technical Diploma) in telecommunication networks engineering • DUT in management information • DUT in electricity
	Number of students trained	2003-2004	<p><u>Université des Montagnes in Banganié</u></p> <p>288</p> <p><u>Dschang University (UIT in Bandjoun)</u></p> <p>719</p>
Equipment of university institutions with computer equipment	Number of institutions equipped	2003-2004	<p><u>Université des Montagnes in Banganié</u></p> <p>Medicine and Pharmacy: 4 laboratories</p> <p>Computer science + networks and telecommunications: 2 laboratories</p>
	Rate of student access to computer	2003-2004	100%

Implementation of health strategy: endemic emergencies and disasters

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up and operation of a national centre and at least two secondary emergencies management centres	National centre and secondary centres set up and functional	2003	The programme is not effective in the West Province

Implementation of health strategy: Tuberculosis control

Measures/actions	Follow-up indicator	Timetable	State of execution
Carrying out architectural studies towards the building of a functional diagnosis and treatment centre for 50 000 to 100 000 inhabitants, in each province	Study available for each province	2003	
Popularization of the use of the Technical tuberculosis management Manual in diagnosis and treatment centres	Number of diagnosis and treatment centres having a tuberculosis management Manual; Number of tuberculosis cases detected and treated	2003	The following cases were identified: <ul style="list-style-type: none"> • 1 124 cases in 2001 • 1 134 cases in 2002 • 1 210 cases in 2003
Equipment of DTC with functional microscopes	Number of DTC with functional microscope	2003	The West Province has 18 functional DTC but only 10 DTC each have a functional binocular microscope received on commencement of NTCP in 1997
Training and retraining of doctors, nurses, laboratory technicians in tuberculosis management in each existing DTC	Number of doctors, nurses, laboratory technicians trained and retrained in each existing DTC	2003	3 staffs per DTC including one doctor, one nurse and one laboratory technician.
Elaboration of a national communication plan on tuberculosis	Plan available and operational	2003	

Implementation of health strategy: Extended Immunization Programme

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of DPT3 immunization coverage	Rate of immunization coverage	2003	71%
Equipment of health units with cold chains	Number of health units with functional cold chain	2003	120
Reinforcement of logistical resources for vaccination teams	Number of motorbikes acquired; Number of vaccination teams having a motorbike.	2003	60

Implementation of health strategy: essential drugs, reagents and medical supplies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rendering available in all health units essential drugs, preferably under their generic form, reagents and medical supplies	Number of health units having essential drugs, reagents and medical supplies	2003	
Drawing up and rendering available in all health units the therapeutic manual	Manual available in health units	2003	
Drawing up and rendering available in all health units the national essential drugs formulary	Number of health units having received the national drugs formulary.	2003	

Implementation of health strategy: healthcare financing

Measures/actions	Follow-up indicator	Timetable	State of execution
Elaboration of the mutual health insurance code	Elaboration, publication and dissemination of mutual health insurance code	2003	

Implementation of health strategy: health of the mother, the adolescent and the elderly

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of immunization of pregnant women in consultation against tetanus	Number of pregnant women consulted and immunized against tetanus	2003	33 141
Improvement of rate of deliveries attended to by qualified health staff	Number of deliveries attended to by qualified health staff	2003	31 085
Carrying out systematic screening for breast and cervical cancer	Number of breast and cervical cancers identified and treated	2003	<i>The programme is not yet effective in the West Province</i>

Implementation of health strategy: promotion of the integrated management of childhood diseases

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution of IMCD in health districts	Number of health districts implementing IMCD	2003	
Training of district medical officers and heads of integrated health centres in IMCD	Number of district medical officers and heads of integrated health centres trained in IMCD	2003	

Implementation of health strategy: food and nutrition

Measures/actions	Follow-up indicator	Timetable	State of execution
Administration of vitamin A capsules to children between 6 months and 5 years twice yearly	Number of children between 6 months and 5 years having received vitamin A capsules twice yearly	2003	39 605
Bringing first-level health services to monitor the growth of children	At least 25% of first-level health services monitor the growth of children	2003	Some rare health units are carrying out this activity in an informal manner (denominational health unit)

Implementation of health strategy: improvement of healthcare provision

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of training institutions	At least 25% of training institutions are rehabilitated and functional	2003	100%. There are two training schools in the West Province
Construction of new integrated health centres in health areas not covered	Number of IHC built	2003	15 IHC under construction

Implementation of health strategy: managerial process

Measures/actions	Follow-up indicator	Timetable	State of execution
Training of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services on the techniques of drawing up and management of integrated budgets by objectives	At least 25% of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services are trained	2003	The programme is not yet effective in the West Province
Building of staff residences for medical officers working in difficult areas	At least 100 staff residences built for medical officers working in difficult areas	2003	The programme is not yet effective in the West Province

Poverty reduction in urban areas

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of waste water purification and treatment plants	Number of plants rehabilitated	As from 2003	
Ensuring the cleaning up of primary drainage networks, rehabilitation of waste water purification and treatment plants	Network lines drained	Permanent	<i>There are 22 m of network drained in Bafoussam (construction of a channel)</i>
Rehabilitation of basic infrastructure (public highways and lighting)	Network rehabilitated	Permanent	<u>Foumban</u> <i>There are 1300 m to be rehabilitated with tar (lane between catholic mission and Gov't Technical High School) for an overall cost of FCFA 95 552 269 financed by the road fund</i> <i>Level of execution: 5%</i> <u>Bafoussam</u> <i>2.2 km of road to be rehabilitated</i>
Structuring of urban extension zones and secondary urban centres	Acreage restructured and development plan drawn up	2005	<u>Foumban</u> <i>Currently being set up is a youth handicraft centre to benefit at least 250 persons.</i> <i>Overall cost: FCFA 23 000 000. level of execution on the ground: 90%</i>
Contracting partnership between the state and decentralized local government units for better urban management	Number of town management contracts signed and implemented	2005	
Opening up difficult-to-access neighbourhoods and restructuring of zones of disorderly occupation	Access roadways rehabilitated or created	2005	
	Number of disorderly neighbourhoods restructured in consultation with the population	2005	
Setting up of rehabilitation centres for the welfare of street children	Number of street children trained and rehabilitated	2003-2005	
Setting up dumps for household refuse	Number of refuse dumps set up	2005	

SOUTH PROVINCE

Core area No. 2: Strengthening of growth through diversification of the economy. Development of the rural sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of access by the rural population to modern farming and high-yield techniques through the popularization of the results of agronomic research.	Number of farmers' organizations having accessed the results of agronomic research	Permanent	928 farmers' organizations benefited from the guidance of extension workers 3 cooperatives (pork, poultry, fish) are being supported
Promotion of community development	Implementation of NRDP and CDS P	Permanent	The South Province was chosen among the provinces for the implementation of NRDP Creation of 6 community forests
Promotion of and support to the development of professional and inter-professional organizations	Elaboration of concerted strategy for the promotion and development of farmers' organizations Number of organizations having received support	Permanent	155 CIG of producers were provided technical training and organized Establishment of 40 socioeconomic infrastructure management committees 13 organizations

Core area No. 4: Development of economic infrastructure and natural resources Development of telecommunications and information and communication technologies

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up of community multimedia centres in the ten provinces Reorganization of school disciplines and curricula in secondary general and technical education to include computer literacy courses	At least ten centres are functional Computer equipment available	From 2003	Only the Ebolowa, Sangmelima and Mvomeka grammar schools have computer equipment 28 desk-top computers are currently being procured
Improvement of the capacity and quality telecommunication of infrastructure (increase in fixed and mobile telephone lines)	Number of structures set up Increase in fixed and mobile telephone line coverage	2003-2005 2003-2005	4 UETC computerized 2 electricity generators 4 digital exchange centres No extension
Establishment of new rural radio stations and setting up of community tele-centres in rural areas	Number of rural radio stations set up Number of tele-centres set up	From 2003 From 2003	61 rural radio stations: RCDM, RBN Ebolowa, RC Lolodorf, RC Equatoriale, RFRM "Sangulu", ABN Kribi No centre

Natural resources management

Measures/actions	Follow-up indicator	Timetable	State of execution
Establishment of a rational cooking gas distribution network in ecologically fragile regions	Ecologically fragile areas identified Rate of access to cooking gas in there areas	2003-2005 2003-2005	<i>There are no ecologically fragile areas Not available</i>
Extension of the fibre-optic cable along the Doba-Kribi pipeline, to Douala and Bafoussam in order to set up a high-output triangle and reduce the cost of communication for private individuals.	Fibre-optic cable effectively installed and installation thereof in Douala and Bafoussam	2003-2004	<i>Nothing done yet</i>
Intensification of water supply programmes (wells, constructed water sources, boreholes, mini water supply schemes)	Fibre-optic cable marketing policy elaborated and implemented Number of structures realized	2003-2004 From 2003	<i>36 structures 4 water sources</i>
Sourcing for investments in the mining and hydrocarbons sectors Development of the rural electrification project.	Volume of investments made Rate of access to electricity in the rural areas	Permanent	<i>Nil Not available</i>

Core area No. 6: Reinforcement and development of human resources Other social development policies and strategies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of welfare institutions for socially disabled children	Number of institutions rehabilitated	2004	
Promotion of social welfare services in open milieus for minors in need of social protection	Service plan executed every year Number of minors taken care of, trained and integrated	Permanent	<i>Isolated insignificant actions in favour of minors under detention</i>
Promotion of the development of local mutual assistance initiatives	Strategy for the promotion of the development of local initiatives drawn up and implemented Number of initiatives provided	Permanent Permanent	<i>Existence of local initiative: 14 solidarity lofts</i>
	Number of initiatives provided support each year	Permanent	<i>No significant initiative has been supported</i>

Implementation of education strategy

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution in collaboration with UNICEF, UNESCO and NGOs a mechanism for the sensitization of parents and the community on the benefits of educating children	Concerted strategy for the sensitization of parents and the community drawn up and implemented Setting up of ad hoc units for the sensitization of parents and the community	2003	No unit yet
Seeing to the effective presence of quality teachers in all schools, including the most disadvantaged regions	Effective presence of teachers	Permanent	Glaring shortage of teachers
Extend the scope of state intervention in private schools (subvention, posting of teaching staff, improvement of infrastructure)	Number of public sector teachers posted to private schools	2004	
Institution of regular production of static Rosters at all levels of the education sector	Periodic production of statistical directory per level	2004	
Promotion of access to information and communication technologies in the educational system	Number of pilot government high schools equipped with computer units; Number of students trained in computer literacy	2004	
Provision of technical, technological and vocational training	Number of training sessions provided	2003-2004	
Equipment of university institutions with computer equipment	Number of students trained	2003	
	Number of institutions equipped	2003	
	Rate of student access to computer	2003	

Implementation of health strategy: malaria control

Measures/actions	Follow-up indicator	Timetable	State of execution
Provision of training and retraining to health personnel in case management in health districts	At least 90% of health personnel retrained in case management	2003	0%
Ensuring the availability of home management kits in households in 44 health districts	At least 50% of households in possession of a home management kit	2003	0%
Gradually raising to 80% the rate of health units having a malaria management	At least 80% of health units have malaria management protocol	From 2003	7%

Measures/actions	Follow-up indicator	Timetable	State of execution
protocol	documents		
Provision of training to members of dialogue structures and community workers in mosquito net impregnation techniques	Number of community workers trained	2003	17 impregnation units out of 104
Provision of insecticide-treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and commencement of distribution of 660 000 others acquired in 2003	2003-2004	5 300 mosquito nets distributed

Implementation of health strategy: endemic emergencies and disasters

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up and operation of a national centre and at least two secondary emergencies management centres	National centre and secondary centres set up and functional	2003	No centre

Implementation of health strategy: STIs/AIDS

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of condom use among truck drivers, port employees, military personnel and sex workers	Purchase and distribution of condoms	2003	1 500 000 condoms purchased and distributed
Setting up of an HIV testing and counselling centre in each province	Number of Provincial centres set up and functional		3 prevention and voluntary testing centres (P/VC) – Ebolowa Provincial Hospital Military Medical Centre, Kribi District Hospital Enongol Central Hospital Hevecam GMC Private hospital.
Putting reagents, consumables and ARVs at the disposal of private not-for-profit hospitals	Number of private not-for-profit hospitals provided with reagents, consumables and ARVs	2003	
Putting HIV/AIDS testing equipment at the disposal of health centres	Number of blood transfusion services, units, blood storage facilities and banks having tests for HIV, Hepatitis B and C and syphilis	2003	1 blood bank in the Ebolowa Provincial Hospital

Implementation of health strategy: Tuberculosis control

Measures/actions	Follow-up indicator	Timetable	State of execution
Carrying out architectural studies towards the building of a functional diagnosis and treatment centre for 50 000 to 100 000 inhabitants, in each province	Study available for each province	2003	
Popularization of the use of the Technical tuberculosis management Manual in diagnosis and treatment centres	Number of diagnosis and treatment centres having a tuberculosis management Manual; Number of tuberculosis cases detected and treated	2003	16 DTC have each received a manual
Equipment of DTC with functional microscopes	Number of DTC with functional microscope	2003	17
Training and retraining of doctors, nurses, laboratory technicians in tuberculosis management in each existing DTC	Number of doctors, nurses, laboratory technicians trained and retrained in each existing DTC	2003	- 6 doctors - 11 nurses - 13 lab. Technicians
Elaboration of a national communication plan on tuberculosis	Plan available and operational	2003	None

Implementation of health strategy: Extended Immunization Programme

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of DPT3 immunization coverage	Rate of immunization coverage	2003	78%
Equipment of health units with cold chains	Number of health units with functional cold chain	2003	63 health units
Reinforcement of logistical resources for vaccination teams	Number of motorbikes acquired; Number of vaccination teams having a motorbike.	2003	71 motorbikes

Implementation of health strategy: essential drugs, reagents and medical supplies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rendering available in all health units essential drugs, preferably under their generic form, reagents and medical supplies	Number of health units having essential drugs, reagents and medical supplies	2003	127 health units were given essential drug provisions
Drawing up and rendering available in all health units the therapeutic guide	Guide available in health units	2003	Absence of guide in health units
Drawing up and rendering available in all health units the national essential drugs formulary	Number of health units having received the national drugs formulary.	2003	None

Implementation of health strategy: healthcare financing

Measures/actions	Follow-up indicator	Timetable	State of execution
Elaboration of the mutual health insurance code	Elaboration, publication and dissemination of mutual health insurance code	2003	

Implementation of health strategy: health of the mother, the adolescent and the elderly

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of immunization of pregnant women in consultation against tetanus	Number of pregnant women consulted and immunized against tetanus	2003	14 725 pregnant women
Improvement of rate of deliveries attended to by qualified health staff	Number of deliveries attended to by qualified health staff	2003	16 465 deliveries
Carrying out systematic screening for breast and cervical cancer	Number of breast and cervical cancers identified and treated	2003	none

Implementation of health strategy: promotion of the integrated management of childhood diseases

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution of IMCD in health districts	Number of health districts implementing IMCD	2003	0
Training of district medical officers and heads of integrated health centres in IMCD	Number of district medical officers and heads of integrated health centres trained in IMCD	2003	0

Implementation of health strategy: food and nutrition

Measures/actions	Follow-up indicator	Timetable	State of execution
Administration of vitamin A capsules to children between 6 months and 5 years twice yearly	Number of children between 6 months and 5 years having received vitamin A capsules twice yearly	2003	7 406
Bringing first-level health services to monitor the growth of children	At least 25% of first-level health services monitor the growth of children	2003	100%

Implementation of health strategy: improvement of healthcare provision

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of training institutions	At least 25% of training institutions are rehabilitated and functional	2003	50%
Construction of new integrated health centres in health areas not covered	Number of IHC built	2003	5

Poverty reduction in urban areas

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of waste water purification and treatment plants	Number of plants rehabilitated	As from 2003	No plant
Ensuring the cleaning up of primary drainage networks, rehabilitation of waste water purification and treatment plants	Network lines drained	Permanent	3 000ml of gutters drained
Rehabilitation of basic infrastructure (public highways and lighting)	Network rehabilitated	Permanent	2 300 ml of roads surfaced since 2002.
Structuring of urban extension zones and secondary urban centres	Acreage restructured and development plan drawn up	2005	
Contracting partnership between the state and decentralized local government units for better urban management	Number of town management contracts signed and implemented	2005	
Opening up difficult-to-access neighbourhoods and restructuring of zones of disorderly occupation	Access roadways rehabilitated or created	2005	-
	Number of disorderly neighbourhoods restructured in consultation with the population	2005	
Setting up of rehabilitation centres for the welfare of street children	Number of centres set up	2003-2005	No centre
	Number of street children trained and rehabilitated	2003-2005	14
Set up dumps for household refuse	Number of refuse dumps set up	2005	None

SOUTH-WEST PROVINCE

Core area No. 2: Strengthening of growth through diversification of the economy. Development of the rural sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of access by the rural population to modern farming and high-yield techniques through the popularization of the results of agronomic research.	Number of farmers' organizations having accessed the results of agronomic research	Permanent	<ul style="list-style-type: none"> - worked with 1011 groups within the PNVRA activities - 79 CIGs supported with equipment within the farmer grant of PNVRA for 56,37,300 - 11 CIGs supported with equipment worth 10 millions francs
Promotion of community development	Implementation of NRDP and CDSP	Permanent	None
Promotion of and support to the development of professional and inter-professional organizations	Elaboration of concerted strategy for the promotion and development of farmers' organizations	Permanent	98 CIGs supported to form 2 Association of Professional Producers in the Cassava Sub-Sector
	Number of organizations having received support	Permanent	

Development of tourism, cultural services and support services for the productive sector: Promotion of the tourism sector and cultural sectors

Measures/actions	Follow-up indicator	Timetable	State of execution
Organization in the ten provinces of awareness seminars on the integration of young graduates in tourism professions.	Organization of awareness seminars	2003-2005	None
Standardization of tourism establishments and agencies	Number of tourism establishments and agencies standardized	2004-2006	None

Core area No. 3: Revitalization of the private sector

Measures/actions	Follow-up indicator	Timetable	State of execution
Execution of major infrastructure construction works in support of the industrial sector (Wouri bridge, urban road networks in Yaounde and Douala, unifying roads	Identification of priority projects in consultation with the private sector Sourcing for resources and carrying out of works	From 2003	

**Core area No. 4: Development of economic infrastructure and natural resources
Development of telecommunications and information and communication technologies**

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up of community multimedia centres in the ten provinces Reorganization of school disciplines and curricula in secondary general and technical education to include computer literacy courses	At least ten centres are functional Computer equipment available	From 2003	26 complete computers bought pending distribution
Improvement of the capacity and quality telecommunication of infrastructure (increase in fixed and mobile telephone lines)	Number of structures set up Increase in fixed and mobile telephone line coverage	2003-2005 2003-2005	6 exchange centres existing before this date 3,360 new fixed phone lines
Establishment of new rural radio stations and setting up of community tele-centres in rural areas	Number of rural radio stations set up Number of tele-centres set up	From 2003 From 2003	2 29

Natural resources management: ease access by all to energy

Measures/actions	Follow-up indicator	Timetable	State of execution
Establishment of a rational cooking gas distribution network in ecologically fragile regions	Ecologically fragile areas identified Rate of access to cooking gas in there areas	2003-2005 2003-2005	No information No information
Extension of the fibre-optic cable along the Doba-Kribi pipeline, to Douala and Bafoussam in order to set up a high-output triangle and reduce the cost of communication for private individuals.	Fibre-optic cable effectively installed and installation thereof in Douala and Bafoussam Fibre-optic cable marketing policy elaborated and implemented	2003-2004 2003-2004	Nil Nil
Intensification of water supply programmes (wells, constructed water sources, boreholes, mini water supply schemes)	Number of structures realized	From 2003	- 3 equipped wells out of 5 - 1 borehole out of 2 - 3 mini water schemes out of 3 - 1 SCANWATER system rehabilitated
Sourcing for investments in the mining and hydrocarbons sectors Development of the rural electrification project.	Volume of investments made Rate of access to electricity in the rural areas	Permanent	No information 2 rural electrification operations executed out of 8

**Core area No. 6: Reinforcement and development of human resources
Other social development policies and strategies**

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of welfare institutions for socially disabled children	Number of institutions rehabilitated	2004	1 (BORSTAL INSTITUTE, BUEA) 77 (children in the centre) 5 graduated and rehabilitated 22 new children admitted this year
Promotion of social welfare services in open milieus for minors in need of social protection	Service plan executed every year Number of minors taken care of, trained and integrated	Permanent	3 educated spaces in Limbe, Buea I & II and Kumba 95 street children received 60 rehabilitated and placed in their families 18 being followed up 17 have disappeared
Promotion of the development of local mutual assistance initiatives	Strategy for the promotion of the development of local initiatives drawn up and implemented Number of initiatives provided support each year	Permanent	None
		Permanent	None

Implementation of education strategy

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution in collaboration with UNICEF, UNESCO and NGOs a mechanism for the sensitization of parents and the community on the benefits of educating children	Concerted strategy for the sensitization of parents and the community drawn up and implemented Setting up of ad hoc units for the sensitization of parents and the community	2003	- setting of school management boards for primary and secondary schools in most of the areas in the province - effective functioning of these management boards with the participation of all partners in education (parents, councils, services students, NGOs...)
Seeing to the effective presence of quality teachers in all schools, including the most disadvantaged regions	Effective presence of teachers	Permanent	Recruitment of 1,019 contract grade I teachers for primary schools
Extend the scope of state intervention in private schools (subvention, posting of teaching staff, improvement of infrastructure)	Number of public sector teachers posted to private schools	2004	Private schools continue to receive government subventions
Institution of regular production of static Rosters at all levels of the education sector	Periodic production of statistical directory per level	2004	Production of annual statistics of all facets of education in the province
Promotion of access to information and communication technologies in the	Number of pilot government high schools equipped with computer	2004	1 pilot centre (BGS Molyko) with a multi-media centre with 4 incomplete computers

Measures/actions	Follow-up indicator	Timetable	State of execution
educational system	units; Number of students trained in computer literacy		
Provision of technical, technological and vocational training	Number of training sessions provided		2 training courses ongoing - CISCO training - training in computer science
	Number of students trained		- CISCO training = 14 - training in computer science = 665
Equipment of university institutions with computer equipment	Number of institutions equipped Rate of student access to computer		University of Buea, about 60% in progress Number of computers open to students = 75 Student computer ratio is about 3 :320

Implementation of health strategy: malaria control

Measures/actions	Follow-up indicator	Timetable	State of execution
Provision of training and retraining to health personnel in case management in health districts	At least 90% of health personnel retrained in case management	2003	Training of 7 trainers done, training of personnel at 10% In all 700 personnel
Ensuring the availability of home management kits in households in 44 health districts	At least 50% of households in possession of a home management kit	2003	0%
Gradually raising to 80% the rate of health units having a malaria management protocol	At least 80% of health units have malaria management protocol documents	From 2003	100%
Provision of training to members of dialogue structures and community workers in mosquito net impregnation techniques	Number of community workers trained	2003	18 health personnel trained 6 NGO members trained
Provision of insecticide-treated mosquito nets to at least 50% of pregnant women	Effective distribution of 150 000 mosquito nets in 2002 and commencement of distribution of 660 000 others acquired in 2003	2003-2004	12,000 received 12,000 treated 3.350 distributed

Implementation of health strategy: endemic emergencies and disasters

Measures/actions	Follow-up indicator	Timetable	State of execution
Setting up and operation of a national centre and at least two secondary emergencies management centres	National centre and secondary centres set up and functional	2003	None

Implementation of health strategy: STIs/AIDS

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of condom use among truck drivers, port employees, military personnel and sex workers	Purchase and distribution of condoms	2003	758,000
Setting up of an HIV testing and counselling centre in each province	Number of Provincial centres set up and functional		(1) Provincial Hospital Limbe
Putting reagents, consumables and ARVs at the disposal of private not-for-profit hospitals	Number of private not-for-profit hospitals provided with reagents, consumables and ARVs	2003	CDC Cottage Hospital Tiko
Putting HIV/AIDS testing equipment at the disposal of health centres	Number of blood transfusion services, units, blood storage facilities and banks having tests for HIV, Hepatitis B and C and syphilis	2003	Provincial Hospital Limbe

Implementation of health strategy: Tuberculosis control

Measures/actions	Follow-up indicator	Timetable	State of execution
Carrying out architectural studies towards the building of a functional diagnosis and treatment centre for 50 000 to 100 000 inhabitants, in each province	Study available for each province	2003	None
Popularization of the use of the Technical tuberculosis management Manual in diagnosis and treatment centres	Number of diagnosis and treatment centres having a tuberculosis management Manual; Number of tuberculosis cases detected and treated	2003	11 = 100% 1,216 cases identified and treated
Equipment of DTC with functional microscopes	Number of DTC with functional microscope	2003	11 = 100%
Training and retraining of doctors, nurses, laboratory technicians in tuberculosis	Number of doctors, nurses, laboratory technicians trained and	2003	Training : 17 Doctors 20 Nurses

Measures/actions	Follow-up indicator	Timetable	State of execution
management in each existing DTC	retained in each existing DTC		16 Lab Technicians Retraining : 8 Doctors 8 Nurses 8 Lab Technicians
Elaboration of a national communication plan on tuberculosis	Plan available and operational	2003	Non existent

Implementation of health strategy: Expanded Immunization Programme

Measures/actions	Follow-up indicator	Timetable	State of execution
Improvement of DPT3 immunization coverage	Rate of immunization coverage	2003	57%
Equipment of health units with cold chains	Number of health units with functional cold chain	2003	56
Reinforcement of logistical resources for vaccination teams	Number of motorbikes acquired; Number of vaccination teams having a motorbike.	2003	13 motorbikes 65 teams

Implementation of health strategy: essential drugs, reagents and medical supplies

Measures/actions	Follow-up indicator	Timetable	State of execution
Rendering available in all health units essential drugs, preferably under their generic form, reagents and medical supplies	Number of health units having essential drugs, reagents and medical supplies	2003	80
Drawing up and rendering available in all health units the therapeutic guide	Guide available in health units	2003	VIDAL manual available in 80
Drawing up and rendering available in all health units the national essential drugs formulary	Number of health units having received the national drugs formulary.	2003	Price reference list 100%

Implementation of health strategy: healthcare financing

Measures/actions	Follow-up indicator	Timetable	State of execution
Elaboration of the mutual health insurance code	Elaboration, publication and dissemination of mutual health insurance code	2003	

Implementation of health strategy: health of the mother, the adolescent and the elderly

Measures/actions	Follow-up indicator	Timetable	State of execution
Promotion of immunization of pregnant women in consultation against tetanus	Number of pregnant women consulted and immunized against tetanus	2003	15,943 = 5%
Improvement of rate of deliveries attended to by qualified health staff	Number of deliveries attended to by qualified health staff	2003	13,814
Carrying out systematic screening for breast and cervical cancer	Number of breast and cervical cancers identified and treated	2003	None

Implementation of health strategy: promotion of the integrated management of childhood diseases

Measures/actions	Follow-up indicator	Timetable	State of execution
Institution of IMCD in health districts	Number of health districts implementing IMCD	2003	14 = 100%
Training of district medical officers and heads of integrated health centres in IMCD	Number of district medical officers and heads of integrated health centres trained in IMCD	2003	10 = 10%

Implementation of health strategy: food and nutrition

Measures/actions	Follow-up indicator	Timetable	State of execution
Administration of vitamin A capsules to children between 6 months and 5 years twice yearly	Number of children between 6 months and 5 years having received vitamin A capsules twice yearly	2003	212,677
Bringing first-level health services to monitor the growth of children	At least 25% of Bringing first-level health services monitor the growth of children	2003	85%

Implementation of health strategy: improvement of healthcare provision

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of training institutions	At least 25% of training institutions are rehabilitated and functional	2003	1 out of 3 (33%)
Construction of new integrated health centres in health areas not covered	Number of IHC built	2003	10

Implementation of health strategy: managerial process

Measures/actions	Follow-up indicator	Timetable	State of execution
Training of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services on the techniques of drawing up and management of integrated budgets by objectives	At least 25% of district medical officers, chief medical officers of district hospitals, sub-directors of central and external services are trained	2003	61%
Building of staff residences for medical officers working in difficult areas	At least 100 staff residences built for medical officers working in difficult areas	2003	Non existent

Poverty reduction in urban areas

Measures/actions	Follow-up indicator	Timetable	State of execution
Rehabilitation of waste water purification and treatment plants	Number of plants rehabilitated	As from 2003	Non existent
Ensuring the cleaning up of primary drainage networks, rehabilitation of waste water purification and treatment plants	Network lines drained	Permanent	Non existent
Rehabilitation of basic infrastructure (public highways and lighting)	Network rehabilitated	Permanent	Non existent
Structuring of urban extension zones and secondary urban centres	Acreage restructured and development plan drawn up	2005	Non existent
Contracting partnership between the state and decentralized local government units for better urban management	Number of town management contracts signed and implemented	2005	Non existent
Opening up difficult-to-access neighbourhoods and restructuring of zones of disorderly occupation	Access Roadways rehabilitated or created	2005	Non existent
	Number of disorderly neighbourhoods restructured in consultation with the population	2005	Non existent
Setting up of rehabilitation centres for the welfare of street children	Number of street children trained and rehabilitated	2003-2005	Non existent
Set up dumps for household refuse	Number of refuse dumps set up	2005	Non existent

**ANNEXE 4: ASSESSMENT OF KEY REFORMS AND
OBJECTIVES REQUIRED TO REACH THE COMPLETION
POINT**

Catalyst No.1 POVERTY REDUCTION STRATEGY PAPER (PRSP)

Statement

Preparation and satisfactory implementation for at least one year of the final Poverty Reduction Strategy Paper

1.1 Preparation of the final PRSP

At the end of the Interim PRSP, which was part and parcel of the file on the decision point, the final PRSP was prepared within the framework of a large participatory process involving the civil society, private sector and donors beside government services.

Many discussions were held with the technical services of the International Monetary Fund and the World Bank right up to the adoption of the complete document. The different drafts prepared by the Cameroonian side were regularly submitted to the said services for a joint appraisal.

The final PRSP comprises:

- an in-depth analysis of poverty, taking into account the results of the household surveys (ECAM II) which have enabled the complete analysis of the poverty profile;
- a strategy for tackling poverty in seven areas;
- a series of programmes, projects and actions to be carried out presented in the implementation matrix in the annex;
- a macroeconomic framework whose core scenario is similar to that of the FRPC and showing that the medium-term prospects of the PRSP are consistent with the 2003-2007 projections, sector strategies and the medium-term expenditure framework being drawn up in the ministries;
- a table of indicators for monitoring progress achieved in reducing poverty.

The respective Boards of Administrators of the International Monetary Fund and the World Bank adopted this document in September 2003 with all its annexes, taking into account certain observations made in the JSA.

1.2 Implementation of the PRSP

Implementation of the PRSP started immediately after the submission of the said document to the Boards of Administrators of the World Bank and the International Monetary Fund on 9 April 2003.

This implementation is based for the first year on the implementation matrix found in the annex to this document. It

shows all the actions to be carried out up to 2005, indicating per strategy, (i) the fields concerned, (ii) actions to be carried out, (iii) indicators relating to them and (iv) the bodies responsible for this implementation.

The implementation of the PRSP for the first year runs from one year to another: 2003 (from the second to the fourth quarter) and 2004 (first quarter). The three quarters of 2003 concerns only the actual implementation; overlapping into the first quarter of 2004 involves an aspect of programming.

The Prime Minister, Head of Government on 13 June 2003 issued instructions on the implementation by ministries concerned of measures set out in the PRSP.

The criteria for satisfactory implementation evolved according to the context; it is for this reason that emphasis has been laid alternately on:

- The consistence of the core scenario of the medium-term macro-economic matrix of the PRSP with that of the FRPC, and especially with the 2003 budget;
- the complete carrying out of actions provided for in the implementation matrix;
- the formulation and implementation of sector strategies and medium-term expenditure frameworks;
- The allocation of public resources according to the PRSP priorities.

Ministries in accordance with the law in force are implementing the PRSP document. This implementation comprises two parts: that of actions under the interim HIPC financed with interim HIPC resources, and that of other actions financed with resources from the traditional budget.

1.3 Monitoring of PRSP implementation

In September 2003, the Government made the institutional framework for participatory monitoring–evaluation of the implementation of the PRSP more precise; this framework comprises two structures: The Interministerial Committee for Supervising and Monitoring of Execution of the PRSP and the Technical Committee for Monitoring and Evaluating Activities for Implementing the PRSP. These structures were respectively set up by Decrees Nos. 2003/2220/PM and 2003/2221/PM of 29 September 2003. Members of the Technical Committee were installed into their functions on 27 October 2003.

Special emphasis was laid on monitoring–evaluation and on participatory monitoring in line with the commitment taken by the Government during the preparation of the PRSP document and its presentation to partners.

Two intermediary reports were prepared on 30 September 2003 and 31 December 2003.

The report of 31 March 2004 presents the implementation of the PRSP document over one year: from April 2003 to March 2004. It is intended for the Boards of Administrators of the International Monetary Fund and the World Bank as a requirement for reaching the Completion Point under the HIPC Initiative.

This report takes note of:

- An execution of the PRSP in line with the core scenario of the macroeconomic framework;
- the major progress achieved in the execution of the implementation matrix, especially actions earmarked for 2003;
- the formulation and implementation of ongoing sector strategies and which need to be accelerated;
- The allocation of public resources in accordance with the PRSP priorities. It is in this respect that the Prime Minister, Head of Government, through Decree No. 2004/0556/PM of 23 February 2004 to transfer HIPC credits, divided these funds in a way that gave priorities in the given allocation in the PRSP; priorities that the source of internal resources exclusive of HIPC did not respect because of the reduction of these resources.

Catalyst No 2 : Macroeconomic and structural reforms

Statement

- *There is continuous stabilisation of public finance within a stable macroeconomic framework and a satisfactory execution of a new triennial economic development programme supported by the FRPC;*
- *Budgetary savings from debt cancellation were used in accordance with criteria laid down in the decision point (monitoring and supervising mechanisms);*
- *The CAS III programme was conclusive and reforms relating to it were carried out satisfactorily.*

2.1. Satisfactory execution of the medium-term programme

The first two years of the programme (October 2000 – September 2001 and 1 October 2001-30 September 2002) were globally satisfactory. The Prime Minister, Head of Government on 2 December 2003 signed the Letter of Intention of Cameroon under the fourth medium-term economic and financial review programme supported by the Poverty Reduction and Growth Facility (PRGF).

During its session of 17 December 2003 the Board of Administrators of the IMF scrutinised the file that Cameroon had submitted for its attention. Among other important decisions taken by the Board were the approval of the fourth medium-term review programme, extension of the duration of the disbursement of a sum of 27.4 million dollars, of which (i) 23 million dollars (about 14 billion CFAF) was given for the conclusion of the fourth review and (ii) 4.4 million dollars (about 2.7 billion CFAF) was meant for interim assistance, under the HIPC

Initiative. The Government pledged to implement the realisation criteria and the quantitative and structural guidelines of the third and final annual programme within the framework of the agreement supported by the FRPC. The fourth review was concluded on 17 December 2003.

Discussions within the framework of the fifth economic and financial review programme were conducted from 23 April to 6 May 2004 under a joint World Bank-IMF mission. No final outcome has been received. Exchange of information is going on.

2.2 Use of budgetary savings from debt cancellation in accordance with criteria shown in the Decision Point document (supervising and monitoring mechanisms)

2.2.1 Special Account

A special account intended to receive the HIPC resources was opened at BEAC in October 2000. This account functions in accordance with directives issued by the Minister of Finance based on principles agreed with donors (Instruction No. 008/CF/MINEFI of 25 July 2001, modified and completed by Instruction No. 1996/MINEFI of 14 June 2002). The Paymaster General of the Treasury is the main accountant for all operations financed with resources from this account. He receives for this purpose through debit of the said account operated by the Minister of Financy, after approval of the Committee, resources needed for the payment of required expenses. Donors and the Public Treasury pay money into this account on the date for repayment of the debt in accordance with the agreed plan.

2.2.2 Committee for Consultations

A Committee for Consultations and Monitoring of HIPC resources was established by Decree no. 2000/960/PM of 1 December 2000. It has 19 members divided as follows: 6 members representing the government, 5 representing donors, 1 representing the private sector, 3 representing religions bodies, 1 representing the micro-finance professional association and 2 representing NGOs and associations. Representatives of the IMF, World Bank and the African Development Bank (ADB) take part in the meetings of the Committee as observers.

2.2.3 Auditing of HIPC expenditure

At the end of the call for candidatures launched in February 2004, the OKALLA AHANDA et ASSOCIES firm was declared winner of the bid to carry out the financial and technical audit of expenditure financed out of HIPC funds. The audit process started on 12 April 2004.

2.3 Completion of CAS III programme

Reforms concerning CAS III cover three main sectors: forestry sector, transport sector and privatisation. All disbursements earmarked under CAS III have been made and it was closed at the end of March 2004.

2.3.1 Forestry sector

In 2003, the independent observer (IO) undertook 6 supervising missions whose reports were approved within the proofreading committee on 12 April 2004. In January 2004 it produced a document on SIGIF. The tender document (DAO) for the recruitment of an IO through invitation to international bidders were finalised and forwarded to the European Union for non-objection. The European Union, which will finance the activities of the IO accepted the submission of bids by NGOs. The IO report on the recent granting of rights for the sale of timber was transmitted to the different donors, especially the World Bank. Following the different interpretations given on the definition of certain criteria in the tender document, the IO has expressed the desire to be included in its elaboration. MINEF finds this move untimely.

The planning in time and in space document on of forest concessions was finalised and transmitted to the World Bank for observations. This document includes a certain number of criteria among which is the capacity of supervising UFA, taking into account certain areas (case of TRIDOM), the overall objective of annual production (formal and informal), the budget objective and the sustainable development objective. The granting of concessions is in two phases, one in 2004 for 15 concessions and the other in 2006 for 10 concessions. The Interministerial Committee for Approval of Management Plans held its meeting on 24 November 2003 and approved eight (08) plans, including that of a forest reserve; this Committee sent back to the economic operators, for correction, nine (09) other management plans. These operators were given six (06) months within which to submit the corrected documents. MINEF sent correspondences to remind the various operators. The Technical Committee for Approval held its meeting on 30 April 2004 and the Interministerial Committee on 4 May 2004. The signing of final conventions can only take place after the classification of UFA.

Concerning the fight against illegal logging, the recent penalties metted out were published in the daily national newspaper "Cameroon Tribune". The publication of penalties will henceforth be done three times a year (once every four months). A MINEF-MINJUSTICE-MINFIB (CACOFLEX) consultation framework has been set up to implement sanctions involving the violation of the forestry law. Furthermore, a proofreading committee has been established, comprising henceforth representatives from MINJUSTICE who will ensure that reports and the procedures for following up litigations are well applied. Concerning the granting

of logging rights, the invitation to tenders for the sale of timber was launched in September 2003 and the independent observer who will sit in the committee granting this category of rights has already been selected. At the level of securing forestry revenue, improvement on the computer system for the management of forestry information (SIGIF) is underway. Besides, an audit of the decentralised taxation system was made and British and Canadian cooperation missions funded it. MINEF prepared and forwarded in July 2003, a document on the organisation of the supervising chain to partners, who in turn made their observations.

With regard to the restructuring of former ONADEF and the establishment of ANAFOR, a restricted national invitation to tenders to carry out a study on the functioning of ANAFOR in 2004 was launched in line with the following strict schedule:

- 30 March 2004: reception of bids;
- 7 April 2004: evaluation of bids;
- 15 April 2004: selection of the successful bidder; notification and signing of the contract;
- 20 April 2004: commencement of work;
- 20 June 2004: submission of reports.

Regulations relating to the status of ANAFOR were signed in June 2002: These are: Decree no. 2002/155 of 18 June 2002 to change the name of the Office national de développement des forêts-National Forestry Development Office-(ONADEF) to the Agence national d'appui au développement forestier -National Forestry Development Agency (ANAFOR), Decree no. 2002/156 of 18 June 2002 to lay down a status for the National Forestry Development Agency and joint Order no. 1950/MINEFI/MINEF of 20 June 2002 to lay down modalities for the execution of the restructuring plan of the former National Forestry Development Office (ONADEF). A Steering Committee responsible for the restructuring plan of ONADEF was established by joint Decision no. 002/MINEF/MINEFI of 13 January 2003 and its members were installed into their functions. Members of the Board of Directors of ANAFOR were appointed by Decree no. 2003/303 of 4 November 2003. This Board of Directors as well as management officials were installed into their functions on 5 November 2003. An extraordinary Board of Directors meeting held on 22 April 2004, examined, in order to clarify them, articles 3 and 24 of the statutes of ANAFOR.

TDR for (i) the study on the organisation and functioning of ANAFOR, (ii) the study on the tree planting programme, (iii) the study on the redeployment of personnel and (iv) the study on the financial restructuring of the former ONADEF were prepared and received the non-objection of the World Bank. The invitation to tenders for carrying out of the study on the operationality of ANAFOR was published on 25 February 2004 from a restricted list

of firms. The study on tree planting was awarded to a successful bidder.

At the end of the consultation meeting that brought together MINEF, MINFIB and MINETPS, the date of 31 May 2004 was adopted for the end of contracts. An ad hoc committee responsible for the social aspect of the restructuring was established. It had as mandate the calculation of all rights. These rights were calculated and partially settled. The contract of employment with the personnel of former ONADEF was formally signed on 31 December 2003. The sending of non-civil servants on technical leave has been effective since 5 May 2004.

2.3.2 Privatisation

CDC:

The transfer convention of the tea sector was signed in October 2002 with the buyer company BROBON FINEX PTY Ltd-Cameroon Tea Estate. Government advisers in the privatisation of the banana, rubber and palm oil sectors were recruited and a plan of action to relaunch these sectors was drawn up and adopted. Based on reports on the financial evaluation of the banana sector, the legal analysis of agreements signed in the banana sector and the diagnosis study, the Interministerial Committee will adopt the new privatisation strategies.

Evaluation of the banana sector: The report on negotiations with the selected bidder was sent to IDA on 4 February 2004 for non-objection. This bidder has already carried out one mission and prepared a draft evaluation report. His contract will be signed as soon as possible by MINFI after the non-objection received from IDA on 25/02/2004.

Diagnosis: The report on negotiations with the selected consulting firm was sent to IDA on 4 February 2004 for non-objection.

Legal study: The report on negotiations was sent to IDA on 4 February 2004 for non-objection.

TDR invitations to tenders for the recruitment of a merchant bank for the implementation of the strategy for State withdrawal were prepared.

CAMTEL:

The invitation to tenders for the implementation of the minimum investment plan was launched. On 4 January 2004, CAMTEL signed with the State and in agreement with donors, provisional transfer concession for duration of two years (2) renewable once, together with the technical documents. This document authorises the corporation to invest up to 26 billion CFA Francs under the minimum investment programme. This convention may be replaced at any time with a final concession convention, which would be granted to CAMTEL immediately after the finalisation of the privatisation process. The corporation's plan was signed in

November 2003. The plan to readjust the rates was adopted and implemented in December 2003.

Within the framework to relaunch the privatisation process of CAMTEL, MINFIB on 25 January 2004 launched an invitation for the show of interest by consultants and merchant banks of international renown for the supply of services comprising (i) the audit of the financial statements of CAMTEL, (ii) the drawing up of a privatisation strategy and (iii) the implementation of the privatisation strategy adopted by the Government.

SNEC:

A plan of action to start anew the privatisation process of SNEC has been prepared by MINMEE, the TCPL, the provisional administrators of SNEC and the World Bank, then discussed and adopted by the Interministerial Committee. This plan which spans from October 2003 to June 2005 comprises five (05) phases: (i) a preliminary phase for approving the option to be adopted and the accounts of SNEC, (ii) a phase for approving the missions of the potential partner, (iii) a phase for pre-qualification of partners, and preparation of the draft tender document, (iv) a finalisation phase of the tender document and the establishment of a new public body (SNEC will have to be liquidated) and (v) a phase for selection and the installation of the successful bidder.

The invitation for the show of interest in the recruitment of a consultant responsible for supporting the process to start anew the privatisation of SNEC) was launched in February 2004.

2.3.3 Transport sector

Concerning the institutional reform of the ports sector, decrees to approve the statutes of the Autonomous Ports of Douala, Kribi and Limbe have been signed. Instruments appointing members of their boards of directors and management officials were signed respectively on 14 and 17 November 2003, and 9 and 10 December 2003. The Head of State also signed on 9 December 2003 the instrument to transfer the management of the Autonomous Port of Garoua to the urban council of this locality. Chairpersons of the Boards of Directors of the Autonomous Ports of Kribi and Limbe have been appointed, ending the institutional aspect of the reform.

Within the framework of the recapitalization of the Autonomous Port of Douala, its financial restructuring has been embarked on. 4.5 billion have been mobilised out of the 9.5 billion budgeted for the renewal of the ports equipment. The Minister of Finance and the Budget, the Minister of Town Planning and Housing and the Minister of Transport signed a joint order establishing the devolution of the heritage of the former Cameroon National Ports Authority (ONPC). Liquidators are busy updating the balance sheets on the opening of autonomous ports prepared by PAD.

The process to transfer to the private sector industrial and commercial related activities to the ports location of Douala has ended. Invitation to tenders for the exploitation of the container terminal (TAC), for towing and lamination activities and for the exploitation of the ice factory was launched in March 2003. The companies “Les ABEILLES”, for towing and lamination and “ICE INDUSTRY”, for the ice factory were the provisional successful bidders and negotiations with them started on 6 February 2004. Furthermore, at the end of negotiations that held in Washington on 27 January 2004, the World Bank and Cameroonian authorities reached an agreement. Certain provisions of this agreement stipulate that (i) turning to the shipping agent to offload roll-on roll-off ships (RO/RO) is not compulsory, (ii) the ship owner is free to choose his lighter man and (iii) the PAD must ensure that there is competition in the organisation of operations in the container terminal (TAC) and this within the limits of operational, security and efficiency constraints.

Concerning the Container Terminal, specifications resulting from negotiations with the provisional successful bidder forwarded to the World Bank received the non-objection of this institution for the signing of the concession contract. The liquidation of the residual activities of former ONPC is underway.

In-depth studies were carried out in 2003 to look into detail the problem of delays. Based on the conclusions of these studies, the following have been noticed:

- significant reduction in the time limits for importation of goods in containers in the Port of Douala for the June-October 2003 period;
- a reduction in the time limits for processing operations relating to exportation, which henceforth take between 1.5 and 2.5 days depending on the nature of the goods.

Additional measures are being taken. These are:

- continuous sensitisation of loaders;
- reduction of time limits for exit of goods in containers at the Autonomous Port of Douala: effectiveness of the SYDONIA-GUCE liaison;
- passage from PAGODE to SYDONIA
- Computerisation of GUCE.

Catalyst No 3: Governance and the fight against corruption

Statement

The strategy and the priority action plans for improving governance and the fight against corruption annexed to the I-PRSP were implemented satisfactorily, especially through:

- *The establishment of the Audit Court and the Constitutional Council in the area of court reforms;*
- *The reform of the system of procurement of contracts, by finalising the audits of past financial years and through a good monitoring of the implementation of measures adopted according to the law;*
- *In the area of execution of the budget and expenditure on goods and services, the tracking of expenditure and evaluation by beneficiaries have been made public and approved recommendations have been implemented mainly in the fields of education and health.*

The strategic action plan for improving governance and the fight against corruption included in the Interim Poverty Reduction Strategy Paper (I-PRSP) has been implemented in a satisfactory manner, especially as concerns the reform of the judicial system and the establishment of institutions provided for in the Constitution of January 1996, notably (i) the Audit Bench of the Supreme Court and (ii) the Constitutional Council.

3.1 Reform of the judiciary system

A technical audit of the judiciary system has been undertaken and the report was submitted on 3 October 2003. Recommendations by this study served as basis for the drawing up of an action plan for the reform of the judiciary system at the end of December 2003. The overall action plan drawn up in a participatory manner during a seminar which held on 22 and 23 December 2003 was adopted by the authorities and transmitted to partners of development on 30 December 2003. The World Bank in a correspondence dated 24 February 2004 communicated to the authorities its comments on the said action plan. On the basis of this overall action plan, priority actions plans were drawn up in May 2004 and transmitted to the World Bank and the International Monetary Fund.

While waiting, judicial authorities prepared bills and draft decrees which are being scrutinised by the hierarchy of the Ministry of Justice. These include among others: (i) the bill on the organisation of the judiciary, (ii) the bill on the status of the magistracy, (iii) the bill on the organisation and functioning of the Supreme Court, (iv) the bill on the procedure to follow before the Administrative Bench of the Supreme Court, (v) the bill on the procedure to follow before the Judiciary Bench of the Supreme Court, (vi) the bill on the organisation and functioning of Administrative Courts, (vii) the bill on the organisation and functioning of Regional Audit Courts and

(viii) the draft decree to grant a special status to the Corps of Court Registrars.

3.1.1 Audit Bench.

The Audit Bench has been established. The law on the functions, organisation and functioning of the Audit Bench was adopted during the parliamentary session of March 2003 and published (Law no. 2003/005 of 21 April 2003). Work on the implementation of the other aspects of the Audit Bench of the Supreme Court is currently going on.

The set up of the Audit Bench (CDC) comprises five (05) phases, namely: (i) adoption of the bill to organise the Audit Bench of the Supreme Court, (ii) examination of the accounts, (iii) recruitment and training of Audit Bench judges, (iv) preparation and publication of the status of members of the Audit Bench and (v) providing the Audit Bench with logistics needed for its functioning.

A Committee to follow-up actions linked to the setting up of the Audit Bench of the Supreme Court comprising four working groups has been established and it is functioning. A plan on priority actions to be taken before the Audit Bench goes operational, together with an implementation timetable has been drawn up and approved. It is being implemented. The working groups are responsible respectively for finalising work related to (i) the examination of the accounts, (ii) the recruitment and training of Audit Bench judges, (iii) the revision of the draft status of members of the Audit Bench, and (iv) the evaluation of the logistics of the Audit Bench. The balance sheet on the work done in the different sub-committees is as follows:

Logistics: evaluation of the material, finances and human resources needed for the commencement of the Audit Bench has been made; the search for premises for the Audit Bench is going on and resources to enable the Audit Bench to go operational were provided for in the 2004 budget. The Head of State on 13 April 2004 signed decrees appointing the President of the Audit Bench and two Advisers members of the Audit Bench.

Recruitment and training of judges of the Bench: consultants recruited to assist the Government in (i) laying down criteria for selection and (ii) drawing up a programme for training of future magistrates at the Audit Bench submitted in early June 2004 the report on the selection criteria and the programme of training.

Auditing: the format of the management accounts of the State is available; the draft instruction from the Prime Minister relating to it is also being finalised; the format of administrative account is also being finalised. All these documents will be submitted to foreign experts for appraisal in order to ensure consistency among works done under the Audit Bench and those involving the overhauling of the general framework of public finance.

Status of Audit Bench Judges: Decree no. 95/048 of 8 March 1995 on the status of the magistracy is being revised on the basis of work done by the working group responsible for drawing up the status of future judges at the Audit Bench. This revision takes into account provisions of Article 15 of the above-mentioned decree and the results of study missions undertaken in Canada, Morocco and Ghana from 12 to 22 December 2003. The summary report of these missions was submitted during the meeting of the Committee following up actions linked to the setting up of the Audit Bench which held on 12 January 2004. The next stages of the priority action plan of the Follow-up Committee are based on:

- the approval of formats of presentation of accounts consistent with the draft law to lay down a financial system for Cameroon and the preparation of draft instruments of application;
- The organisation of seminar to approve the works of the Committee following-up actions linked to the setting up of the Audit Bench.

3.1.2 Constitutional Council

The Constitutional Council has been established. The law on the organisation and functioning of the Constitutional Council and the law on the status of members were voted by the National Assembly during its session of March 2004. The Head of State enacted these laws on 21 April 2004.

The enactment of the law on the organisation and functioning of the Constitutional Council falls within the framework of strengthening the rule of law. This organ is required to play a crucial role in the legal landscape of Cameroon. In this view, the Constitutional Council shall deliberate on the constitutionality of laws, international treaties and agreements, Standing Orders of the National Assembly and the Senate. Better still, as a regulator of the functioning of institutions, it shall have the competence to examine conflicts among State institutions, the State and regions. In addition, it shall ensure the regularity of presidential and parliamentary elections, referendums and proclaim the results.

To accomplish this high mission, law no. 2004/004 of 21 April 2004 shall guarantee the independence of Advisers by giving them an irrevocable mandate of nine years.

3.2 Reform of the public procurement procedure

3.2.1 Finalisation of the reform

The draft Public Contracts Code, which includes observations, made by experts responsible for drawing up the Code and pertinent suggestions by the World Bank, European Union and the Agence Française de Développement, was examined on 19 February 2004. The Prime Minister, Head of Government on 29 April 2004 presided over an interministerial meeting for proofreading of the

draft Public Contracts Code before transmitting it to the President of the Republic for signature.

3.2.2 Auditing

The summary audit reports of public contracts for the 2000/01 (June-July) financial years was adopted by the Board of Directors of ARMP and it is now available. A consultant (Cabinet 2AC/ACP) was recruited in April 2003 to audit public contracts from 1 July 2001 to 31 December 2002. Its report was submitted in February 2004 and is available since 2004; meanwhile the final report of the evaluation of the transitional phase of the reform was submitted on 23 April 2004. Both were forwarded to the resident missions of the World Bank and the IMF respectively on 26 and 27 April 2004. A round-table was organised on 13 and 14 May 2004 on the conclusions of the final report of evaluation of the transitional phase of the reform and on those of the audit report of public contracts.

3.2.3 Applying legal measures

Thirty-one (31) independent observers were recruited for the period spanning from 1 November 2002 to 31 December 2003 and they produced about 1900 reports. The independent observers for the 2004-year have been recruited and they attended a training course organised for them on 13 April 2004. Tenders launched for the recruitment of an external candidate for the year 2004 were opened on 27 April 2004.

3.3 Execution of the budget and tracking of public expenditure

Results of budgetary follow-up and evaluation by beneficiaries have been made public. Recommendations for the education sector have been published and are being implemented.

3.3.1 Health sector

Budgetary tracking as well as the satisfaction survey of service beneficiaries in the health sector have been carried out. A principal provisional report was produced in March 2004. The Steering Committee of Operations examined it for the first time on 23 March 2004. The provisional report was finalised on the basis of observations and comments made by the Steering Committee, and a workshop for validation and participatory drawing up of a draft priority actions plan was organised from 12 to 14 April 2004.

3.3.2 Education sector

Work on the education sector resumed in November 2003. Technical documents have been finalised and approved by the World Bank. Investigators were trained at the beginning of March

2004. Collection of data on the field has ended and the analysis of these data is underway.

Catalyst No 4 : Regulatory boards

Statement

Regulatory boards for the main sector (Electricity and Telecommunications) are autonomous and operate in an efficient and professional manner.

The Electricity Sector Regulatory Board (ARSEL) and the Telecommunications Regulatory Board (ART) established following the liberalisation and privatisation of these sensitive sectors, are henceforth functional. ARSEL and ART receive funding from the International Development Agency for the strengthening of their capacities, through the Partnership Project between the public and private sectors for growth and poverty reduction (PPPCR). This project contributed largely in financing the organisation in Yaounde in March/April 2001 of an important information, sensitisation and clarification seminar on the roles of the different partners working in the sectors concerned (public services, private operators, consumers, regulatory boards).

The institutional capacity of ART and ARSEL is being fostered with the support of the World Bank under its strategy of assisting Cameroon.

Official instruments and other documents on the organisation, functioning and performance of ARSEL have been submitted to the World Bank for appraisal.

Catalyst No 5: Social sectors

Statement

Education sector: The sector strategy has been implemented in a satisfactory manner and within the time limits and especially with: (I) the building of 2500 new classrooms and (ii) the effective decentralisation of the management of teachers and the granting, adoption and implementation of a new status for teachers.

Health sector: The sector strategy has been implemented in a satisfactory manner and within the time limits and especially with (i) the rate of vaccination of children against DPT rising to 70% and (ii) significant improvement in awareness of measures of protection and prevention against malaria; ie 50% of pregnant women use insecticide-treated Mosquito nets.

5.1 Education

5.1.1 Construction of 2500 classrooms

As of 17 March 2004, 2671 classrooms had been constructed, part with HIPC funds. 804 classrooms are under construction and contracts for the construction of 729 classrooms are in the legal commitment phase while studies for 82 classrooms have been completed.

5.1.2 Effective decentralisation of management of teachers

Concerning the deconcentration of the management of teachers and the adoption and putting into effect the new status of teachers, a strategy has been adopted for the rational, efficient and deconcentrated management of staff involved in education in the public sector. This strategy is based on the following key principles and aspects: (i) recruitment of teachers per work post and per budget post and (ii) deconcentration of the management of teachers through:

- management of careers of teacher of nursery and primary schools at the level of each division;
- management of careers of secondary school teachers at the level of each province;
- recruitment of teachers and distribution of budgetary posts at the level of central services, on the basis of the needs expressed at the level of divisions or provinces;
- recruitment and payment of repatriated wages at the level of the ministry;
- training of staff of various levels in the new system of management.

The legal framework has been set up and actions geared towards strengthening human and material capacities have been embarked on within the framework of the transfer of certain functions of the central services of ministries to provincial services.

On 31 March 2004, the President of the Republic signed Decree no. 2004/066 on the new organisational chart of MINEDUC. A joint MINFOPRA/MINFI Order enabled MINEDUC to recruit and met out 1st and 2nd group sanctions.

5.1.3 Status of teachers

Decree no. 2000/ 359 of 5 December 2000 to grant a special status to staff in the education corps has been signed. Certain allowances provided for in this status, notably technical allowance and teaching and assessment allowances are already being paid. The management of careers is henceforth carried out at the administrative level, in MINEDUC; the financial aspect is still managed by MINFIB. Through the SIGIPES project, the Government has embarked on building structures at the provincial level to host the deconcentrated structures of staff management.

The plan for training of new managers has been drawn up and approved by MINEDUC and persons to undergo training have been identified.

5.2 Health

Thanks to efforts deployed in the area of immunization of children, the vaccination rate against DPT3 rose to 72.75% in October 2003. Concerning poliomyelitis and measles, their rates are 69.9% and 60.8% respectively.

A National strategic plan to control malaria has been adopted. A permanent secretary responsible for coordinating the implementation of this plan was appointed in August 2002. All contracts for the purchase of 810,000 mosquito nets have been launched. As of now, 150,000 mosquito nets earmarked for the first phase have been delivered and treated with insecticides. 100,000 have already been distributed to all the ten (10) provinces of Cameroon.

For the second phase, of the 667,000 mosquito nets ordered (instead of 660,000), 108,000 have been delivered as well as 12,000 litres of insecticides.

An emergency media plan publicise the distribution of mosquito nets to pregnant women has been drawn-up by a team of journalists, sociologists and communicators.

On the other hand, a strategy for the distribution of insecticide-treated mosquito nets has been elaborated with support of the African Regional Office of the WHO. This strategy makes provision notably for free distribution of mosquito nets to pregnant women during prenatal consultations in non-lucrative private and public health Centres, district hospitals and provincial and central hospitals. Ten (10) NGOs and associations have been selected to promote its use in the provinces. Collaboration on contract basis equally makes provision for their participation in the follow-up and evaluation of the distribution of the insecticide-treated mosquito nets.

Catalyst No 6 : HIV/AIDS

Statement:

Remarquable progress has been made in view of making the fight against AIDS a priority in Government's global programme and reversing the infection rate among the population by laying particular emphasis on sensitization, education and the use of condoms by at least 50% of truck drivers, customs and soldiers and at least 70% of sex workers (prostitutes)

Concrete efforts have been deployed to make the fight against HIV/AIDS a priority in the Government's general action plan in order to reduce the infection rate among the population with particular emphasis on the promotion of the use of Condoms by truck drivers, sea port workers and soldiers at the rate of 50% and 70% by prostitutes.

A communication strategy has been elaborated. A serious communication campaign is underway within the framework of the temporary communication plan and deals notably with posters particularly aiming at the sensitisation of soldiers, truck drivers, port workers and prostitutes on the use of condoms. The sensitisation campaign is based on information meetings in which religious, traditional and administrative authorities take part. Moreover, 20,000 posters have been produced and distributed; a programme is in the course of production. Sensitisation campaigns have been going on since 2001; MINDEF's action plan has been launched.

A detailed national action plan comprising plans of the 10 provinces for the year 2003, financed by IDA resources is in course of execution by the National AIDS Control Committee.

Fifty (50) partnership conventions for the fight against AIDS have been signed with NGOS, churches, large firms within the framework of the implementation of a strategy aimed at sensitising workers and the populations, promoting the use of condoms and voluntary screening. Ten (10) new partnership conventions have been signed. Sixteen (16) ministries have started elaborating plans to control AIDS in their respective sectors.

The National AIDS Control Committee supports the public sector in the elaboration of their combat strategy. Sixteen (16) ministries have received support in this direction. Six (6) ministries namely (MINEDUC, MINESUP, MINCOF, MINDEF, MINAS and MINATD) are presently implementing their plans thanks to the financial support of the World Bank. On the other hand, temporary action plans have been elaborated and approved for the Ministries of Agriculture, Youth and Sports, Employment, Labour and Social Insurance, Communication, Mines, Water and Energy, Transport, Urban Affairs, Tourism, Finance and the Budget, Environment and Forestry and Security services.

The number of patients taking ARV drugs has increased from 500 in the year 2000 to 5000 in 2002 and 7000 in 2003. These increases can be attributed to the opening of many prevention and screening centres (10 provincial screening centres), authorized treatment centres (18 authorized treatment centres and 3 affiliated treatment centres) and the reduction in the cost of ARV drugs (between 15000 and 28 000 CFAF).

A programme for prevention and treatment of HIV from mother to child exists in every province. 25 000 women were tested as of the first six months of 2003. 950 children born of seropositive mothers are under observation as of now, and about 40 children are on ARV

drugs. This progress was realised thanks to (i) the increase in screening and prevention centres, (ii) the activity of authorized treatment centre and (iii) the reduction in the cost of antiretroviral drugs.

As far as the distribution of condoms is concerned, partnership agreements were reached notably with non-governmental organisations. It should be noted that, twenty-two (22) million condoms were distributed in 2002. This number increased to 30 million in 2003.

ANNEXE 5: STATISTICAL MONITORING/ EVALUATION INDICATORS

A1. Indicators of average

N°	Indicators	Figures Year 2003 (31 December)	Periodicity	Operations/ Source of data	Responsible agencies	Figures Year 2004 (31 March)	Observations
Financial Resources							
1	Part of the State budget used in each of the priority sectors						
	Education (in %)	25.28	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	14.72	Annual figure
	Including National Education	21.95	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	11.36	Annual figure
	Technical education and vocational training	0.70	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.82	Annual figure
	Higher education	2.63	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.54	Annual figure
	Health (in %)	8.72	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	3.60	Annual figure
	Justice (en %)	1.18	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.65	Annual figure
	Rural Development (%)	6.45	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	2.67	Annual figure
	Including Agriculture	4.21	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.74	Annual figure
	Livestock and fishery	1.08	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.44	Annual figure
	Environment and forestry	1.16	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.49	Annual figure
	Social Sector (%)	1.29	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.72	Annual figure
	Including Social Affairs	0.48	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.28	Annual figure
	Women's Affairs	0.37	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.21	Annual figure
	Employment, Labour and Social Insurance	0.44	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.23	Annual figure
	Infrastructures (%)	12.21	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	4.38	Annual figure
	Including Public Works	7.72	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	3.28	Annual figure
	Transport	0.93	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.41	Annual figure
	Town Planning and Housing	2.01	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.32	Annual figure
	Mines, Water and Energy	1.55	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.37	Annual figure
2	Part of the PIB allocated to each of the priority sectors (in %)						
	Education (in %)	16.2	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	12.91	Annual figure
	Including National Education	11.16	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	7.86	Annual figure
	Technical Education and Vocational Training	1.44	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	2.25	Annual figure
	Higher Education	3.60	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	2.80	Annual figure
	Health (in %)	12.56	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	7.92	Annual figure
	Justice (in %)	1.65	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.62	Annual figure
	Rural Development (%)	5.86	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	5.91	Annual figure
	Including Agriculture	3.24	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	3.69	Annual figure

N°	Indicators	Figures Year 2003 (31 December)	Periodicity	Operations/ Source of data	Responsible agencies	Figures Year 2004 (31 March)	Observations
Financial Resources							
	Livestock and Fishery	1.28	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.69	Annual figure
	Environment and Forestry	1.34	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.53	Annual figure
	Social sector (%)	1.78	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.17	Annual figure
	Including Social Affairs	0.63	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.48	Annual figure
	Women's affairs	0.62	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.35	Annual figure
	Employment, Labour and Social Insurance	0.53	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	0.34	Annual figure
	Infrastructures (%)	23.57	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	21.30	Annual figure
	Including Public Works	12.75	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	15.84	Annual figure
	Transport	3.59	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.82	Annual figure
	Town Planning and Housing	3.46	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	1.42	Annual figure
	Mines, Water and Energy	3.77	Annual	Finance Law 2003 / 2004	MINFI/DB & DP	2.22	Annual figure
3	Part of the budget allocated to wages (in %)	20.6 (30 September 2003)	Annual	Administrative statements	MINFI/DB		Annual figure
4	Part of the tax revenue in the State budget (in %)	33.6 (30 September 2003)	Annual	Administrative statements	MINFI/DB		Annual figure
5	Part of customs revenue in the State (in %)	15.1 (30 September 2003)	Annual	Administrative statements	MINFI/DB		Annual figure
6	Volume of external resources mobilised per year (in billions of CFAF)	66,8 (30 September 2003)	Annual	Administrative statements	MINFI/DB		Annual figure
7	Volume of HIPC resources mobilised (%)	3.3	Annual	Economic and Financial Report	MINFI/DP		Annual figure
8	Part of credits from savings allocated to non-financial private sector (household & enterprises)		Quarterly	BEAC	BEAC		
Human resources							
9	Number of medical doctors per 1 000 inhabitants	0.08 (2001)	Annual	TBS 2002	INS (TBS 2002)		Annual average
10	Number of magistrates per 1 000 inhabitants	0.04 (2001)	Annual	TBS 2002	INS (TBS 2002)		Annual average
11	Number of lawyers per 1 000 inhabitants	0.07 (2001)	Annual	TBS 2002	MINJUSTICE		Annual average

N°	Indicators	Figures Year 2003 (31 December)	Periodicity	Operations/ Source of data	Responsible agencies	Figures Year 2004 (31 March)	Observations
Financial Resources							
12	Pupil/Teacher ratio per level						
	Nursery	24/1 (2001)	Annual	Administrative statements	MINEDUC/ INS		Annual average
	Primary	63/1 (2003)	Annual	Administrative statements	MINEDUC		Annual average

A2. Execution Indicators

N°	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Level of commitment as of 31 March 2004	Observations
1	Rate of physical execution of PIB projects per priority sector Education (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Including National Education		Annual	Administrative statements	MINEPAT/DPP		
	Technical Education and Vocational Training		Annual	Administrative statements	MINEPAT/DPP		
	Higher Education		Annual	Administrative statements	MINEPAT/DPP		
	Health (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Justice (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Rural Development (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Agriculture		Annual	Administrative statements	MINEPAT/DPP		
	Livestock and Fishery		Annual	Administrative statements	MINEPAT/DPP		
	Environment and Forestry		Annual	Administrative statements	MINEPAT/DPP		
	Social sector (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Social Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Women's Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Employment, Labour and Social Insurance		Annual	Administrative statements	MINEPAT/DPP		
	Infrastructures (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Public Works		Annual	Administrative statements	MINEPAT/DPP		
	Transport		Annual	Administrative statements	MINEPAT/DPP		
	Town Planning and Housing	100	Annual	Administrative statements	MINEPAT/DPP		
	Mines, Water and Energy	100	Annual	Administrative statements	MINEPAT/DPP		
2	Rate of financial execution of PIB projects per priority sector	75.6		Economic and Financial Report	MINEPAT/DPP		End of period results
	Education (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Including National Education	90	Annual	Administrative statements	MINEPAT/DPP		
	Technical Education and Vocational Training		Annual	Administrative statements	MINEPAT/DPP		
	Higher Education		Annual	Administrative statements	MINEPAT/DPP		
	Health (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Justice (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Rural Development (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Agriculture		Annual	Administrative statements	MINEPAT/DPP		

N°	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Level of commitment as of 31 March 2004	Observations
3	Livestock and Fishery		Annual	Administrative statements	MINEPAT/DPP		
	Environment and Forestry		Annual	Administrative statements	MINEPAT/DPP		
	Social Sector (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Social Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Women's Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Employment, Labour and Social Insurance		Annual	Administrative statements	MINEPAT/DPP		
	Infrastructures (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Public Works		Annual	Administrative statements	MINEPAT/DPP		
	Transport		Annual	Administrative statements	MINEPAT/DPP		
	Town Planning and Housing	100	Annual	Administrative statements	MINEPAT/DPP		
	Mines, Water and Energy	100	Annual	Administrative statements	MINEPAT/DPP		
	Rate of physical execution of HIPC projects per priority sector		Annual	Administrative statements	CCS/PTE		
	Education (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Including National Education		Annual	Administrative statements	MINEPAT/DPP		
	Technical Education and Vocational Training		Annual	Administrative statements	MINEPAT/DPP		
	Higher Education		Annual	Administrative statements	MINEPAT/DPP		
	Health (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Justice (in %)		Annual	Administrative statements	MINEPAT/DPP		
	Rural Development (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Agriculture		Annual	Administrative statements	MINEPAT/DPP		
	Livestock and Fishery		Annual	Administrative statements	MINEPAT/DPP		
	Environment and Forestry		Annual	Administrative statements	MINEPAT/DPP		
	Social Sector (%)		Annual	Administrative statements	MINEPAT/DPP		
	Including Social Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Women's Affairs		Annual	Administrative statements	MINEPAT/DPP		
	Employment, Labour and Social Insurance		Annual	Administrative statements	MINEPAT/DPP		
Infrastructures (%)		Annual	Administrative statements	MINEPAT/DPP			

N°	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Level of commitment as of 31 March 2004	Observations
4	Including Public Works	17	Annual	Administrative statements	MINEPAT/DPP		
	Transport		Annual	Administrative statements	MINEPAT/DPP		
	Town Planning and Housing		Annual	Administrative statements	MINEPAT/DPP		
	Mines, Water and Energy		Annual	Administrative statements	MINEPAT/DPP		
	Rate of financial execution of HIPC projects per priority sector	66.2	Annual	Economic and Financial Report	MINFI/DP		End of period results
	Education (in %)	33.1	Annual	Administrative statements	MINEPAT/DPP		MINFI/DB
	Including National Education	35.73	Annual	Administrative statements	MINEPAT/DPP		
	Technical Education and Vocational Training	No HIPC budget	Annual	Administrative statements	MINEPAT/DPP		
	Higher Education	0	Annual	Administrative statements	MINEPAT/DPP		
	Health (in %)	27.3	Annual	Administrative statements	MINEPAT/DPP		
	Justice (in %)	No HIPC budget	Annual	Administrative statements	MINEPAT/DPP		
	Rural Development (%)	5.8	Annual	Administrative statements	MINEPAT/DPP		
	Including Agriculture	27.1	Annual	Administrative statements	MINEPAT/DPP		
	Livestock and Fishery	0	Annual	Administrative statements	MINEPAT/DPP		
	Environment and Forestry	1.36	Annual	Administrative statements	MINEPAT/DPP		
	Social Sector (%)	0	Annual	Administrative statements	MINEPAT/DPP		
	Including Social Affairs	No HIPC budget	Annual	Administrative statements	MINEPAT/DPP		
Women's Affairs	No HIPC budget	Annual	Administrative statements	MINEPAT/DPP			
Employment, Labour and Social Insurance	0	Annual	Administrative statements	MINEPAT/DPP			
Infrastructure (%)		Annual	Administrative statements	MINEPAT/DPP			

N°	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Level of commitment as of 31 March 2004	Observations
	Including Public Works	5.95	Annual	Administrative statements	MINEPAT/DPP		
	Transport	No HIPC Budget	Annual	Administrative statements	MINEPAT/DPP		
	Town Planning and Housing	0	Annual	Administrative statements	MINEPAT/DPP		
	Mines, Water and Energy	2.9	Annual	Administrative statements	MINEPAT/DPP		
5	Rate of recovery of budgetary revenue with regard to estimates (%)	101	Annual	TABORD	MINFI/DP		End of period results
6	Rate of execution of external resources (%)	95.8	Annual	Administrative statements	MINFI/DP		End of period results

A3 Indicators of results

	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Observations
1	Number of telephone lines per 1000 households	6.5 (2000)	Annual	Administrative statements	ART/CAMTEL/MINPOSTEL	Annual average
2	Number of mobile telephone subscribers per 1000 households	19.7 (2001)	Annual	Administrative statements	ORANGE/ MTN	Annual average
3	Number of micro computers per 1.000 households					Not collected
4	% of households having a radio	54.7 (2001)	Five years	ECAM 2001	INS	
5	% of households having a TV set	18.7 (2001)	Five years	ECAM 2001	INS	
6	Net rate of school enrolment per level (%)		Annual	Administrative statements	MINEDUC/ MINETFOP	Annual average
	Primary	80	Annual	Administrative statements	MINEDUC/ MINETFOP	Annual average
	1 st cycle secondary	32	Annual	Administrative statements	MINEDUC/ MINETFOP	Annual average
7	Rate of repeaters per level (%)		Annual	Administrative statements	MINEDUC/ MINETFOP	Annual average
	Primary	28	Annual	Administrative statements	DRH/MINEDUC	End of period results
	1 st cycle secondary	16	Annual	Administrative statements	MINEDUC/ MINETFOP	End of period results
8	Rate of success in examinations		Annual	Administrative statements	MINEDUC/ MINETFOP	End of period results
		25	Annual	Administrative statements	MINEDUC/ MINETFOP	End of period results

	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Observations
	CEPE+FLSC	62.11 (2000)	Annual	Administrative statements	MINEDUC/Office du bac/GCE board	End of period results
	BEPC	36.8 (2000)	Annual	Administrative statements	MINEDUC/Office du bac/GCE board	End of period results
	CAP	41.5 (2000)	Annual	Administrative statements	MINEDUC/Office du bac/GCE board	End of period results
	Probatoire	41.67 (2001)	Annual	Administrative statements	MINEDUC/Office du bac/GCE board	End of period results
	Baccalauréat	55.65 (2001)	Annual	Administrative statements	MINEDUC/Office du bac/GCE board	End of period results
	Pupil/Classroom ratio		Annual			
9	Nursery	33/1 (2001)	Annual	School map	MINEDUC/INS	Annual average
	Primary	52/1 (2001)	Annual	School map	MINEDUC/INS	Annual average
	Percentage of schools with latrines per level		Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
	Nursery education	100 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
1	Primary education	100 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
0	General secondary education	54 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
	Technical secondary education	93 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
	Percentage of schools with potable water per level		Annual	School map / Administrative statements		Annual average
	Nursery education	74.7 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
1	Primary education	61.57 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
1	General secondary education	78.62 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
	Technical secondary education	66.85 (2001)	Annual	School map / Administrative statements	MINEDUC/ MINETFOP	Annual average
1	Rate of vaccination coverage per age group	55.3 (2001)	Annual	ECAM 2001	INS	Annual average
2	Capacity of hotel reception in number of rooms (according to class of hotel)					
3						

	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Observations
	1*	1129	Annual	Administrative statements	MINTOUR	Annual average
	2*	1287	Annual	Administrative statements	MINTOUR	Annual average
	3*	1916	Annual	Administrative statements	MINTOUR	Annual average
	4*	520	Annual	Administrative statements	MINTOUR	Annual average
	5*	475	Annual	Administrative statements	MINTOUR	Annual average
1 4	Minimum duration of preventive detention	9.53 months (2000)	Annual	Prison data bank	MINATD/DAP	Annual average
1 5	% of cases judged out of the number registered		Annual	Administrative statements	MINJUSTICE/CIS	Annual average
1 6	% of minors among the prison population	1.16 (2000)	Annual	Prison data bank	MINATD/DAP	Annual average
1 7	HIV prevalence rate	11.8	Annual	NACC	NACC	Annual average
1 8	Malaria prevalence among target groups and age groups		Five years	ECAM/EDS	INS/MINSANTE	

A4. Impact Indicators

	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Observations
1	Rate of access to potable water	50.5% (2001)	Five years	ECAM	INS (ECAM 2)	
2	Rate of access to electricity Including rural areas	46.1% (2001) 5% (2001)	Five years Annual	ECAM	INS (ECAM 2) MINIMEE	
3	Proportion of households with land titles	10.3% (2001)	Five years	ECAM	INS (ECAM 2)	
4	Rate of access to primary school	95% (2001)	Five years	ECAM	INS (ECAM 2)	
5	Rate of completion of primary school	60% (2001)	Five years	ECAM	INS (ECAM 2)	
6	Net rate of school enrolment (6-11 years)	78.8% (2001)	Five years	ECAM	INS (ECAM 2)	
7	Girl/boy parity index	0.85 (2000)	Annual	Statistical directory	MINEDUC	Sectoral strategies
8	Percentage of births attended by a medical staff	60	Five years	MICS	INS (MICS 2000)	
9	Rate of maternal mortality	430 per 100 000 (1998)	Five years	EDS	INS (EDS 98)	
10	Rate of infant mortality	76 per 1 000 (2000)	Five years	MICS	INS (MICS 2000)	
11	Rate of infant-child mortality	149 per 1 000 (2000)	Five years	MICS	INS (MICS 2000)	
12	Proportion of children suffering from malnutrition	29% (2000)	Five years	MICS	INS (MICS 2000)	
13	Proportion of children suffering from emaciation	6	Five years	MICS	INS (MICS 2000)	
14	Proportion of underweight children	22% (2000)	Five years	MICS	INS (MICS 2000)	

	Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Observations
1.5	Literacy rate	67.9% (2001)	Annual	Administrative statements	INS (MICS 2000)	Annual average

A5. : Macroeconomic indicators, poverty and inequality indicators
4.1 Macroeconomic indicators

Indicators	Figures	Periodicity	Operation/ Source of data	Responsible agencies	Figures as of 31/03/04
1 GDP at current prices (billions of CFAF)	7.951 (estimates as of 31/12/03)	Annual	National accounts	MINFI/DP	
2 Actual growth rate (%)	4.2 (estimates as of 31/12/03)	Annual	National accounts	MINFI/DP	4.8
3 Inflation rate	0.6	Annual	Note on the price	INS	-0.6 (with regard to previous six months)
4 Balance of trade (billions of CFAF)	80.6 (1 st six months 2003)	Annual	Statements	INS	
5 Rate of coverage	140 (1 st six months 2003)	Annual	Statements	INS	
6 Terms of trade index, variation)	140.5 (1 st six months 2003)	Annual	Statements	INS	
7 Tax pressure		Annual	Administrative statements	Tabord	
8 Outstanding debt (start and end of period)		Annual	Administrative statements	CAA	
9 Outstanding foreign debt (% of GDP)	46.5	Annual	Administrative statements	CAA	
10 Effective servicing of the debt (%of GDP)	6.5	Annual	Administrative statements	CAA	
11 Servicing of the debt /exports (%of GDP)	23.5	Annual	Administrative statements	CAA	

4.2 Poverty and inequality indicators

12	Incidence of poverty (%)	40.2 (2001)	Five years	ECAM	INS
13	Seriousness of poverty	0.7	Five years	ECAM	INS
14	Depth of poverty	14.1	Five years	ECAM	INS
15	Income per head (in thousands)	390.48 (2000)	Annual	National accounts	INS
16	Unemployment rate	17.1	Annual	Survey1-2/ RGPH	INS
17	Activity rate	71.9	Three years	Survey 1-2	INS
18	Gini index	0.408	Annual	ECAM / National accounts	INS
19	G5 / G1 Ratio	0.99	Five years	ECAM	INS

ANNEXE 6: MEDIUM TERM ECONOMIC FRAMEWORK

Table 1 : Sector-based distribution of the GDP

(annual growth, %)

	Historic			Estimates			Projections			
	1999	2000	2001	2002	2003	2004	2005	2006	2007	
GDP at Market price	4.3%	4.8%	4.8%	4.2%	4.5%	4.9%	5.1%	5.4%	5.7%	
including: non petroleum GDP	4.5%	5.1%	5.1%	4.6%	4.9%	5.1%	5.4%	5.7%	6.0%	
Primary sector	6.7%	7.2%	4.3%	2.2%	4.3%	3.8%	3.9%	4.0%	4.0%	
Agriculture (food crops)	5.1%	5.5%	5.1%	3.9%	3.0%	3.6%	3.9%	4.1%	4.2%	
Agriculture (industrial and exports)	8.2%	9.5%	4.8%	2.0%	6.8%	5.4%	4.0%	3.8%	3.9%	
Livestock, hunting	7.6%	9.5%	6.9%	4.1%	-1.3%	0.5%	2.5%	3.0%	2.9%	
Fishery	1.8%	-0.2%	0.1%	1.4%	2.0%	2.0%	2.0%	2.0%	2.0%	
Sylviculture and forest exploitation	8.6%	7.0%	-0.9%	-4.2%	9.8%	5.0%	5.0%	5.0%	5.0%	
Secondary sector	5.8%	6.6%	5.0%	2.9%	3.7%	4.5%	4.1%	5.3%	6.3%	
Mining industry	-0.5%	-2.1%	-2.3%	-6.4%	-4.6%	-2.3%	-5.0%	-5.0%	-5.0%	
Manufacturing	6.0%	6.8%	5.6%	3.7%	5.5%	5.8%	5.7%	7.0%	8.2%	
Electricity, gas and water	5.6%	3.5%	0.4%	-4.6%	7.9%	6.9%	3.6%	6.0%	7.0%	
Construction	15.3%	19.6%	14.0%	13.0%	3.0%	4.3%	5.6%	5.9%	6.1%	
Tertiary sector	1.5%	1.6%	5.3%	6.7%	5.2%	5.9%	6.6%	6.5%	6.7%	
GDP at factor cost	4.3%	4.7%	4.8%	4.2%	4.5%	4.9%	5.1%	5.4%	5.7%	
Taxes excluding subsidies	5.1%	6.0%	5.0%	4.2%	4.5%	4.9%	5.1%	5.4%	5.7%	

Sources: IMF (1995/1996-2001)

MINFI/DP (2002 Estimates, 2003-15 Projections)

Table 2: Sector-based distribution of the GDP

(in thousand million CFAF)

	Historic			Estimates			Projections			
	2000	2001	2002	2003	2004	2005	2006	2007		
At a comparative price										
Market price GDP	6074	6474	6869	7260	7795	8337	8877	9528		
Primary sector	2591	2743	2947	3118	3275	3482	3715	3968		
Agriculture (food crops)	1246	1346	1468	1553	1652	1762	1883	2012		
Agriculture (industrial and exports)	504	504	546	571	560	588	620	659		
Livestock, hunting	273	397	474	496	559	592	620	646		
Fishery	12	13	14	14	15	16	16	17		
Sylviculture and forest exploitation	555	482	446	483	488	524	576	633		
Secondary sector	1193	1148	1159	1182	1236	1246	1285	1355		
Mining industry	237	190	171	165	169	145	127	116		
Manufacturing	643	599	589	591	608	602	610	636		
Electricity, gas and water	91	93	93	106	119	129	144	162		
Construction	222	266	305	320	340	370	404	442		
Tertiary sector	2119	2400	2569	2755	3063	3373	3626	3936		
GDP at factor cost	5903	6291	6675	7055	7575	8102	8626	9259		
Taxes excluding subsidies	171	183	194	205	220	235	250	269		

Sources: IMF (1995/1996-2001)

MINFI/DP (2002 Estimates, 2003-15 Projections)

Table 4: Sector-based distribution of the GDP

(in thousand million CFAF from 89/90)

	Historic			Estimates			Projections		
	2000	2001	2002	2003	2004	2005	2006	2007	
GDP at market price	3950	4139	4313	4509	4728	4969	5237	5538	
including: non petroleum GDP	3790	3982	4167	4369	4591	4839	5114	5421	
Primary sector	1357	1414	1445	1507	1565	1626	1691	1759	
Agriculture (food crops)	605	636	660	680	704	732	762	793	
Agriculture (industry and export)	330	345	352	376	397	412	428	444	
Livestock, hunting	190	203	211	209	210	215	221	228	
Fishery	8	8	8	8	8	9	9	9	
Syl/viculture and foret exploitation	225	222	213	234	246	258	271	284	
Secondary sector	910	955	983	1019	1066	1109	1169	1243	
Mining industry	161	157	147	140	137	130	123	117	
Manufacturing	527	556	576	608	644	680	728	788	
Electricity, gas and water	82	82	78	84	90	93	99	106	
Construction	141	161	182	187	195	206	218	232	
Tertiary sector	1566	1649	1760	1851	1960	2089	2226	2376	
GDP at factor cost	3832	4 019	4188	4378	4591	4825	5085	5377	
Taxes excluding subsidies	118	120	125	131	137	144	152	161	

Sources: IMF (1995/1996-2001)

MINFI/DP (2002 Estimates, 2003-15 Projections)

Table 5: Use of GDP
(in thousand million CFAF)

	Estimates			Projections				
	2000	2001	2002	2003	2004	2005	2006	2007
Comparative price								
Domestic demand	5877	6416	6972	7275	7797	8378	8971	9618
Consumption	4835	5245	5730	6021	6407	6874	7337	7823
Private sector	4185	4511	4922	5159	5482	5864	6246	6645
Central administration	650	735	808	862	925	1010	1090	1178
Investment	1042	1171	1242	1254	1390	1504	1634	1795
Gross fixed capital formation	1042	1171	1242	1254	1390	1504	1634	1795
Inventory change	0	0	0	0	0	0	0	0
Net Exports	197	58	-103	-15	-3	-41	-94	-90
Export of goods and services	1901	1909	1926	2048	2262	2345	2403	2540
Import of goods and services	1704	1850	2029	2063	2265	2386	2497	2631
GDP at market price	6074	6474	6869	7260	7795	8337	8877	9528

Sources: IMF (1995/1996-2001)
MINFI/DP (2002 Estimates, 2003-2015 Projections)

« Deflators » of use

	Historic			Estimates			Projections			
	2000	2001	2002	2003	2004	2005	2006	2007		
« Deflators »										
Domestic demand	-2.2%	2.2%	2.5%	0.1%	0.6%	1.9%	1.9%	2.0%		
Consumption	-1.0%	1.3%	2.8%	0.6%	1.0%	1.9%	2.0%	2.0%		
Private sector	-1.4%	1.6%	2.8%	0.6%	1.0%	2.0%	2.0%	2.0%		
Central administration	2.0%	0.1%	2.8%	0.6%	1.0%	2.0%	2.0%	2.0%		
Investment	-8.1%	6.8%	1.6%	-2.1%	-1.5%	1.3%	1.5%	1.7%		
Gross fixed capital formation	-8.1%	6.8%	1.6%	-2.1%	-1.5%	1.3%	1.5%	1.7%		
Inventory change										
Net Exports										
Export of goods and services	24.3%	2.7%	1.4%	-1.3%	5.5%	-0.5%	-2.8%	-0.9%		
Import of goods and services	3.4%	2.7%	3.2%	-4.5%	-0.5%	-0.3%	0.3%	0.8%		
GDP at market price	3.2%	1.7%	1.8%	1.1%	2.4%	1.8%	1.0%	1.5%		

ANNEXE 7: MEDIUM TERM EXPENDITURE FRAMEWORKS

MINEDUC MEDIUM TERM EXPENDITURE FRAMEWORK (in thousand CFAF)

ITEMS	SUB-ITEMS						
	2004	2005	2006	2007	TOTAL 2004/07		
4.1. General education affairs	4.1.1	138 111	142 719	144 903	155 465	581 199	
	4.1.2	9 282	9 678	10 434	11 754	41 147	
	4.1.3	3 247	3 387	3 535	3 693	13 862	
	4.1.4	6 058	6 061	6 064	6 066	24 249	
	Sub-total 1	156 699	161 845	164 936	176 978	660 458	
4.2. Primary and pre school education	4.2.1	3 031	2 109	2 200	3 995	11 335	
	4.2.2	2 176	2 269	2 369	2 475	9 289	
	4.2.3	9 483	9 787	10 110	10 456	39 837	
	4.2.4	2 000	6 414	12 828	12 601	33 843	
	4.2.5	62	64	67	71	264	
	4.2.6	23 398	38 035	50 051	58 381	169 865	
	4.2.7	3 225	4 402	4 886	5 225	17 738	
	4.2.8	1 589	1 619	1 630	2 308	7 146	
	Sub-total 2	44 964	64 700	84 140	95 512	289 317	
4.3. Secondary education	4.3.1	3 339	3 337	3 483	3 638	13 797	
	4.3.2	340	355	370	387	1 452	
	4.3.3	2 483	2 599	2 726	2 871	10 679	
	4.3.4	1 300	1 365	1 438	1 525	5 629	
	4.3.5	0	0	0	0	0	
	4.3.6	3 957	5 844	11 220	11 325	32 345	
	4.3.7	825	831	839	1 180	3 674	
	Sub-total 3	12 244	14 330	20 076	20 925	67 576	
GRANT TOTAL (Sub-totals 1+2+3)		213 908	240 875	269 152	293 416	1 017 351	
Financing	Domestic resources + HIPC	200 113	225 200	250 800	278 400	954 513	
	External financing	13 795	15 675	18 352	15 016	62 838	
	P.A.R.E	333	333	0	0	666	
	Japanese grants	6 655	6 972	6 972	5 472	26 071	
	Education II	2 125	0	0	0	2 125	
	UNICEF	780	806	824	823	3 233	
OTHERS	3 902	7 564	10 556	8 721	30 743		
Grant Total (Financing)	213 908	240 875	269 152	293 416	1 017 351		
EXCESS FINANCING NEEDS		0	0	0	0	0	

MINSANTE MEDIUM TERM EXPENDITURE FRAMEWORK (in million CFAF)

N°	PROGRAMME	N°	PROJECT	2003 financial year	2004 financial year	2005 financial year	2006 financial year	2007 financial year	TOTAL
1	Prevention of diseases	1.1	Prevention of malaria	4 646	9 494	12 342	12 589	13 218	52 288
		1.2	Prevention of leprosis	48	20	21	246	257	592
		1.3	Prevention of onchocerciasis	675	153	160	168	177	1 333
		1.4	Prevention of tripanosomiasis	147	30	32	606	633	1 448
		1.5	Control of the guinea worm	85	0	0	393	411	889
		1.6	Control of the buruli ulcer	110	20	21	479	501	1 131
		1.7	Prevention of non transmissible diseases	920	380	410	439	474	2 624
		1.8	Fight against AIDS and sexually transmitted diseases	15 515	18 400	21 160	21 372	22 440	98 887
		1.9	Prevention of tuberculosis	662	1 789	2 147	2 254	2 367	9 218
		1.10	Prevention of blindness	80	270	200	325	340	1 215
		1.11	Fight against schistosomiasis	42	252	270	429	448	1 441
		1.12	Fight against oral diseases	10	25	27	330	345	737
		1.13	Fight against deafness	30	20	21	153	160	384
		1.14	Medical care for emergency cases, epidemics and disasters	90	365	391	793	829	2 467
	Total (programme)	23 060	31 217	37 202	40 575	42 598	174 653		
2	Mother, child and the elderly health	2.1	Santé de la mère, l'adolescent, et de la personne âgée	60	380	406	590	750	2 186
		2.2	Extended immunisation campaign (pev)	2 342	1 195	1 338	1 499	1 679	8 054
		2.3	PECIME (Integrated medical care for child diseases)	7	305	326	349	250	1 238
	Total (programme)	2 409	1 880	2 071	2 438	2 679	11 477		
3	Health promotion	3.1	Promotion of health through feeding and nutrition	105	91	650	650	750	2 246
		3.2	Mental health and human behaviour	68	30	400	450	650	1 598
		3.3	Water, hygiene and sanitation	100	446	450	544	568	2 108
		3.4	Promotion of traditional drugs	12	25	175	182	190	584

N°	PROGRAMME	N°	PROJECT	2003 financial year	2004 financial year	2005 financial year	2006 financial year	2007 financial year	TOTAL
			Total (programme)	285	591	1 675	1 826	2 159	6 536
4	Building local capacities/ community partnership	4.1	Support to local committees (structures for dialogue , capacity building,training)	50	20	21	272	299	663
		4.2	Promotion of medical care insurance	100	295	354	425	509	1 682
			Total (programme)	150	315	375	697	809	2 345
5	Essential drugs and medical equipment	5.1	Subsidies to priority programmes (AIDS/RBM/Tb)	135	50	65	85	110	444
		5.2	Purchase of drugs/medical equipment	801	500	650	715	930	3 596
		5.3	SYNAME (Régulation/supervision/rules)	50	61	65	71	82	329
		5.4	Training in the management of drugs	164	21	22	23	27	257
		5.5	Biological tests (reduction in costs)	50	110	118	330	345	953
			Total (programme)	1 200	742	920	1 224	1 493	5 578
6	Building infrastructure and equipment capacities	6.1	Rehabilitation/equipment of provincial hospitals (09)	1 200	1 205	1 455	3 600	5 000	12 460
		6.2	Rehabilitation/construction/equipment of district hospitals (15 per year)	3 190	14 208	16 340	16 830	19 354	69 922
		6.3	Rehabilitation/construction/equipment of integrated health centres (CSI)	8 394	14 396	16 555	15 893	18 277	73 514
		6.4	Construction and equipment of administrative services	1 370	626	670	623	921	4 210
		6.5	Construction of houses in remote areas 141 (HIIPC)	5 448					5 448
6.6	Study on the needs of (in terms of rehabilitation and construction) district hospitals	803	100				903		
			Total (programme)	20 405	30 535	35 020	36 946	43 552	166 458
7	Building human resources	7.1	Personnel expenditureexcluding special recruitments	21 337	25 525	26 546	27 741	29 405	130 554
		7.2	Recruitment of specialized doctors)	250	0	0	0	0	250
		7.3	Other personnel/incentives expenditure	263	593	635	692	723	2 905
		7.4	Training	440	450	558	693	859	3 000
		7.5	Management of human resources	779	110	650	600	550	2 689
7.6	special HIIPC recruitment	3 057	6 113	3 057	3 057	3 057	18 341		
			Total (programme)	26 126	32 791	31 446	32 782	34 594	157 739

N°	PROGRAMME	N°	PROJECT	2003 financial year	2004 financial year	2005 financial year	2006 financial year	2007 financial year	TOTAL
8	Working conditions	9.1	Functioning of services	17 589	20 034	22 000	23 000	26 000	108 623
		9.2	Maintenance of buildings	964	145	1 500	1 800	2 750	7 159
		9.3	Acquisition of logistics	900	500	535	583	609	3 128
			Total (programme)	19 453	20 679	24 035	25 383	29 359	118 910
9	Building partnership	10.1	Contracts with the private sector/NGOs/and other associations	85	88	94	103	107	477
		10.2	Support to non profitable private health institutions	500	310	335	362	391	1 897
			Total (programme)	585	398	429	464	498	2 374
10	Improving the management process	10.1	Establishment of a tariff system/follow-up evaluation	70	0	0	0	0	70
		10.2	Improving absorption capacities	200	232	248	271	283	1 234
		10.3	Support to planning/programming	50	150	150	164	171	684
		10.4	Support to health information systems	250	134	143	156	163	847
		10.5	Audit systems	50	100	107	117	122	496
			Total (programme)	620	616	649	707	739	3 330
11	Structural reform	11.1	Revision of internal organisation and reinforcement of decentralisation	150	0	0	0	0	150
		11.2	Health Reform	200	125	134	146	152	757
		11.3	Development of multi sectoriality	50	0	0	0	0	50
			Total (programme)	400	125	134	146	152	957
12	Subsidies for the rehabilitation of EPA	12.1	Douala reference hospital	300	200	214	233	244	1 191
		12.2	Yaoundé reference hospital	300	200	214	233	244	1 191
		12.3	Yaoundé teaching hospital	300	200	214	233	244	1 191
		12.4	Centre Pasteur de Yaoundé	120	80	86	93	98	476
		12.5	Yaoundé Pediatrics and Gyneco obstétrics	400	250	268	292	305	1 514
		12.6	LANACOME	100	60	64	70	73	367
		12.7	Subsidies to CENAME	100	50	54	58	61	323
		12.8	National Health Observatory	280	0	0	0	0	280
			Total (programme)	1 900	1 040	1 113	1 213	1 268	6 533
13	Allocations (Recurrent and investment) to 2 categories of hospitals	13.1	Yaoundé Central Hospital	175	150	161	175	183	843
		13.2	Laquintinie hospital	175	150	161	175	183	843
		13.3	Jamot hospital	150	150	161	175	183	818
			Total (programme)	500	450	482	525	548	2 505

TOTAL EXPENDITURE							97 094	121 379	135 550	144 926	160 448	659 397	
Financing	Domestic resources (HIPC excluded)	59 442	58 395	90 500	101 500	119 000							
	Additional HIPC resources	19 823	18 200										
	External financing	17 829	44 784	21 076	10 577	12 613							
	<i>IDA</i>	11 028	11 343										
	<i>French cooperation</i>	463											
	<i>GTZ/KfW</i>	2 815	9 389	1 400									
	<i>OPEC fund</i>		1 451	2 903									
	<i>IDB</i>		2 145	4 290									
	<i>ADB</i>	1 673	2 361	2 361									
	<i>C2D</i>												
	<i>Belgium</i>		1 500										
	<i>European Union</i>	1 850	2 432	1 850									
	<i>GLOBAL FUND</i>		14 163	8 272	10 577	12 613							
	TOTAL		97 094	121 379	111 576	112 077	131 613						
	Needs for financing				23 974	32 848	28 835						

Budget package under domestic resources (in million CFAF)	Budget excluding HIPC		HIPC		budget of Ministeries including HIPC					in % of Total Budget incl HIPC		
	2003	2004	2003	2004	2003	2004 Budget after HIPC distribution	Reallocation of the PIB MINEPAT	Reallocation of HIPC MINEPAT	2004 budget after reallocation	Growth rate	2004	PRSP 2004
EDUCATION	233817	244046	19000	12750	252817	257796	1195	0	258991	2.4%	28.3%	28.9%
National Education	176385	183638	17620	11400	194005	196038	851	0	196889	1.5%	21.5%	21.8%
Higher Education	23277	24851	0	900	23277	25751	326	0	26077	12.0%	2.9%	2.9%
Scientific Research	6164	6052	0	0	6164	6052	18	0	6070	-1.5%	0.7%	0.8%
Tech. Education and Voc. Training	27991	29505	1380	450	29371	29955	0	0	29955	2.0%	3.3%	3.5%
HEALTH	59442	58295	17600	18200	77042	78495	813	0	79308	2.9%	8.7%	8.0%
SOCIAL DEVELOPMENT	11049	11927	400	700	11449	12627	162	0	12789	11.7%	1.4%	1.8%
Employment, Labour and soc. Ins.	3481	3833	400	200	3881	4033	0	0	4033	3.9%	0.4%	0.6%
Social Affairs	4258	4556	0	0	4258	4556	100	0	4656	9.3%	0.5%	0.7%
Women's affairs	3310	3538	0	500	3310	4038	62	0	4100	23.9%	0.4%	0.5%
INFRASTRUCTURE PROD	110452	96816	19500	43704	129952	140520	5492	0	146012	12.4%	16.0%	16.6%
Posts and Telecommunications	7657	7901	1000	772	8657	8673	134	0	8807	1.7%	1.0%	1.2%
Public works	60250	53045	8000	25550	68250	78595	3681	0	82276	20.6%	9.0%	9.1%
Transport	8197	6770	0	0	8197	6770	161	0	6931	-15.4%	0.8%	1.2%
Mines, Water and energie	9159	5981	4500	7050	13659	13031	607	0	13638	-0.2%	1.5%	1.4%
Town planning and housing	16261	14952	1500	2800	17761	17752	495	0	18247	2.7%	2.0%	2.4%
Urban affairs	8928	8167	4500	7532	13428	15699	414	0	16113	20.0%	1.8%	1.3%
RURAL SECTOR	43339	43046	13700	8396	57039	51442	1660	2500	55602	-2.5%	6.1%	6.0%
Agriculture	28149	28056	9100	7346	37249	35402	1333	2500	39235	5.3%	4.3%	3.9%
livestock, fisheries and animal Ind.	7936	7041	1600	1050	9536	8091	111	0	8202	-14.0%	0.9%	1.1%
Forestry and the Environment	7254	7949	3000	0	10254	7949	216	0	8165	-20.4%	0.9%	1.0%
OTHER MINISTRIES ET INST.	348751	369720	6800	3250	355551	372970	-9322	-2500	361148	1.6%	39.5%	38.7%
TOTAL MINISTRIESL excl FINEX	806850	823850	77000	90000	883850	913850	0	0	913850	3.4%	100.0%	