

REPUBLIQUE DU CAMEROUN
Paix-Travail-Patrie

REPUBLIC OF CAMEROON
Peace-Work-Fatherland



2020

Annual Report



Establishment of Public Administration under the Private Type Technical supervision of the Ministry in charge of roads and the financial supervision of the Ministry in charge of Finance

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FOREWORD



YAOUBA ABDOULAYE
Chairman of the Management Committee
of the Road Fund

Keen to support Government policy implementation in the area of road maintenance, the Road Fund pursued the accomplishment of its missions in a difficult sanitary, economic and security context during the year 2020.

As such, as at 31 December, the commitment rate of contracts in the programming approved by the Management Committee on account of the 2020 Financial Year hit the mark of 91 %. This thumbs - up performance results from the combination of several factors, notably better synergy between the Road Fund and its authorising officers, capacity building for council executives on Road Fund procedures and improvement of the contract award process.

Concerning capacity building for council executives in council project management, various workshops organised to this effect are already bearing fruits. In fact, the payment volume linked to council road maintenance services has significantly increased, thus moving from CFA Francs 3.4 billion in 2019 to CFA Francs 11.5 billion in 2020. These support measures to Regional and Local Authorities will be pursued by being increased in density during the upcoming years, given the advent of regional executives and the growing interest bestowed on these stakeholders by public authorities. Within this perspective, it is worth underscoring that budget allocations for council road

maintenance have moved from 25% of the Road Fund's budget in 2019 to 32% in 2020.

Moreover, the volume of estimates awaiting payment has diminished considerably, thus moving from CFA Francs 15 billion as at 31 December 2019 to CFA Francs 5.7 billion as at 31 December 2020. Furthermore, payment operations were effected with constancy and fluidity during the year under review. This improvement resulted from the full implementation of the automatic debiting mechanism of the single account of the public treasury for the benefit of the Road Fund's account opened at BEAC. As for challenges to be overcome, the Road Fund will have to devote itself to implementing some actions with the contribution of other stakeholders in the intervention chain. They entail, amongst others: (i) stepping up and sustaining resources allocated to road maintenance, (ii) supporting council and regional executives in the exercise of their prerogatives as council and regional road project managers and (iii) clearing the account of works carried out under the supervision of the administration.

This report gives a rundown of the salient activities carried out by the Road Fund during the year under review. It lays emphasis notably on aspects linked to its missions, governance, challenges and prospects.



MESSAGE FROM THE ADMINISTRATOR



Jean Claude ATANGA BIKOE
Administrator of the Road Fund

During the year 2020, the Road Fund accomplished its missions geared towards mobilising resources for the funding of road maintenance and payment of contracted works. Its action can be grasped under four main thrusts, notably: increase of resources allocated to road maintenance, optimisation of the use of mobilised resources, governance and challenges to be met.

Concerning the increase of resources allocated to road maintenance, the Road Fund drafted an advocacy document and held consultation meetings and exchanges with MINEPAT and MINFI officials in charge of the budget framework. This advocacy enabled to step up resources allocated to the Road Fund from **CFA Francs 1 billion**, to CFA Francs **49 billion** in 2020 and then to **CFA Francs 50 billion** in 2021, on the strength of Law No. 2020/018 of 17 December 2020 to lay down the Finance Law of the Republic of Cameroon for the 2021 Financial Year.

As for the optimisation of the use of mobilised resources, the Road Fund organised a technical workshop to enable authorising officers to present their draft programming. The recommendations stemming out of deliberations enabled to improve on programming for the year 2021. Similarly, the Road Fund continued capacity building for council executives, in a bid to better master its procedures. Lastly, the Road Fund ensured the implementation monitoring of authorising officers' programmes, with field trips, in view of guaranteeing implementation effectiveness and quality for financed works.

Actions thus carried out enabled to obtain tangible results, amongst which were the following: (i) stabilisation of the commitment rate of contracts included in the programming to **91%**, (ii) reduction from **16 %** to **10 %** of the rejection rate of estimates during processing, and (iii) increase of the payment volume linked to services provided in the area of council road maintenance (**CFA Francs 11.5 billion** in 2020 as against CFA Francs **3.4 billion** in 2019).

With regard to governance, the Road Fund made considerable efforts in information resource management, capacity building and career management of the staff, optimisation of working conditions and consolidation of partnerships with specialised organisations. Thanks to all these actions, the Road Fund reached a budget implementation rate of **89.36%** in 2020 as against **80%** in 2019, thereby representing an increase of **9.36 points**.

As regards challenges to be overcome, we can mention resources earmarked for road maintenance, gathering, within statutory deadlines, the entire bundle of supporting documents pertaining to the cash disbursed for works under the supervision of the administration, pursuing the operationalisation of council project management, deploying regional project management, stepping up means devoted to public project management and ensuring the optimum use of resources.

LIST OF ABBREVIATIONS & ACRONYMS

- AFCON** : African Cup of Nations
- ARMFA** : African Road Maintenance Funds Association
- AT** : Axle Tax
- BEAC** : Bank of Central African States
- BFDC** : Budget and Finance Disciplinary Council
- BVMAC** : Central Africa Stock Exchange
- C2D** : Debt Cancellation and Development Contract
- CCAP** : Schedule of Special Administrative Clauses
- CEMAC** : Economic and Monetary Community of Central Africa
- CFA** : African Financial Community
- COGE** : Management Committee
- CSEPO** : Follow-up Committee for the Implementation of Authorising Officers' Programmes
- CUD** : Douala City Council
- CUY** : Yaounde City Council
- DSX** : Douala Stock Exchange
- EDF** : Engineering and Design Firm
- FATA** : Financial, Accounting and Technical Audit
- GESP** : Growth and Employment Strategy Paper
- GTC** : General Tax Code
- HIPC** : Highly Indebted Poor Country Initiative
- HLI** : High Labour Intensive
- IMF** : International Monetary Fund
- IMS** : Integrated Management System
- Kfw** : KreditAnstalt Für Wiederaufbau
- MDRI** : Multilateral Debt Relief Initiative
- MINFI** : Ministry of Finance
- MINHDU** : Ministry of Housing and Urban Development
- MINT** : Ministry of Transport
- MINTP** : Ministry of Public Works
- MoU** : Memorandum of Understanding
- NICT** : New Information and Communication Technology
- NR** : National Road
- PB** : Performance Bond
- PBW** : Public Buildings and Works
- PCRA** : Public Contracts Regulatory Agency
- PERFED** : European Development Fund's Road Maintenance Programme
- PLANUT** : Three-Year Emergency Plan for Growth Acceleration
- PNM** : Priority Network Maintenance
- PPP** : Public-Private Partnership
- PPRD** : Presidential Plan for the Reconstruction and Development of the North-West and South-West Regions
- RF** : Road Fund
- RFF** : Road Fund Functioning
- RHP** : Road Heritage Protection

RLA : Regional and Local Authorities
RM : Retention Money
RMF : Road Maintenance Fund
RMP : Road Master Plan
RRM : Rural Road Maintenance
RRSP : Road Revenue Securitisation Programme
RS : Road Safety
RUC : Road User Charge
SAA : Special Appropriation Account
SCDP : Cameroon Petroleum Storage Company
SDP : Strategic Development Plan
SFC : Specialised Financial Control
SME : Small and Medium-sized Enterprises
SONARA : National Refining Company
STADE-C2D : C2D Implementation Support Technical Secretariat
STPP : Special Tax on Petroleum Products
SUAG : Start-Up Advance Guarantee
TCPO : Treasury Central Pay Office
TSC : Technical Studies and Supervision
UATP : African Association of Public Transport
UNDP : United Nations Development Programme
URM : Urban Road Maintenance

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1 GENERAL CONTEXT



A- INTERNATIONAL AND NATIONAL SITUATION

In 2020, the global economy was faced with crisis caused by the consequences of the Corona virus (Covid-19) pandemic. As such, after the 2.9% growth registered in 2019, the global economy was to witness its strongest decline (-4.4%) since the 1929 great depression. This shrinking of economic activity can be explained; in the main; by social distancing measures that disrupted activities in sectors leaning on human interactions, especially transport, catering, leisure as well as bulk and petty trading. Yet, the massive intervention of public authorities helped mitigate its effects. As at now, uncertainties linger on, not only as to the persistence of this crisis, but also as a result of the difficulties to predict the trajectory of the pandemic, adjustment costs imposed on the economy, efficiency of response measures and reaction of financial markets.

Within the CEMAC area, where the economy strongly depends on the prices of raw materials, growth, which stood at 2.1% in 2019, ought to drop to -3.1%. This decline can be generally explained by the fall in demand originating from Asia and Europe as well as the drop in the price of the barrel of oil which moved from USD 64.34 on average in 2019 to USD 50.48 on average in 2020.

At the national level, the political context was marked by the signing on 5 May 2020 of the Presidential Plan for the Reconstruction and Development (PPRD)

of the North-West and South-West Regions and the Government's financing agreement meant for starting the said programme. The implementation of this two-year duration plan will require an envelope of a value of CFA Francs 89.62 billion and UNDP was chosen as the implementation agency of the said plan.

Furthermore, the 2020-2030 National Development Strategy of Cameroon (NDS30) made public on 16 November 2020, came in to replace GESP. This strategy document is in line with the path charted by GESP implementation over the 2010-2020 period which aims to (i) structurally transform the national economy, (ii) develop human capital and well-being; (iii) promote employment and economic integration as well as (iv) governance, decentralisation and strategic management of the State; the overall objective being to raise Cameroon's economic growth rate from 4.5% on annual average to 8.1% on average over the 2020-2030 period.

Lastly, the holding on 6 December 2020 of elections geared towards setting up regional councils in Cameroon came in to materialise the option of public authorities in favour of thorough decentralisation of Cameroon's institutions.

At the economic level, the State budget for the 2020 Financial Year is being implemented within a context marked, amongst others by: (i) the adoption of an amended finance law, to take on board the negative effects of Covid-19 on budget revenue (it reduced the initial budget by CFA Francs 542.7 billion to bring it down to CFA Francs 4 409 billion), (ii) the opening of a special appropriation account (SAA) for managing budget operations pertaining to the response against the Covid-19 pandemic, (iii) the admission of Cameroon to the initiative of G20 countries relating to the temporary suspension of debt servicing in order to improve the financing of the fight against the Covid-19 pandemic, (iv) exceptional disbursements by development partners in support of the financing of the comprehensive response plan against the Covid-19 pandemic, (v) the signing of an ordinance raising the domestic indebtedness ceiling in a bid to stepping up the issuance of Government securities.

Just like the 2019 Financial Year, economic activities were carried out within a context marked, amongst others, by (i) the persistence of security crisis in the North-West and South-West Regions, (ii) the pursuit of the implementation of structural and institutional reforms in partnership with IMF, AfDB, WB, EU and AFD to improve on its macro-economic framework and lay the foundation for strong and lasting growth in coherence with the development strategy and (iii) the continuation of the dismantling of tariffs linked to the implementation of the bilateral economic partnership agreement signed between Cameroon and the European Union.

At the socio-cultural level, Government's objective in the area of social development is found in human capital strengthening. The major actions initiated by Government during the 2020 Financial Year hinge on the following (i) achieving universal education and strengthening professionalism, (ii) improving the population's health, (iii) promoting gender and women's empowerment, (iv) ensuring the social protection of vulnerable persons, (v) promoting youths and employment, (vi) developing social housing with the construction of 460 houses out of the 1675 targeted within the framework of the first phase of Government's construction programme of ten thousand (10 000) low-cost housing and five hundred (500) low-cost housing as part of the implementation of PLANUT.

At the technological level, Cameroon, during the 2020 Financial Year, continued while deploying its technical know-how, with the construction and

priming of several hydro-electric dams (Lom Pangar, Nachtigal, Mekin, Memve'ele). These dams will in the long run significantly bring the energy deficit under control, a situation which stifles the full blossoming of Cameroon's industry and by so doing, its capacity to create added value.

At the ecological level, tax and customs measures taken in 2019 by Government were continued during the 2020 Financial Year. As such, special excise duties at the rate of 0.5% of the taxable base is applied and levied on some imported goods to Cameroon. This resource is meant for financing the collection and treatment of refuse to the benefit of Regional and Local Authorities (RLAs). Distribution modalities for the proceeds of this duty to the three hundred and seventy-four (374) councils of Cameroon are determined by a regulatory instrument.

At the legal level, Cameroon has endowed itself with a set of legal and regulatory instruments aimed notably at regulating (i) the implementation of decentralisation, (ii) the management of mining resources as well as (iii) retirement dates within the public administration. It notably entails Decree No. 2020/676 of 3 November 2020 to lay down the organisation and functioning of the National Decentralisation Board, Decree No. 2020/749 of 14 December 2020 to set up the National Mining Corporation and Decree No.2020/802 of 30 December 2020 to harmonise the retirement age of civil servants.

For the 2021 Financial Year, Government is banking on the gradual return to normalcy of the economy by curbing the negative effects of the Covid-19 pandemic. Government actions will aim at pursuing the structural transformation of the economy and will focus in priority on the recovery policy of the national economy with an economic stimulus plan, agricultural modernisation plan and industrialisation plan. To this end, emphasis will be laid on the development of promising strategic fields of growth and job-creation, especially those at the origin of the trade balance deficit for a more endogenous growth.

B- SOME SALIENT EVENTS

On 21 January 2020 :

After the expiry of the Road Fund's strategic development plan for the 2017-2019 triennium, the one for the 2020 - 2022 period was formulated in 2019 and entered into force.

From 28 to 30 January 2020 :

the Road Fund of Cameroon hosted deliberations of the Executive Bureau Meeting of ARMFA. Deliberations mainly focused on:

- preparations for the 18th General Meeting;
- finalisation of the recruitment process of the new Executive Secretary;
- report on the audit of accounts (carried out from 15 to 19 January 2020).

On 18 March 2020 :

in the face of the resurgence of positive Corona virus cases in Cameroon, the President of the Republic took stringent measures geared towards halting the spread of the pandemic. These measures considerably impacted the Road Fund's activity, notably in welcoming users and meeting with partners.

On 9 November 2020 :

death as a result of an illness of Mr. NKE Jean Claude, representative of the Urban and Interurban Passenger Transportation Trade Union (SYNETCAM) at the Road Fund's Management Committee.

During the year 2020 :

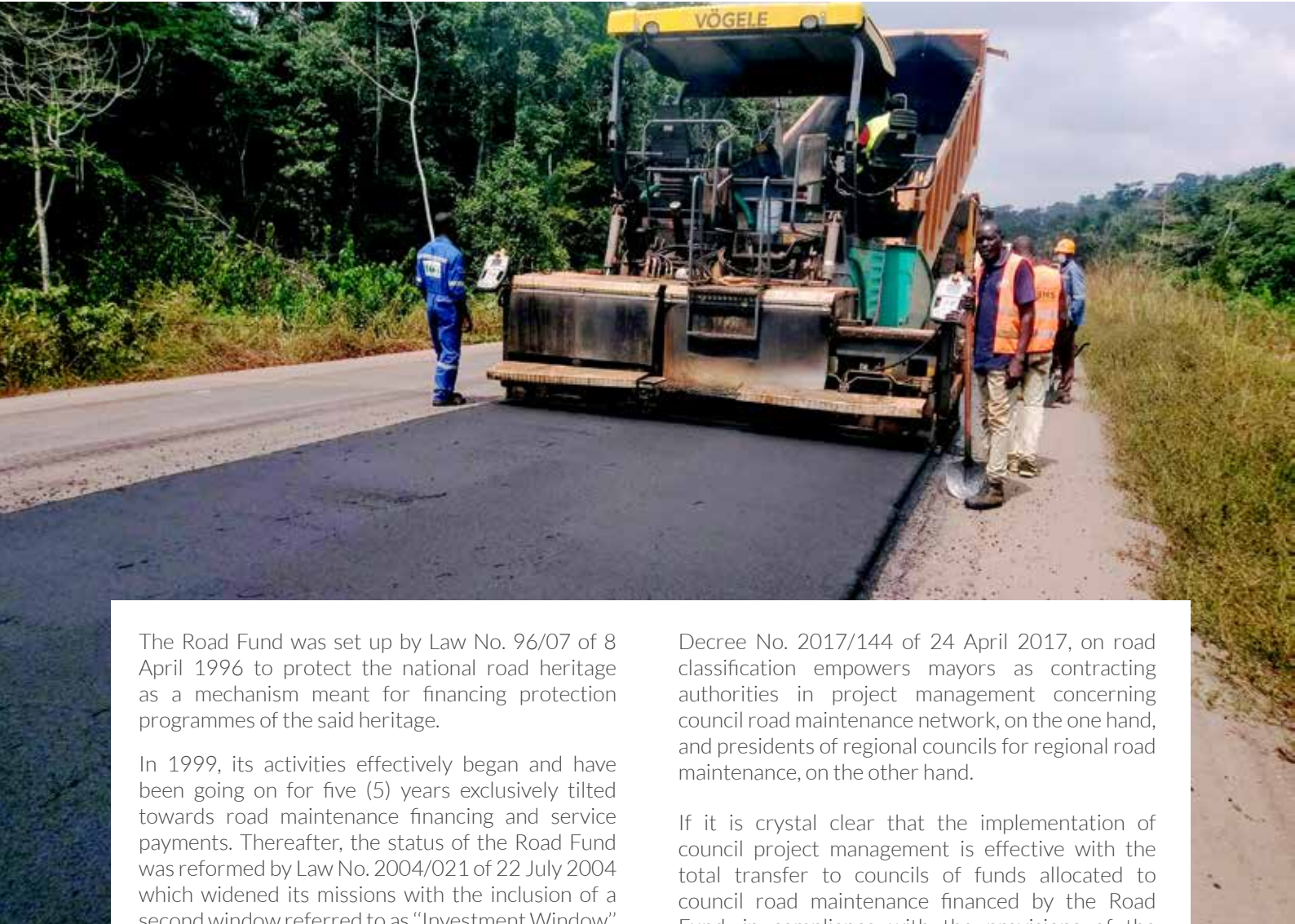
the Road Fund continued the capacity building process of some council executives in council project management. The divisions concerned in 2020 included the following: Mbam and Inugu, Mbam and Kim, Mungo, Lekie and Ocean.

On 16 December 2020:

within the context of the prevailing Corona virus pandemic, an ordinary session of the ARMFA General Meeting was held through visio-conference. Discussions centred mainly on the presentation of the activity report and election of a new Executive Bureau in which the Administrator of the Road Fund of Cameroon is the first Vice-President.



C- LEGAL AND REGULATORY FRAMEWORK



The Road Fund was set up by Law No. 96/07 of 8 April 1996 to protect the national road heritage as a mechanism meant for financing protection programmes of the said heritage.

In 1999, its activities effectively began and have been going on for five (5) years exclusively tilted towards road maintenance financing and service payments. Thereafter, the status of the Road Fund was reformed by Law No. 2004/021 of 22 July 2004 which widened its missions with the inclusion of a second window referred to as “Investment Window” dedicated to road rehabilitation and upgrading operations.

By Decree No. 2012/173 of 29 March 2012 to amend and supplement Decree No. 2005/239 of 24 June 2005 on the organization and operational methods of the Road Fund’s functioning, the Road Fund was reformed at organizational level by (i) integrating the decentralization process within its midst, and (ii) recognizing the capacity of authorising officers of the Road Fund to Regional and Local Authorities (government delegates, regional council presidents and mayors).

This real political resolve for decentralization in the road maintenance sector has started being perceptible with the involvement of mayors as the Road Fund’s authorising officers. In fact, these officials now intervene in the chain of operations pertaining to (i) road maintenance programme formulation and (ii) public contract award.

Decree No. 2017/144 of 24 April 2017, on road classification empowers mayors as contracting authorities in project management concerning council road maintenance network, on the one hand, and presidents of regional councils for regional road maintenance, on the other hand.

If it is crystal clear that the implementation of council project management is effective with the total transfer to councils of funds allocated to council road maintenance financed by the Road Fund, in compliance with the provisions of the above-mentioned decree, such is not yet the case with regions. In fact, though this instrument provides that project management on regional roads is under the remit of regions, these authorising officers do not yet intervene in the chain of road maintenance operations financed by the Road Fund. Nevertheless, it is worth underscoring that the election of regional councillors held on 6 December 2020, came in to finalise the setting up of the institutional decentralization architecture provided for by the 1996 Constitution. In fact, in its Section 55 paragraph 1, the region is enshrined as being one of the components of public corporate bodies.

Consequently, the Road Fund will now have to meet the expectations not only of the Presidents of the ten regional councils but also those of the three hundred and seventy-four (374) councils erected into authorising officers of its road maintenance programmes.

D- OVERVIEW OF MISSIONS AND RESOURCES

1- Missions

The Road Fund was reformed by Law No. 2004/024 of 22 July 2004 to amend and supplement some provisions of Law No. 96/07 of 8 April 1996 to protect the national road heritage. This reform widened the missions of the Road Fund with the inclusion of a second window referred to as the “Investment” Window, dedicated to investment operations and distinct from the first window which is rather devoted to maintenance. Through these two windows, the Road Fund is performing its missions of road maintenance financing and payment of services provided to the enterprise.

For the “Maintenance” Window, it entails the provision of the following services:

- routine and periodic maintenance of the priority urban, classified interurban, and rural road network;
- road safety;
- national road heritage protection.

Concerning the “Investment” Window, it entails the provision of services pertaining to road upgrading and rehabilitation.

2- Resources

In accordance with the provisions of Law No. 2004/024 of 22 July 2004 whose provisions were taken over by Decree No. 2005/239 of 24 June 2005 on the organization and laying down the procedures for the functioning of the Road Fund, as amended and supplemented by Decree No. 2012/173 of 29 March 2012, the resources of the Road Fund stem from:

a) As for the “Maintenance” window:

- Road User Charge (RUC);
- road tolls or in case of road tolls concessions, concession royalties;
- axle tax proceeds;
- transit tax proceeds;
- proceeds from fines.
- budget allocations of ministries meant to put money into the emergency line on account of emergency interventions.

b) For the “Investment” window :

- grants, legacies, subsidies and various forms of assistance from Cameroon’s financial partners;
- budget allocations from ministries;
- all financing other than those mentioned in point (a) above.

Decree No. 2012/ 173 of 29 March 2012 to amend and supplement some provisions of Decree No. 2005/239 of 24 June 2005 on the organization and laying down the procedures for the functioning of the Road Fund, specifies in Section 25 (new)-(2) the modalities for mobilizing these resources. Moreover, the entry into force of Law No. 2018/012 of 15 July 2018 relating to the fiscal regime of the State and other public entities, comes in to enshrine the repayment mechanism of the Road Fund’s resources into the public treasury.



Horizontal road marking of an urban road

E- MANAGEMENT BODIES



The Road Fund, as a public administrative establishment with special status, set up on the strength of Section 22 of Law No. 2004/021 of 22 July 2004 to amend and supplement Law No. 96/07 of 8 April 1996 to protect the national road heritage, is a permanent funding mechanism for road maintenance, rehabilitation and upgrading programmes.

The Road Fund is managed by two bodies: a Management Committee headed by a chairperson and an Administration headed by an Administrator

1-Management Committee

The Management Committee scrutinizes all issues pertaining to the organization and operation of the Road Fund. Its missions are spelt out in Article 13 of Decree No. 2005/239 of 24 June 2005. Decree No. 2012/173 du 29 March 2012 to amend and supplement some provisions of Decree No. 2005/239 of 24 June 2005, sets forth the composition of the Management Committee and the term of office of its members.

The Management Committee meets once every quarter in ordinary session on the convening of its Chairperson, and in extraordinary session as often as required for the smooth functioning of the Road Fund. The Management Committee is made up of eleven (11) members, including five (5) representatives of the State, one representative of Regional and Local Authorities and five (5) representatives of road users, distributed as follows:

Representatives of the State:

- one representative of the Presidency of the Republic;
- one representative of the Prime Minister's Office;
- one representative of the Ministry of Finance;
- one representative of the Ministry of Public Works;
- one representative of the Ministry of Transport.

One representative of Regional and Local Authorities.

Representatives of road users:

- one representative of the Cameroon Employers' Association;
- one representative of the Cameroon Industrialists' Trade Union;
- one representative of the Cameroon Forwarding Agents' Trade Union;
- one representative of the Urban and Inter-Urban Passenger Transporters' Trade Union;
- one representative of the Road Haulers' Trade Union.

The Administrator of the Road Fund on his part performs the duties of rapporteur of the said Management Committee.



2- Administration

The **Administration of the Road Fund** is headed by an Administrator recruited through a public call for candidacies for a three-year term possibly renewable twice. The Administrator is responsible for the operational implementation of the actions approved by the Management Committee. His missions are spelt out in Article 18 of Decree No. 2005/239 of 24 June 2005, as amended and supplemented by Decree No. 2012/173 of 29 March 2012.

To accomplish its missions, the staff strength of the Road Fund is capped at twenty-five (25) employees and deployed within three (3) divisions and a general administration as follows:

- the General Administration in charge of coordination;
- the Technical Expertise Division is in charge of monitoring contracts, processing estimates, visiting construction sites, following up bonding guarantees and technical audits;
- the Administration and Finance Division is competent in account, tax and treasury as well as human resource management;
- the Control of Operations Division which is competent in mobilizing and distributing resources among authorizing officers, controlling commitments

of authorizing officers, following up the drafting of programming, drafting the recurrent budget and carrying out preliminary studies for issuing visas to contracts by the Administrator.

The Road Fund has partnership ties with national stakeholders and has the duty to secure revenue necessary for the payment of services provided to the enterprise in order to ensure efficient action within the precincts of the development priorities of the road sector. Within this framework, the following officials have the capacity of authorising officer:

- the Minister in charge of roads, as far as road maintenance, upgrading and rehabilitation work is concerned, as well as services pertaining to the protection of the national road heritage;
- the Minister in charge of the urban network as far as routine and periodic maintenance work is concerned, upgrading and rehabilitating urban networks;
- the Minister in charge of transport as far as services pertaining to road safety are concerned;
- council executives and regional council presidents as far as council and regional road maintenance works are concerned.

F- FUND MANAGEMENT



Capacity building of mayors on the Road Fund's procedures.

1- Management Tools

1.1. 2020-2022 Strategic Development Plan (SDP)

The year 2020 was particularly marked by the entry into force of the 2020-2022 Strategic Development Plan. The latter was devised within the strict rules prescribed by Section 48 of Law No. 2017/010 of 12 July 2017 on the general rules and regulations governing public establishments and public corporations and by Law No. 2018/012 of 11 July 2018 relating to the fiscal regime of the State and other public entities.

The alignment of the Road Fund to the above-mentioned regulatory prescriptions in the area of strategic planning, translates the willingness of its leaders to project themselves within a reasonable horizon and develop coherent strategies to achieve initially set goals.

1.1.1. Sub-programmes

The 2020-2022 strategy of the Road Fund hinges on two (2) sub-programmes, namely "financing road maintenance" and "Governance".

- «Financing road maintenance»

The Road Fund's operational sub-programme for the 2020-2022 period aims to significantly improve the satisfaction of the Road Fund's users (authorising officers and service providers). It enables, amongst others, to efficiently meet some identified prospects during the drafting of the prevailing situation of the Road Fund following the 2017-2019 SDP.

Sub-programme: FINANCING ROAD MAINTENANCE

Table 1: «Financing road maintenance» sub-programme

Sub-sector : ROAD

Strategic thrust : optimum resource mobilisation

Objective of the sub-programme : by the year 2022, significantly improve the satisfaction of the Road Fund's users (authorising officers and service providers (works and functioning))

Indicator of the sub-programme :

Name of the indicator	Reference Value		Target Value (2022)	Verification Source
	Year	Value		
Payment Deadline	2019	60 days	15 days	payment deadline resulting from the TOMFR computer application

Strategy of the sub-programme

Consequential mobilisation of resources allocated to road maintenance for a better coverage of needs ;
Optimisation of the allocation of mobilised resources.

« Governance »

It concerns the Road Fund's support sub-programme for the 2020-2022 period. It aims to improve service quality rendered to users. Its implementation constitutes a response to prospects (mobilise adequate resources to cover road maintenance needs, make the resources dedicated to financing road maintenance sustainable, etc.) underscored after the previous SDP, on the one hand, and provide implementation support to the operational sub-programme, on the other hand.

Table 2 :«Governance» sub-programme

Support sub-programme: GOVERNANCE

Sub-sector : ROAD

Strategic thrust : improvement of the management process

Objective of the sub-programme : by the year 2022, improve service quality rendered to the Road Fund's users

Indicator of the sub-programme :

Name of indicator	Reference Value		Valeur cible (2022)	Source de vérification
	Year	Value		
Implementation rate of budgeted activities in terms of numbers	2019	70%	90%	Report on the implementation of RF activities

Strategy of the support sub-programme

Improvement of the management process through :

- better mastery of information and time;
- optimum management of human, material and financial resources;
- strengthening public marketing and communication actions.

1.1.2. Cost of sub-programmes

The overall cost of the 2020-2022 SDP stands at CFA Francs 8 405 600 000 including CFA Francs 7 596 600 000 for the “financing of road maintenance” support sub-programme (six actions) and CFA Francs 809 000 000 for the “Governance” sub-programme (two actions). The table below outlines in detail these various sub-programmes.

Table 3: Cost of the 2020-2022 Strategic Development Plan

SUB PROGRAMMES	OBJECTIVES	ACTIONS	COST
FINANCING ROAD MAINTENANCE	By the year 2022, significantly improve the satisfaction of the Road Fund’s users (authorising officers and service providers)	Increase of resources allocated to road maintenance	342 000 000
		Optimise the consumption of mobilised resources	467 000 000
COST OF SUB-PROGRAMME 1			809 000 000
GOVERNANCE	By the year 2022, improve service quality rendered to the Road Fund’s users	Information resource management (computer, archiving, accounting and auditing)	1 050 500 000
		Human resource management	2 630 000 000
		Material resource management	2 606 000 000
		Strategic management	1 042 600 000
		Public marketing and communication	122 500 000
		Public procurement management	145 000 000
COST OF SUB-PROGRAMME 2			7 596 600 000
TOTAL COST OF SUB-PROGRAMMES			8 405 600 000

The Road Fund’s Strategic Development Plan enables it to have a logical framework for drafting the programme-based budget for the 2020-2022 financial Years as well as its implementation cost through the Mid-Term Expenditure Framework (MTEF). It is in this spirit that the 2020 budget was drafted and implemented.

2- 2020 Roadmap

The 2020 Roadmap stems from the 2020-2022 Strategic Development Plan. The latter represents an annual breakdown of the strategy which aims to reposition the Road Fund as a second generation Road Fund and as a mechanism for financing road maintenance needs as well as for efficiently and sustainably paying for road maintenance services, within a context marked by the stepping up of decentralisation.

To this end, the Road Fund spelt out its strategic thrusts for the 2020-2022 period, through the following two sub-programmes :

- financing road maintenance (operational sub-programme) ;
- governance of the Road Fund (support sub-programme).

In the review of these sub-programmes, the implementation status stems out as follows :

- **financing road maintenance**

Designation of the action	Activities	What was planned	What was done in 2020
Increase of resources allocated to road maintenance	Identification of real road maintenance financing needs	Designing a satisfaction index for road users	The satisfaction index was designed
	Advocacy for mobilising greater resources	Organisation of a forum with a view to informing stakeholders interacting in the road sector on the need to step up resources	An advocacy document was drafted. Consultation meetings and discussions were held at Kribi and Yaounde with MINEPAT and MINFI officials in charge of the budget framework
Optimisation of the consumption of mobilised resources	Popularisation of the Technical Guide for Stakeholders with a view to mastering RF procedures by actors	Capacity building for stakeholders/project managers on the Road Fund's procedures	The RF organized four (4) workshops in order to build the capacity of council executives
	Support to authorising officers' programming	Propose re-alignment actions to various authorising officers	The RF organised a technical workshop to enable authorising officers to present their draft programming. Recommendations made enabled to improve 2021 programming. The Follow-up Committee for Authorising Officers' Programmes (CSEPO) drafted its evaluation report, thereby enabling authorising officers to update their skill
	Monitoring the physical implementation of works	Organisation of field trips geared towards ensuring the effectiveness and quality implementation of some works financed by RF	Three (3) field trips were made.

The Road Fund's governance:

Designation of the action	Activities	What was planned	What was done in 2020
Information resource management	RF autonomy concerning software management	Mobilise project management in the area of computer projects	The mobilisation of project management for archiving documentary collections is effective
	Archiving the documentary collections	Launch an invitation to tender for the digital and physical archiving of documents from 2012 to 2019	The contract for archiving documentary collections has been awarded and work will be carried out in 2021
	Setting up a computer security mechanism	Update antivirus licenses	The renewal of antivirus licenses is effective. The entire equipment is secure. Yet, the activity pertaining to formulation of activity continuity and resumption plans (PRA and PCA) were carried forward to 2021
	Maintenance of the computer park and applications.	Acquisition of computer equipment	Computer equipment was acquired and placed at the staff's disposal. A consultant was hired for the maintenance of the computer park and reprography equipment.
	Production of accounting and financial information	Production of the financial situation for the 2019 Financial Year. Auditing the disbursement process. Auditing guarantees	The accounting information was produced. It notably concerns the financial situation for the 2019 Financial Year approved by the Management Committee. The Road Fund carried out an audit of the disbursement process and risk mapping linked to payments. The audit of guarantees was also effected.
Human resource management	Acquisition of human resources	Increase of staff strength	An advocacy for an increase of staff strength is being analyzed at the Prime Minister's Office.
	Management of the staff's careers	Manage careers	The staff benefitted from advancements and reclassifications by regularisation for the 2014/2015, 2016/2017 and 2018/2019 periods.
	Capacity building for the staff	Develop staff skills.	The staff was offered training in the areas of public finance, Use of office automation software, English Language and social cohesion
	Management of remuneration	Payment of the wage bill	The staff is paid monthly within deadlines contained in the Labour Code

Designation of the action	Activities	What was planned	What was done in 2020
Material resource management	Optimisation of the working conditions	Increase of the number of offices	The Road Fund has acquired new offices
	Insurance of the Road Fund's heritage	Maintain the insurance of the staff, vehicles and computer park	The insurance cover is effective
	Improvement of staff mobility	Acquire switching equipment Acquire vehicles	1 switching equipment and service vehicles have been purchased
	Strengthening partnerships	Participation in international meetings (ARMFA and UATP)	The Road Fund hosted the Executive Bureau meeting of ARMFA in January 2020. Virtual meeting were also held (given the persistent prevalence of the Covid- 19 pandemic)
	Setting up the Road Fund's management control	Set up of the operational framework	An operational framework of the control function was formulated. Performance evaluation and steering tools were defined
	Planning implementation	Plan actions across the year	The formulation and monitoring of the annual performance plan are effective.
Public marketing and communication	Strengthening visibility	Production of communication mediums	The Road Fund produced objects for communication mediums.
	Strengthening notoriety	Advocacy for increasing the Road Fund's resources	The Road Fund drafted an advocacy document comprising a thirteen-minute documentary, presentation of papers and brochures as well as a bill on the protection of the road heritage.
Management of the public procurement system	Maturation of projects	Mature projects contained in the 2020 contract award plan	Twelve (12) contracts were forwarded to the Internal Contract Award Commission (CIPM) by SIGAM.
	Contract award	Improve the contract award process	The Road Fund awarded 11 out of 12 public contracts.
	Monitoring contract implementation	Twelve (12) contracts were included in the 2020 contract award plan	Out of the 12 public contracts included, 11 were awarded, 8 have been delivered and 3 are being implemented

Generally speaking, the Road Fund observed its roadmap, despite the slowdown in activities as a result of the Covid-19 pandemic.

However, activities carried out enabled to achieve the main objectives relating to its missions, notably financing road maintenance. The advocacy activities contributed to the information of members of parliament as to the difficulties linked to resource

mobilization and slight increase of its budget for the 2021 Financial Year.

Concerning the communication aspect, the Road Fund improved the information of new authorising officers on its procedures, thereby obtaining a significant drop in the rejection of draft contracts.

3- The Road Fund and its human resources

The year 2020 at the Road Fund was marked by a certain number of actions pertaining to the improvement of working conditions, social cohesion, career management and capacity building of the staff:

- improvement of working conditions: the Road Fund acquired new offices, furniture and service vehicles to ease staff mobility;
- discussions linked to social cohesion were carried out with the holding of consultation meetings bringing together the entire staff on themes relating to homogeneity and harmony within the professional milieu;
- career management within the Road Fund was marked by the advancement and reclassification of members of the staff by way of regularisation for the 2014-2015, 2016-2017, and 2018-2019 periods;
- capacity building of staff was translated by the training of the entire staff in English Language on the basis of two modules. Moreover, the staff benefitted from further training in WORD and EXCEL software usage, pertaining to word processing and designing calculation tables, respectively. Retraining in administrative drafting was also part of the training plan.

4- Action implementation-related constraints

The Road Fund in the accomplishment of its missions as paying body acts in interaction with all its authorising officers. As a result, possible delays or constraints may crop up into difficulties likely to stall or limit the impact of its action. Among these constraints, the following are worth underscoring:

- delays on the part of authorising officers in awarding contracts, as a result of which several contracts could not be signed within the deadline provided in the planned schedule;
- late notifications of budgetary allocations to mayors: letters from MINTP were sent to mayors, project managers on 11 May 2020, informing them on the stretches of roads and resources allocated for their maintenance;
- lack of knowledge on the Road Fund's procedures by councils;
- sanitary situation linked to the coronavirus pandemic also contributed in slowing down project implementation.

In order to contribute in improving the level of council project implementation, the Road Fund pursued its capacity building process for council executives. This upgrading in terms of procedures was done through the dissemination of the Technical Guide for Stakeholders with emphasis being laid on the project management process and prioritisation criteria for council projects.

G- RISK IDENTIFICATION, ANALYSIS AND MANAGEMENT



The Road Fund in its missions geared towards mobilising resources for road maintenance financing and payment of services rendered to the enterprise is confronted with several risks both at institutional, strategic and operational levels. Faced with these risks, the Road Fund permanently deploys an array of means through its management bodies to streamline, mitigate, externalise or accept them. As such:

I) At institutional level

It is worth underscoring that:

- until 2015, the Road User Charge, the Road Fund's main resource, represented alone, CFA Francs 60 billion. Toll gate fees, axle tax and weighing station fines were not budgeted;
- since 2016, following the successive finance laws, this resource witnessed a significant drop. As such, the 2020 Finance Law provides in its Fourth Chapter, Section 40 that "The ceiling amount of the proceeds of the Special Tax on Petroleum Products (STPP), the axle tax and toll and weighing revenue paid to the Road Fund for the 2020 Financial Year shall be fixed at CFA Francs 49 000 000 000 (forty-nine) billion;
- faced with the reduction of its resources as the financial years rolled by, the Road Fund is confronted with the risk at mid-term of no longer being able to efficiently accomplish its main mission; that of financing national road maintenance dedicated to it;

- despite the approval of the Head of State in favour of the transformation of the Road Fund into a second generation fund, the Fund's financial autonomy has not yet been obtained. In fact, as the financial years ebb away, it behooves the Finance Law to fix the ceiling of resources allocated to the Fund.

Yet, one of the criteria of the second generation Road Fund is found in its capacity to mobilise and channel all its resources (RUC, axle tax, toll gate fees and weighing station fines) linked to road use and directly secure them in a bank account.

As such, the current ceiling of the Road Fund's resources overburdens its finances and compromises its capacity to transform itself into a second generation road fund.

The bodies of the Road Fund are working relentlessly for its financial autonomy through a permanent advocacy.

ii) At the strategic level

It should be noted that:

- the Strategic Development Plan (SDP) for the 2020-2022 period which serves as compass for the Road Fund's action is in its first year of implementation;

- the advocacy sessions carried out in favour of the sub-programme on financing road maintenance has enabled to increase resources allocated to the Road Fund and dedicated to road maintenance by CFA Francs one (1) billion moving from CFA Francs 49 billion in 2020 to CFA Francs 50 billion as contained in Law No. 2020/018 of 17 December 2020 of the Finance Law for the 2021 Financial Year. Yet, in its SDP, the Road Fund intends to reach an increase of its resources of + 10% for the 2021 Financial Year, that is; + CFA Francs 4.9 billion;

- given the poor performance underscored above, the Road Fund is facing the risk of not achieving its triennial objective set at increasing its resources by +30% during the year 2022. It seems urgent to revisit the strategy devised in 2020 by the Road Fund's management bodies in order to adapt to the current situation;

- Decree No. 2019/320 of 19 June 2019 to lay down conditions for implementing some provisions of Law No. 2017/010 of 12 July 2017 to lay down rules and regulations governing public establishments and public corporations compels the Road Fund to set up a "management control" function. The operationalisation of this function will enable the Road Fund to improve its spending quality and carry out efficient steering and more efficiently monitor the strategy implemented by the Road Fund to reach the targets contained in its SDP for the 2020-2022 period;

- at the end of the 2020 Financial Year, the said function is not yet operational, thereby leaving the Road Fund prey to non-systematic monitoring of the performance indicators of its sub-programmes during their implementation;

- however, there is need to highlight that a preliminary study was conducted by the Road Fund in order to determine the substantial and procedural conditions for setting this "management control" function in motion. It stems out, amongst others, that the setting of staff ceilings for the Road Fund remains a stumbling block for the recruitment of a management controller. As such, a reorganization of the powers of the current services in a bid to operationalizing the management control function would be a welcome solution.

iii) At the operational level

It is indicated that:

- the financing by the Road Fund of work under State supervision through MINTP should be implemented in accordance with the provisions of Section 6 of Decree No. 2014/0004/PM of 16 January 2014 which notably spells out the formulation of a procedural manual for work under State supervision. This situation exposes the Road Fund to the risk of not complying with the provisions of section 6 of the above-mentioned decree. Pending the adoption of the manual in question, the Road Fund has introduced a consultation framework based on the review of operations with authorising officers where these issues are regularly scrutinized;

- given the considerable volume of transactions dealt with, it seemed necessary to fluidify and secure payment activities by developing an automatic interface between TOMPORTAIL and the new GENDATA application, utilised by BEAC for effecting its payments. The materialisation of this interface is still being awaited;

- the late implementation of this interface has opened the way to the risk for erroneous payments to the benefit of road works service providers. To minimize this risk and while waiting for the production of the above-mentioned interface, the Road Fund's Administration strengthened its manual controls around payment operations;

- lastly, the Road Fund is a centralized body whose headquarter is located in Yaounde, whereas an important part of its authorising officers are found at the regional, divisional and council levels. This situation poses the risk of inefficiency and deterioration of service quality offered by the Road Fund.

The deconcentration of the Road Fund per road network and introduction of a collaborative web platform that enables to dematerialise its procedures would go a long way in contributing to bring the Road Fund closer to users.

H- THE ROAD FUND AND ITS PARTNERS



With the sanitary situation linked to the Covid-19 pandemic, which led, amongst others, to the closure of borders, the Road Fund was not able to attend traditional international meetings. Yet, it is worth underscoring that its annual contributions were effectively paid out.

The Road Fund, a major actor of the road maintenance sector, works with all stakeholders involved in this sector at national, sub-regional and regional levels. This collaboration favours information and experience sharing necessary for decision-making and promoting best practices in the transport sector, in general, and the road sub-sector, in particular.

1- African Road Maintenance Funds Association (ARMFA)

At the international level, the deployment of the Road Fund and its participation in ARMFA activities took place within a context marked by the effects of the Covid-19 pandemic. In fact, the closure of borders to contain the coronavirus pandemic led to the postponement of the 18th Annual General Meeting (AGM) slated for March 2020 in Senegal. In prelude to this event, an Executive Bureau meeting was held at Douala from 28 to 30 January 2020 and deliberations mainly focused on (i) preparatory works for the General Meeting, (ii) finalisation of the recruitment process of the new Executive Secretary and (iii) report on the audit of accounts. With the upsurge in Covid-19 cases, the following ARMFA activities were conducted through visio-conference. They notably concern:

- the extra-ordinary Executive Bureau meeting held on 17 September 2020 and relating to the extension of the term of office of the Executive Committee to 31 December 2020;
- the holding of the 18th Annual General Meeting on 16 December 2020. During this meeting, the new Executive Bureau, in which Cameroon occupies the

position of 1st Vice-President, was voted for a two-year period.

The Road Fund contributed to the success of these activities by taking part in the evaluation of the progress level of the Association's action plan, audit of accounts, policy formulation and internal control at the Executive Secretariat held from 15 to 19 January 2020 in Addis-Ababa.

2- African Association of Public Transport (UATP)

Created on 15 November 2002 at Lome (Togo), the African Association of Public Transport has its head-quarter at Abidjan in Côte d'Ivoire.

This association, for which the Road Fund is a member, brings together professionals of public transport of passengers and goods by road, rail, maritime or river in Sub-Saharan Africa.

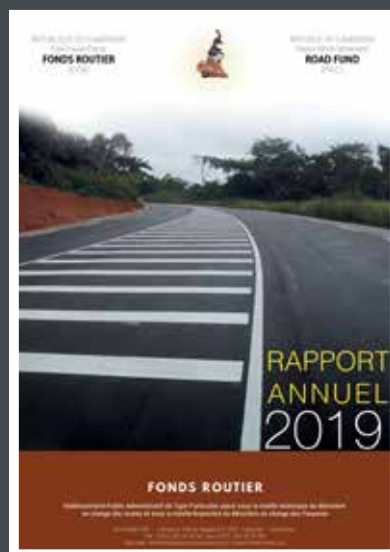
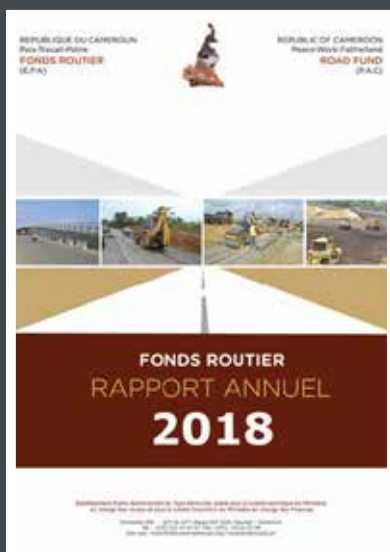
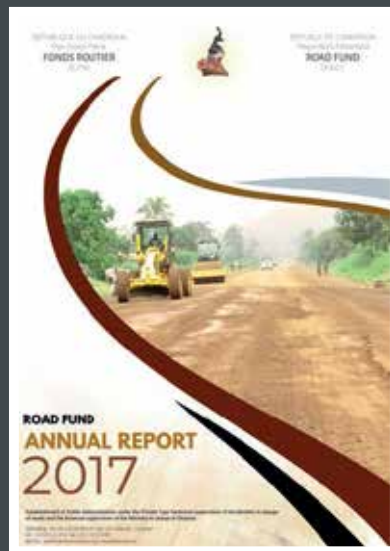
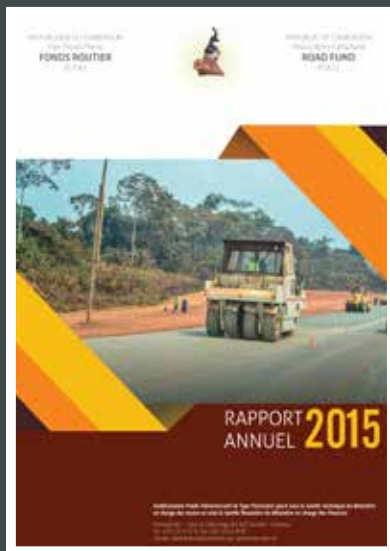
The closure of borders in 2020, as a result of the global sanitary situation did not enable traditional regional meeting to be organized normally.

I-COMMUNICATION

The Road Fund has an array of tools and channels that enable it to build and maintain its repute. During the year 2020, communication actions were implemented in the following areas :

- (i) publishing and distributing the 2019 annual report ;
- (ii) dissemination of information on the area of road maintenance, in particular, and road infrastrucutres, in general, using its internet website ;
- (iii) organisation of several popularisation and dissemination workshops on the Technical Guide for Stakeholders in the Mbam and Inugu, Mbam and Kim, Mungo, Lekie and Ocean Divisions.

These workshops enabled to build the capacity of council executives in the area of council project management. They also provided an ideal opportunity to communicate about the Road Fund as well as the various discussion platforms set up as part of the advocacy in favour of increasing its resources. Lastly, the staff showcased corporate ideals by turning up massively during festivities marking the celebration of the International Women’s Day and International Labour Day.



2

Programme financing



In accordance with the provisions of its organic instruments, the Road Fund's resources are distributed per eligible service provision type following the key defined in a decree signed by the Prime Minister and Head of Government in matters of road maintenance works. As for investment services notably road rehabilitation and upgrading operations, the "Investment" window ensures financing through allocations stemming from authorising officers' public investment budgets.

A- FINANCING OF ROAD MAINTENANCE PROGRAMMES (MAINTENANCE WINDOW)

The national road network is classified under the following categories: (i) highways, (ii) national roads, (iii) regional roads, and (iv) council roads. It stretches to about 121 501.5 km including 7 252.5 km of tarred roads and 114 249 km of earth roads. Thus, there is also 78.5 km of highways, 9 370 km of national roads, 13 923 km of regional roads and 98 130 km of council roads .

This road network, according to recent MINTP studies, has moved from 57.2% of its linear in poor state in 2018 to 52.6% in 2020, whereas the linear in good state fluctuates between 11% and 18% within the same period. This situation shows that the efforts are deployed for road maintenance, which remains a thorny issue at the heart of Government's action as well as that of the Road Fund.

● 2020 Road Maintenance Programme

The road maintenance programme is prepared by authorizing officers upon the notification by the Road Fund of budgets allocated to each service provision type in line with the provisions of Decree No. 2013/7696 of 27 August 2013, signed by the Prime Minister and Head of Government, amending the resources allocated to the Road Fund. These programmes are adopted by the Road Fund's Management Committee during budget sessions and may undergo mid-term adjustments depending on the needs of each authorising officer.

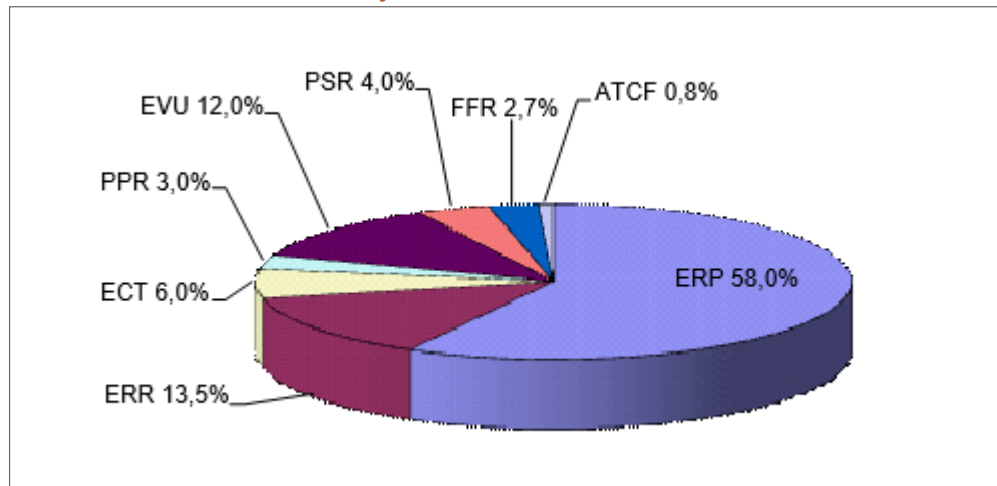
● Resource Allocation Key

Table 4 below outlines the key to resource allocation per eligible service provision type to financing by the Road Fund's maintenance window.

Table 4: Eligible service provision and allocation key

Service provision type	Abbreviation	Allocation key
Maintenance works of classified inter-urban priority road network.	PRM	Mini 58%
Maintenance works of priority urban roads.	URM	Maxi 12%
Maintenance works and equipment of priority rural roads.	RRM	Maxi 13,5%
Road or geotechnical studies and works control.	STC	Maxi 6%
Road Safety.	RS	Maxi 4%
Routine maintenance of fixed and movable facilities required to protect public roads.	RHP	Maxi 3%
Road Fund’s operating expenditure.	RFF	Maxi 2,7%
Financial, accounting and technical audit service provision	FATA	Maxi 0,8%

Chart 1: Resource allocation key.



Generally speaking, it has been observed that the allocation key is no longer strictly adhered to since the entry into force of the new road classification enshrined by Decree No. 2017/144 of 20 April

2017 on road classification as well as the taking into consideration of decentralization in the road maintenance sector by “main” authorising officers, namely MINTP and MINH DU

Table 5: Resource allocation key applied during the 2020 Financial Year (in millions of CFA F)

	PRM (National and re- gional roads)	RRM (Council roads)	RHP	TSS	URM	RS	TOTAL	Rate (%)
MINTP	24 092		1 205	1 475			26 772	57%
MINH DU					3 400		3 400	7%
MINT						1 960	1 960	4%
RLAs		12 250			2 902		15 152	32%
TOTAL							47 284	100%

The table above shows that the maintenance of national and regional roads obtained more than half of road maintenance resources, that is; 57% of the Road Fund’s overall budget while council roads, on their part, witnessed an increase, thus moving from 13.5% to 32% of the budget allocation of the 2020 Financial Year. This upward swing was already

envisaged during the previous financial year, given the portion of the linear of about 80.8% representing the council road network as compared to the entire national road network. The regularisation of this allocation by a regulatory instrument remains awaited during the 2021 Financial Year.

Commitments of the Road Fund for the 2020 campaign

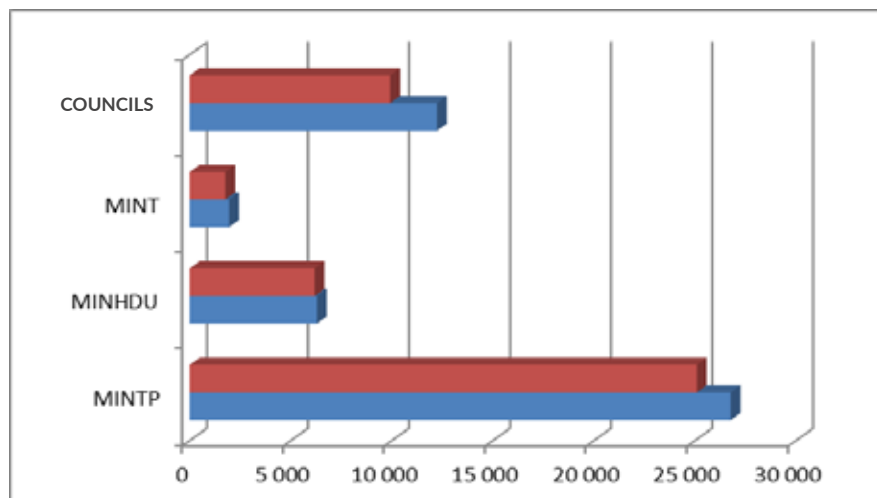
The Management Committee of the Road Fund approved authorising officers' programmes for the 2020 Financial Year on 10 and 21 January 2020 on the basis of a budget capped at CFA Francs 49 billion, tax inclusive to be collected on account of the Road User Charge (RUC), Special Tax on Petroleum Products (STPP) and other resources.

Projects committed by authorising officers as at 31 December 2020 and visaed by the Road Fund for the current year, including previous resources carried forward to this financial year can be subsumed in the table below:

Table 6: Summary of commitments under the 2020 programme per authorising officer (in millions of CFA Francs)

CATEGORY	BUDGET	COMMITMENT	BALANCE	COMMITMENT RATE (IN %)
MINTP	26 772	25 095	1 677	93,74
MINHDU	6 302	6 187	115	98,18
MINT	1 960	1 772	188	90,41
COUNCILS	12 250	9 929	2 321	81,05
TOTAL	47 284	42 984	4 301	90,9

Chart 2: Comparative diagram on budget-commitments per authorising officer



Recall of summary of commitments under programme 2019 per authorising officer

Table 7: Summary of commitments under the 2019 programme per authorising officer (in millions of CFA F)

CATEGORY	BUDGET	COMMITMENT	BALANCE	COMMITMENT RATE
MINTP	33 375	31 068	2 307	95,13
MINHDU	7 717	7 589	128	98,34
MINT	2 400	2 117	283	88,21
COUNCILS	14 600	14 568	32	99,79
TOTAL	58 092	55 342	2 750	95,27

Over the past three years, the commitment rate remained stable, that is; 95% in 2018 and 2019 and 90% in 2020, thereby representing an average of 93%. This performance results from the permanent consultation existing between the Road Fund and authorising officers through the Implementation Follow-up Committee of Authorizing Officers' Programmes (CSEPO), as well as the organization of capacity building sessions for council executives on the Road Fund's procedures. Moreover, this vitality

is also credited to a better mastery of the contract award process by the main stakeholders of the road maintenance operation chain.

Presentation of commitments in number of contracts

The table below summarises the level of commitments depending on the number of contracts registered for the 2020 Financial Year.

Table 8: Distribution of contracts per authorising officer as at 31 December 2020.

Authorising officer	Number of contracts in 2019	Number of contracts in 2020	Rate in % (2020)	Amount of contracts in 2020 (in millions of CFA Francs)
MINTP	227	106	32,62	25 095
MINHDU	57	43	13,23	6 187
MINT	19	29	8,92	1 772
COUNCIL	97	147	45,23	9 929
Total	400	325	100	42 984

Three hundred and twenty-five (325) contracts were visaed on account of commitments effected for the 2020 Financial Year, representing an overall amount of CFA Francs 42.98 billion. This number has dropped by 75 contracts as compared to the 2019 Financial Year. In fact, this drop can be explained by the consistency of projects shortlisted. In fact, authorising officers gradually opt for project integrating consistent works, thereby enabling a real capitalization of works carried out at the detriment

of the method geared towards satisfying the entire territory mentioned during the previous years. Thus, only multi-phase or multi-annual contracts are registered and by the same occasion enable to gain time in the contract award process.

The decrease of the envelope from CFA francs 60 billion in 2019 to CFA francs 49 billion in 2020 could equally explain the drop in volume of visaed contracts, everything being moreover equal.

1- Payment operations

The deadline for processing estimates submitted for payment by the Road Fund is the main factor in appraising its performance.

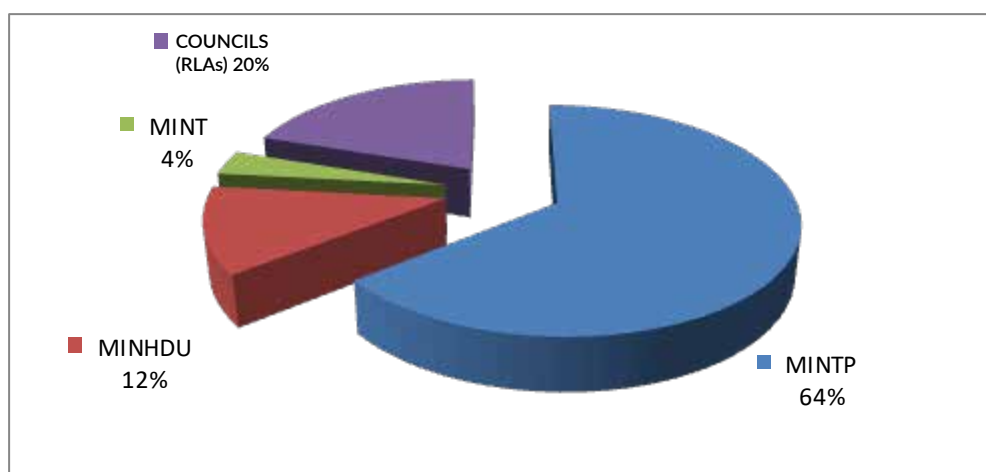
Payment trends between 2019 and 2020

Some constancy was observed in 2019 and 2020 on account of payments effected for all authorising officers. An increase of 231% was however noted in payment of services provided to councils; it can be explained by a better mastery of procedures within the framework of council project management.

Table 9: Comparative trends in payments per authorising officer between 2019 and 2020 (in millions of CFA Francs).

Authorising officer	2019 Payments	2020 Payments	2020 Percentage	Variation (c=b-a)	Progress in %
	(a)	(b)			(d=c/a)
MINTP	42 363	37 547	64,36	-4 816	-11
MINHDU	9 707	7 207	12,35	-2 500	-26
MINT	2 762	2 016	3,46	-746	-27
COUNCILS (RLAs)	3 491	11 567	19,83	8076	231
TOTAL	58 323	58 337	100	14	167

Chart 3: Distribution of payments per authorising officer in 2020



Just like the year 2019, the 2020 Financial Year confirms this new era which consolidates the Road Fund in its duty as paying body. This situation stems from the effectiveness of the monthly automatic supply mechanism of the Road Fund to the tune of

CFA Francs five (5) billion. Moreover, the volume of pending estimates for payment has dropped significantly, moving from CFA Francs 15 billion as at 31 December 2019 to CFA Francs 5.7 billion as at 31 December 2020.



Maintenance works on a paved road

2- Statistics on the volume of estimates processed

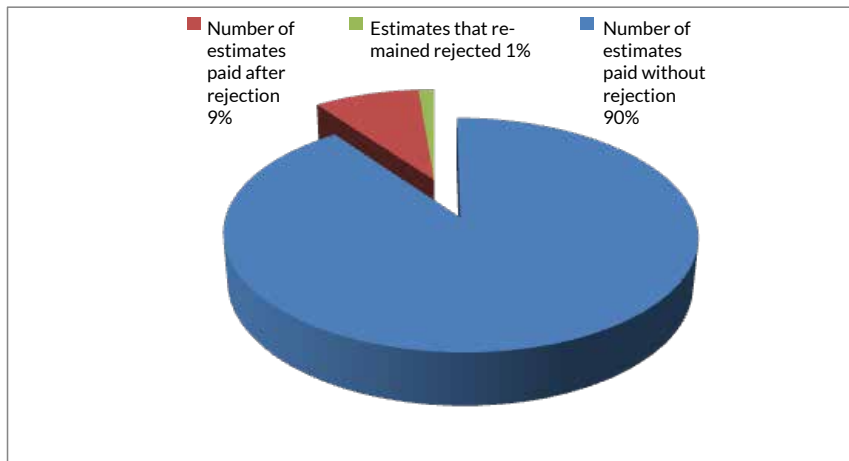
The volume of activities of the Road Fund, from the point of view of processing of estimates received

for payment, constitutes an essential element for its performance evaluation. The table below makes a recapitulation of statistics pertaining thereto:

Table 10: Statistics on the number of operations processed as at 31 December 2020

Year	Number of estimates received	Average number of estimates processed per day	Number of estimates paid without rejection	Number of estimates paid after rejection	Number of estimates that remained rejected	Rejection rate
2019	908	4	762	123	23	16%
2020	1 155	5	1 040	100	15	10%

Chart 4: Structure of estimates processed in percentage



Construction of a box culvert in reinforced concrete

During the 2020 Financial Year, the Road Fund received 1 155 estimates. This number increased by 247 estimates as compared to the number received in 2019. The rejection rate of estimates during processing, on its part, dropped from 16% to 10%, thereby representing a decrease of 6 points. This downswing in the rejection rate is the result of a better ownership of Road Fund procedures by stakeholders of the road maintenance system in its entirety. As such, the Road Fund should continue the popularisation of the “Technical Guide for Stakeholders” and consultations with authorising officers in a bid to consolidating this ownership.

3- Situation of penalties

The Public Contracts Code in its Article 168 provides that penalties are aimed at repairing the damage which the contractor is likely to cause to the project

owner by the non-observance of contractual execution timeframes or any other technical or security provision contained in the contract. However, the cumulated amount of penalties is set at ten percent (10%) of the basic contract amount inclusive of all taxes, its amendments, if need be, under penalty of termination.

Pursuant to the provisions of this instrument (Article 168) of the Public Contracts Code, the Road Fund withholds and pays back into the Special Appropriation Account (SAA) with respect to public contracts, the proceeds from all types of penalties established during contract implementation in which it is contractually designated as paying body.

The situation of penalties withheld and remitted to the Public Contracts Regulatory Agency (PRCA) by the Road Fund for the 2020 Financial Year is outlined as follows:

Table 11: Table of penalties in 2020 (in millions of CFA F).

Authorising Officers	Penalties and remitted penalties in 2020			
	Penalties	Remissions	Balance	%
MINTP	90,70	79,33	11,37	12,33
MINH DU	73,93	6,30	67,63	73,35
MINT	13,20	0,00	13,20	14,32
Total	177,83	85,63	92,20	100

As at December 2020, the amount of penalties repaid stood at CFA Francs **177.83** million as against CFA Francs **174.63** million over the same period in **2019**, thereby showing an increase of CFA Francs 3.2 million in absolute terms and **1.83%** in relative value. This slight increase as compared to **2019** can be explained by the stagnation of the situation of penalties. This status quo can also be explained by the drop in activities of some enterprises in carrying out works on the field. This decline stems from the poor performance of some enterprises, on the one hand, and the sanitary situation linked to the coronavirus pandemic in 2020, on the other hand.

Francs 529 million in absolute value and 3.90% in relative terms. This drop can be explained by the slowdown in activity and reduction of the number of contracts.

4- Situation of guarantees by signature

There are several types of guarantees, namely the Start-Up Advance Guarantee (SUAG), Performance Bond (PB) and Retention Money (RM). For the 2020 Financial Year, guarantees received and refunded can be analyzed as follows:

Guarantees received in 2020

During the Financial Year under review, the Road Fund received guarantees to the tune of CFA Francs 13.03 billion as against CFA Francs 13.56 billion in 2019, thereby representing a decrease of CFA

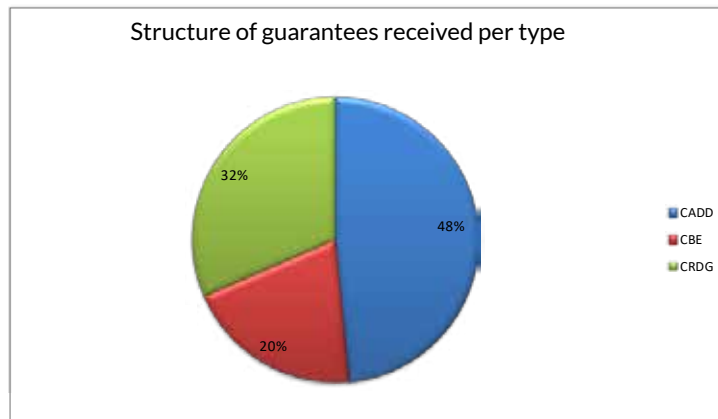


maintenance works on a paved road under the supervision of the administration

Table 12: Situation of guarantees received

Type of guarantee	2020 Financial Year		%
	Number	Value (in billions of CFA F)	
SUAG	159	6,31	48,43
PB	351	2,61	20,06
RM	177	4,11	31,51
Total	687	13,03	100

Chart 5: Structure of guarantees received per type



Refunded guarantees

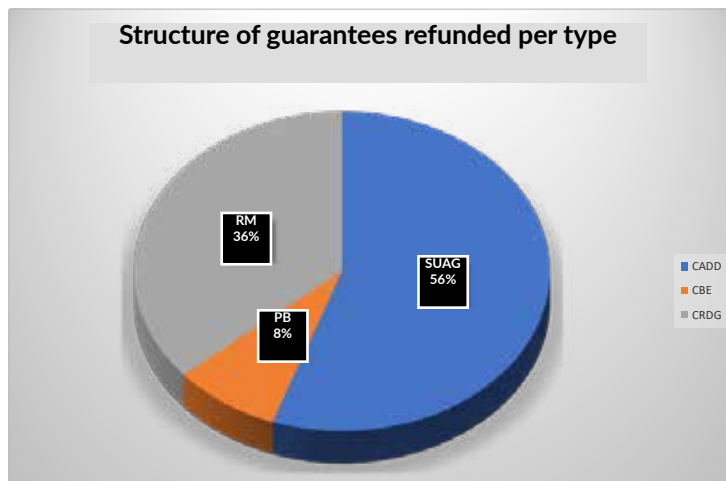
Refunded guarantees on their part stood at CFA Francs 599 million as at 31 December 2020 as against CFA Francs 2.71 billion over the same period in 2019, thereby representing a decrease of CFA

Francs 2.11 billion in absolute terms and 77.88% in relative value. This variation is due to poor contract monitoring and work progress.

Table 13: Situation of guarantees refunded

Type of guarantees	Refunds for the 2020 Financial Year		%
	Number	Value (in millions of CFA F)	
SUAG	6	332	55,43
PB	12	50	8,35
RM	2	217	36,22
Total	20	599	100

Chart 6: Structure of guarantees refunded per type



B- FINANCING OF ROAD INVESTMENT PROGRAMMES

1- Resources of the «Investment» Window Programme

In accordance with its organic instruments, the Road Fund fulfills its missions of financing the road network rehabilitation and upgrading through a distinct window from the “Maintenance” window referred to as the “Investment” window.

Between 2017 and 2019, a significant decrease in resources allocated to this window was registered. For the financial year under review, the Road Fund received CFA Francs 45.87 billion from MINTP whereas no resources were effectively transferred in 2019. This amount includes almost all resources

stemming from fund disbursement decisions for the 2019 Financial Year, that is; CFA Francs 10.13 billion in 2020. It is important to underscore that only 27.39% (representing CFA Francs 12.57 billion) of resources received during 2020 were identified and attached to their projects, given the handling quality of the Road Fund’s account opened in the books of the Central Treasury Pay Office. This situation which has been going on since 2018 has led, amongst others, to the non-payment of mature estimates.

The table below gives an overview of the trends in annual resources transferred to the “Investment” Window over the last five-year period.

Table 14: Situation of annual resources transferred to the Investment Window (in millions of CFA Francs)

	Resources received by the Road Fund per financial year					
Programmes (in millions of CFA F)	2016	2017	2018	2019	2020	Total
PIB Resources	22 968	532	485	-	45 867	69 852
Special Emergency Programme	3 052	878	653	-	-	4 583
Total	26 020	1 410	1 138	0	45 867	74 435

2- Payments of the «Investment» Window Programme

Payments represent the total sum of transfer orders issued by the Road Fund towards the Public Treasury for the settlement of services rendered by successful bidders of contracts domiciled at the “Investment” Window. Over the past five years, payments varied as follows:

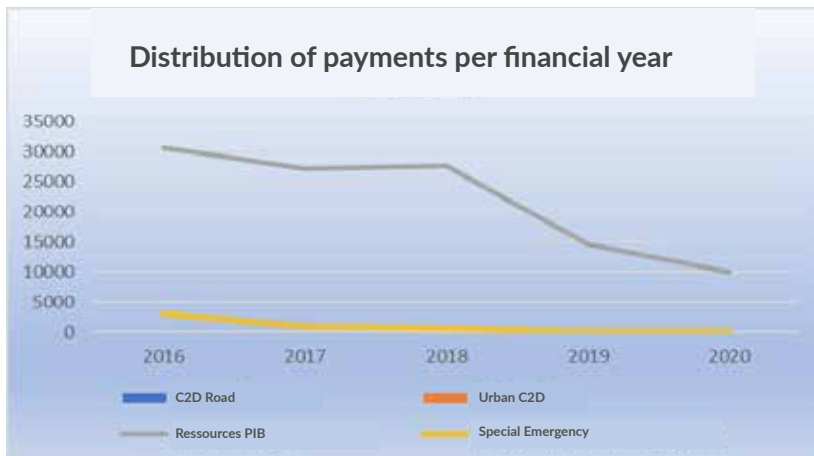


Potholes patching on a paved road

Table 15: Distribution of payments made by the Investment Window over the past five years (in millions of CFA Francs)

Payments made by the Road Fund per financial year						
Programmes	2016	2017	2018	2019	2020	Total
Road C2D	18	-	-	-	-	18
PIB Resources	30 663	27 163	27 661	14 701	10 035	110223
Special Emergency Programme	3 052	878	653	-	-	4 583
Total	33 733	28 041	28 314	14 701	10 035	114 824

Chart 7: Distribution of payments made by the Road Fund per financial year



Payments from the “Investment” Window have decreased over the past five years. From CFA Francs 33.7 billion in 2016, they now represent only CFA Francs 10 billion in 2020. This sharp decline can be explained by the fact that MINH DU payments no longer pass through the Road Fund and that some MINTP payments are directly made via the specialised treasury offices.

3- Estimates pending at the Road Fund due to cash insufficiency as at 31 December 2020

As at 31 December 2020, the amount of estimates pending at the Road Fund due to inadequacy of resources stood at CFA Francs 1.49 billion for MINH DU. They have varied over the past two years as follows:

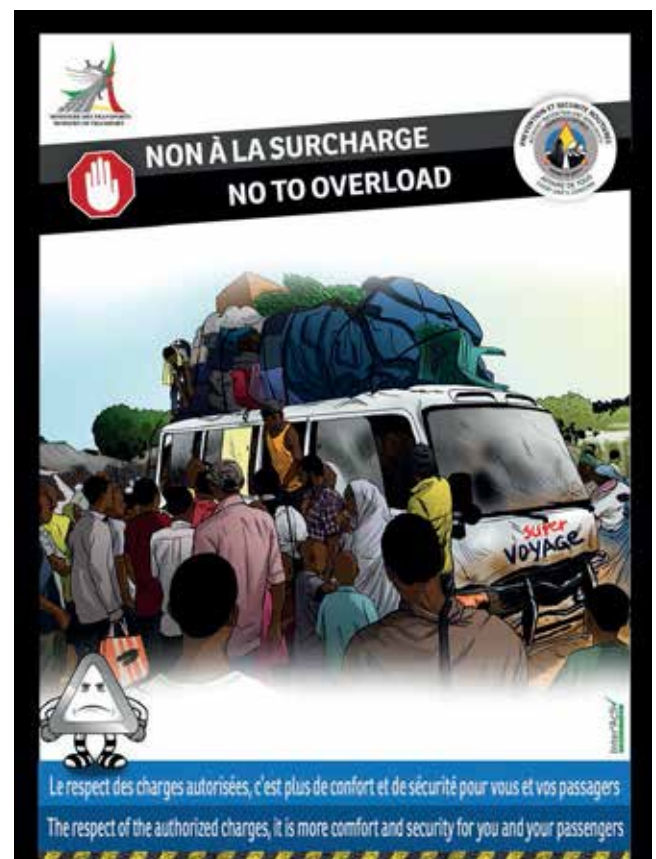


Table 16: Amount of estimates pending due to cash insufficiency (in millions of CFA Francs)

Year	Amount of estimates pending due to cash insufficiency (in millions of CFA Francs)		
	2019	2020	Payments made
Authorising Officer			
MINTP	2 949	2 378	(571)
MINHDU	1 491	1 491	0
Total	4 440	3 869	(571)

It should be noted that the reduction of estimates awaiting payment for insufficiency of resources which moved from CFA Francs 4 440 million as at 31 December 2019 to CFA Francs 3 869 million,

thereby representing a slight drop of CFA Francs 571 million, can be essentially justified by the payment of some estimates from MINTP.

C- IMPLEMENTATION OF THE RECURRENT, INVESTMENT AND AUDIT BUDGETS AS AT 31 DECEMBER 2020

1- Implementation of the recurrent and investment budget as at 31 December 2020

The Road Fund has chosen to align with the planning, programming, budgeting and monitoring-evaluation (PPBM) process, with the gradual implementation of the programme-based budgeting approach. In 2020,

the Road Fund's recurrent budget which initially stood at CFA Francs 2 221 million, witnessed a reduction of close to 13% during the mid-term budget reduction, to a revised amount in terms of CA=PA of CFA Francs 1 939 million. This budget registered a commitment level to the tune of CFA Francs 1 732 million, thereby representing a commitment rate of 89%.

Table 17: Budget implementation per actions (in millions of CFA Francs)

ACTIONS	COMMITMENT AUTHORISATION	PA AMOUNT	IMPLEMENTATION
Increase of resources allocated to road maintenance	56 010 000	56 010 000	47 045 462
Public procurement system management	35 000 000	35 000 000	35 000 000
Human resource management	662 308 206	662 308 206	576 004 239
Information resource management	212 480 330	212 480 330	190 621 317
Material resource management	298 046 968	298 046 968	276 333 281
Strategy steering	545 570 288	545 570 288	495 948 579
Marketing and communication	53 434 208	53 434 208	43 261 278
Optimisation of the consumption of mobilised resources	76 345 000	76 345 000	66 146 194
OVERALL TOTAL	1 939 195 000	1 939 195 000	1 732 090 350

It stems out from the table above that the implementation rate of the Road Fund's recurrent and investment budget stands at 89.36% as against 80% in 2019, thereby representing an increase of about 10%.

2- Implementation of the audit budget as at 31 December 2020

The Road Fund recommended, through an international invitation to tender, an organisational, institutional and technical audit in a bid to satisfying to one of the prior measures enacted by the World Bank within the framework of its third support to development policy operations (DPO3).

This audit highlighted several observations directly involving the Road Fund, including the following:

At organisational and institutional levels :

non-compliance of management bodies with the reforms on the new general rules and regulations governing public establishments of 12 July 2017 ;

imitation of the Road Fund's staff strength to 25 workers whereas it has to deal with 374 additional stakeholders in the name of RLAs ;

the monopoly of the Public Treasury is confirmed through the financial running of the Road Fund.

At the financial and technical levels :

insufficiency of resources allocated to the Road Fund for road maintenance financing as a result of the fixing of ceilings of resources and the consequences of the single account at the Public Treasury;

extension of payment deadlines for services provided ;

the repayment of resources into the Road Fund's account domiciled at BEAC no longer distinctively specifies the nature of resources for monitoring purposes, and this is contained in the successive financial laws that come by ;

programmes funded by the Road Fund no longer respect the principle referred to as the "priority" network as provided for in organic instruments; a situation which results from the fact that the current priority network in force is not in line with the real needs in terms of road maintenance.

From the foregoing, the study proposed the attainment of the following specific objectives by Government as far as the Road Fund is concerned and on account of the 2021 Financial Year:

- promulgation of the law on the protection of the road heritage as well as its application in the road maintenance system during the 2021 Financial Year;
- setting up of a second generation Road Fund in accordance with the rules and regulations in force;
- definition of a new priority network used in road maintenance programming and eligible to the Road Fund.



A production station of asphalt concrete

D- TREND OF MAIN ROAD MAINTENANCE FINANCING ACTIVITY INDICATORS (MAINTENANCE WINDOW)



A good appraisal of the Road Fund's activity requires an analysis of the comparative trends of some performance indicators over the past five (5) years. They notably concern (i) issuing visas on contracts resulting from authorizing officers' annual programming and (ii) paying estimates.

1- Comparative trends of commitments coverage with resources deposited in the Road Fund's account opened at the Treasury Central Pay Office.

It is worth mentioning that there is a risk of not considering previous commitments taken by the Road Fund vis-à-vis third parties. Though it remains true that the automatic debiting mechanism has

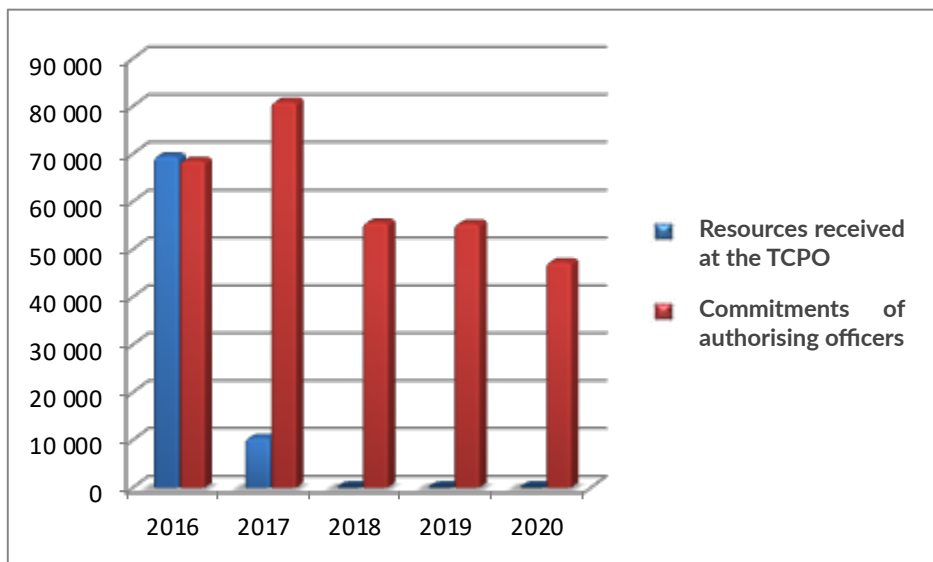
improved on effective liquidity at BEAC, it should be underscored that it still raises the fundamental issue of budget balance as a result of commitments made without financial backing (corresponding resources) being factored into our account.

The table below outlines a theoretical deficit of 73.64% from commitments of authorising officers whose resource was not deposited for backing programmes already committed.

Table 18: Comparative situation of resources – commitments as at 31 December 2020 (in millions of CFA Francs).

Financial Year	Resources received at the Treasury Central Pay Office (TCPO)	Commitments of authorising officers	Commitment rate/ resources received (%)
2016	69 457	68 521	98,6
2017	10 441	80 888	12,90
2018	0	55 577	NA
2019	0	55 342	NA
2020	0	42 819	NA
Total	79 898	303 147	26,35

Chart 8: Comparative situation (resources – commitments).



Potholes patching on a paved road

2- Comparative trends of the coverage of payments with received resources

The liquidity of the Road Fund is appraised by its capacity to cover entirely and on time all payment requests submitted to its Maintenance window. It therefore presents itself as a key factor in its performance concerning its missions to pay for contracted road maintenance services. Apart from the payment

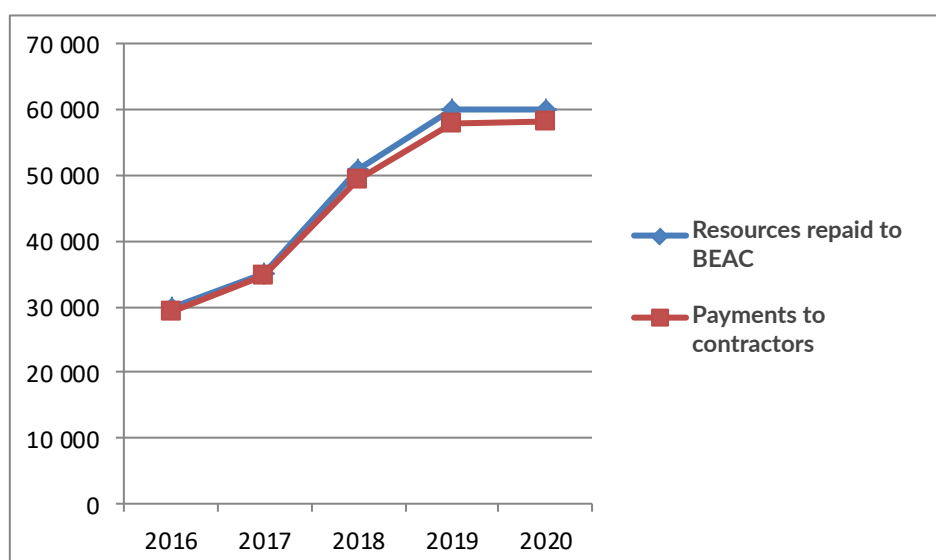
of estimates, the Road Fund makes payments pertaining to financial, accounting and technical audits as well as recurrent expenditure. The table and chart below unravel the use of cash placed at the Road Fund's disposal over the past five (5) years.

Table 19: Comparative situation of resources collected and payments made to contractors as at 31 December 2020 (in millions of CFA Francs).

Financial Year	Resources repaid to BEAC* (a)	Payments to companies (b)	Gap (a-b)	Rate of payment of repaid resources (c/b)
2016	30 000	29 383	617	98%
2017	35 000	34 868	132	100%
2018	51 000	49 405	1 595	97%
2019	60 000	58 000	2 000	97%
2020	60 000	58 337	1 663	97,22%
Total	236 000	229 993	6 007	98%

However, it is worth mentioning that the Road Fund witnessed difficulties to efficiently meet payment requests from service providers resulting from previous and current campaigns. This situation culminated into pending payments to the tune of CFA Francs 14.4 billion on average over the past three (3) years.

Chart 9: Comparative situation (resources – payments).



3

Challenges and prospects of the Road Fund



The Road Fund in accomplishing its missions is confronted with numerous challenges though some prospects are promising.

A- CHALLENGES

In 2020, the Road Fund enjoyed the best of situations in terms of cash-flow. This improvement can be explained by the continuous smooth implementation of Amendment No. 1 of the agreement governing the operation of the Road Fund's special account domiciled at the Central Bank. This Amendment enabled the Road Fund to receive CFA Francs 60 billion (that is CFA Francs 5 billion per month), thereby contributing to slightly reduce the cash stress observed several years ago.

Yet, many difficulties persist in the road maintenance sector and constitute challenges which the Road Fund is confronted with. Among these challenges feature, amongst others, the following: (i) mobilisation of resources necessary to cover road maintenance financing needs, (ii) obtaining within statutory deadlines the full package of supporting documents pertaining to the cash made available for works under supervision of the administration, (iii) conti-

nuation of the operationalisation of council project management (iv) operationalisation of regional project management, v) insufficiency of means devoted to public project management, and vi) optimum resource consumption.

● Mobilisation of resources earmarked for road maintenance

Road maintenance financing needs amount to about CFA Francs 120 billion, while the Road Fund's resources were fixed at a ceiling of CFA Francs 49 billion in 2020; the increase of the latter remains a major cause for concern and could be done concomitantly by: (i) removing the ceiling fixed on dedicated resources, (ii) clearly distinguishing each resource, and (iii) searching for new resources. The Road Fund also continues its advocacy in a bid to ensuring accrued financial autonomy with the transition to a second generation road fund.



Asphalting of an urban road

● **Obtaining within statutory deadlines full supporting documents pertaining to cash made available for works under supervision of the administration**

During the period under review, an amount of CFA Francs 1 000 000 000 was placed at the disposal of the Road Fund for works under MINTP supervision, that is; an amount of CFA Francs 500 000 000 by

way of catch up for the 2019 Financial Year and the same amount was also disbursed for the year 2020. The overall amount therefore moved from CFA Francs 1 119 107 536 to CFA Francs 2 119 107 536 between 2016 and 2020 for carrying out works under supervision of the administration following the table below:

Table 20: Cash made available for works under MINTP supervision between 2016 and 2020.

Cash made available	Period					TOTAL
	2016	2017	2018	2019	2020	
	657 325 124	255 000 000	206 782 412	0	1 000 000 000	2 119 107 536

The main challenge pertaining to the performance of works under supervision of the administration consists in obtaining from the authorising officer

the full package of supporting documents of all cash made available.

● Continuation of the operationalisation of council project management

The operationalisation of council project management recorded quite satisfactory results in 2020.

As positive points, we can retain the following:

- o better mastery of procedures by council executives thanks to the continued capacity building of the latter by the Road Fund services;
- o better monitoring of implementation of works on council roads had as consequence a significant increase of the volume of estimates forwarded to the Road Fund for processing as compared to the 2019 Financial Year;
- o maintenance at CFA Francs 15 billion resources allocated to councils is a step in the right direction, despite the overall decrease of resources devoted to road maintenance.

Under the head of improvements, the Road Fund will need to continue the capacity building process of council executives.

● Operationalisation of regional project management

With the setting up of regional councils after regional elections held on 6 December 2020, the support to regional councils on account of regional road project management seems to be a major challenge for the Road Fund within the perspective of financing regional road maintenance programmes prepared by regions for upcoming financial years. In fact, the Road Fund will, in addition to the 374 councils, efficiently integrate and meet the expectations of presidents of regions.

For the Road Fund, it will entail, in cooperation with various stakeholders involved in the chain of road maintenance operations as well as regional councils, to (i) define a mechanism for the transfer of powers and resources to new authorising officers in charge of regional roads, (ii) devise support and monitoring/evaluation mechanisms at local, national and regional levels for these new authorising officers and (iii) organise capacity building sessions for regional stakeholders for them to acquaint themselves with the Road Fund's procedures. These actions will pave

the way for optimising the preparatory dispensation of regional road maintenance programmes for the upcoming years.

Given the considerable number of the Road Fund's authorising officers, their distribution across the national territory, and availability of the Road Fund to ensure a satisfactory level of proximity service for all RLAs, it seems timely to design a new approach laying emphasis on: (i) simplification of procedures (ii) use of new technology to facilitate exchanges (iii) dematerialisation of some procedures, (iv) capacity building, (v) collaboration with UCCC, which are adequately represented at regional and divisional levels.

● Increase of means set aside for public project management

It could constitute a factor degrading the quality of maintenance works, for the latter is not always present on work sites. This situation can be justified by an insufficiency of both logistic, financial and human resources devoted to public project management.

● Optimum resource consumption

The resource consumption rate constitutes an indicator to be rigorously monitored. In fact, there exist a real risk that the carrying out of works on the field will be poor while cash remains stable or on the increase. That is why all the links in the road maintenance chain should be in perfect synergy in order to result in an optimum consumption of resources dedicated to the sector. They entail the following, amongst others:

- programming through shortlisting mature projects;
- contract award by anticipation;
- better choice of enterprises using relevant and objective criteria;
- efficiently monitoring project implementation, and
- payment of estimates on demand.

In addition to the observations discussed above, the Road Fund is equally confronted with other important and diverse challenges, notably: (i) redefining the priority road network after the new road classification, (ii) revising its organic instruments for compliance with the law on general rules and regulations governing public establishments.

B- PROSPECTS

As for prospects, some points are worth underscoring, notably the search for new resources and increase of toll gate revenue.

● Envisaged search of new resources

In a bid to increasing resources dedicated to road maintenance, several clues can be tapped. We can mention the following examples:

- levying a percentage on driving licenses;
- levying a percentage on car registration documents;
- levying a percentage on lubricants;
- raising funds and loans;
- etc.

In fact, resources cannot remain static or even diminish while at the same time needs are constantly increasing as a result of (i) considerable degradation of the major part of the road network and (ii) regular increase of the network to be maintained. These factors are perfectly correlated to population growth and economic activity.

● Expected increase of tollgate revenue.

At the Mbankomo locality on 10 December 2020, the ceremony to lay down the foundation stone for the construction of fourteen (14) automated tollgate

stations in Cameroon was held. As a reminder, the infrastructures in question will be built by the Razel Bec-Egis Projects consortium.

The tollgate stations are considered as being the most profitable of the forty-five (45) tollgate stations that the country possesses. According to Government forecasts, they have to generate revenue worth CFA Francs 7 billion in 2021, to hit the mark of CFA Francs 53.59 billion in 2039 on the strength of single rate fixed at CFA Francs 500.

On its part, the net revenue to be repaid to the State will move from CFA Francs 5.482 billion in 2021 to 48.995 billion in 2039, date of the termination of the management contract of the tollgate stations in question by the constructing consortium. The latter has taken the commitment to finance, design, construct, equip and maintain the said automated tollgate stations during the years of operation.

The gradual increase of this revenue is a timely opportunity for the Road Fund. In fact, according to its instruments, tollgate fee is part of its resources. It is therefore desirable that the proceeds from road use be integrally repaid to the Road Fund to finance road maintenance.



Weighing of a truck with a mobile weighing station

CONCLUSION



Construction of a triple box culvert

During 2020, the Road Fund's major activities were carried out with less difficulty than in the previous years, especially as concerns programme management and payment operations.

Concerning programme management, and most especially council road management, the support of council executives in terms of ownership of the Road Fund's procedures begun a few years ago has started to bear glaring fruits. In fact, the volume of payments related to council road maintenance services significantly increased, moving from CFA Francs 3.4 billion in 2019 to CFA Francs 11.5 billion in 2020. This support will be pursued with the intensification of the popularisation of the Technical Guide for Stakeholders, which will be revised during the 2021 Financial Year, given the changes taking place in the road sector. This is an essential tool in mastering procedures by dedicated actors through clarifying the chain of the Road Fund's financed operations and defining the roles and responsibilities of various stakeholders as well as their interactions.

As for payment operations, the volume of estimates pending payment has considerably reduced, thus moving from CFA Francs 15 billion as at 31 December 2019 to CFA Francs 5.7 billion as at 31 December 2020. Moreover, the processing and payment of estimates were consistently and fluidly carried out during the year under review. This improvement stems from the implementation of the automatic debiting mechanism of the single account at the Public Treasury for the Road Fund's account opened at BEAC.

As for challenges to be overcome, the Road Fund should devote itself to the implementation of some actions with the support of other actors in the intervention chain. They entail amongst others (i) increasing and making sustainable resources allocated to road maintenance, (ii) supporting mayors in the exercise of their prerogatives of project owner of council road projects, (iii) improving the account of works carried out using direct labour.

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APPENDICES

THE ROAD FUND AND CAPACITY BUILDING

N	THEME	PERIOD	DURATION (number of days)	NUMBER OF PARTICIPANTS	INSTITUTION	OBJECTIVES
1	Training on advanced Microsoft Word tools	July	Three (3)	Eight (8)	E and T SOLUTIONS	<ul style="list-style-type: none"> - acquaint oneself with the Microsoft WORD 2013 environment; - discover and master basic and advanced functionalities; - format paragraphs and manage sequences; - write summary, table of contents and generate mailing
2	Capacity building seminar for engineers	September	Two (2)	Two (2)	National Order of Civil Engineers (ONIGC)	<ul style="list-style-type: none"> - master ethical issues; - build capacity in the area of project management; - master new general construction processes.
3	Capacity building in the English Language	September	Thirty (30)	Nineteen (19)	E and T SOLUTIONS	-build the staff's capacity in oral, written and reading the English Language.
4	Capacity building of the stakeholders of the PPBM chain	December	Four (4)	Eighteen (18)	E and T SOLUTIONS	<ul style="list-style-type: none"> - own the provisions of the Ministerial Charter on Programme Management; - master missions and tools placed at the disposal of stakeholders of the Road Fund's budget chain; - master the planning process in the PPBM chain and update planning instruments; - design and formulate performance indicators; - meet projected targets and aim at achieving performance

N	THEME	PERIOD	DURATION (number of days)	NUMBER OF PARTICIPANTS	INSTITUTION	OBJECTIVES
5	Training on the use of the PPBM software.	December	Three (3)	Seventeen (17)	Being infos	- acquire skills for a smooth use of the monitoring and programme-based budget implementation software
6	National rules and procedures governing public contract award with the advent of the new normative framework on public contracts	December	Four (4)	Seven (7)	Public Contract Regulatory Agency (PCRA)	- master the stakes of public contracts regulation; - master the new contract award framework as well as new guidelines stemming from reforms; - understand procedures and standards for designing invitations to tender as determined by the current Public Contracts Code; - have a better understanding of the standard application for an invitation to tender depending on the contract award desired.

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Informations générales :
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 - Échelle : 1:10 000 000
 - Projections : UTM (Zone 28S)
 - Coordonnées géographiques : WGS 1984

Clés de lecture :
 - : Autoroute
 - : Route nationale
 - : Route départementale
 - : Route communale

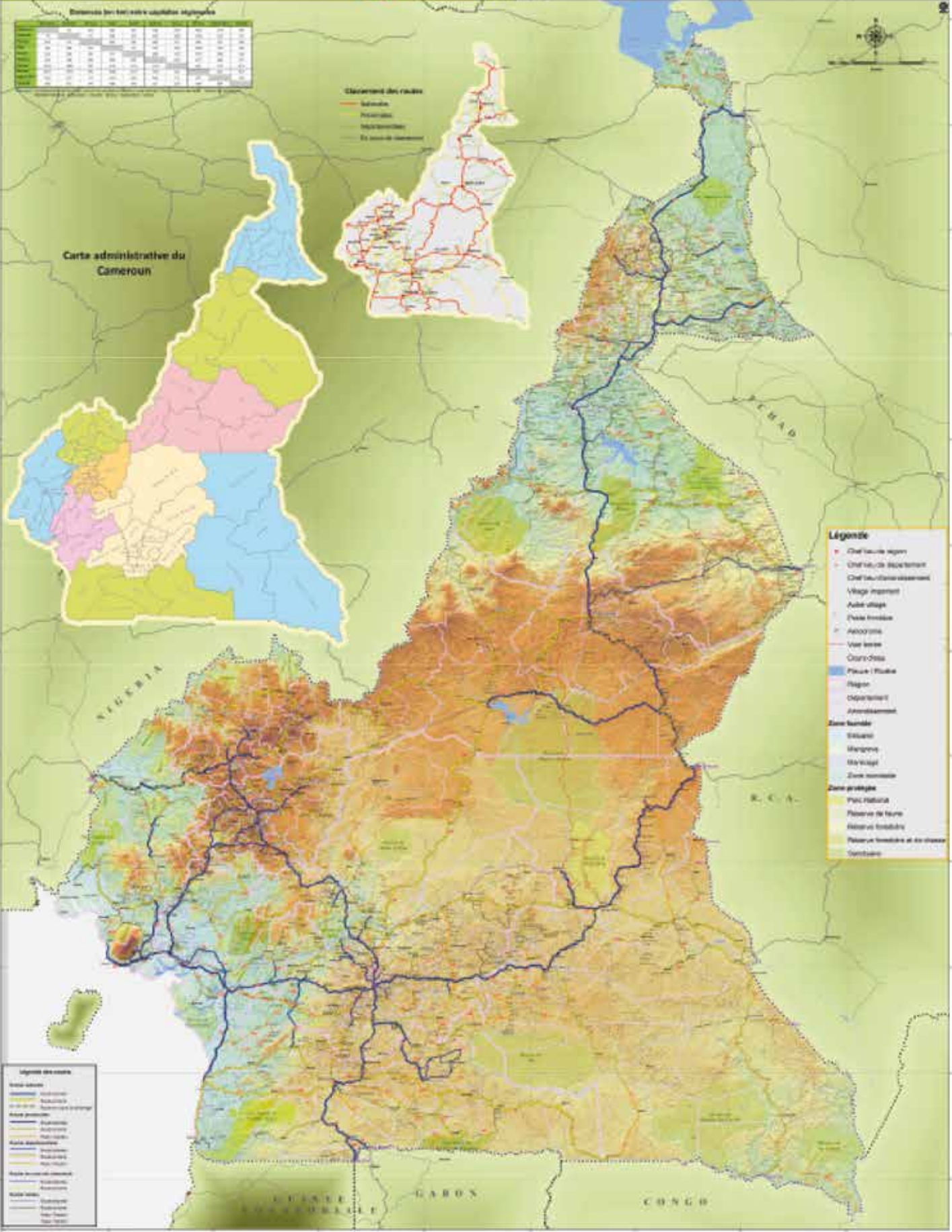
LES ROUTES NATIONALES EN CAMEROUN

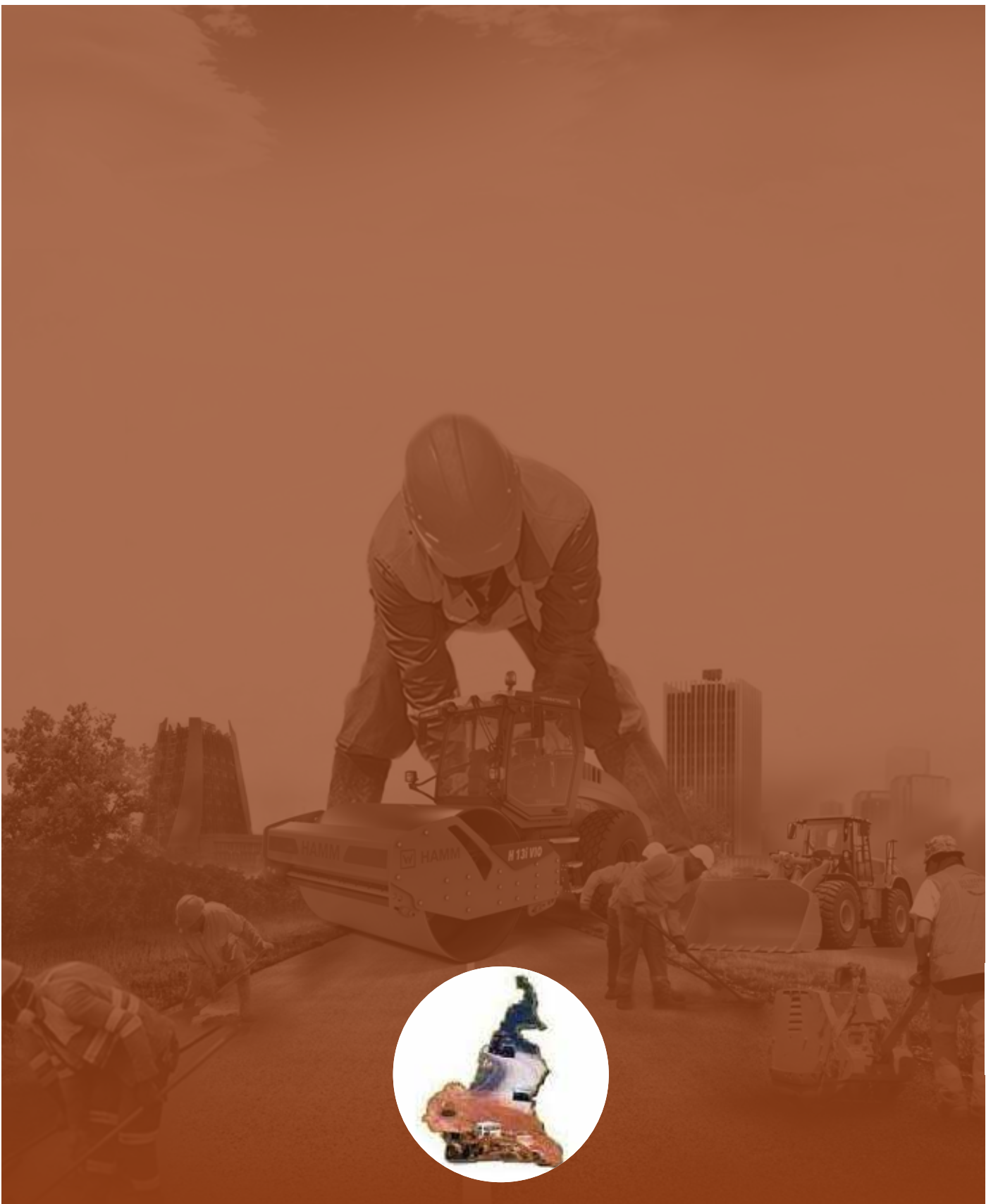
Légende des routes nationales

Code	Tronçon	Communes	Longueur (km)	Statut
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N48	Yaoundé - Nkongsamba	Yaoundé, Nkongsamba, Nkongsamba	30	En service
N49	Yaoundé - Nkongsamba	Yaoundé, Nkongsamba, Nkongsamba	30	En service
N50	Yaoundé - Nkongsamba	Yaoundé, Nkongsamba, Nkongsamba	30	En service

Distances des grands axes routiers

Route	Longueur (km)	Statut
N1	30	En service
N2	30	En service
N3	30	En service
N4	30	En service
N5	30	En service
N6	30	En service
N7	30	En service
N8	30	En service
N9	30	En service
N10	30	En service
N11	30	En service
N12	30	En service
N13	30	En service
N14	30	En service
N15	30	En service
N16	30	En service
N17	30	En service
N18	30	En service
N19	30	En service
N20	30	En service
N21	30	En service
N22	30	En service
N23	30	En service
N24	30	En service
N25	30	En service
N26	30	En service
N27	30	En service
N28	30	En service
N29	30	En service
N30	30	En service
N31	30	En service
N32	30	En service
N33	30	En service
N34	30	En service
N35	30	En service
N36	30	En service
N37	30	En service
N38	30	En service
N39	30	En service
N40	30	En service
N41	30	En service
N42	30	En service
N43	30	En service
N44	30	En service
N45	30	En service
N46	30	En service
N47	30	En service
N48	30	En service
N49	30	En service
N50	30	En service





Establishment of Public Administration under the Private Type Technical supervision of the Ministry
in charge of roads and the financial supervision of the Ministry in charge of Finance

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