

REPUBLIQUE DU CAMEROUN

Paix - Travail - Patrie

FONDS ROUTIER

(E.P.A)

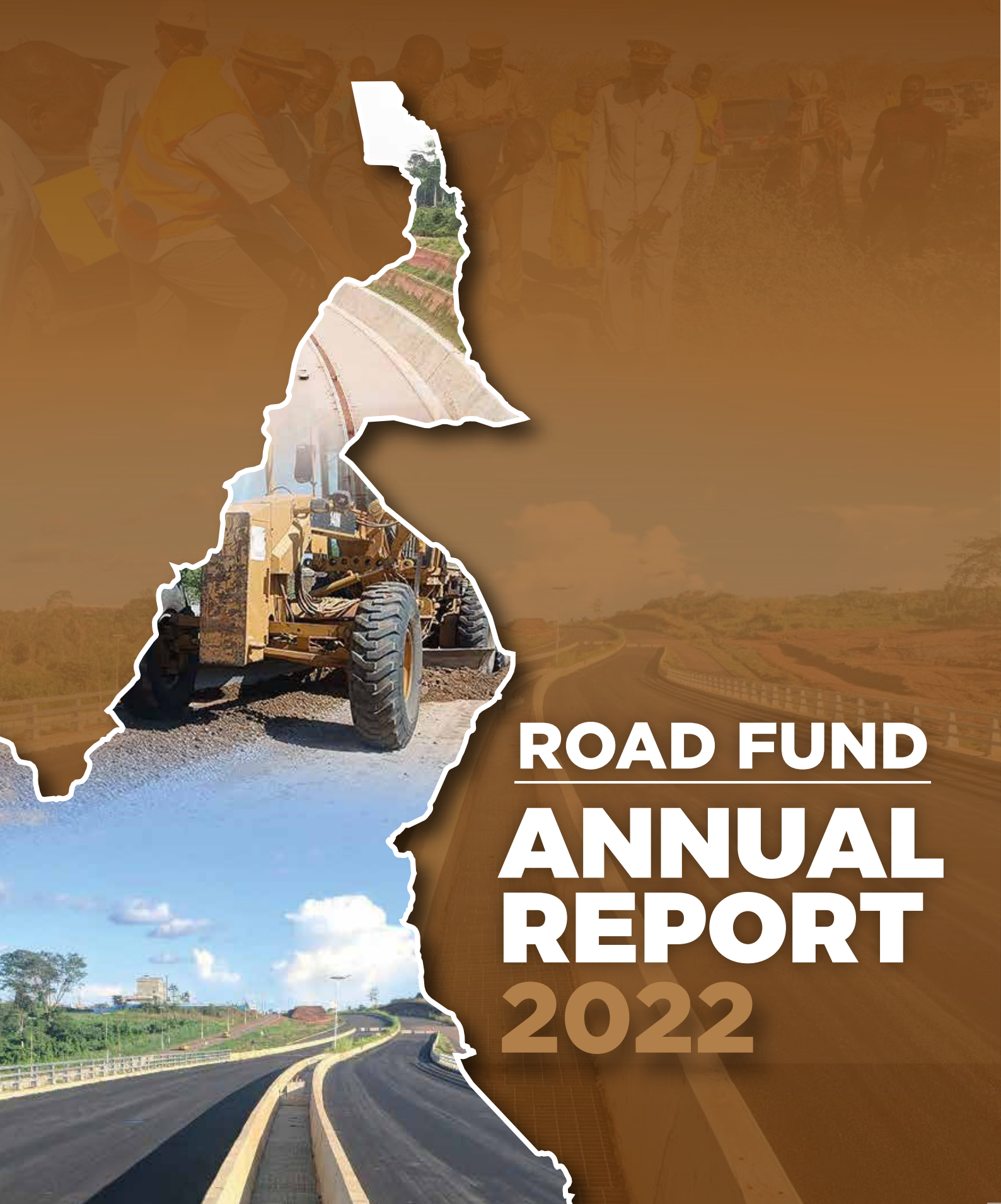


REPUBLIC OF CAMEROON

Peace - Work - Fatherland

ROAD FUND

(P.A.C)



ROAD FUND

**ANNUAL
REPORT**

2022



FOREWORD



YAOUBA ABDOULAYE

Chairman of the Management Committee
of the Road Fund

The year 2022 has been hectic for the Road Fund, both nationally and internationally.

At the national level, this year has been crucial in the history of the Road Fund, with the enactment on 27 April 2022 by the President of the Republic of the law relating to the protection of the national roads asset in Cameroon, which brings the country closer to the implementation of a second-generation Road Fund.

It has also been a year of improved performance for the Road Fund, in line with one of its major objectives, which was to increase the commitment rate for core programming from 75% to 90%. The Road Fund actually achieved this objective and even went the extra mile, as attested by 96.89% performance rate recorded. In this context, the institution was submitted 1,063 invoices in 2022 of which 1,009 were paid, in accordance with the new procedures put in place and aimed at improving governance through secure payment processes. On the

whole, though a remarkable progress has been made in this light, it is worth noting that some authorising officers have not yet achieved the desired objectives in terms of authenticating invoices. As regards the resources made available to the Fund, it should be mentioned that they have been constant throughout 2022. As part of its missions as a funding body, the Road Fund not only ensured that a match was maintained between the resources made available and the authorising officers' programming, but also saw to it that works were carried out efficiently.

Particular emphasis was also laid on building the capacity of local mayors with regard to project ownership. This support process, which began a few years ago, is already bearing fruit. In fact, during the 2022 financial year, invoices for services ordered by councils amounted to 38%, i.e. 15,224 billion CFA francs compared with 13,642 billion CFA francs in 2021. These figures clearly show the gradual mastery of the Fund's procedures by the above mentioned stakeholders.

At the international level, the Fund's activities have been marked by intense cooperation with similar bodies. On 18 May 2022, the Road Fund hosted a videoconference in Yaounde to present Namibia's Road Management System. From 13 to 16 September 2022, a delegation from the Road Fund took part in the deliberations of the African Road Maintenance Funds Association (ARMFA) in Mozambique. The Road Fund capitalised on these deliberations to optimise its current performance. As far as management is concerned, the year 2022 also went down in history. The Management Committee recruited the Fund Administrator and also renewed the management team. This change, combined with capacity-building for staff in various sectors, enabled the institution to further consolidate its achievements.

This annual report presents the activities carried out by the Road Fund during the year 2022, focusing on: the financing of road maintenance, payment of services, challenges faced and prospects.

LIST OF ABBREVIATIONS & ACRONYMS

ARMFA :	African Road Maintenance Funds Association
PCRA :	Public Contracts Regulatory Agency
TAFA :	Technical Accounting and Financial Auditing
BEAC :	Bank of Central African States
TCF :	Technical Consulting Firms
BPW :	Building and Public Works
BVMAC :	Central African Stock Exchange
C2D :	Debt Relief and Development Agreement
SAG :	Start-up Advance Guarantee
AFCON :	African Cup of Nations
EA :	Earmarked Account
PB :	Performance Bond
CCAP :	Special Administrative Clauses
BFDC :	Budgetary and Financial Disciplinary Council
CEMAC :	Central African Economic and Monetary Community
CFA :	African Financial Community
SFC :	Specialised Financial Control
GTC :	General Tax Code
MACO :	Management Committee
REBO :	Retention Bond
APMC :	Authorising Officers' Programme Implementation Monitoring Committee
RLAs :	Regional and Local Authorities
DUC :	Douala Urban Council
YUC :	Yaounde Urban Council
GESP :	Growth and Employment Strategy Paper
DSX :	Douala Stock Exchange
STC :	Studies and Technical Controls
PNM :	Priority Network Maintenance
RRM :	Rural Roads Maintenance
URM :	Urban Road Network Maintenance
RMF :	Road Maintenance Fund
RFO :	Road Fund Operation
IMF :	International Monetary Fund

RF :	Road Fund
HIMO:	Labour-Intensive Approach
MDRI :	Multilateral Debt Relief Initiative
Kfw :	KreditAnstalt Für Wiederaufbau
MINFI :	Ministry of Finance
MINHDU :	Ministry of Housing and Urban Development
MINT :	Ministry of Transport
MINTP :	Ministry of Public Works
MoU :	Memorandum of Understanding
ICT :	Information and Communications Technology
RMP :	Road Master Plan
PPRD :	Presidential plan for the Reconstruction and Development of the North West and South West Regions
PERFED:	Road Maintenance Programme of the European Development Fund
PGT :	Central Treasury Pay Office
PLANUT :	Three-Year Emergency Plan to Accelerate Economic Growth
SMEs :	Small and Medium-sized Enterprises
UNDP :	United Nations Development Programme
PPP :	Public-Private Partnership
RAP :	Roads Asset Protection
HIPC :	Heavily Indebted Poor Country
SDP :	Strategic Development Plan
RS :	Road Safety
RRSP :	Road Revenue Securing Programme
NR :	National Road
RUF :	Road User Fees
SCDP :	Cameroon Petroleum Depot Company
IMS :	Integrated Management System
SONARA :	National Oil Refinery
STADE-C2D :	Technical Support Secretariat Dedicated to the Execution of the C2D
AT :	Axle Tax
STPP :	Special Tax on Petroleum Products
UATP :	African Association of Public Transport Labour-Intensive Approach

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STATEMENT BY THE ADMINISTRATOR



Aubin ESSAIE MOUSSA

Administrator of the Road Fund

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At the national level, this year has been crucial in the history of the Road Fund, with the enactment on 27 April 2022 by the President of the Republic of the law relating to the protection of the national roads asset in Cameroon, which brings the country closer to the implementation of a second-generation Road Fund.

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01

**GENERAL
CONTEXT**



A - INTERNATIONAL AND NATIONAL CONTEXT

The COVID-19 crisis and Russia and Ukraine war have had a negative impact on the global economy. Global growth was projected to slowdown in 2022 and 2023, from 6.0% to 3.2% in 2022 and 2.7% in 2023. The world's three largest economies, the United States, China and the Eurozone, were likely to be the hardest hit.

Economic growth in the United States was expected to slow down from 5.7% to 1.6% in 2022 and 1% in 2023. In China, economic growth was estimated to decrease from 8.1% to 3.2% in 2022 and 4.4% in 2023. In the Eurozone, growth was predicted to slowdown from 5.2% to 3.1% in 2022 and 0.5% in 2023.

In sub-Saharan Africa, economic growth was set to decrease from 4.7% to 3.6% in 2022, due to war in Ukraine, inflation and supply chain disruptions. Nigeria and South Africa were expected to experience slower economic growth, 3.2% and 2.1% respectively. Countries found in the zone were also likely to face more difficult financial conditions, as a result of the tightening of monetary policy in advanced countries and rising geopolitical tensions. In 2023, the recovery of the economy in the zone was to be marked by 3.7% growth, but would still be under what obtained before the pandemic.

Economic growth in the CEMAC zone was set to accelerate from 1.5% to 3.2% in 2022 and 3.4% in 2023, driven by a

recovery in commodity prices.

Cameroon has continued to make progress in managing its budgetary, fiscal and debt policies in recent years. However, more effort still has to be made in terms of governance, business climate and the quality of public expenditure.

At the political level, the year 2022 was marked by tensions between the Government and separatists in the country's English-speaking regions. The Government continued to take all necessary measures to maintain order and security throughout the country.

With regard to energy, in 2022, the Government of Cameroon took a number of actions aimed at reducing Cameroon's dependence on fossil fuels, improving electricity supply and reducing greenhouse gas emissions. These include: (i) construction of the Nachtigal hydroelectric dam, which will generate 4,200 megawatts; (ii) launch of a programme to promote electric vehicles, with the establishment of a network of charging stations; and (iii) an increase in electricity tariffs for households and businesses, in order to finance investment in renewable energies.

At the socio-cultural level, with the aim of improving Cameroonians' standard of living, the Government undertook a number of actions in 2022, including: increasing the budget for education by 10%; building new schools and vocational

training centres; improving access to healthcare, particularly in rural areas; setting up programmes to combat poverty and inequality; promoting culture and arts by creating new museums and cultural centres, etc.

At the economic level, Cameroon recorded 3.4% growth in 2022, after a downturn of 0.3% in 2020 due to the consequences of the above-mentioned health crisis. This growth was driven by all sectors of activity, in particular agriculture, forestry, manufacturing and services, as follows:

- The agricultural sector grew by 2.9%, induced by increased production of cereals, fruit and vegetables;
- The forestry sector grew by 1.3%, impelled by an increase in timber exports;
- The manufacturing sector grew by 3.2%, driven by an increase in the production of manufactured goods, particularly food, beverages and tobacco;
- The services sector grew by 4.3%, propelled by an increase in transport, storage and communication activities, as well as a rise in financial and insurance activities.

This growth is due to the gradual recovery of the world's economies, after the remarkably challenging 2020 and 2021 years. Cameroon has also benefited from rising raw materials prices, notably oil and timber.

At the legislative level, Law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset has broadened the remit of the Road Fund. In fact,

this law has instituted a mechanism referred to as the "Road Fund" to finance the protection of the national roads asset. It specifies the missions and resources of the Road Fund, and provides it with three windows, namely "Maintenance" Window, "Studies and Investment" Window and "Compensation" Window.

The law also stipulates that the Ministry in charge of Finance shall ensure resources accounting at the time they are collected, for the sole purpose of centralising financial information on State revenues. The implementing instruments for this law, which are currently being prepared, should enable the Road Fund to migrate to a second-generation Fund.

As concerns macroeconomic prospects for 2023, Cameroon's economic growth should accelerate to 4.3% in 2023, down from 3.4% in 2022, according to the International Monetary Fund (IMF). This growth would be underpinned by the oil, agricultural and manufacturing sectors. It should be noted that the external economic environment is a key factor that exposes Cameroon's growth to some significant risks. The Cameroon Government took a number of measures to boost the economy. These include improving the business climate and increasing public investment.

In addition, the 2023 finance law has maintained the resources of the Road Fund at 50 billion CFA francs, as in 2022. However, the signing of the implementing instruments should make the Fund a second-generation Fund with greater resources, in line with real road maintenance needs.



Scarification and compaction of the roadway.

B - SOME MAJOR EVENTS

During the year 2022: The Road Fund recruited new staff and heads of divisions;

On 27 April 2022: The Management Committee recruited the Administrator;

On 27 April 2022: The President of the Republic enacted Law No. 2022/007 of 27 April 2022 relating to the protection the national roads asset;

From 9 to 14 May 2022: A delegation from the Road Fund took part in the XIXth General Assembly held in Dakar and Saly in Senegal, under the theme "Sustainability of African Road Maintenance Funds".

On 18 May 2022: The Road Fund held a videoconference in Yaounde on the Namibia's Road Management System (RMS). The aim of this presentation was to highlight the advantages and improvements that such a system could bring to Cameroon;

On 28 July 2022: A new representative of the Union of Passengers Transporters in Cameroon was appointed within the Road Fund Management Committee;

From 13 to 16 September 2022: A delegation from the Road Fund took part in the African Road Maintenance Funds Association (ARMFA) deliberations in Mozambique;



A meeting of the Management Committee

C - LEGAL AND REGULATORY FRAMEWORK

Following the enactment in April 1996 of Law No. 96/07 of 8 April 1996, relating to the protection of the national roads asset, the State of Cameroon set up a mechanism referred to as the Road Fund, with a view to financing programmes to protect the roads asset, prevent accidents and ensure road safety, and maintenance.

In July 2004, Law No. 2004/021 of 22 July 2004 to amend and supplement certain provisions of Law No. 96/07 of 8 April 1996 was signed. This new law reformed the Fund by extending its remit to include road rehabilitation and redevelopment operations, and adding a second Window, known as the "Investment Window". Given the impact of this law on the Fund's operations, these provisions were incorporated into its organisation instruments, in particular Decree No. 2005/239 of 24 June 2005 to lay down its organisation and functioning, as amended and supplemented by Decree No. 2012/173 of 29 March 2012.

In April 2022, the legal framework put in place by the previous law on the protection of roads asset, experienced significant changes following the enactment by the President of the Republic of a new law aimed at protecting this asset by ensuring the maintenance and durability of the roads that have been built. This legal measure proved necessary insofar as it has updated the previous instrument by taking into account the changes in the road landscape due to the intensification of traffic and increase in road users' misconducts.

This law has introduced a number of major innovations, namely (i) improvement of road protection tools, (ii) strengthening of penalties by increasing fines, (iii) and lastly, restructuring of the Road Fund.

With regard to the restructuring of the Fund, the new law relating to the protection of the national roads asset has broadened its remit, which goes beyond the financing of programmes. Article 31(1) of this law stipulates the purpose of the mechanism shall be to:

- mobilise and collect the requisite resources to finance road and motorway project study, compensation, investment and maintenance programmes;
- finance programmes to protect the national roads asset, prevent accident and ensure safety, maintain, rehabilitate and develop roads and motorways not under concession;
- pay for services and works eligible for this financing mechanism.

Paragraph (2) of the same article states that the Road Fund shall henceforth comprise the following three (3) windows:

- "Maintenance" Window;
- "Studies and Investment" Window; and
- "Compensation" Window.

With regard to the sources of financing, Law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset clearly defines the resources

of the financing mechanism on the one hand, and the methods of accounting for said resources on the other.

In accordance with the provisions of Article 32 (1) of this law, the resources of the Road Fund shall consist of the following:

- road user fees (RUF);
- share of the proceeds of the fines defined by this law;
- donations and grants;
- funds of various origins directly related to road use;
- share of the special tax on petroleum products;
- proceeds from the transit tax;
- budget allocations from ministries;
- road toll or, in the case of a toll concession, the concession fee;
- income from funds deposited in banks or from transactions deemed profitable for the Fund.

It should be noted that this law includes the special tax on petroleum products (STPP) and abolishes the axle tax as a resource.

The mechanism for entering resources in the accounts is the direct responsibility of the Ministry of Finance (MINFI), which ensures resources accounting at the time of collection, for the purpose of centralising financial information on the State revenues. The resources allocated by each Ministry or by each of Cameroon's financial partners must first be assigned to one of the Windows. Clearly put, the Fund must mobilise its resources directly, with MINFI's role as accountant being limited to centralising financial information on State revenues.

However, it should be pointed out that all these innovations for the Road Fund can only be applied through instruments implementing the aforementioned law. In the meantime, the Fund continues to be governed by the organisation instruments in force.



Pavement impregnation

D - REMINDER OF MISSIONS AND RESOURCES

1- Missions

Since its establishment by Law No. 96/07 of 8 April 1996 relating to the protection of the national roads asset, the Road Fund has been carrying out activities exclusively related to the financing of programmes to protect the national roads asset, prevent accident and ensure road safety and maintenance. These missions subsequently evolved with the signing of Law No. 2004/021 of 22 July 2004 relating to the protection of the national roads asset. This law has extended the remit of the Road Fund to road rehabilitation and development through two separate and independent windows. They are set out in Decree No.2012/173 of 29 March 2012 to organise and

lay down the functioning of the Road Fund. This decree has amended and supplemented certain provisions of Decree No 2005/239 of 24 June 2005, governing its functioning.

The purpose of the "Maintenance Window" is to finance and pay for services provided to the company relating to:

- maintenance of the priority network, classified interurban, council road network as well as and urban road networks;
- road safety;
- protection of the national roads asset.



Reinforced concrete box culver

Concerning the “Investment Window”, its role is to ensure financing and payment of the services provided for roads development and rehabilitation.

When Law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset is promulgated, through its implementation instruments, the Fund’s remit will then go beyond the financing of programmes.

2- Resources

Law No. 2004/024 of 22 July 2004 to amend and supplement certain provisions of Law No. 96/07 of 8 April 1996 relating to the protection of the national roads asset. These provisions are included in Decree No. 2012/173 of 29 March 2012, which lays down the conditions for its functioning. According to the provisions of Article 25 new (1) of this decree, the resources of the Road Fund shall consist of the following:

a) for “Maintenance” Window:

- road user fees (RUF);
- road toll or, in the case of a toll concession, the concession fee;
- revenues from axle tax;
- proceeds from the transit tax;
- revenues from fines;
- budget allocations from ministries to the

emergency line for emergency response;

- resources generated by the investment of any cash surpluses;

b) concerning the “Investment” Window:

- donations, gifts, subsidies and various aids provided by Cameroon’s financial partners;
- budget allocations from ministries;
- all funding other than the above mentioned.

Furthermore, the procedures for mobilising these resources are specified in Article 25 (new)-(2) of this decree.

For the 2022 financial year, the finance law of the Republic of Cameroon set a ceiling on the amount of taxes to be paid to public bodies. Article thirty-nine of this law stipulates that the ceiling on revenues from the special tax on petroleum products (STPP), tolls and weighing fees, paid into the Road Fund, shall be set at 50 billion CFA francs.

However, a new era began for the Road Fund with the enactment on 27 April 2022 of Law No. 2022/007 relating to the protection of the national roads asset. This law redefines the resources allocated to the Road Fund, as well as procedures for mobilising and accounting for them.

E - MANAGING BODY

Created as part of Law No. 96/07 of 8 April 1996 relating to the protection of the national roads asset, amended and supplemented by Law No. 2004/021 of 22 July 2004, the Road Fund is a special Public Administrative Establishment.

In addition to its main missions, the Fund is administered by two bodies, namely the “Management Committee” and “the Administrator”

1- MANAGEMENT COMMITTEE

This body handles all matters relating to the organisation and functioning of the Road Fund

Its missions are set out in Article 13 of Decree No. 2005/239 of 24 June 2005. Decree No.2012/173 of 29 March 2012 to amend and supplement certain provisions of Decree No. 2015/239 of 24 June 2005 specifies the composition of the Management Committee and the term of office of its members.

The Management Committee comprises eleven (11) members, including five (5) representatives of the State, one representative of Regional and Local Authorities and five (5) representatives of road users. These members are distributed as follows:



- **Representatives of the State:**

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

- **A representative of Regional of Local Authorities;**

- **Representatives of road users:**

- a representative of Cameroon Employers' Association;
- a representative of Cameroon Industrialists Trade Union;
- a representative of Cameroon Freight Forwarders Trade Union;
- a representative of Urban and Interurban Passenger Transport Trade Unions;
- a representative of Road Freight Transport Unions.

The Road Fund Administrator is the rapporteur of this Committee. He shall submit files to the Chairperson of the Management Committee who, depending on their significance, convenes dedicated Management Committee meetings.

2 - THE ROAD FUND ADMINISTRATOR,

Recruited through a call for applications, for a possibly renewable term of 3 years, the Administrator is responsible for the operational management of the Fund. The current Administrator was recruited on 26 April 2022 following the above mentioned procedure.

The Road Fund's Administrator is responsible for the operational implementation of the actions decided by the Management Committee; his missions are set 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.

The maximum number of staff in the Road Fund must be (25).

This 25-member staff is distributed in three (3) divisions and general administration:

- The General Administration team is responsible for coordination and comprises eleven (11) staff members;
- The Administration and Finance Division is responsible for fiscal accounting, treasury and human resources management and is made up of six (6) staff members;
- The Technical Expertise Division is responsible for monitoring contracts, processing invoices, site visits, bonds and technical audits and counts four (4) staff members.

- the Operations Control Division is responsible for mobilising resources, allocating them among authorising officers, controlling authorising officers' commitments, monitoring programming preparation, preparing the operating budget and studies prior to the approval of contracts by the Administrator, and it has four (4) staff members.

In addition, given an increase in the number of authorising officers with the incorporation of councils and regional councils, and the resulting workload, it is expected that the enactment of the new decree to reorganise the Road Fund will set a new ceiling on the number of staff numbers.

3 - MAJOR ACTIVITIES CARRIED OUT BY THE TOP MANAGEMENT IN 2022

During the year 2022, the Management Committee carried out a number of activities that had an impact on governance, human resources and operational activities.

a- In terms of governance

The Management Committee recruited the Road Fund Administrator following a call for application, in accordance with the provisions of Article 22 (1) of Decree No. 2005/239 of 24 June 2005 to organise and lay down the functioning of the Road Fund.

Subsequently, the designation of the new representative of the Union of Passengers Transporters in Cameroon at the Management Committee and the designation of the representative of the Ministry of Transport were the key events that had an impact on governance of the Road Fund.

b - Concerning human resources

The Road Fund recorded a number of departures/dismissals which required the recruitment of new staff members.

In terms of departures, the Fund dismissed the Head of the Administration and Finance Division for abandonment of post. This vacancy led to the appointment of an interim head of the Administration and Finance Division. The suspension of the employment contracts of the two engineers working for the Road Fund equally led to vacancies.

The Fund therefore recruited two engineers for the Technical Expertise Division, namely the Head of the Technical Expertise Division and the Audit Engineer.

The year 2022 ended with the recruitment of an accountant and the Head of Operations Control Division.

In addition, human resources management also included the suspension of the contract relating to the placement of Road Fund support staff, the validation of the scale of lump-sum expenses allocated to seasonal, temporary and trainee support staff as well as the payment of the various rights of former Road Fund employees.

c - At the operational level

The operation level was marked by the adoption of the Administrative Performance Plan for the 2022 financial year, the opening of an imprest account for the Road Fund's operating budget for the 2022 financial year and the adoption of the Road Fund's revised Administrative Performance Plan for the 2022 financial year which enabled the effective implementation of activities related to the operating budget

d - Activities related to the missions of the Road Fund

As part of the financing of road maintenance, the Management Committee approved the authorising officers' 2023 programmes. The request by MINTP to open an imprest account for the 2021 and 2022 was also examined and validated. Still during this year, the file on the Road Fund's categorisation was submitted to the Ministry of Finance and the review of 2021 and 2022 internal control reports as well as the annual audit plan for the 2023 financial year were equally examined.

e - Actions carried out in 2021 that had an impact in 2022

In 2021, the Management Committee initiated actions that continued to be implemented in 2022. These included the opening of the MINTP imprest account for 2021 and 2022. In fact, in accordance with recommendations from the Management Committee, the Road Fund referred to MINTP for supporting documents required by the regulations in force to be made available, to settle the cash balances. This recommendation was followed by MINTP, which enabled the opening of a new imprest account in 2022.

As concerns the recovery of funds withdrawn from the Road Fund account by the Central Treasury Pay Office (PGT) without authorisation, the concerned institution sent back the sum of 321,707,114 (three hundred and twenty-one million seven hundred and seven thousand one hundred and fourteen) CFA francs to the Road Fund's account.

Regarding overpayment levied by the former Road Fund Administrator, the concerned issued a cheque to the Fund worth 13,343,243 (thirteen million three hundred and forty-three thousand two hundred and forty-three) CFA francs, which corresponds to the overpaid amount.

Concerning the 2021 field visits, their planning and objectives, during the year 2022, the Road Fund not only followed up on recommendations made during such visits, but also assessed the level of execution of new projects, taking into account the level of funding. These visits took place from 30 May to 14 June 2022 and from 10 to 24 December 2022.



F - ROAD FUND MANAGEMENT

1 - MANAGEMENT TOOLS

In accordance with the provisions of Article 48 of Law No. 2017/010 of 12 July 2017 on the general status of public establishments and those of Law No. 2018/012 of 11 July 2018 on the fiscal regime of the State and public entities, the 2020-2022 Strategic Development Plan (SDP) was used as a compass for management during this period.

This SDP comprises two (2) sub-programmes, namely "Financing of road maintenance" and

"Governance". As at 31 December 2022, the level of implementation was as follows:

• FINANCING OF ROAD MAINTENANCE:

In 2022, the average implementation rate of this sub-programme was 96.34% for a revised budget of 636,342,320 (six hundred and thirty-six million three hundred and forty-two thousand three hundred and twenty) CFA francs and is broken down into the following actions:

Actions	Objectives	Execution rate in 2022	Source of verification
Increase resources allocated to road maintenance	Increase resources for road maintenance to +30%, by 2022	89.58%	Government performance project
Optimise the use of mobilised resources	<ul style="list-style-type: none"> • Increase the payment rate for core programming from 10 to 90%, by 2022. • Increase commitment rate for core programming from 75 to 90%, by 2022 	96.89%	Government performance project

During this financial year, the resources allocated to the action meant for increasing resources reduced due to the fact that the user satisfaction index survey was not carried out.

The 96.89% rate recorded as part of the implementation of the action dubbed "Optimising the consumption of mobilised resources" is thanks to proper execution of all its activities. As part of its missions as a funding body, the Road Fund not only ensured that a match was maintained between the resources made available and the authorising officers' programming, but also saw to it that works were carried out efficiently.

To achieve this objective, the Road Fund supported authorising officers in developing programmes and implementing them throughout the

year. Capacity-building workshops were organised for RLAs to enable them to perform their duties as authorising officers. These activities are important as they ensure efficient use of the Fund's resources.

• GOVERNANCE

The sub-programme referred to as governance centres around six (6) actions, namely: human resources management, material resources management, information resources management, public contract system management, strategic management, marketing and communication. Details on the performance of this sub-programme during the 2022 financial year are found in the table below.

Actions	Objectives	Execution rate in 2022	Source of verification
Human resources management	Increase the match between competence and posts from 2 to 5, by 2022	81.74%	Government performance project
	Increase the match between competence and posts from 2 to 5, by 2022		
Information resource management (applications and IT development, archiving, financial and management reporting, etc.)	Ensure that the budget is adopted latest on 31 December of the financial year, by 2022	95.06%	
	Ensure that the accounts certified by MACO are adopted latest on 31 March of the financial year, by 2022		
Material resources management	Increase the working conditions index from 2 to 5, by 2022	67.18%	
Management of public procurement system	Increase the time management index for public procurement from 2 to 5, by 2022	88.92%	
Strategic management	Increase the decision-making management index from 2 to 5, by 2022	92.50%	
Marketing and communication	Increase the visibility index from 1 to 3 points, by 2022	97.70%	

In 2022, the implementation rate of this sub-programme dropped by 2.21%, that is 79.79%, as against 82% in 2021. Difficulties encountered by the service provider in delivering on time the four vehicles ordered as part of the action to improve staff mobility, account for the decrease.

2 - ROAD MAP

The 2022 roadmap of the Road Fund, which stems from the 2020-2022 Strategic Development Plan, is a scorecard detailing all the activities to be carried out in order to develop a clear plan for achieving the set objectives.

This roadmap is anchored in the two sub-programmes below:

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

In 2022, the following actions were implemented in line with the 2020-2022 SDP.

- The financing of road maintenance, which aims to significantly satisfy the Fund's users (authorising officers and service providers), led to the following activities:

Description	Activities	what was planed	what was done in 2022
Increase resources allocated for maintenance.	Plead for more resources to be mobilised.	Update of study on toll revenue potential.	An agreement with NIS has been signed and the administrative prerequisites have been met during 2022.
Optimisation of use of mobilised resources.	<p>Support the programming of authorising officers</p> <p>Identify the real needs for financing road maintenance.</p> <p>Disseminate the guide so that stakeholders can master the Road Fund's procedures.</p>	<p>Ensure the functioning of the Authorising Officers' Programme Implementation Monitoring Committee (APMC) by holding three meetings.</p> <p>Holding of capacity-building workshop for RLAs.</p>	<p>During the 2022 financial year, three (3) meetings and a workshop to support the programming of authorising officers were organised. These meetings enabled authorising officers to improve the quality of their programmes and to better monitor activities on the ground.</p> <p>The Fund organised (6) training workshops during the 2022 financial year, which represents 92% implementation rate.</p> <p>These workshops have had a visible and positive impact as attested by RLAs' commitment rate of contracts estimated at 88.5%, representing 15.24 billion CFA francs in terms of payments made in 2022.</p>



Execution of concrete ditches

Description	Activities	what was planed	what was done in 2022
	Monitor the direct execution of works.	Site visit by MACO.	Site visits were organised from 31 May to 14 June and from 10 to 24 December 2022.
	Carry out technical audits	Technical audit during and after works execution for the 2019-2020 period	<p>More than 64 projects were visited across the three networks, including at least 19 in the Northern Network, 23 in the Southern Network and 22 in the Western Network. Following observations on the field, these recommendations were made: ensure proper projects maturation; propose that MINMAP, in conjunction with MINTP and MINH DU, examine the possibility of significantly raising the threshold of 250 million CFA francs which is the requirement for recruiting a Project Manager, in order to avoid the phenomenon of project managers abandoning certain sites, especially in rural areas, while at the same time engineers posted in devolved State services are not used optimally to monitor the sites.</p> <p>The firm tranche was executed.</p>

• The Road Fund governance, which is the Fund's trades support sub-programme, aims to improve working conditions. Its activities are as follows:

Description	Activities	what was planed	what was done in 2022
Human resources management.	<p>Develop Competence.</p> <p>Manage remuneration.</p>	<p>*70% specific training and 30% cross training.</p> <p>Pay staff contributions.</p>	<p>*3 cross training courses were given, and all staff were enrolled at the Yaounde Pilot Linguistic Centre for English language courses.</p> <p>Most of the specific training courses were also given.</p> <p>Insurance cover for staff health and pensions has been fully paid.</p>

	Career management.	Increase the number of support staff to meet the needs.	The Head of the Operations Control Division and the Head of the Administration and Finance Division were recruited following calls for applications, in accordance with the regulations in force. By Order No.001435/MINTSS/SG/DRP/SDH/BEA of 23 August 2022, the Minister of Labour and Social Security awarded medals to certain staff members.
Management of Information Resources.	Increase the Road Fund's autonomy in relation to management control tools.	Develop an application to enable dematerialised authentication of invoices and bonds.	An electronic platform referred to as RF-eTrust was being developed during the 2022 financial year to dematerialise the process.
		Finalise the application referred to as GENDATA FR.	GENDATA FR has gone operational. This application considerably reduces the margins of error; payment processing has become faster and more secure.
	Maintain IT equipment and applications.	Award a contract and monitor the provision of services.	The contract has been awarded to a service provider specialised in the maintenance of IT equipment, reprography and UPS. These services have been provided and have enabled the maintenance of equipment in good working condition.
	Produce accounting and financial information.	Production of financial statements for the 2021 financial year	The financial statements for the 2021 financial year are currently being validated.
Material resources management	Improve staff mobility.	Purchase vehicles.	Two vehicles have been delivered, which has improved the mobility of staff.
	Improve social climate.	Pay insurance premium.	75% of insurance benefits have been paid out. Funeral expenses and several pay have not been made; payment was postponed to 2023.
Management of public procurement system.	Award public contracts. Monitor contract execution.	Develop a procurement plan.	Activities under procurement plan were carried out accordingly.
Marketing and communication	Enhance the Fund's visibility	Purchase communication materials	The Fund produced promotional items, equally set up and ran digital platforms (Facebook, Twitter, Youtube).

The roadmap for the 2022 financial year was embedded in the government performance project for the year in question.

This dashboard facilitated the monitoring of consistency between planned and implemented activities. Most of the activities were carried out. However, land acquisition process for the headquarters building will continue in 2023. The same goes with the full payment of insurance and the purchase of other office furniture.

3 - THE ROAD FUND AND ITS HUMAN RESOURCES

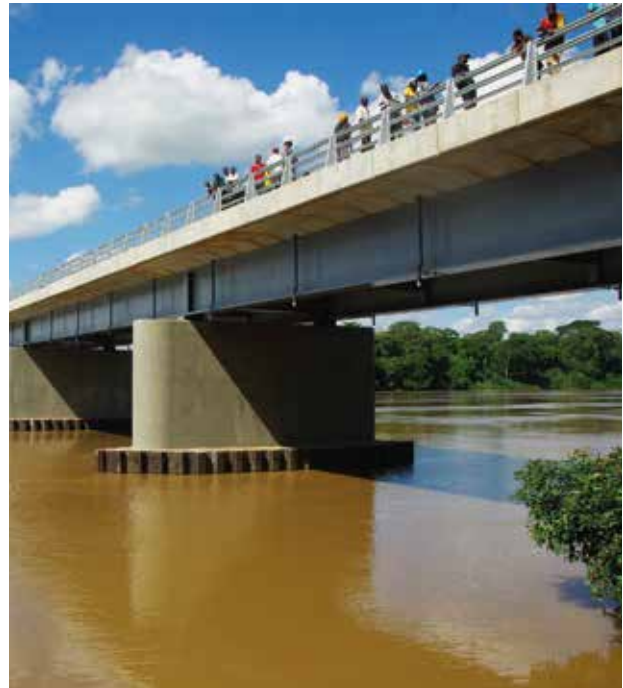
In 2022, three (3) events marked the Fund's human resources. This involved the improvement of working conditions, capacity building and personnel management.

○ **Improvement of working conditions** : as part of the drive to improve the mobility of the Road Fund staff, the Prime Minister's Office approved the purchase of four (4) vehicles. The Fund's administration therefore awarded a contract for the vehicles to be provided to replace those sold in 2021.

○ **Capacity-Building** : In 2022, staff of the Fund took part in training courses on English language, irregularities and mismanagement, setting up a project monitoring and evaluation system, public finance, drawing up and analysing financial statements, electronic document management, etc.

○ **Staff management** : The Road Fund has started revising its staff regulations and internal rules. Beside updating these instruments, the revision will help take into account socio-economic changes as well as legal and regulatory developments.

The Fund has also undergone a number of staff changes. Following the continued detention on remand of the Head of the Technical Expertise Division and the Audit Engineer, the resignation of the Head of Operations Control Division and the dismissal of Accountant No.1, the Fund's administration proceeded to their replacement. In addition, at the end of the 2022 financial year, the Fund recorded the resignations of the Internal Auditor, the



4 - CHALLENGES FACED DURING THE IMPLEMENTATION OF ACTIONS

To fulfil its role as paying agency, the Road Fund interacts with all its authorising officers (MINTP, MINH DU, MINT and RLAs), banks and insurance companies issuing bonds. However, such difficulties as slowness or constraints faced during cooperation are likely to slow down or limit the impact of its action. Major difficulties faced in 2022 include:

- slowness on the part of authorising officers in authenticating invoices. non mastery by some authorising officers of the authentication procedure introduced at the Road Fund at the end of the 2021 financial year;
- non mastery of the Road Fund's procedures by some councils;
- delays in bonds' authentication by their issuers.

To meet these challenges, the Road Fund undertook the following actions:

- continuing with capacity-building of mayors in the Fund's procedures by disseminating the guide for stakeholders and organising workshops;
- setting up a platform for digital authentication of invoices. The introduction of this platform will curb the time taken to process invoices and ensure the authenticity of documents received by the Road Fund.

G - RISK IDENTIFICATION, ANALYSIS AND MANAGEMENT

As a special public administrative establishment with a legal personality, the Road Fund is responsible, among other things, for approving the programmes of its authorising officers, mobilising necessary resources to finance them, contracting projects emanating from these programmes through its approval, ensuring the payment of contractors' invoices and reporting on its activities to various stakeholders.

As a major player in the Cameroon road maintenance system, the Road Fund is faced with challenges inherent to its activities. There are three types of difficulties, namely (i) institutional, (ii) strategic and (iii) operational.



(i) At the institutional level

The resources of the Road Fund, grounded in the successive finance laws for the years 2018 to 2022, were capped at 50 billion CFAF in 2022. This ceiling set on its budget hinders its financial autonomy and limits its action. It also hampers its ability to finance road maintenance needs in Cameroon.

The various advocacy initiatives instilled by road maintenance stakeholders and the enactment of Law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset will transform the Road Fund into a second-generation organisation. The signing of implementing instruments for this law will enable the Road Fund to collect its resources directly and therefore significantly improve its ability to finance road maintenance projects. In this light, there should be a permanent plea to ensure that these reforms are taken into account in the finance law.

(ii) At the strategic level

The Strategic Development Plan is a strategic governance tool that enables the Fund's top management to carry out its duties efficiently. During 2019, the strategic plan for the three-year period 2020-2022 was drawn up. During its implementation, the main sub-programme indicators were not formally and progressively filled in, due to the fact that the planned monitoring and evaluation framework was not operational. As a result, the Fund's strategic management is likely to be based not on the key performance indicators, but rather on the data from the various Government performance projects, which mainly relate to the budgetary and financial implementation of the sub-programme actions. With a view to controlling this risk for the three-year period 2023-2025, the Fund's administration embarked on the process of introducing management control. This function will help construct and fill in the various indicators identified, with a view to effective strategic management.

(iii) At the operational level

Some works control revealed that there were irregularities in invoices submitted to the Road Fund concerning works completion. This situation makes the Road Fund run the risk of paying invoices for works that are not executed. To mitigate this risk, the Road Fund decided to step up site visits. There are two types of site visits: (i) unannounced controls carried out by the Fund's administration and (ii) visits carried out by the Management Committee.

In response to the risk that the Road Fund may run regarding the payment of false invoices, a procedure has been put in place to authenticate them. It consists in requesting the Project Owner to confirm the authenticity of each invoice submitted to the Fund. This procedure brought about delays, mainly due to the time taken by project owners to react, resulting therefore in longer processing and payment times. To improve invoice payment time, the Fund embarked on dematerialising this procedure by setting up a platform for digital authentication of invoices.

H - THE ROAD FUND AND ITS PARTNERS

In 2022 the relationships between the Road Fund and its international partners were marked by the activities of the African Road Maintenance Funds Association (ARMFA) and the support of the Namibian Road Maintenance Fund during the presentation of its Road Management System (RMS) by the Road Fund to its authorising officers.

1- African Road Maintenance Funds Association (ARMFA)

The African Road Maintenance Funds Association (ARMFA) is a non-political, non-profit association founded in 2003 in Libreville, Gabon. ARMFA currently has 34 members. The main objectives of the association are to (i) provide a platform and network for sharing experience and information on best practice in road maintenance in Africa; (ii) discuss and identify opportunities for funding options; and (iii) promote and strengthen ties between its members.

During 2022, the Road Fund participated in two major ARMFA activities:

- the XIXth General Assembly held from 9 to 14 May 2022 in Dakar and Saly, Senegal, under

the theme “Sustainability of African Road Maintenance Funds”;

- the Executive Committee meeting held in Mozambique from 13 to 16 September 2022.

2 - Namibia Road Management System (RMS)

With a view to improving road maintenance performance and protecting the roads asset, on 18 May 2022 the Road Fund presented the operation of Namibia’s roads asset management system, referred to as Road Management System (RMS), to stakeholders in Cameroon’s road maintenance system.

This management system, built up more than 20 years ago, has enabled Namibia to rank first in Africa for road quality. The RMS deals with issues related to optimising the planning and programming of road maintenance projects, monitoring the network and maintaining road database, therefore making road maintenance more efficient.

This workshop, which was held the day after the enactment of law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset, has three main objectives. Firstly, generate



Embedded stone pitching on the head of a box culvert

interest among participants and, above all, raise their awareness on the need to set up the RMS in Cameroon. Secondly, provide insights for those involved in the review of the decree to reorganise the Road Fund and, finally, consider, at the end of the workshop, a quota of resources to be included

in the draft decree of the Fund.

If the outcomes of this conference are implemented, Cameroon will make the most of the Namibian experience. In this way, the country will develop its roads asset management system according to its own context.

I - COMMUNICATION

In 2022, the Road Fund's communication activities were geared towards enhancing visibility and public marketing. Major activities carried in this light are as follows:

- i. Publishing and disseminating the 2021 annual activity report;
- ii. Setting up and revitalising digital platforms;
- iii. Media coverage of site visits organised by the Management Committee;
- iv. Social mobilisation.

With regard to the 2021 annual report, this document reviewed the major events that marked the functioning of the Road Fund during the 2021 financial year. It was produced and distributed to stakeholders in Cameroon's road maintenance system.

As regards digital platforms, Facebook and Twitter pages have been set up, as well as a YouTube channel. These platforms are regularly updated to increase the Fund's visibility and create a closer relationship with Internet users.

The Management Committee organised site visits in all three road networks that were substantially covered by all types of media, audiovisual, print and online media as well. These communication moves threw more lights on activities carried out by the Road Fund on the field.

Social mobilisation focused on two major events: International Women's Day and International Labour Day. The 2022 edition of the International Women's Day was a special occasion, as the Fund took part in the parade on 20th May Boulevard for the very first time. This participation was highly praised by officials.

As for the International Labour Day, an educational talk under the theme: "Health and Safety at Work" helped educate staff on the importance of setting up a "health and safety" committee in companies, and in particular at the Road Fund. Staff were also enlightened on how to manage work-related accidents and physical or psychological illnesses such as stress and burnout.



The Administrator talking to the media



02

PROGRAMMES FUNDING



As the main funder of road maintenance in Cameroon, the Fund provides financing for services that fall within its scope in accordance with legal and regulatory provisions. This funding, distributed among the various authorising officers (MINTP-MINH DU-MINT-RLAs), follows the distribution key defined by decree of the Prime Minister, Head of Government, regarding the Maintenance window. In line with the decentralisation policy, the above-mentioned financing now includes, for each authorising officer, a minimum share of 15% of their annual allocation, for Regional and Local Authorities. Regarding investment services, especially rehabilitation and development works, the Investment window provides financing through allocations from authorising officers' public investment budget.

A - FUNDING FOR ROAD MAINTENANCE PROGRAMMES (MAINTENANCE WINDOW)

The national road network accounts for almost 85% of transport infrastructure. The government's objectives which consist in improving the density of the paved network, as well as maintaining and rehabilitating earth roads, have not been achieved over the last decade, despite an increase in the execution of national road network projects and the introduction of reforms. The government has adopted a road nomenclature in line with the implementation of the decentralisation process. The road network is now divided into motorways and national roads, which are the responsibility of the central

Government or concessionaires, regional roads, which are the responsibility of regions, and council roads, which shall be taken charge of by councils. With the exception of motorways, other infrastructure benefit from financing for road maintenance works, provided by the Road Fund within the limits of its powers and in compliance with the legal, regulatory and procedural provisions relating to projects eligibility.

The financing provided by the Fund through its "Maintenance" and "Investment" windows is divided amongst its various authorising officers: MINTP, MIN DUH, MINT and RLAs. As part of measures to implement the powers transferred to them, in compliance with decentralisation policy, RLAs are granted a minimum share of 15% of each authorising officer's annual allocation. The Investment window is replenished by the Public Investment Budget (BIP) of the authorising officers and covers financing for road rehabilitation and development works.

The following regulatory instruments divide Cameroon's road network into categories:

- Decree No.2017/144 of 20 April 2017 on road nomenclature;
- Decree No. 2017/145 of 20 April 2017 on the numbering and inventory of national roads,
- Decree No. 2017/8389/PM of 5 September 2017 on the numbering and inventory of regional roads.

The table below shows the classification of the national road network in 2022.

Table 1: National road network in 2022

Category		Type of road		Grand Total
		Paved road	Earth road	
Motorway	Length (km)	109.10	0.00	109.10
	Percentage	100.00%	0.00%	0.1%
National road	Length (km)	6,163.31	3,368.56	9,531.87
	Percentage	64.66%	35.34%	7.8%
Regional road	Length (km)	1,668.59	12,208.52	13,877.11
	Percentage	12.02%	87.97%	11.4%
Council road	Length (km)	1,862.24	96,504.21	98,366.45
	Percentage	1.89%	97.11%	80.7%
Grand Total	Length (km)	9,803.24	112,081.29	121,884.53
	Percentage	8.04%	91.96%	100.00%

The total length of Cameroon's road network was estimated at 121,884.54 km in 2022, slightly up as compared to 121,873.9 km in 2021. It comprises 9,803.24 km of paved roads and 11,281.29 km of earth roads, including 2,111.44 km of roads currently being paved, according to statistics from MINTP. The length of the paved road network increased from 9,133.69 km in 2021 to 9,803.24 km in 2022, giving 7.33% increase.

The full inventory of rural (council) roads, carried out in collaboration with the National Institute of Statistics (INS) and the National Institute of Cartography (NIC), unfortunately shows that 79.5% of this network consists of council roads in poor condition, which raises the issue of the amount of funding, planning by authorising officers and quality of services.

1 - Road maintenance programme 2022

Decree No. 2013/7696/PM of 27 August 2013 to amend the allocation of Road Fund resources serves

as the basis for the Fund's support to authorising officers in preparing their programming, as well as notifying each of them of the budget corresponding to each type of service. The programmes submitted by authorising officers are analysed by the Fund's technical departments before being validated by the Management Committee during budget sessions. Programming is based on the concept of flexibility and can therefore be revised, as necessary, according to priorities or an assessment of the level of implementation.

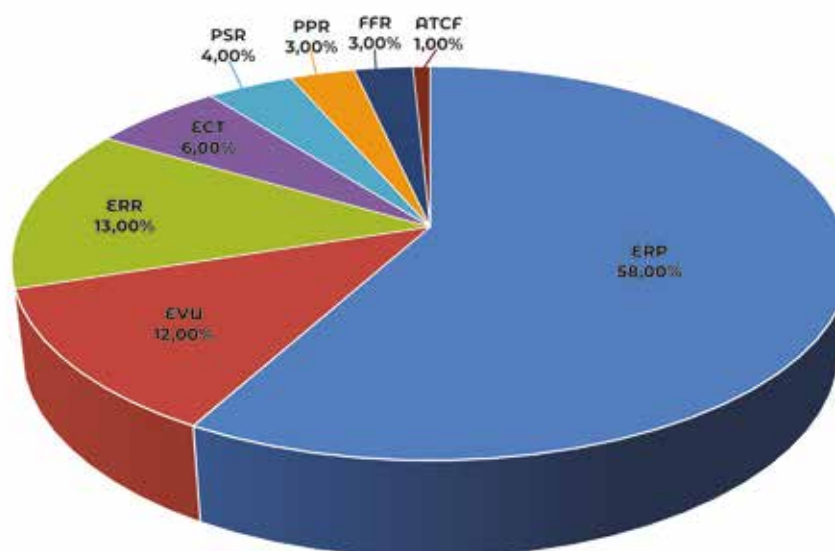
• Resource distribution key

Decree No. 2013/7696/PM of 27 August 2013 is the regulatory framework that defines the distribution key for resources allocated to the Road Fund to finance eligible services.

Table 2 : Resource allocation key applied during the 2022 financial year.

Types of services	Abbreviations	Distribution key
Maintenance works on the classified interurban priority network.	PNM	Min. 58%
Priority urban road network maintenance works	URM	Max. 12%
Maintenance works and equipment for rural priority roads.	RRM	Max. 13.5%
Road or geotechnical studies and control of works.	STC	Max. 6%
Preventing accidents and ensuring road safety.	RS (Road safety)	Max. 4%
Routine maintenance of fixed and mobile facilities necessary for the protection of public roads.	RAP	Max. 3%
Road Fund operating expenses.	RFO	Max. 2.7%
Technical, accounting and financial audits	TAFA	Max. 0.8%

Chart 1: Distribution of resources by type of service



This distribution, applied by authorising officers, takes into account the new road nomenclature enshrined in Decree No. 2017/144 of 20 April and the transfer, as part of the decentralisation process, of some powers in the road maintenance sector by

the Road Fund authorising officers.

For the 2022 financial year, resources allocated to each authorising officer according to the distribution key are shown in the table below, in millions of CFA francs:

Table 3: Resources allocated in 2022 to each authorising officer in millions of CFA francs

TYPES OF SERVICES	MINTP	MINHDU	MINT	RLAs	Rate per type
PNM	25,308				50.62%
RRM				12,500	25.00%
RAP	1,500				3.00%
STC	2,263	430			5.38%
URM		4,886		1,113	12.00%
RS			1,700	300	4.00%
TOTAL	29,071	5,316	1,700	13,913	100%

The above table's data analysis shows that the share for national and regional roads have been maintained compared with 2021, accounting for 58% of the Road Fund's overall resources.

• Road Fund commitments for the year 2022

Following the enactment of the finance law for the 2022 financial year, which sets the budget allocated to the Road Fund Maintenance Window at 50 billion CFA francs, and Letter No. B70/d28/SG/PM dated 10 January 2019 by the Prime Minister, Head of Government relating to the rate of MINTP's allocation dedicated to the maintenance of council roads, the Road Fund Management Committee approved the authorising officers' programmes for the 2022 financial year. Given resource scarcity and in order to enable users to benefit from well-maintained roads, the Committee exceptionally granted the various authorising officers the carry-over of unused resources from the 2021 financial year, for a total amount of 2,713,635,294 CFA francs, i.e. 1,781,593,961

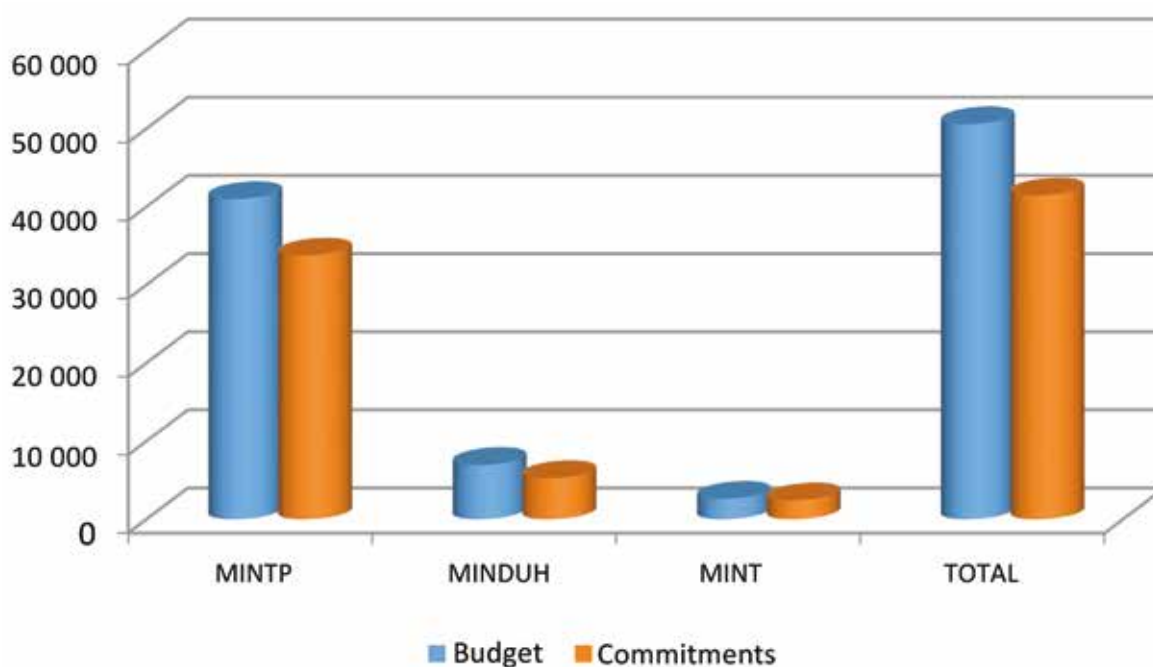
CFA francs for MINTP, 307,041,333 CFA francs for MINHDU and 625,000,000 CFA francs for MINT. This credit carried over enabled the programmes for the 2022 financial year to be increased to 40,982 million CFA francs, 6,966 million CFA francs and 2,625 million CFA francs respectively, for the three authorising officers mentioned above.

Out of an estimated budget totalling 50,572 million CFA francs for the 2022 programming by the three authorising officers (MINTP, MINHDU, MINT), including carry-overs, the Road Fund committed a total amount of 41,450 million CFA francs, for a commitment rate of 81.96% as at 31 December 2022. This rate includes the additional period, following the exceptional authorisation, for the extension until 20 January 2023 of the validation of certain draft contracts that were submitted to the Road Fund at the end of the financial year. Details are shown in the table below:

Table 4 : Summary of 2022 programme commitments per authorising officer (in millions of CFAF)

Authorising Officers	Budget	Commitments	Available credits	Commitment rate	Number of approved contracts
MINTP	40,981	33,753	7,228	82.36	398
MINDUH	6,966	5,274	1,692	75.71	51
MINT	2,625	2,423	202	92.30	29
TOTAL	50,572	41,450	9,122	81.96	478

Chart 2: Commitments made compared to resources allocated for each authorising officer



• **Performance of councils for the 2022 financial year**

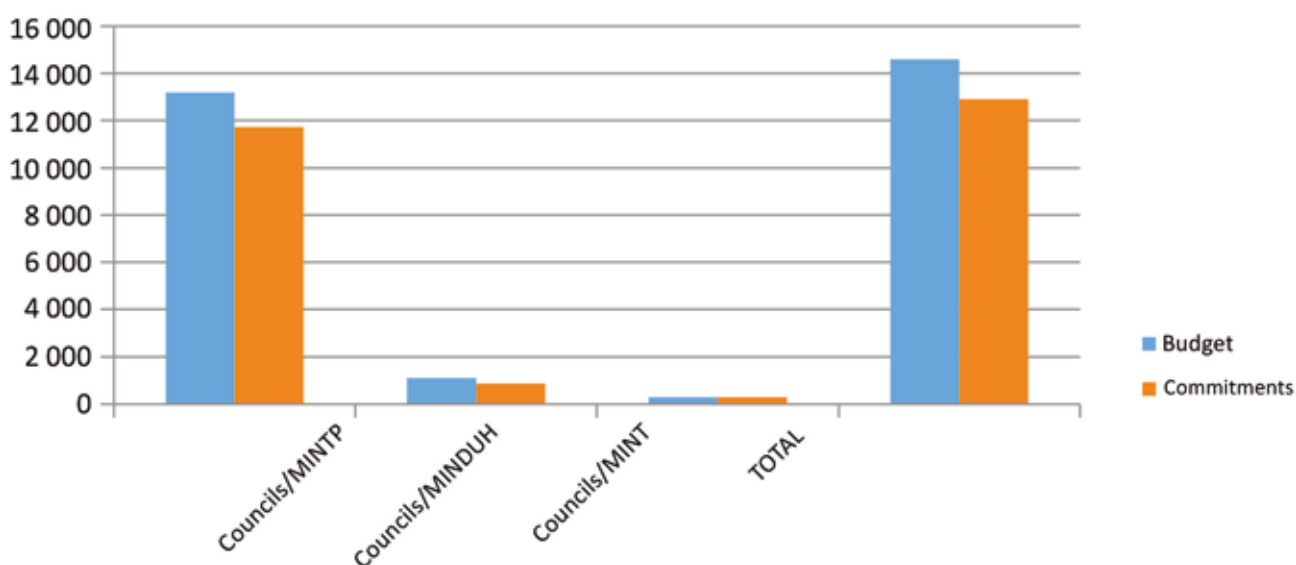
Overall, 168 of the 360 councils identified benefited from the resources transferred in 2022, i.e. 31 more councils than in 2021, which included 137 councils in this sub-programme.

The level of commitment of resources transferred to councils in 2022 is **12,912 million CFAF**, i.e. a commitment rate of 88.46%. The table below shows the status of commitments by main authorising officer, including carry-overs from 2021.

Table 5: Situation of councils' commitments per authorising officer in millions of CFAF

Authorising Officers	Budget	Commitments	Available credits	Commitment rate
Councils/MINTP	13,184	11,738	1,446	89.03
Councils/MINHDU	1,113	885	228	79.51
Councils/MINT	300	289	11	96.33
TOTAL	14,597	12,912	1,685	88.46

Chart 3: Comparative statement of resources in relation to commitments made by councils in 2022



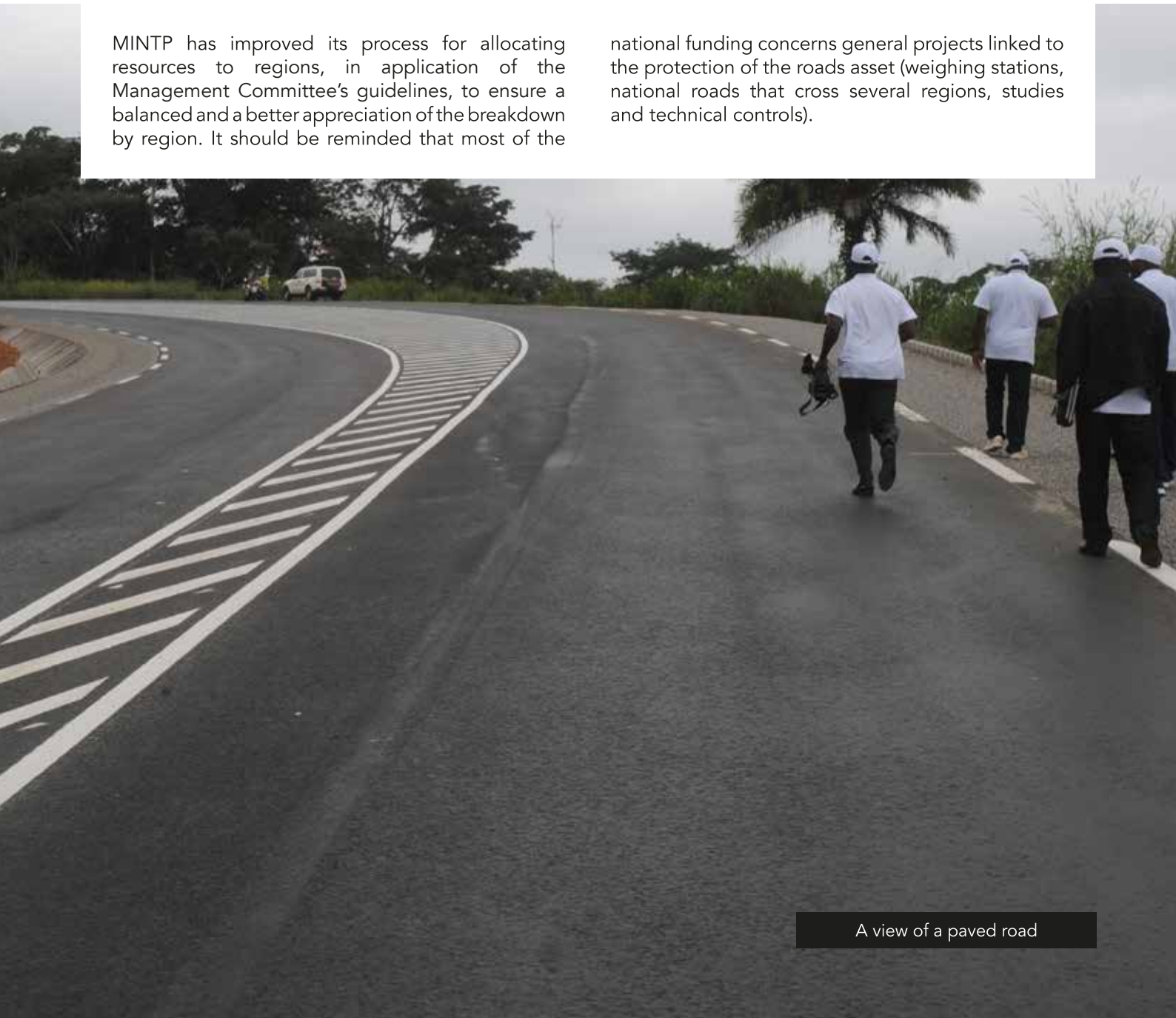
The committed amount of 12,912 million CFAF corresponds to two hundred and thirty (230) councils' contracts approved by the Road Fund, as detailed in the table below:

Table 6 : Number of councils' contracts approved per authorising officer in 2022

Authorising Officers	Number of approved contracts	% of approved contracts
Councils/MINTP	214	93%
Councils/MINHDU	03	1%
Councils/MINT	13	18%
TOTAL	230	100%

MINTP has improved its process for allocating resources to regions, in application of the Management Committee's guidelines, to ensure a balanced and a better appreciation of the breakdown by region. It should be reminded that most of the

national funding concerns general projects linked to the protection of the roads asset (weighing stations, national roads that cross several regions, studies and technical controls).



A view of a paved road

The table below shows the resources allocated per region in MINTP's basic programme (without carry-over):

Table 7: Resources allocated by MINTP per region in millions of CFAF

REGIONS	Nber of identified councils	Nber of councils having received resources	Coverage rate	Resources allocated in 2022	%
ADAMAWA	21	12	57%	1,009	8%
CENTRE	70	27	39%	2,226	18%
EAST	33	15	45%	1,199	10%
FAR-NORTH	47	22	47%	1,220	10%
LITTORAL	34	13	38%	1,005	8%
NORTH	21	12	57%	1,086	9%
NORTH-WEST	34	20	59%	1,370	11%
WEST	40	12	30%	1,004	8%
SOUTH	29	15	52%	1,076	9%
SOUTH-WEST	31	20	65%	1,305	10%
TOTAL	360	168		12,500	100%

The table above shows that the North, South-West, North-West, South and Adamawa regions are more than 50% covered. However, the coverage rate is not consistent with the allocation per region. For example, the Centre, which tops the list in terms of funding with 2,226 million CFAF, is only 39% covered. However, there is a relative balance in the allocation of resources between the other regions. The evolution of the commitment level of authorising officers over the last three (3) years is presented in the table below:

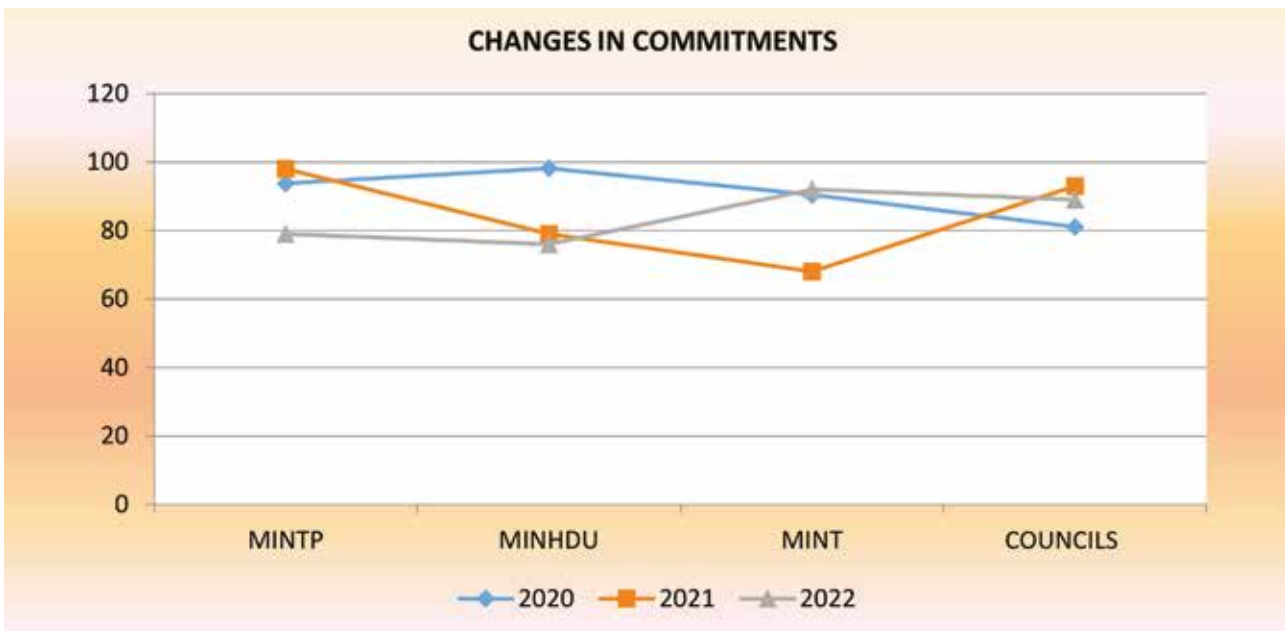


Table 8: Summary of programme commitment rates within the last 3 years per authorising officer

Authorising Officers	Campaigns		
	2020	2021	2022
MINTP	93.74	98	79
MINHDU	98.18	79	76
MINT	90.41	68	92
COUNCILS	81.05	93	89
TOTAL	90.90	93	82



Chart 4 : Changes in commitments over the last three years



In the light of the above data, there has been a significant decrease in commitments made by the various authorising officers, from 93% in 2021 to 82% in 2022. However, there has been a significant rise in the MINT commitment rate, from 68% in 2021 to 92% in 2022.

This performance calls on the Road Fund and authorising officers to further build the capacities

of mayors to ensure a better understanding of the Road Fund's procedures.

- Presentation of commitments in number of contracts

The evaluation in terms of the number of contracts awarded during the last three (3) years makes it possible to assess the volume of contracts awarded by the authorising officers.



Construction works of a box culvert

Table 9 :Distribution of contracts per authorising officer over the last three years

Authorising Officers	Number of contracts 2020	Number of contracts 2021	Number of contracts 2022	Rate (%) 2022
MINTP	106	228	184	38%
MINH DU	43	28	48	10%
MINT	29	37	16	3%
COUNCILS	147	159	230	48%
TOTAL	325	452	478	100%

In 2022, the Road Fund approved a total of four hundred and seventy-eight (478) contracts for all authorising officers, for a total amount of 41,450 million CFAF, i.e. 26 more contracts than in 2021.

In accordance with the provisions of Article 25(3) of the General Code of Regional and Local Authorities, authorising officers shall grant councils at least 15% of the annual allocation of their resources. The table below shows the percentage of these resources per authorising officer.

Table 10 :Distribution of contracts per authorising officer over the last three years

Authorising Officers	Number of councils having received resources in 2022	Annual budget	Amount of resources transferred to Councils in 2022	% of Transferred resources
MINTP	185	39,820	39,820	31.4%
MINHDU	04	6,430	1,114	17.3%
MINT	13	2,000	300	15%
TOTAL	202	2,000	13,914	28.8%

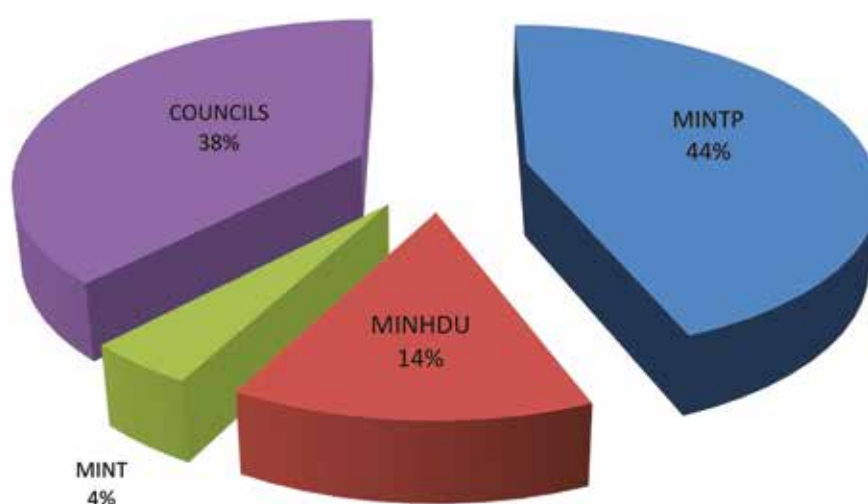
It is worth mentioning the efforts made by the three (3) authorising officers of the Road Fund in the decentralisation process, through the transfer of resources to councils, in terms of the percentage of resources transferred.

2 - Payment transactions

The Road Fund's key performance indicator is the time taken to process invoices submitted for payment.

- Presentation of payments for the 2022 financial year per authorising officer

Chart 5 : Distribution of payments per authorising officer in 2022



It should also be noted that the agreement between the Road Fund and the BEAC provides for the Road Fund account to be provisioned by the automatic debit mechanism (5 billion CFAF per month). This provisioning was effective between January and October 2022, i.e. 50 billion CFAF in accordance with the 2022 finance law.

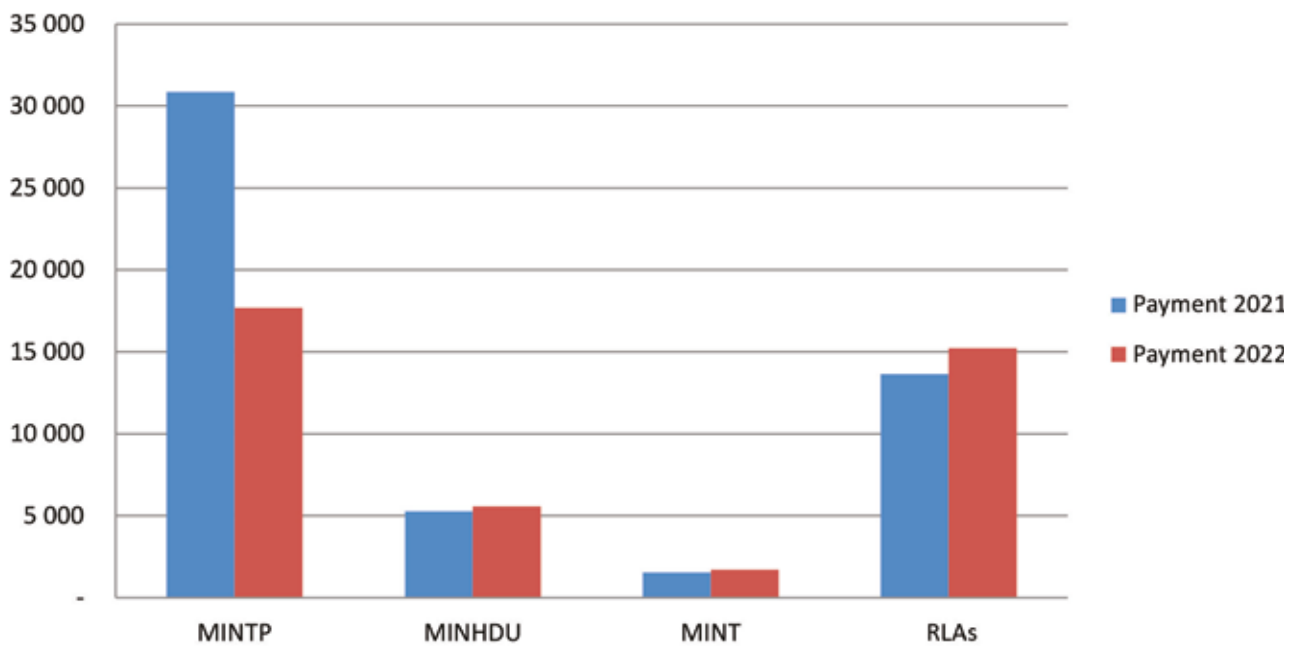
• Changes in payments between 2021 and 2022

The volume of payment from the three (3) main authorising officers decreased between 2021 and 2022. However, as far as the councils are concerned, invoice payments have increased considerably as a result of a better management of the Road Fund financing procedures.

Table 11: Comparative table of payments per authorising officer between 2020 and 2022 (in millions of CFAF)

Authorising Officers	2021 payments	2022 payments	2022 percentage	Variation (c=b-a)	Progress rate (in %)
	(a)	(b)			(d=c/a)
MINTP	30,857	17,706	43.98	-13,151	-43
MINHDU	5,271	5,581	13.86	310	6
MINT	1,551	1,725	4.28	174	11
COUNCILS (RLAs)	13,642	15,244	37.88	1,602	12
TOTAL	51,321	40,256	100	-11,065	-14

Chart 6: Distribution of payments per authorising officer in 2022



3 - Situation of processed invoices in the 2022 Financial Year

The ratio between the number of invoices received and the time taken to process them is a performance indicator for the Road Fund. The table below summarises the related statistics:

Table 12 : Statistics on the number of invoices processed as at 31 December 2022

Year	Number of invoices received	Average number of invoices processed per day	Number of invoices processed without rejection	Number of invoices processed after rejection	Number of invoices that remained rejected	Rejection rate
2021	1,081	11	1,031	18	32	1.74%
2022	1,063	10	521	488	54	93.66%

Chart 7: Structure of processed invoices in percentage



Field visits by members of the Management Committee

During the 2022 financial year, the Road Fund received 1,063 invoices. This volume decreased by approximately 18 invoices compared to the 2021 financial year. However, it should be noted that the rejection rate rose exponentially from 1.74% to 93.66%. The change in this rate is justified by the new procedures put in place at the Road Fund.

4 - Status of signature guarantees

A guarantee is an obligation to provide a third party with the right to protect it against possible damage. As part of its payment operations during 2022, the Road Fund received the following guarantees: (i) Start-Up Advance Guarantees (SAG),

(ii) Performance Bonds (PB) and (iii) Retention Bonds (REBO).

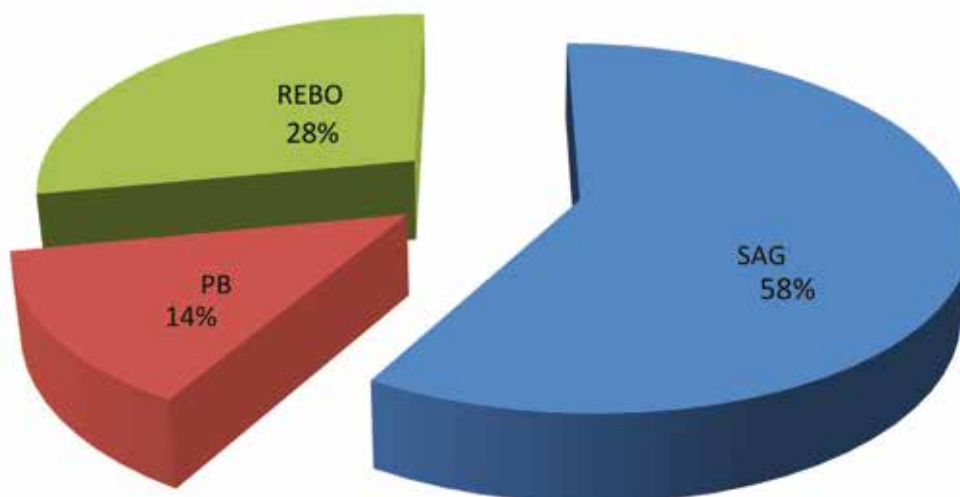
• Bonds received in 2022

During the financial year 2022, the Road Fund received 534 guarantees summing up to 8.662 billion CFAF compared to 12.369 billion CFAF in 2020, i.e. a decrease of 3.707 million CFAF in absolute value and 42.80% in relative value. This decline can be justified not only by the substantial decrease in the number of contracts compared with 2021, but also by the economic situation, which has slowed the actual completion of works.

Table 13: Situation of bonds received

Type of bonds	Financial year 2022		Rate %
	Numbers	Value (in millions of CFAF)	
SAG	119	5,055	58.36
PB	245	1,176	13.58
REBO	170	2,431	28.06
TOTAL	534	8,662	100

Chart 8: Structure of bonds received classified by type



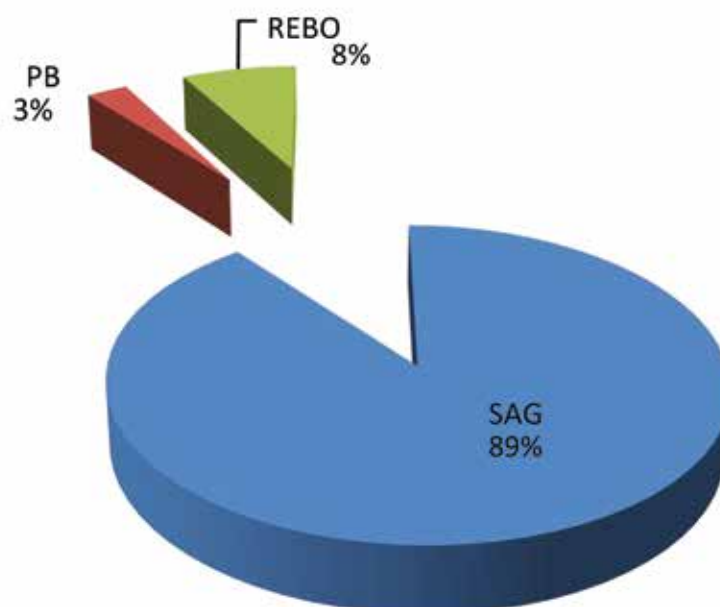
• Refunded bonds

Refunded bonds amounted to 363 million CFAF on 31 December 2022 compared to 715 million on 31 December 2021, a 352 million significant decrease in absolute value and 96.97% in relative value

Table 14: Situation of refunded bonds

Type of bonds	Refunds for the 2022 financial year		Rate %
	Numbers	Value (in millions of CFAF)	
SAG	2	325	89.53
PB	3	10	2.75
REBO	2	28	7.72
TOTAL	7	363	100

Chart 9: Structure of refunded bonds classified per type



B - FINANCING OF ROAD INVESTMENT PROGRAMMES

1- Resources of the "investment" window programme

As part of its road maintenance financing missions, the Road Fund operates through two (2) windows: (i) the "Maintenance" window and (ii) the Investment window. The investment window account is housed at the MINTP/MINH DU specialised paymaster's office and the maintenance window account at BEAC.

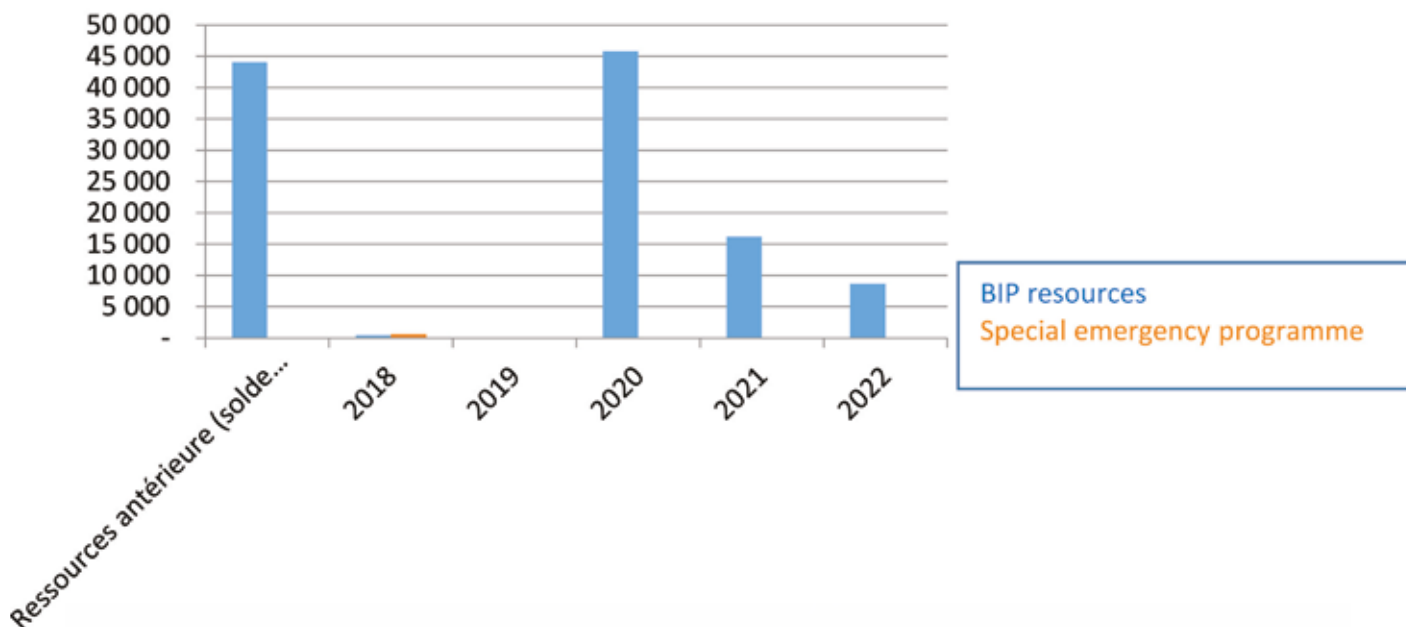
Between 2017 and 2020, the resources received under the investment window decreased significantly. In 2022, the Fund received 8.685 billion CFAF from MINTP, compared with 16.202 billion CFAF in 2021, a decline of 53.60%. It is important to note that since the 2019 financial year, the Road Fund has no longer received the investment window's resources from MINH DU.

The table below shows the effectiveness of resources received by the investment window over the last five years.

Table 15: Situation of annual resources transferred to the investment window (in millions of CFAF)

Resources received by the Road Fund classified per financial year from 2018 to 2022 (in millions of CFAF)							
Programmes	Past resources (balance as at 31 December 2017)	2018	2019	2020	2021	2022	Total
PIB resources	44,087	485	-	45,867	16,202	8,685	115,326
Special Emergency Programme		653	-	-	-	-	653
TOTAL	44,087	1,138	-	45,867	16,202	8,685	115,979

Chart 10 : Comparison of annual resources received under the investment window per programme.



2 - Payments from the "investment" window programme

Payments for a financial year represent all withdrawals made from the Road Fund account housed at the MINTP/MINH DU specialised paymaster's office, as part of the payment of invoices falling under the "Investment" window. The change in payments from the "Investment" window over the last five financial years is as follows:



Table 16: Distribution of payments from the investment window over the last five years (in millions of CFAF)

Payments made by the Road Fund classified per financial year from 2018 to 2022						
Programmes	2018	2019	2020	2021	2022	Total
PIB resources	27,661	14,701	10,035	15,664	7,260	75,321
Special Emergency Programme	653	-	-	-	-	653
TOTAL	28,314	14,701	10,035	15,664	7,260	75,974

Chart 11 : Comparison of payments from the investment window per programme.

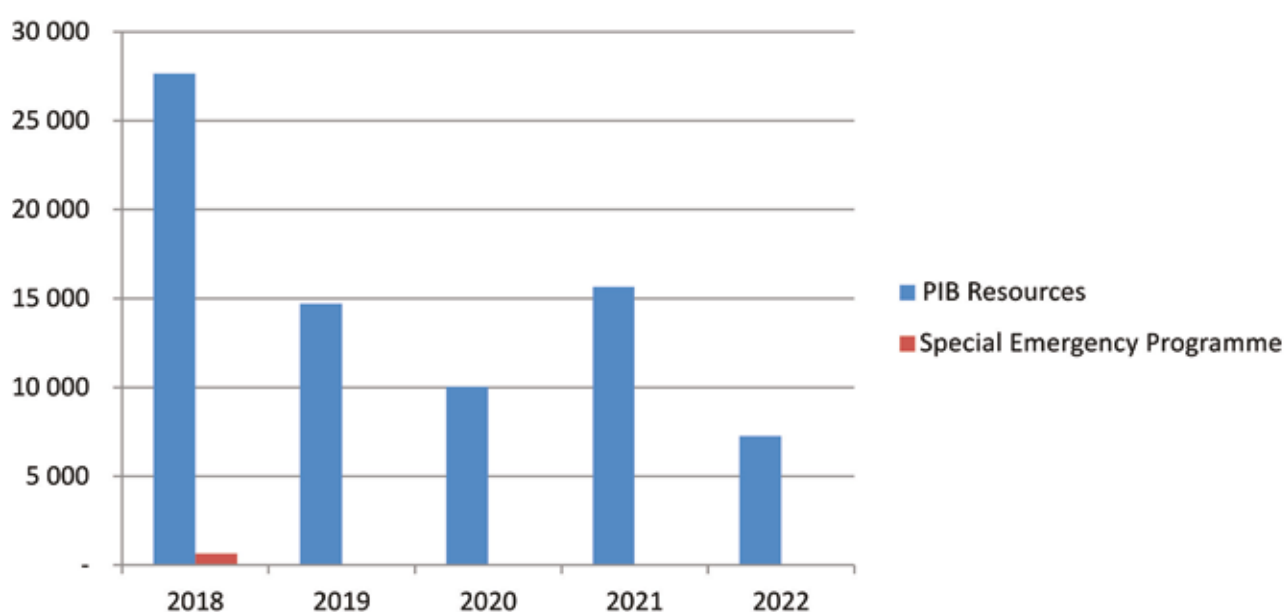
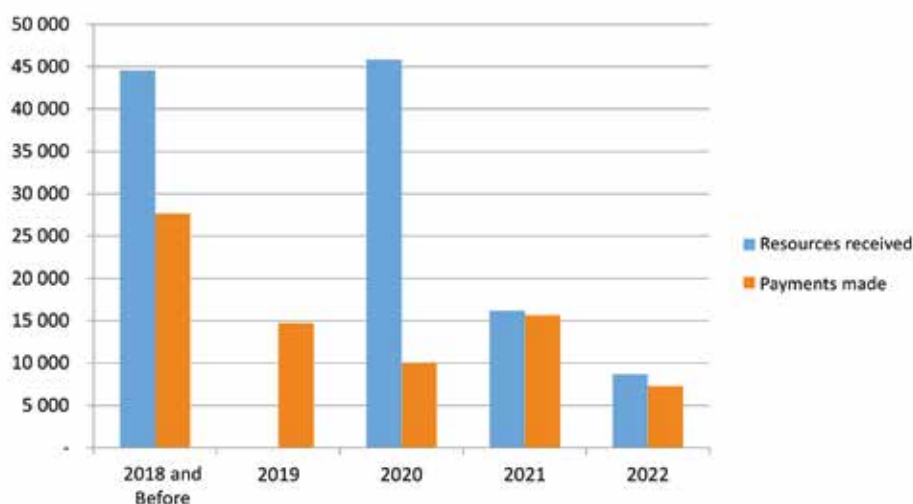


Table 17: Comparative statement of resources received in relation to payments made over the last five years (in millions of CFA francs)

Comparative statement of resources received in relation to payments made from 2018 to 2022						
	2018 and before	2019	2020	2021	2022	Total
Resources received	44,572	-	45,867	16,202	8,685	115,326
Payments made	27,661	14,701	10,035	15,664	7,260	75,321



Chart 12 : Comparison between resources received and payments made from the investment window during the 2022 financial year.



During the 2022 financial year, payments relating to the investment window decreased significantly, by an estimated 50%, to 7.260 billion CFAF compared to 15.664 billion CFAF as at 31 December 2021. These payments which were estimated at 28.041 billion CFAF in 2017 dropped to 15.664 billion CFAF in 2021. This decline is justified by the low mobilisation of resources in the investment window. Besides, it is worth mentioning that MINH DU payments no longer pass through the Road Fund, just as some MINTP

payments are made directly by the specialised paymaster's office.

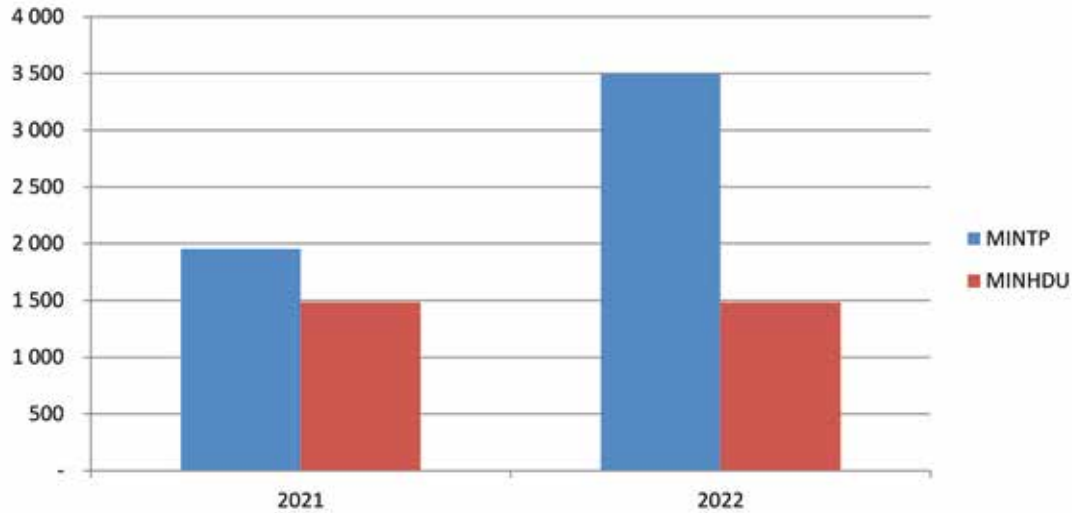
3 - Pending invoices of the Road Fund due to insufficient resources as at 31 December 2022

Pending payment invoices of the Road Fund due to insufficient resources amount to 4.988 billion CFAF as at 31 December 2021, including 3.503 CFAF billion for MINTP and 1.485 billion CFAF for MINH DU. They varied over the last two (2) financial years as follows:

Table 18: Pending invoices due to insufficient resources (in millions of CFAF)

Years Authorising Officers	Amount of pending invoices due to insufficient resources (in millions of CFAF)		
	2021	2022	Rate %
MINTP	1,952	3,503	70.23
MINH DU	1,485	1,485	29.77
Total	3,437	4,988	100

Chart 13 : Comparative statement of pending invoices due to insufficient resources per authorising officer.



The table above shows that the outstanding invoices for lack of resources will rise from 3.437 billion CFAF in 2021 to 4.988 billion CFAF as at 31 December 2022, an increase of 1.551 billion CFAF. This increase is justified by the submission of new invoices to the Road Fund without resources.

C- IMPLEMENTATION OF THE OPERATING, EQUIPMENT AND AUDIT BUDGET AS AT 31 DECEMBER 2022

The 2022 budget is part of the third and final year of the 2020-2022 Strategic Development Plan (SDP 2020-2022). It comprises performance indicators linked to responsibility centres in charge of carrying out activities. It is strategically anchored in the national policy for controlling the expenditure chain. Its main areas of activity contribute to improving the Fund's payment capacity, increasing the resources dedicated to road maintenance and implementing a system of good governance.

For the 2022 financial year, the Road Fund's sub-programmes have been based on action 03 of programme 272 of the Ministry of Finance, the main objective of which is to "improve the efficiency of the Treasury and optimise the use of resources mobilised to finance the economy." The sub-programmes under this programme are the following: (i) financing road maintenance and (ii) governance and improving the working conditions. The implementation of these sub-programmes is made possible through a set of activities defined for the 2022 financial year.

To achieve its performance objectives, the administration of the Road Fund made mid-term transfers which amounted to 380 million CFAF in compliance with the provisions of Article 32 of the Fiscal Regime of the State, authorising the transfer of credits from one line to another within the same programme.

The Road Fund's 2022 budget was also revised by the Management Committee to cover certain priority expenditure. This revision, which was not intended to modify the overall amount of the budget, readjusted the distribution of appropriations between sub-programmes.

For the 2022 financial year, the Road Fund has committed 82.71% of its resources, i.e. an amount of 51,239,692,260 CFAF distributed between the various authorising officers, for a budget balanced in resources and expenditure of 62,148,590,164 CFAF in Commitment Authorisation (CA) and 61,947,930,164 CFAF in Payment Appropriation (PA).

With regard specifically to the operating and equipment budget, the implementation rate is 83.04%, representing commitments made by the Road Fund administration to the tune of 2,692,124,535 CFAF, for a budget of 3,442,770,000 CFAF in CA and 3,242,110,000 FCFA in PA.

Programmes were implemented in accordance with the breakdown of actions, activities and tasks.





Laterite surface course

Table 19 : Budget implementation per actions

SUB-PRO-GRAMME	ACTIONS	INITIAL CA	TRANSFER BETWEEN BUDGET LINES	FINAL CA	PA	IMPLEMENTATION	AVAILABLE	%
ROAD MAINTENANCE FINANCING	INCREASED RESOURCES FOR ROAD MAINTENANCE	70,500,000	-22,500,000	48,000,000	48,000,000	43,000,000	5,000,000	89.58%
	OPTIMISED CONSUMPTION OF MOBILISED RESOURCES	780,842,320	-192,500,000	588,342,320	588,342,320	570,046,885	18,295,435	96.89%
Total FINANCING		851,342,320	-215,000,000	636,342,320	636,342,320	636,342,320	23,295,435	96.34%
GOVERNANCE & IMPROVING WORKING CONDITIONS	HUMAN RESOURCES MANAGEMENT	898,084,332	-39,100,000	858,984,332	760,984,332	621,998,434	138,965,898	81.74%
	MATERIAL RESOURCES MANAGEMENT	1,048,706,345	69,600,000	1,118,306,345	1,015,646,345	682,359,515	33,296,830	67.18%
	MANAGEMENT OF INFORMATION RESOURCES	205,996,303	50,000,000	255,996,303	255,996,303	243,345,057	12,651,246	95.06%
	MANAGEMENT OF THE PUBLIC PROCUREMENT SYSTEM	50,800,000	9,000,000	59,800,000	59,800,000	53,173,020	112,913,220	88.92%
	STRATEGIC MANAGEMENT	271,540,700	175,500,000	447,040,700	447,040,700	413,516,840	33,523,860	92.50%
	PUBLIC MARKETING AND COMMUNICATION	106,300,000	-40,000,000	66,300,000	66,300,000	64,774,784	1,525,216	97.70%
	OPTIMISED CONSUMPTION OF MOBILISED RESOURCES	10,000,000	-10,000,000	0	0	0	0	-
Total for GOVERNANCE		2,591,427,680	215,000,000	2,806,427,680	2,605,767,680	2,079,167,650	526,600,030	79.79%
GRAND TOTAL (1+2)		3,442,770,000	-	3,442,770,000	3,242,110,000	2,692,214,535	549,895,465	83.04%

Overall, the Fund has committed 82.71% of its resources, i.e. 51,239 million CFAF. Compared with the 2021 financial year, when the commitment rate was 92.00%, this represents a decrease of 9.29%. This variation can be explained, among other things,

by: (i) errors in the preparation of bills of quantities and estimates for certain contracts, (ii) slowness in awarding contracts and (iii) failure to master the Road Fund's funding procedures. Details of the implementation in 2022 are shown in the table below:

Table 20: Status of commitments in relation to resources

AUTHORISING OFFICERS	BUDGET / FORECAST CA	BUDGET / FORECAST PA	COMMITMENT	BALANCE	%
MINTP / MW	40,429,014,275	40,429,014,275	33,268,927,038	7,160,087,237	82.29%
MINH DU / MW	6,966,373,896	6,966,373,896	5,273,724,278	1,692,649,618	75.70%
MINT / MW	2,625,000,000	2,625,000,000	1,319,394,416	1,305,605,584	50.26%
MINTP / IW	8,685,431,993	8,685,431,993	8,685,431,993	0	100.00%
ADMINISTRATOR / (MW and IW)	3,442,770,000	3,242,110,000	2,692,214,535	549,895,465	83.04%
TOTAL	62,148,590,164	61,947,930,164	51,239,692,260	10,708,237,904	82.71%

The resources dedicated to operation, equipment and audit expenses of the Road Fund were used within the limits provided for this purpose by the organisational decree. With regard to the maintenance window, a maximum of two point seven percent (2.7%), i.e. 1,350,000,000 CFAF of resources, are dedicated to operations and equipment, while a maximum of zero point eight per cent (0.8%), i.e. 400,000,000 CFAF, goes to the services of technical, financial and accounting audit firms.

As concerns road maintenance from the resources of the Maintenance Window, by applying the rates provided for by the regulatory provisions, the resources of this window dedicated to road maintenance finance the following activities:



Table 21: Distribution of resources dedicated to road maintenance

Actions/Activities	CA (in CFAF)	PA (in CFAF)	% Actual	Distribution key
Road maintenance using the Maintenance Window resources	48,250,000,000	48,250,000,000		
National and Regional Road Maintenance	23,250,000,000	23,250,000,000	46.5%	Min. 58%
Maintenance of council roads	12,500,000,000	12,500,000,000	(*) 25%	Max. 13.5%
Roads Asset Protection	12,500,000,000	1,500,000,000	3%	Max. 3%
Urban Road Network Maintenance	6,000,000,000	6,000,000,000	12%	Max. 12%
Studies and control of works (MINTP)	2,570,000,000	2,570,000,000	5.1%	Max. 6%
Control of works on urban road systems	430,000,000	430,000,000	0.9%	
Road Safety	2,000,000,000	2,000,000,000	4%	Max. 4%

(*) Maintenance of council roads increased from 13.5% to 25% in accordance with correspondence No. B70/2-28/SG/PM dated 10 January 2019.



Capacity building of mayors on the procedures of the Road Fund

This distribution, applied by authorising officers, takes into account the new road nomenclature enshrined in Decree No. 2017/144 of 20 April and the transfer, as part of the decentralisation process, of some powers in the road maintenance sector by the Road Fund authorising officers.

As part of its mission to finance road maintenance, the Road Fund carefully maintains a balance between resources and road maintenance needs, while ensuring the effectiveness of works and the quality of the authorising officers' programmes to be funded. To optimise the use of resources, the Road Fund has been assisting authorising officers for several years in drawing up programmes and implementing them throughout the year. In addition, the Road Fund organises capacity-building workshops for RLAs, which are gradually assuming their role as authorising officers for the Fund's budget in accordance with the directives of the Head of State in the instruments governing the organisation Road Fund. This support enables the Fund to ensure that its resources are properly used, hence the satisfactory results observed in the commitment rate of RLAs' contracts, estimated at 88.5% for the 2022 financial year.

To increase its resources and improve its operation, the Road Fund continued the advocacy work started in 2020. This was boosted by the findings of the organisational and institutional audits of the structure as well as the programming of road maintenance.

In addition, to ensure that the work was carried out, the Road Fund made site visits to three (3) networks, including the North, South and West networks.

Moreover, it is worth mentioning that the Fund

awarded a contract to the Auditech Foirier/Grant Thornton consortium for a technical audit in the course of the work in order to ensure that invoices and daily statements received are compliant with the works effectively carried out.

The consolidation of components of the integrated management system continued with the aim of making all interconnections operational, in particular by linking the TOMPORTAIL software package to the Central Bank's GENDATA application, dedicated to payments.

The implementation of the OHADA reform initiated in 2021, all management tools put in place as well as changes observed in its legal, institutional, regulatory and organisational environment led the Road Fund to start reviewing its procedures manual.

D - CHANGE IN THE MAIN INDICATORS OF ROAD MAINTENANCE FINANCING ACTIVITIES (MAINTENANCE WINDOW)

Road maintenance financing activities are reflected in the analysis of the main performance indicators, such as the coverage of commitments by resources and the payment of invoices, which are based on data obtained over the last three (3) years.

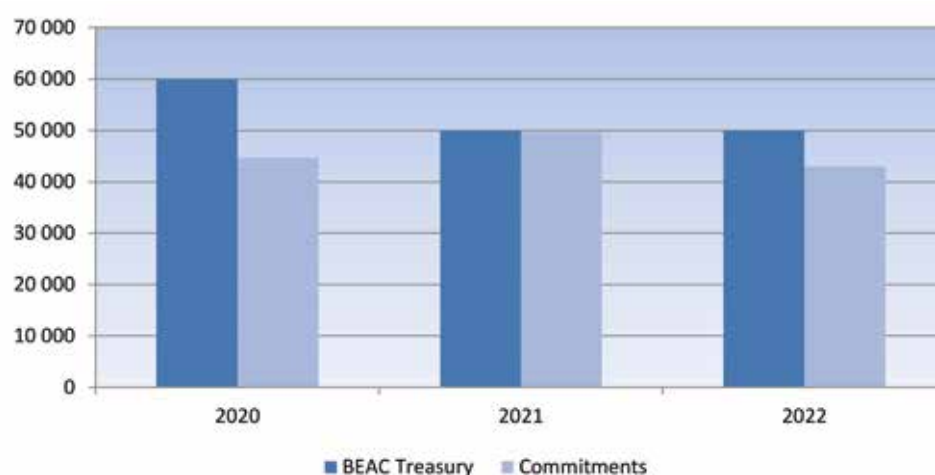
1 - Comparative evolution of the coverage of commitments by resources received in the Road Fund account at the Central Bank

Despite the automatic debit mechanism that has improved the Road Fund's liquidity at BEAC, it still faces budget balancing difficulties since the Treasury does not take into account the resources intended to cover commitments made by the various authorising officers.

Table 22: Comparative treasury situation - commitments as at 31 December 2022 (in millions of CFA francs)

No°	Financial years	Estimated Budget	Commitments by authorising officers	Commitment/Treasury (%)
1	2020	60,000	44,716	74.53%
2	2021	50,000	49,521	99.04%
3	2022	50,000	43,038	86.08%
	Total	160,000	137,275	85.80%

Chart 14: Compared situation (treasury - commitments) as at 31 December 2022.



An analysis of the table and related chart shows that the cash/commitments ratio has significantly improved since 2020. In addition, there is a good ratio (commitments/cash flow) of 86% in 2022, which leads us to conclude that commitments have been well below cash flow.

2 - Comparative evolution of the coverage of payments by cash received

The automatic debit mechanism ensures that payment is made on time, and is more of a key performance factor in the payment of road maintenance services. In fact, the availability of cash in the Road Fund makes it possible to fully and quickly handle payment requests submitted to the "Maintenance" Window.

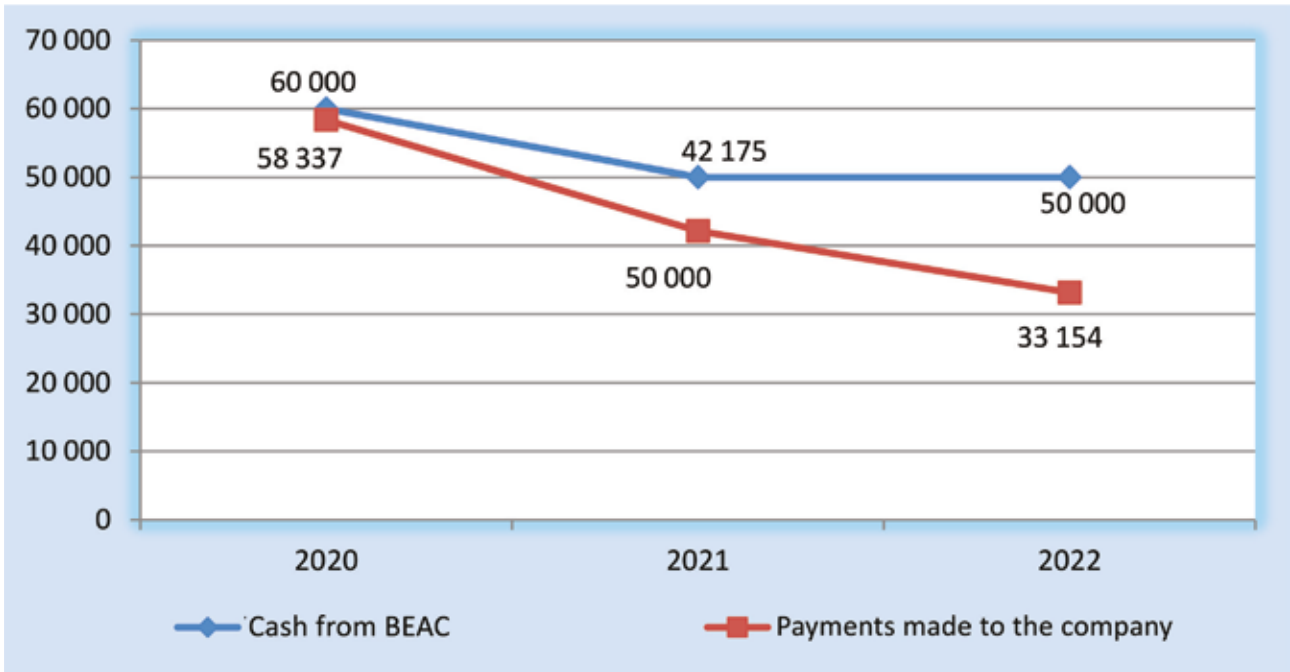
The table and chart below reflect the use of resources made available to the Road Fund over the past five (5) years.



Table 23: Comparative cash situation and payments made to the company over the past three years (in millions of CFA francs).

No°	Financial years	Cash from BEAC* (a)	Payments made to the company (b)	Gap c= (a-b)	Payment rate of cash received (c/b)
1	2020	60,000	58,337	1,663	97.23%
2	2021	50,000	42,175	7,825	84.35%
3	2022	50,000	33,154	16,846	66.31%
	Total	160,000	133,666	26,334	83.54%

Chart 15: Compared situation (cash - commitments).



Analysis of the above table and chart shows that the Fund has been responding effectively to payment requests from service providers for several years. In addition, the cash received from the BEAC is greater

than the payments made. The gap can be justified by a good number of invoices awaiting additional documents.





OF

CHALLENGES AND PROSPECTS OF THE ROAD FUND

The Road Fund faces many challenges in fulfilling its missions despite some encouraging prospects.





A- CHALLENGES

In 2022, the Road Fund had stable resources. It received 50 billion CFAF, in accordance with the 2022 finance law, to pay for the services provided to the company. However, the Fund had to face a number of challenges, including (i) mobilising resources; (ii) implementing council project ownership; (iii) and difficulties in adopting the procedure for authenticating invoices.

1- Mobilisation of resources dedicated to road maintenance

In accordance with the provisions of Law No. 2022/007 of 27 April 2022 relating to the protection of the national roads asset, in addition to its mission to finance programmes, the Road Fund is now responsible for mobilising its resources and paying contractors for the services provided to the company.

The instruments to implement this law should indeed enable the Fund to mobilise its own resources. MINFI shall play the role of accountant for the sole purpose of centralising financial information on State revenue.

These innovations should enable the Fund's resources to be gradually brought into line with actual road

maintenance needs.

2- Implementation of council project ownership

In 2022, through workshops, the Road Fund continued to build the capacity of mayors and their teams, as well as that of divisional delegates of authorising officers, who are called upon to act as contract engineers. This support has enabled councils to assume greater responsibility as Project Owners for council roads, with an understanding of the Fund's financing processes and mechanisms. For example, there has been an 11% increase in the payment of invoices from councils.

Following in the footsteps of MINTP and MINH DU, MINT transferred 300 million CFAF for council management, demonstrating the willingness of the main authorising officers to gradually comply with the vision of decentralisation prescribed by the Head of State.

The satisfactory results achieved through council ownership in awarding and monitoring contracts in 2022 should continue in 2023.



3- Difficulties in adopting the procedure for authenticating invoices

In 2021, to prevent the risks of documentary fraud on: (i) the contracts it approves, (ii) the invoices it pays and (iii) the bonds it receives, the Road Fund Administration has introduced a mechanism for authenticating invoices. The Fund requires project owners of the contracts it finances to authenticate the invoices submitted for payment. The purpose of this requirement is to ensure that the invoices are accurate.

However, in 2022, there were some delays in authenticating the invoices for projects falling under the MINTP portfolio. This situation resulted in a 43% reduction in the amount of invoices paid for this authorising officer.

There have also been delays in the authentication of bonds by issuing banks and insurance companies.

These authentication operations are manual and generate delays that significantly affect file processing time. With a view to improving this process, the Road Fund has been assisted by a consultant who developed an electronic platform called RF-eTrust for dematerialising the process. This dematerialisation

should guarantee the following: (i) significant reduction in authentication time; (ii) assurance of the authenticity, integrity and non-repudiation of sensitive documents; (iii) increased confidence in the Road Fund from partners.

B- PROSPECTS

Following the enactment, on 27 April 2022, by the President of the Republic, of Law No. 2022/007 relating to the protection of the national roads asset in Cameroon, discussions at the highest level of the State are now focusing on instruments to implement the said law.

The advent of the aforementioned law provides the Road Fund with advocacy arguments for increasing the resources devoted to road maintenance. The successful outcome of this action, coupled with the forthcoming advent of new instruments, predicts new prospects for the financing of projects housed in the Fund's windows.

These reforms should create favourable conditions for the Road Fund to: (i) increase its resources in line with real road maintenance needs; (ii) reposition itself as a major stakeholder in the collection of resources; and (iii) strengthen its financial autonomy.



A bridge with steel railings



CONCLUSION

In 2022, the Road Fund's flagship activities were carried out satisfactorily in both programmatic and financial terms.

In terms of road maintenance programme management, it should be noted that the Fund supported local executives and Presidents of regional councils in carrying out their duties as project owners for council road projects, in accordance with the instruments reorganising the road and motorway network in Cameroon. This support is producing beneficial effects, despite the decline in the rate of contract commitments during the year under review.

In terms of payments, those made to councils amount to 15.224 billion CFAF in 2022, compared with 13.642 billion CFAF in 2021. This indicator speaks volume about efforts made by the Government to improve the road network in Cameroon.

In light of these results, the Fund faces a number of challenges, including: (i) increasing its resources in line with actual road maintenance needs; (ii) repositioning itself as a major stakeholder in the collection of resources; (iii) strengthening its financial autonomy; (iv) assisting local executives and Presidents of regional councils in exercising their prerogatives as project owner for council and regional road projects respectively; and (v) strengthening the operation for securing the contracts approval process as well as the processing and payment of invoices.

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APPENDICES: THE ROAD FUND AND CAPACITY BUILDING

No°	THEME	PERIOD	DURATION (days)	NUMBER OF PARTICIPANTS	INSTITUTION	OBJECTIVES
1	English language training	Year	Quarterly	Twenty-five (25)	PILOT LINGUISTIC CENTRE	Strengthen the English language skills of staff.
2	International Archives Days	06 - 12 June 2022	Six (6)	One (1)	CINV-COR SA	(i) Share various archiving experiences; (ii) Reflect on the problem of archives in Cameroon.
3	Seminar/ workshop on project and programme monitoring and evaluation	23 July-13 August 2022	Twenty-one (21)	One (01)	SETYM	(i) Understand project management concepts; (ii) Master results-based project management techniques; (iii) Master monitoring and evaluation techniques.
4	MAGE5 "Digitalisation and Electronic Document Management (EDM)"	5 - 16 September 2022	Fifteen (15)	Two (2)	PROSPECTS/ SOFRECO	(i) Master the areas of application of EDM; (ii) Understand how to determine EDM requirements; (iii) Be able to design a documentary project.

5	Setting up a monitoring and evaluation system	19 - 30 September 2022	Twelve (12)	Two (2)	EAST-TRAINING	(i) Design and implement a quality evaluation of their projects/ programmes and disseminate the principles and techniques of programme evaluation; (ii) Be familiar with the general principles of programme evaluation, evaluation methods and techniques, the approach to be adopted and the conditions to be fulfilled to guarantee the quality of the results obtained; (iii) Contribute to improving the effectiveness of public projects and programmes
6	Training seminar on "Public finance management"	14 - 25 September 2022	Twelve	One (01)	SETYM	(i) Understand the concepts and principles required for sound public financial management; (ii) Improve investment decisions in the public and parapublic sectors; (iii) Learn about best practice in implementing an integrated financial information management system (IFMIS); (iv) Acquire the know-how needed to improve internal controls to prevent fraud and corruption.
7	Seminar/ workshop on the preparation and analysis of financial statements	15 - 30 September 2022	Fifteen (15)	One (1)	EAST-TRAINING	(i) Be familiar with the techniques and tools for closing the accounts; (ii) Learn how to organise, manage, implement and construct the approach required to validate invoices properly.
8	Training on "Monitoring and Evaluation of Development Projects and Programmes"	1-16 October 2023	Fifteen (15)	One (1)	CODEV INTERNATIONAL	(i) Understand project management concepts; (ii) Master results-based project management techniques; (iii) Master monitoring and evaluation techniques.
9	Training workshop on management irregularities, mismanagement and accountability of State employees	8 - 11 November 2022	Four (4)	Twenty-five (26)	CONSUPE EXPERT	(i) Raise awareness on management irregularities, mismanagement and accountability of State employees (ii) Master the legal framework of the Road Fund.
10	Training workshop on setting up a project monitoring and evaluation system	16 - 17 November 2022	Two (2)	Twenty-five (25)	COLLEGE DE PARIS	(i) Understand the principles and processes of results-based management; (ii) Be able to design, implement and organise a monitoring and evaluation system; (iii) Learn the approach and master the tools for evaluating and analysing the impact of projects.

ROAD FUND ANNUAL REPORT 2022



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financial supervision of the Ministry in charge of Finance

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