

**Implementation Status & Results
Cameroon
Cameroon - Competitive Value Chains (P112975)**

Operation Name: Cameroon - Competitive Value Chains (P112975)	Project Stage: Implementation	Seq.No: 4	Status: ARCHIVED	Archive Date: 24-Feb-2013
Country: Cameroon	Approval FY: 2010			
Product Line: IBRD/IDA	Region: AFRICA	Lending Instrument: Specific Investment Loan		
Implementing Agency(ies):				

Key Dates

Board Approval Date	22-Jun-2010	Original Closing Date	30-Mar-2016	Planned Mid Term Review Date	19-May-2014	Last Archived ISR Date	13-Aug-2012
Effectiveness Date	29-Apr-2011	Revised Closing Date	30-Mar-2016	Actual Mid Term Review Date			

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective (PDO) is to contribute to the growth of the wood and tourism value chains in Cameroon by improving their competitiveness and the investment climate.

Has the Project Development Objective been changed since Board Approval of the Project?

Yes No

Component(s)

Component Name	Component Cost
1. Sustainable wood processing	2.20
2. Ecotourism	8.70
3. Cross-cutting actions to support competitiveness and investment	9.20
4. Project coordination	6.00
Reimbursement of Project Preparation Advance and non allocated funds	2.90

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Moderately Satisfactory	Unsatisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Unsatisfactory
Overall Risk Rating	High	High

Implementation Status Overview

For this ISR, the rating in unsatisfactory for both the (i) progress towards achievement of PDO and (ii) overall implementation progress. This is due to the fact that the overall implementation progress has continued to fall well behind the pace required for a satisfactory implementation. This has resulted in the aggravation of the disbursement lag, which has

now reached 16 months after being at a 7 month disbursement lag in February 2012. From a disbursement stand point, this represents only SDR 3.82 million or 19% of the credit amount. The consistently unsatisfactory implementation progress, since the project became effective in May 2011, has resulted in an unsatisfactory progress towards achieving the PDO.

The day to day supervision and the in depth supervision mission of October 2012, confirmed that the project coordination remains a risk for not only for achieving the project development objectives, but also using the Project's funds for their intended purposes. Over the last few months, the risks have not reduced. In addition to the 4 violations of the Financing Agreement, which were noted in the last ISR, the ineligible expenditures incurred and violations of procurement guidelines – noted in the last ISR – the project risks remained high.

The October 2012 mission confirmed the already noted additional structural weaknesses, which need to be addressed for the project to fully contribute to its development impact. For this reason, the project will be restructured along the following lines: (i) review the Results Framework to strengthen the link between the activities and the performance indicators; (ii) redefine the nature and scope of the Competitiveness Support Fund (Fonds d'Appui à la Compétitivité); (iii) reallocate additional funds to generate faster impact in the wood transformation component; (iv) revamp the Project Coordination Unit which is currently overstaffed with 25 staff and is neither proactive nor reactive, while the operating cost represents 20 percent of the entire budget allocation; (v) focus on activities that yield the greatest development impact (e.g. Kribi growth pole); and (vi) improve the Project's governance.

The restructuring is planned along the following time line:

- January 31, 2013: Receive a request for the restructuring
- February 1 to March 15: Engage with the authorities regarding the terms of the restructuring
- April 15: Draft a restructuring paper for internal review
- May 7: Start process to seek clearance for restructuring
- June 10: Restructuring paper approved and submitted to RVP.

Locations

Country	First Administrative Division	Location	Planned	Actual
Cameroon	Centre Region	Yaounde		
Cameroon	Far North Province	Roumsiki		
Cameroon	West Province	West Region		
Cameroon	North-West Province	North-West Region		
Cameroon	South Province	Longji		
Cameroon	South Province	Kribi		
Cameroon	West Province	Foumban		
Cameroon	East Region	Reserve du Dja		
Cameroon	South Province	Dipikar		
Cameroon	South-West Province	Cameroon Mountain		

Country	First Administrative Division	Location	Planned	Actual
Cameroon	North-West Province	Bamenda		
Cameroon	West Province	Bafoussam		
Cameroon	South Province	Campo Ma'an		

Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of artisans and formal workers in the wood value chain	<input type="checkbox"/>	Number	Value	40000.00	40000.00	55000.00
			Date	27-May-2010	14-Dec-2012	30-Mar-2016
			Comments		No change to register at this stage in light of slow implementation progress.	
Value of wood products of the third stage processing	<input type="checkbox"/>	Amount(USD)	Value	1000000.00		1000000.00
			Date	27-May-2010	14-Dec-2012	30-Mar-2016
			Comments		At this stage, the project has had no impact on this indicator given its slow implementation pace.	
Number of hospitality workers in the tourism value chain	<input type="checkbox"/>	Number	Value	55000.00	55000.00	70000.00
			Date	27-May-2010	14-Dec-2012	30-Mar-2016
			Comments		The project has not had impact in light of its slow implementation of all its activities.	
Number of international arrivals in Cameroon	<input type="checkbox"/>	Number	Value	487000.00		650000.00
			Date	27-May-2010		30-Mar-2016
			Comments			

Intermediate Results Indicators

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Number of formal firms in the wood value chain	<input type="checkbox"/>	Number	Value	100.00	100.00	200.00
			Date	27-May-2010	14-Dec-2012	30-Mar-2016
			Comments		No impact thus far in light of very slow implementation progress.	
Number of workers trained in the wood value chain	<input type="checkbox"/>	Number	Value	0.00	0.00	3000.00
			Date	27-May-2010	14-Dec-2012	30-Mar-2016
			Comments			
Number of visitors to the Mount Cameroon National Park	<input type="checkbox"/>	Number	Value	1000.00	1500.00	5000.00
			Date	27-May-2010	31-Oct-2012	30-Mar-2016
			Comments			
Number of visitors to the Chiefdoms supported by the project	<input type="checkbox"/>	Number	Value	125000.00		160000.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of visitors to the Campo Ma'an National Park	<input type="checkbox"/>	Number	Value	200.00		2500.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of workers trained in the tourism value chain by programs supported by the project	<input type="checkbox"/>	Number	Value	0.00		1000.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of hits on the e-tourism platform	<input type="checkbox"/>	Number	Value	0.00		10000.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of registered hotel nights	<input type="checkbox"/>	Number	Value	1800000.00		2200000.00
			Date	27-May-2010		30-Mar-2016
			Comments	1,537,000 in 2005		
Amount of taxes and tariffs levied on imported equipment (%) - excluding VAT	<input type="checkbox"/>	Percentage	Value	45.00		20.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of business taxes and licences	<input type="checkbox"/>	Number	Value			
			Date			30-Mar-2016
			Comments	To be determined during the first step of the guillotine.		X*0.5

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Average annual increase in turnover of firms benefiting from the FAC	<input type="checkbox"/>	Percentage	Value	0.00		10.00
			Date	27-May-2010		30-Mar-2016
			Comments			
Number of firms benefiting from the FAC	<input type="checkbox"/>	Number	Value	0.00		90.00
			Date	27-May-2010		30-Mar-2016
			Comments	Cumulative		
Number of days to register a business	<input type="checkbox"/>	Days	Value	34.00	15.00	15.00
			Date	27-May-2010	01-Jun-2012	30-Mar-2016
			Comments		The end target has been met despite the fact that the project has not implemented any activity to this end.	The end target will be revised during the restructuring.
Number of hours to pay taxes	<input type="checkbox"/>	Hours	Value	1400.00	645.00	700.00
			Date	27-May-2010		30-Mar-2016
			Comments		The end target has been met despite the fact that the project has not implemented any activity to this end.	The end target will be revised during the restructuring.
Number of firms benefiting from the FAC managed by women	<input type="checkbox"/>	Percentage	Value			
			Date			
			Comments	Percentage on the cumulative. To be determined following the first two quarterly rounds.		Y+5

Data on Financial Performance (as of 25-Jan-2013)

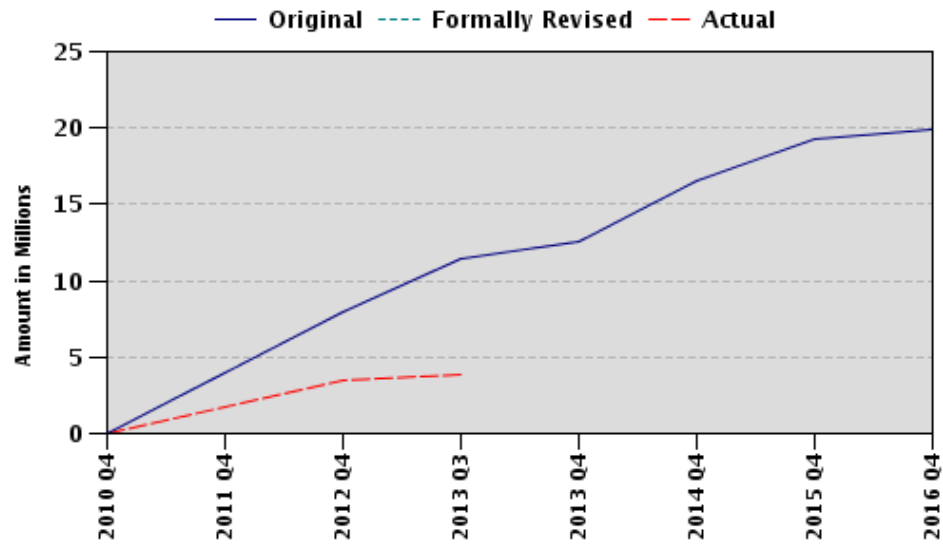
Financial Agreement(s) Key Dates

Project	Ln/Cr/Tf	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date
P112975	IDA-47800	Effective	22-Jun-2010	19-Oct-2010	29-Apr-2011	30-Mar-2016	30-Mar-2016

Disbursements (in Millions)

Project	Ln/Cr/Tf	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P112975	IDA-47800	Effective	XDR	19.90	19.90	0.00	3.81	16.09	19.00

Disbursement Graph



Key Decisions Regarding Implementation

The Ministry of Economy is expected to submit a letter requesting the Project's restructuring so that this restructuring can be concluded by the end of February 2013.

Restructuring History

There has been no restructuring to date.

Related Projects

P122772-Cameroon - Competitive Value Chains Additional Financing