

CARPA

SUPPORT COUNCIL FOR THE REALIZATION OF PARTNERSHIP CONTRACTS

Annual Report

2018

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PREFACE



The production of the report of the Support Council for the realization of Partnership contracts (CARPA) is based on the provisions of Articles 3 and 5 of the Decree of January 23, 2008 to lay down the organization and functioning of CARPA, as a means of information, dissemination and popularization of partnership contracts.

The report intends to analyze the socio-economic impact of the various projects implemented under the partnership contract regime.

As such, it is worth noting that for partnership contracts which are generally based on long term investments, an in-depth and above all, global analysis of the impact of projects is necessarily gradual, taking into consideration the activities carried out during the previous year.

The socio-economic impacts considered in this report indicate the importance of these projects to the socio-economic fabric and the progressive appropriation of partnership contracts by natural persons, a sign of the consciousness of its catalytic effect on the main development indicators. These projects include:

- the modernization of the custom information system ;
- the construction of rental properties in Okolo/Yaoundé;
- mass urban transport by bus in Yaounde;
- the rehabilitation of the Douala Reference Hospital Laundry ;
- the installation of urban multipurpose kiosks in Douala.

The proper evolution of the first two projects in 2018 on the ground, suggests the likelihood of their commissioning before the contractual deadline, for the great satisfaction of beneficiaries of their economic and social fall outs. The 3rd and 4th projects on the list above continue in 2018, even if there were some difficulties in the execution of the contract of the bus transportation system in Yaounde. The partnership contract for the installation of urban multipurpose kiosks in Douala was only signed on December 18, 2018. As such, only forecasts are presented here.

The progressive use of partnership contracts by public administrations does not spare them the many difficulties which are inhibiting factors to a real take off for this mode of public procurement. CARPA and its supervisory authority, MINEPAT, together with the World Bank, started brainstorming in 2018 to find solutions to these problems, through actions such as capacity building for PPP actors and improving on the preparation of feasibility studies.

May the analyses contained in this report, from project data collected on the field, serve as contribution for the inclusion of partnership contracts as an essential tool in the attainment of an emergent Cameroon by 2035.

Dieudonne Bondoma Yokono,
Chair of CARPA

A- CARPA in brief :

CARPA

SUPPORT COUNCIL FOR THE REALIZATION OF PARTNERSHIP CONTRACTS



Name : Support Council for the Realization of Partnership Contracts
Legal status : expert body with financial autonomy
Supervisory authority : Ministry of the Economy, Planning and Regional Development

Head Office : URSS Street, Bastos, Yaounde, Cameroon
Adress : P.O. Box 33745 – Yaounde, Cameroon
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Main mission : contribute through its expertise, to the setting up, renewal of public infrastructures and facilities, as well as improving the quality of the public service within the framework of major technical and financial projects to be implemented through a partnership contract.

I - Organization of CARPA

In the accomplishment of its missions, CARPA has:

- A Chair ;
- A Steering Committee ;
- A Technical Secretariat.

The Chair is a person of established professional reputation, appointed by Presidential decree.

He is in charge of the administrative, technical and finance departments of CARPA.

The Steering committee has twelve (12) members, five (5) representing the State and seven (7) representing the private sector.

Representatives of the State

- A representative of the Presidency of Republic ;
- A representative of the Prime Minister's Offices ;
- A representative of the Ministry in charge of the Economy;
- A representative of the Ministry of Finance ;
- A representative of the Ministry in charge of Public Works ;

Representatives of the private sector

- The President of the Bar Association of Cameroon ;
- The President of the National Order of Civil Engineers ;
- The President of the National Order of Architects ;
- The President of the Professional Association of Credit Institutions of Cameroon ;
- The President of the Cameroon Employers' Association ;
- The President of the Union of Manufacturers of Cameroon ;
- The President of the Association of Professional Insurers.

The Technical Secretariat is the administrative and technical arm of CARPA. It is made up of:

- The Technical Coordinator;
- The Experts ;
- The administrative staff.

THE STEERING COMMITTEE OF CARPA



Dieudonne **Bondoma Yokono**
Chair



Adolphe **Noah Ndongo**
Representative of the Presidency of the Republic



David **Massoma Pandong**
Representative of the Prime Minister's Offices



Ernest **Nnanga**
Representative of the Ministry of the Economy, Planning and Regional Development



Felix **Ateck à Djam**
Representative of the Ministry of Finance



Manassé **Mbouime Bekolo**
Representative of the Ministry of Public Works



Alain **Malong**
President of the Union of Manufacturers of Cameroon (SYNDUSTRICAM)



Jean Victor **Ngue**
Representative of the Association Insurance Companies of Cameroon (ASAC)



Alain Blaise **Batongue**
Representative of the Employers Association of Cameroon (GICAM)



Louis Désire Côme **Awono**
The President of the National Order of Architects (ONAC)



Charles **Tchakounté** Patie
President of the Bar Association



Kizito **Ngoa**
The President of the National Order of Civil Engineers (ONIGC)



Alphonse **Nafack**
President of the Professional Association of Credit Institutions of Cameroon (APECCAM)

THE TECHNICAL SECRETARIAT OF CARPA



Mbella Marcel Blaise, ***ing.***
Coordinator of the Technical Secretariat



Ekoman Ekoman Jean-Noel
ing.
Technical Expert N°1



Onambele Onambele
Alphonse-Marie
Legal Expert N°1



Maître Ongono
Dorette-Flore
Legal Expert N°2



Ndjana Willy Freddie
Technical Expert N°2

II- Presentation of CARPA

II-1. Setting up and missions of CARPA

The Support Council for the realization of Partnership Contracts (CARPA) is an expert body set up by Decree No.2008/035 of 23 January 2008, amended and supplemented by Decree No.2012/148 of 21 March 2012.

It is under the supervisory authority of the Ministry in charge of the Economy.

CARPA has as mission to contribute, through its expertise, to the setting up, renewal of public infrastructures and facilities, as well as improving the quality of public service within the framework of major technical and financial projects to be implemented through a partnership contract.

More precisely, it is in charge of:

- the annual publication, in liaison with concerned public entities, after assessment, of the list of public projects eligible for partnership contracts;
- the assessment of the feasibility of public projects in partnership contracts ;
- participation in the selection of the contractual partner to the public entity ;
- participation in negotiations, monitoring and evaluation of the implementation of partnership contracts ;
- assistance to government agencies on issues relating to public projects to be implemented within the framework of a partnership contract ;
- information of public bodies, local councils, the business community and the public in general of the mechanisms for the execution of partnership contracts and on the concept of public management involved ;
- promotion of best practices in project building and management with regard to a partnership contract ;
- communication on and popularization of Cameroon's partnership contract regime;
- the finalization and/or adaptation of legal and technical instruments necessary for the proper application of the regime of partnership contracts;
- the training, development of national expertise and tracking innovation on the management of public projects with regard to a partnership contract;
- the drafting of a code of ethics on the activity of CARPA.

II-2. Some key figures

Since the start of activities in 2009, CARPA has endeavoured, each year, to accomplish its missions, the most consistent being:

- the preliminary appraisal of new projects ;
- the annual publication of lists of projects to be implemented in the PPP mode ;
- the follow up of contracting procedures ;
- the conclusion of new partnership contracts ;
- monitoring the implementation of signed partnership contracts ;
- assisting authorities on issues relating to the building of PPP projects ;
- communication on and sensitization to PPPs ;
- the development of international cooperation.

The record of CARPA's achievements is as follows:

Years	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTAL
Number of preliminary appraisal reports		1	6	0	1	0	12	13	10	10	53
Number of procedures launched		2	8	18	11	4	3	4	4	0	54
Number of signed contracts				4	5	3	3	1	4	1	21
Number of PPP days	0	1	1	1	2	1	2	5	4	0	17
Number of trainings									1	1	2

B. Partnership Contracts signed and in progress

III. Project to modernize Cameroon's Custom information system



The partnership contract for the funding, design, installation, operation and maintenance of Cameroon customs information system was signed on September, 2015, between the State of Cameroon represented by the Ministry of Finance and CAMPASS S.A., a project company set up by the Korean bidder, the CUPIA/YDK group.

III.1. Introduction

Through the partnership contract N0.07638/PPP/MINFI/2015 of 04/09/2015, the Ministry of Finance and CAMPASS PLC signed an agreement to supply the latest generation information system to Cameroon's Custom department, known as « Cameroon Customs Information System (CAMCIS) ». The present information system of Cameroon's Custom department is called « SYDONIA ».

CAMPASS PLC is a project company with sole objective to implement the above-mentioned partnership contract. The term of the company corresponds to the duration of the latter. It is a company registered under Cameroon law with a share capital of 1 000 000 000 CFAF, distributed among the shareholders as follows:

- YDK (Korean company) : 70,6%
- HTT (Cameroonian company): 25%
- CUPIA (Korean company) : 4,4%

At 31 December 2018, it had 10 employees including one woman, distributed as follows:

- Senior Executives : 1 ;
- Senior staff : 5 ;
- Supervisors : 2 ;
- Employees/labourers: 2.

Within the framework of this partnership contract, CAMPASS PLC concluded a « Supply Agreement » with the Korean company CUPIA, specialized in the development of custom management software packages.

III.2. Characteristics of the Project

The project for the modernization of Cameroon's custom information system has 3 main components:

- The construction of a main equipped data centre in Douala ;

- The construction of a secondary equipped data recovery centre in Yaounde ;
- The development of integrated management software application for custom functions to replace the current SYDONIAWORLD system of Cameroon's custom department.

This information system known as CAMCIS will ensure:

- an optimal management of shipments, the efficient custom clearance of goods,
- an integrated management of external trade data,
- a robust customs clearance system,
- a completely automated management system (100% paperless),
- an optimal management of inspections including pre-shipment inspections,
- an efficient management of the recovery of duties and taxes and guarantees,
- the management of passengers,
- the management of postal shipping and courier services,
- risk management,
- the management of posterior controls,
- the management of litigations and information and the production of reports to facilitate the strategic management of Customs administrations.

The projected investment of the project is estimated at 35,118 billion CFAF excluding tax, according to the feasibility studies and distributed as follows:

Item	Cost (billion cfaf)
Development	19,153
Infrastructures	12,098
Transfer of knowledge	0,742
Current expenditure	3,125
Total	**35,118**

III.3. Implementation of the agreement

The implementation of the agreement, in 2018, is still in the investment works phase and the contract start date was 1st June 2017. The contract term for this phase is 3 years, until 31 May 2020, we cannot yet talk, at this stage, of slippage in the timetable, as the consumption rate at 31 December 2018 stands at 53%.

During this interval, the contracted activities, divided into 5 categories, were carried out by CAMPASS teams. These include:

- development of the computer application;
- construction of the building for the Douala « Data Centre »;
- installation of equipment at the Douala « Data Centre »;
- construction of the Yaounde « Data Recovery » building and installation of the related equipment ;
- other accomplishments.

a. Update on the development of the application

Work has been done within the framework of the development of phase 1 of the application on custom trades. This phase includes the following modules: customs clearance, freight management, risk management, the portal and e-payment. The implementation stage ended on 30 August 2018 in South Korea. Regarding the tests, they started in Cameroon in September and ended in December 2018.

The following table presents the completion rate of each module on 31 December 2018:



Clearance	98%
Cargo management	63%
Risk Management	100%
Portal	89%
E-Payment	36%

b. Construction of the Douala Data Centre

The « Data Centre » is the building intended to host the high quality computer equipment (hardware) where the various models indicated below shall be installed as well as the operating data from all these customs units across the national territory.

The main building of the Data Centre is ready for use.

Outdoor work is subject to a contract with the construction company. Progression rate stood at 99 % on 31 December 2018.

Installation of equipment at the Data Centre

A team led by the Deputy General Manager of CAMPASS proceeded to technically reception the work on the Douala Data Centre, on 04 May 2018. It is worth noting that this work was done by the DONGYANG Company.

Concerning particularly the fire safety equipment, the tests were partially conclusive.



c. Installation of the equipment at the Douala Data Centre

took place in two phases: the installation of interior equipment of the Data Centre on the one hand, and the installation of network and computer equipment on the other hand.

For the indoor equipment of the Data Centre, work started in Mars 2018 after the arrival of containers with the equipment on the site. Their installation required one month of work which ended on 27 April 2018.

For the network and computer equipment, work started on 4 April 2018 and ended on 17 May 2018.

Generally, it is worthy of note that the work took place under excellent conditions. Moreover, the connection of the Douala site to the internet network by CAMTEL by 10 Mps dedicated optical fibre is effective. Besides, on 31 December 2018, the technical requirements for its proper functioning are being processed, namely steps to link it to the internet backup.

As such, a contract was signed with the BLOOSAT Company for the supply of redundancy internet by V/SAT.

The indoor equipment of the Data Centre was installed by the technical partner CUPIA. After the test and pre-inspection phase in the presence of the computer project management on 17 and 18 April 2018 and the pre-inspection with the Custom engineers on 24 April 2018, a final inspection of the equipment took place on 27 April 2018.

The Yaounde site is situated at the Nomayos

The installation of computer equipment, also by CUPIA, took place under good conditions. After the installation and test phases, two pre-inspections took place:

- on 25 and 27 April 2018 with the computer project management;
- on 16 May 2018 with Custom engineers.

The final inspection concluded this phase on 17 May 2018.

The modules of this first phase were tested in Douala by the CAMPASS/DOUANE/CUPIA and ITG store teams, for three months that is from September to December 2018.



d. Construction of the Yaounde Data Recovery building

Custom Training Centre (close to Mbankomo). The « Data Recovery » building which will be constructed there will host the computer equipment (hardware) where the « backup » version of the modules mentioned above will be installed as well as the same operating data as in Douala.

The construction contract was signed between CAMPASS and the Cameroon Company E2Z. Due to the above-mentioned difficulties, E2Z started work by constructing generator facilities which are already completed.

Realizing that earthworks to be carried out by GEMAT were not progressing as planned, CAMPASS signed an additional contract with E2Z to do this work.

By 31 December 2018, this site layout works were completed. The construction works for the « data recovery » building per se will start later, in 2019.

Although not yet in the operation phase, the

e. Difficulties encountered

The difficulties encountered by the private partner CAMPASS PLC S.A. are numerous:

1- Insufficient staff;
2- Unavailability of hardware and equipment which have become obsolete (migration);
3- The delay noticed in the construction of the Yaounde « data recovery centre »;
4- The delay noticed in the development of the payment platform;
5- The difficult convergence between imports and the payment schedule of the Supply;
6- The high number of requests, by the Customs Department , for work not initially provided for;
7- Capacity building for staff to be employed;
8- Administrative bottlenecks, etc.

III.4. Prospects

Prospects, in view of the completion of work in 2019, are as follows:

1- the effective launching of the construction of the main building of the Yaounde Data Centre;
2- the migration from the old computer system SYDONIA to the new system “Cameroon Customs Information System (CAMCIS)”;
3- the commencement of use of CAMCIS in June 2019 ;
4- the negotiation by CAMPASS of the maintenance contract with the technical partner CUPIA;
5- additional recruitments in CAMPASS in order to reinforce the technical teams: technical profiles which can participate in the functioning and operation of the application in the two Data Centres;
6- the finalization of the amendment to the funding of the migration;
7- the finalization of the amendment relating to the justified additional work, carried out by CAMPASS and not provided for in the contract.

III.5. Socio-economic impacts of the project

The project to modernize the Cameroon Customs information system has already had socio-economic impacts in its current investment phase. Some of these impacts include:

a. At the social level

As seen above, the project company CAMPASS, specially set up for the project, directly employs 10 persons. This means 10 families who make a living from this project, which can only have a positive impact in preserving the good social climate and reducing poverty. To these 10 families, should be added those who live indirectly from the work on the project, namely the families of many employees of CAMPASS co contracting and sub-contracting companies: FDMS Consulting, COREGATE, Mat-Elec, ENEO, CAMTEL, CRAFT SILICON, ITGStore, STS SYGMA, BLOOSAT, NURI, E2Z, GETRA, DHL, AFRIMAR, etc…

Through these jobs created, the project contributes thus to the attainment of the objectives the United Nations Sustainable Development Goals Nos. 3 and 8 which are:

- SDG n°3 : Ensure good health and well-being for all, at all ages;
- SDG n°8 : Promote inclusive and sustainable economic growth, full productive employment and decent work for all.

SDG No.3 has a component « safety of people » (Ensure healthy lives). CAMPASS has worked until now without recording any serious work accidents, it is thus safe to say this component was fully guaranteed by 31 December 2018.

Moreover, the regular payment of salaries to employees is a factor of social well-being which also contributes to ensuring healthy lives.

However, it is deplorable that, as regards the CAMPASS staff, the low representation of women (only one out of ten persons), which kind of goes against the United Nations Sustainable Development Goal No. 5, which is namely to «Achieve gender equality and empower all women and girls ».

Regarding human development, the project includes a strong dimension of technology and knowledge transfer, which is well guaranteed until now. In fact, it is expected, and this was effective in 2018, that a number of Cameroonian engineers and senior staff of the Cameroon Customs department and the Department of Information Systems of the Ministry of Finance be associated in the development of the computer modules in Korea, in order to benefit from the expertise of their Korean counterparts of CUPIA.

At another level, it is worth noting the healthy and serene atmosphere which characterizes the partnership relations, because the few difficulties encountered were resolved within the Committee for the follow-up of the project made up of representatives of both partners (public and private) and of CARPA. The project is being implemented normally. No litigation has been recorded so far. The main bone of contention between the parties, which will be discussed later, is the collection by the State of the Special Income Tax, on CAMPASS payments for its technical partner CUPIA, based in Korea. In fact, the private partner declares it did not make provision for the collection of this tax in its financial bid, and thus feels that this risks jeopardizing the financial balance of its contract. Also, the execution deadlines for the work are respected and at this level, the private partner is even ahead, because it projects the launching of its operation in 2019, instead of June 2020 which is the contractual date

b. At the economic level

The Douala Data Centre building was constructed with material bought locally such as aggregates, cement and water, which represent close to 65% of the construction cost. The use of these local products had a positive impact on the economy of Cameroon in terms of GDP growth and various taxes.

Jobs created by the project, directly or indirectly, had a positive impact on the purchasing power of the staff concerned. The net payroll paid by CAMPASS for 2018 stood at about 35 million CFAF.

The payment of salaries had as corollary the payment of Physical Physical Persons Income Tax to the public treasury and other social taxes to some government agencies (National Employment Fund, National Social Insurance Fund, Cameroon Radio Television, Crédit Foncier, Councils).

As fiscal and customs incentives provided for by law No.2008/009 of 16 July 2008 to lay down the fiscal, financial and accounting regime applicable to partnership contracts, the CAMPASS company did not have to pay:

- customs duties on the importation of materials used for the work ;
- value Added Tax (VAT) on these imports ;
- value Added Tax (VAT) on local materials bought in its name for the project.

The relevant amounts were borne by the public partner, so it can be said that globally the impact of the project in these sections is negative on public finances.

Nevertheless, the positive fiscal impact of the project in 2018 is summarized in the table below:

NSIF	4 159 025
(PPIT) Physical Persons Income Tax	2 323 671
CREDIT FONCIER DU CAMEROUN	867 121
National Employment Fund	328 003
Audiovisual fee	434 220
COUNCIL TAX	142 838
Withholding tax (AIR+IRCM)	8 593 900
PATENTS, LICENCES AND ATTACHED TAXES	380 000
Taxes on wages and salaries/Employers costs	806 146
TOLLGATE	16 600
REGISTRATION FEES	3 462 200
STAMP DUTY	710 000
TRANSFER TAX	28 000
TECHNICAL INSPECTION	11 925
OTHER REGISTRATION FEES	1 774 000
TOTAL	**24 037 649**

Still at the fiscal level, the State was able to collect a certain amount from the project, as Special Income Tax collected on all payments made to CUPIA based in Korea, for the development of software modules for the project and even for the supply by them of computer equipment installed in the Douala Data Centre. It is as such that, as stipulated by the finance law, 5% of payments made to CUPIA by CAMPASS were paid back into the public treasury as Special Income Tax.

It is worth noting here that, even if until now, close to 80% of the cost of the project is for imported services, thus contributing to the, in fact, inevitable deterioration of the balance of trade, the attribution of a significant share of work to local small and medium size enterprises (mentioned below) contributed to improve the business climate, to the economic growth of the country through the growth of the GDP, and by so doing, to improve Cameroon's brand image. These advantages are reinforced by the fact that there was no litigation between the various actors, each and everyone's commitments were met.

The image of the Public-Private Partnership is therefore strengthened, because a number of risks transferred to the private partner by the State were well managed until date (namely the mobilization of funds for the project, cost efficiency, rapidity in operations and ensuring deadlines).

Below is the list of CAMPASS co contracting and sub-contracting Cameroonian companies and the role that each one played in the project. The market shares they had, contributed to develop the economy of Cameroon and improve the business climate in the country.

Enterprise	Purpose of the Contract
DONGYANG	Preliminary construction work for the Douala DATA CENTRE (DC)
	Contract for the construction of the Douala DATA CENTRE
	Landscaping the DC project construction
	Additional work requested by the Customs department
ECAMEL SARL	Supply and LV cabling liaison Douala Data Centre transformer installation
	Moving of an underground electric cable for the construction of the DC
STS	Convention for the supervision of construction of the Douala DC
ACE	Architectural and engineering studies for the construction project of the Yaounde Data Recovery (DR)
	Water proofing work for the flat roof of the transformer room of the Douala DC
	Paving the courtyard of the Douala DC
	Convention for the supervision of the construction of the Yaounde Data recovery centre
NANO AFRI AA LTD	Development and installation of the e-payment application + maintenance and Insurance
E2Z	Construction contract for the MBANKOMO/YDE DATA RECOVERY building
	Dressing exterior walls of the MBANKOMO DR with alucoband
	Earthwork for the YDE DR
	Dressing the exterior walls of the DOUALA DATA CENTRE with alucoband

Enterprise	Purpose of the Contrat
MAT-LEC SARL	Standardization of the MECANO station of the Customs Computer Division
ITGSTORE SA	Assistance, supervision and implementation contract for the IT component of the CAMPASS/CIPIA contract
NEXA	Interconnection of the DOUALA DATA CENTRE to the old server room of the Customs Computer Division
BLOOSAT	Subscription contract for telecommunication services
AFB Loan	Afriland First Bank loan
CORE LAWYERS AFRICA	BUSINESS PLAN FOR THE CAMPASS PLC FILE
Cabinet BETRA	Financial advice
Cabinet FIDACO	Audit firm
HTT	Various services
M JACOBY	Project management for the Douala Data Centre
VARIOUS SUPPLIERS	Various services
CAMTEL	Provision of internet connection
GPOWER CEMENT	Vehicle rental
MODA HOLDING	Various services
AFRILAND FIRST GROUP MANAGEMENT SA	Commission for the AFB lending arrangement
AFRILANE	CAMPASS PLC personnel training centre
AFRIMAR	Customs agent/Customs clearance for material
APAVE	Fees for recruitment assistance for the GM
DHL	Various services
ESSO SARL	Acquisition of computers
HOTEL LA FALAISE	ACCOMMODATION FOR NANOAF ENGINEERS
FDMS CONSULTING	Tax consultancy fees
G4S SECURITY	Cost of security guards for the Douala Data Centre
HOTEL BEAU RIVAGE	Accommodation for the test engineers
ETS INFO-SERVICES	Purchase of office supplies
SAAR ASSURANCES SA	Insurance for CAMPASS PLC vehicles
CMR IMMOBILIS	Rents for GM's residence
ETS TEK ENGENEERING	Various services
TRACTAFRIC MOTORS	Maintenance and repairs for vehicles
WABLAND SARL	Customs agent/customs clearance of material
WAHEGURU TRAVELS	Purchasing of air tickets
WORLD WIDE TECHNOLOGIES	Hosting of professional mail
YOOMEE	Internet fees

IV. Project for the construction of six (6) buildings at Okolo - Yaounde



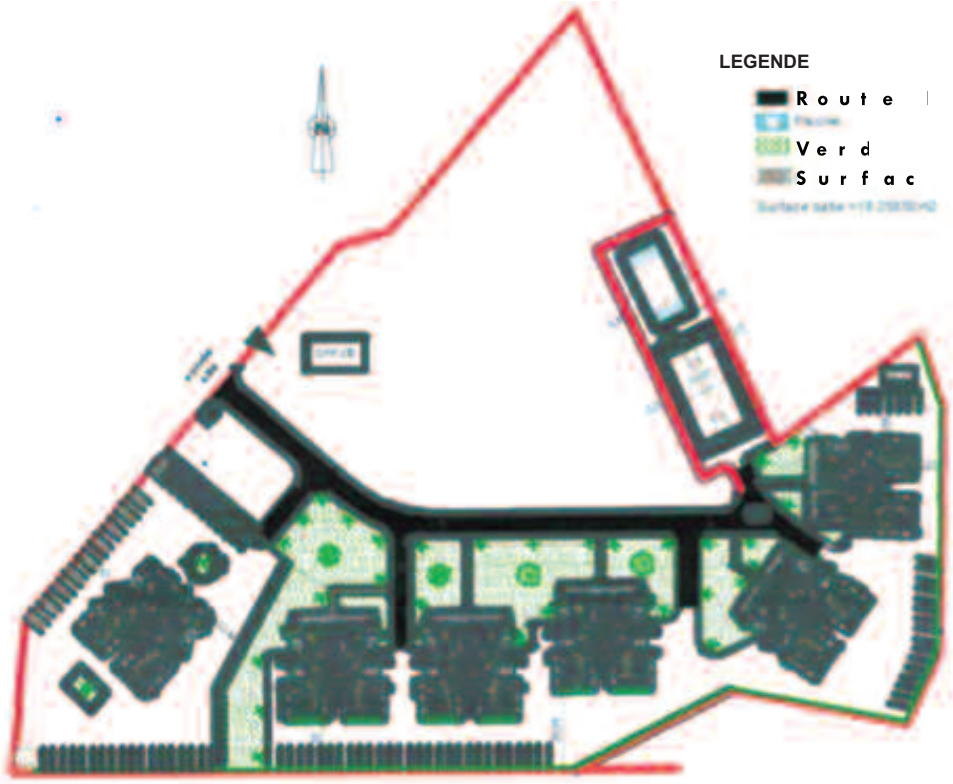
The partnership contract for the funding, design, installation, use and maintenance of six rental buildings in Okolo, Yaounde, was signed on 13 April 2017, between the National Social Insurance Fund and the GLOBAL ELEPHANTS/LES BATISSEURS REUNIS Group, which set up a project company with the same name.

IV.1. Implementation of the project

Construction work on the Okolo buildings is effective since 1st July 2018. Work which is at the level of casting the acroterion for five (5) of the six buildings to be constructed, looks good, with an execution rate estimated at close to 35% by 31 December 2018. Work is progressing smoothly and is expected to be completed in February 2020, that is, four months before the contractual deadline. Presentation and reception of model apartments scheduled for the end of May 2019 shall be a symbolic step

a. Project localization

The project is in Yaounde, more precisely in the OKOLO neighbourhood, to the North of Yaounde, in Yaounde 1, Mfoundi Division, Centre Region. It is built on a site with a total surface area of about 55 676, 64 m² of land. The area reserved for the project is about 13 426, 58 m². The total land occupancy by the buildings is about 3 200 m² that is about 518 m² per building (see ground plan below).



GROUND PLAN

b. Reasons for modifying the initial architecture of the buildings

Initially, the Okolo building complex was made up of three buildings with 32 apartments each, that is a total of 96 apartments. For a number of reasons given below, the architectural and engineering design of the buildings was modified. Initially conceived as a mega structure with 8 apartments on each floor, each building was divided into two. The number of buildings was thus increased to six (6), each containing sixteen apartments.

Amongst the main reasons which led to this modification, we can mention the concern by the engineers to:

- allow for natural ventilation and illumination of the stair case and corridor, and enable the safe evacuation of occupants of a building in case of emergency ;
- allow on the one hand for natural ventilation and illumination of kitchens and toilets and on the other hand, enlarge the kitchens and provide them with an outdoor terrace, which were not initially provided for;
- ensure fluidity of movement inside the apartments, from public to private areas: it was deemed necessary to review the arrangement of rooms;
- make the roof lighter to reduce the weight on the foundations on the one hand, and increase its service life on the other hand: it was proposed that the flat roof initially provided for be replaced by a roof made of thick, painted steel sheets on a wood frame, and add a concrete acroterion around the building to collect rain water ;
- reduce the cost of portioning walls, and ensure better acoustic and thermal insulation capacities: it was proposed that the reinforced concrete shells be replaced by cement blocks whose production and mounting would require more manpower and reduce the demand for currencies;
- take into consideration the realities of the social context and the targeted: it was deemed necessary to add a toilet in each apartment;

- adapt the floor covering of the different rooms to their use: it was proposed that the parking area be covered with 2 cm ceramic tiles for parking areas, and the lobbies, while movement spaces be covered with granite;

- lay emphasis on security: it was proposed that the stainless steel protectors installed only on the ground and first floors be replaced by forged iron protectors on all the openings on all floors;

- naturally illuminate the stair cases and some rooms of the building: it was proposed that the curtain walls for the stair cases and the building facade be replaced with aluminium windows in all the kitchens and toilets;

- focus on aesthetics: it was proposed that lighting with bars initially provided for the living rooms, and bulbs for the bedrooms and other rooms be replaced by chandeliers in the living rooms and dining rooms and LED lamps in the other rooms;

- provide more comfort for tenants: it was proposed that water heaters be installed in all bathrooms, although the basic contract only made provision for one in each apartment.

c. General description of the housing complex

The housing complex is made up of six (6) five floor buildings including:

- a common entrance and exit for all the buildings with access to the various parking areas;
- a perimeter fence on three sides;
- stairs linking the parking areas, driveways and all the buildings to each other;
- a main 8 m wide road for access to all buildings;
- a basket ball court and a swimming pool;
- several external parking areas.

Each of the six (6) buildings is organized as follows:

Ground floor:

- Two (2) big 50 m² stores;
- Technical facilities and toilets;
- A room for the security guard;
- A stair case;
- A parking lot for 16 vehicles.

Habitable floors:

- Two (2) T5 type apartments of 137 m² each;
- Two (2) T4 type apartments of 102 m² each;
- A stair case.

d. Total cost of services

The total cost of services stands at 9,4 billion CFAF, broken down as follows:

Construction work for the 6 buildings	6 722 129 770
External works and other equipment	1 728 700 000
Various engineering studies, project management, control and follow up	965 000 000

e. Execution of the construction work by 31 December 2018

Structural work on the Okolo building complex is well in progress.This work is as follows :

- Elevation work is completed on the six buildings A, B, C, D, E and F;
- Casting the acroterion on buildings A, B, C, D, and E are on-going;
- Plastering and rough coating of the walls and slabs of the 3rd and 4th floors of buildings A, B, C, D and E are on-going;
- Moulding of the plaster cornice and false ceiling on the 2nd and 3rd floors of buildings A, B, C, D and E are on-going;
- Work on the roof structure on buildings B, C, D and E is on-going;
- Roof structure and roof work of building A is completed;

The progress rate of work is about 35%.

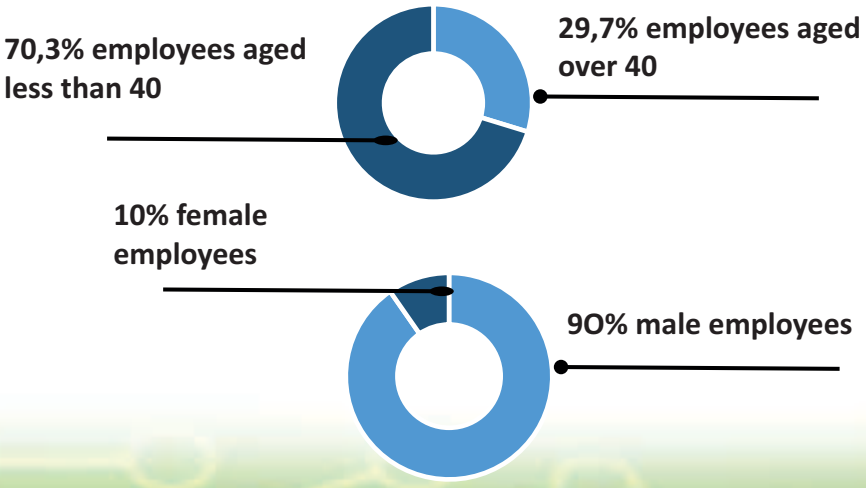
The duration of the project is 6 months 10 days, representing a consumption rate of close to 27% of the 24 contractual months.

IV.2. Socio-economic impact of the project

Since it started in January 2018, the construction project of the six Okolo buildings has injected significant resources into the Cameroon economy through jobs, purchasing of land and taxes. The project also contributes to strengthen the fabric of local SMEs through subcontracting. Once in use, the project will contribute to level off the deficit in decent housing in Yaounde.

a. Permanent jobs created

At the end of 2018, ELEPHANT Global Holdings/LES BATISSEURS REUNIS and its sub contractors, contributed to the creation of 185 jobs, including 95 permanent and 90 temporal jobs.



Conscious of the employment situation in Cameroon today, situation characterized by under employment and youth unemployment, the private partner took the option to use the High Intensity Labour Force (HIL) approach in the execution of some activities.

Lifting of construction material like blocks for elevation work on the 2nd, 3rd and 4th floors were done using this approach. Close to 150 labourers were mobilized for this operation, although the task could have been done by a crane.

The same goes for the moulding of blocks and hallow bricks, where the manual option was preferred. Close to 35 manoeuvres were involved in the execution of this task, although it could have been done by a block and brick moulder.

In both cases, the HIL option contributed to reduce the need for currencies for the project, and to create a more significant volume of jobs than execution by a High Intensity of Equipment approach (HIEQ).

b. Support for local SMEs

The ELEPHANT Global Holding / Bâtisseurs Réunis Group, works with close to half a dozen of local SMEs under subcontract. At the end of 2018, the total amount of the contracts signed with these SMEs stand at 345 million CFAF, distributed as follows:

Moreover for construction material, as much as possible, they are purchased from local suppliers, as indicated in the table below:

N°	Name of SME	Description of tasks given	Amount of the contract in CFAF
1	Ets Innovante Construction	Structural work for one building, installation of forged iron protectors, decorative ceiling work, structural work for the water treatment plant	60 000 000
2	Ets Atanga	Structural work for one building	60 000 000
3	Ets Group D	Structural work for one building	60 000 000
4	Eglo Sarl	Structural work for two buildings	150 000 000
5	Ets Talla et Fils	Moulding of blocks	15 000 000

Source: BUNS Construction Company

However, the absence of information on the cost of these materials did not make it possible to appreciate its weight, in relation to the total cost of the work.

No.	Type of material	Suppliers
1	Cement	- DANGOTE - CIMAF - CIMENCAM
2	Structural steel	- SOREPCO
3	Supply of various hardware	- SOREPCO - MASTER TOOL - AFRIQUE MODERNE - OTHERS
4	Timber for construction	- Various private suppliers
5	Gravel	- GRACAM - ARAB CONTRACTORS
6	Sand	- Various private suppliers
7	Manufacturing forged iron protectors	- Various local suppliers
8	Plasterwork	- Various local suppliers
9	Wooden doors	- Local carpentry workshops

Source: BUNS Construction Company

c. Balance of trade

For the execution of work, tiling, metal works, sanitary equipment, air conditioning, completely furnished kitchens, electrical equipment, solar lamps for public lighting, scaffoldings and generators will be imported. These material and equipment to be imported represent between 25 and 30% of the cost of work for the building.

d. Improvement of government revenue

The salaries of the jobs created by ELEPHANT Global Holdings/LES BATISSEURS REUNIS and its subcontractors are regularly paid and thus it is hoped that, even in the absence of this information, the project has positively contributed to government revenue, as taxes linked to the company's payroll..



Moulding of plaster cornice and false ceiling (decorative ceiling work) on the 2nd and 3rd floors



V. Project for the system of mass urban transport in Yaounde

The partnership contract for the funding, design, equipment, exploitation and maintenance of a mass urban transport system in Yaounde was signed on 30 August 2016, between the State of Cameroon represented by the Ministry of Transport and the Yaounde City Council, on the one hand, and the IRMAOS MOTA/EXIMTRANS Group on the other hand, which set up a project company called « Transport and Collective Equipments Corporation of Yaounde », STECY.

V.1. Level of implementation of the project

Since March 2017, STECY is in charge of providing mass transport services by bus in Yaounde.

The service is provided every day of the week according to the following schedule:

- From Monday to Friday from 5 am to 10 pm;
- Saturdays from 5 :30 am to 9 am;
- Sundays from 6 am to 9 am.

a) Description of the fleet

Initially, the fleet indicated in the agreement was made up of 150 “12m” long buses and a sitting capacity of 40 places (including the driver) and 51 standing passengers, representing a total of 91 passengers. To these buses was added a fleet of 13 new minibuses, provided by the Yaounde City Council.

Given the geometric constraints on some parts of the roads in Yaounde, the private partner proposed and it was agreed that while maintaining the same capacity of passenger transport, to have part of the fleet of buses made up of 7m long buses.

Thus when completely deployed, the total fleet will be made up of 210 buses, as follows:

- 70 “12m” long buses of individual capacity corresponding to 91 passengers;
- 120 “7m” long buses of individual capacity corresponding to 46 passengers;
- 20 Minibuses of individual capacity corresponding to 26 sitting places (including the 13 minibuses provided by the Yaounde City Council).

b) Description of the exploited network

The public transport service conceded to STECY by contract is to exploit thirteen (13) lines. By 31 December 2018, only eight (8) and one (1) line dubbed « special line » (because it operates once a month to transport pilgrims to the Marian Sanctuary in Nsimalen on the 12 and 13 of each month) are exploited, representing a network coverage rate of close to 69%.

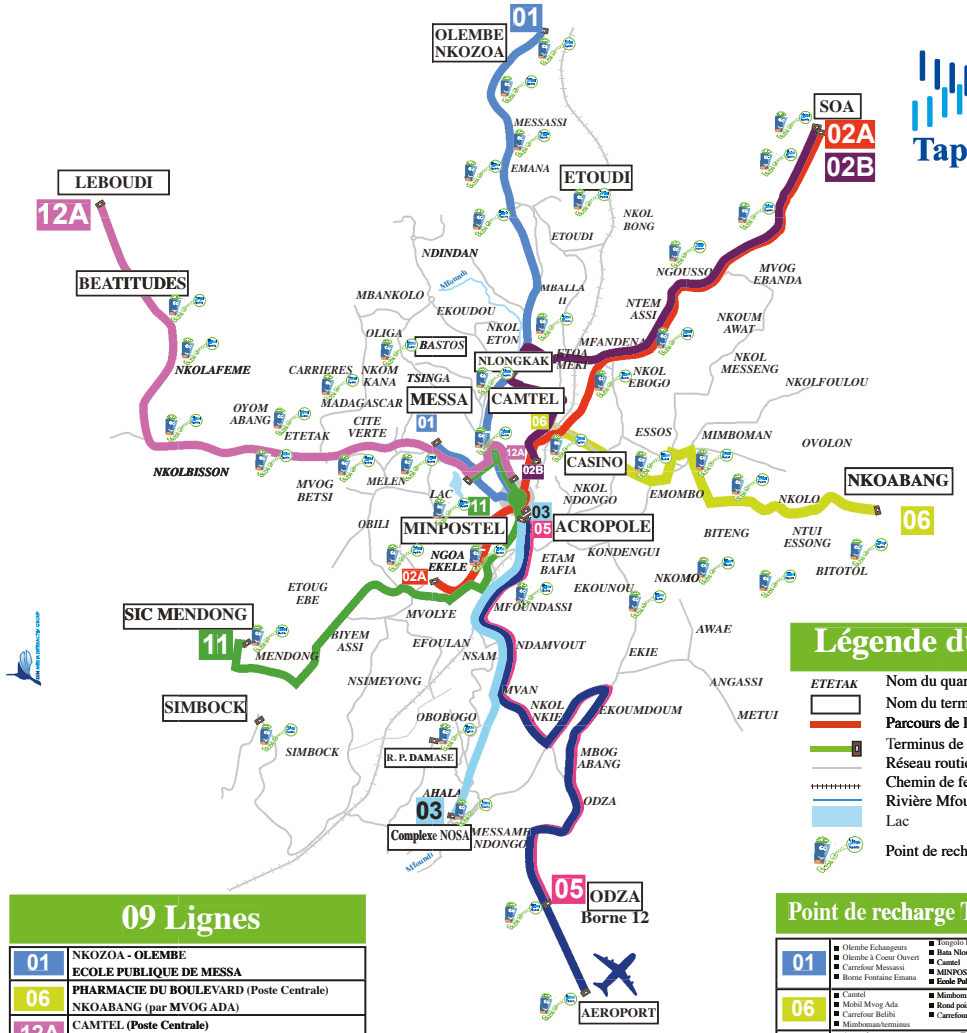
SUN MEDIA INTERACTIV GROUP

Agrément N° 023/MINCOM/CNP du 17/12/2018

PLAN DU RESEAU

(09 Lignes en exploitation)

Tap&Go



Légende du plan

- ETETAK — Nom du quartier
- Nom du terminus de la ligne
- Parcours de la ligne de bus
- Terminus de la ligne de bus
- Réseau routier
- Chemin de fer
- Rivière Mfoundi
- Lac
- Point de recharge Tap & Go

09 Lignes

01	NKOZOA - OLEMBE ECOLE PUBLIQUE DE MESSA
06	PHARMACIE DU BOULEVARD (Poste Centrale) NKOABANG (par MVOG ADA)
12A	CAMTEL (Poste Centrale) BEATITUDES- LEBOUDI (par Nvlle Route Nkolbisson)
11	MINPOSTEL (Immeuble Rose) SIC MENDONG
02A	UNIVERSITE YDE I (Ngo ekelle) UNIVERSITE YD2 II (SOA)
02B	UNIVERSITE YD2 II (SOA) CAMAIR (face BEAC)
05	ACROPOLE (Immeuble Emergence) ODZA - MESSAME NDONGO - BORNE 12
03	ACROPOLE (Immeuble Emergence) AHALA (Complexe NOSA)
✈	Ligne directe Airport Shuttle (Hilton Hotel - Nsimalen Aeroport)

Accedez aux bus en toute simplicité!
Public transport made easy and accessible!



Point de recharge Tap & Go

01	Olembe Echangeurs Olembe à Coeur Ouvert Carrefour Messassi Borne Fontaine Emana	Tongolo Feu Bata Nlongkak, Rond Point Nlongkak Camtel MINPOSTEL(immeuble rose) Ecole Publique De Messa
06	Camtel Mobil Mvog Ada Carrefour Belibi Mimboman/terminuss	Mimboman chateau Rond point dernier poteau* Carrefour Nkoabang/Terminus
10	Acropole Sorepco Complexe Scolaire Amazia Quincallerie Quiferou Ekounou	Tradex Nkomo Entrée Ecole Publique Bitoton Entrée Carrierres Carrefour Nkoabang/Turminus
12A	MINPOSTEL(immeuble rose) Ecole Publique De Messa Gare Routiere Mokolo Hôpital central Entrée Cîtee Verte*	Ecole de Marguerite* Marche Oyomabang Laverie Mbia* Carrefour tsimi Center* Carrefour Nkolbisson Beatitudes
11	MINPOSTEL(immeuble rose) Hopital Militaire/ Mindef Total Melen Carrefour Obili Carrefour Biyem assi	Carrefour Acacias * Rond point express Montée Jouvence Terminus (carrefour Banane)
02A	Chateau Ngoa ekelle Hopital Militaire/ Mindef Camair FNE* Mobil omnisport	Total Ngousso Entrée Eniet de Nkolfoulou* Campus SOA Centre ville SOA
05	Acropole (Immeuble Emergence)	Borne 10
03	Acropole (Immeuble Emergence)	Ahala (Complexe NOSA)
✈	Hilton Hotel	Aéroport international Nsimalen

Regie publicitaire - vente et commercialisation des espaces publicitaires sur tous supports - Marketing
BP. : 15 356 Yaoundé - Cameroun
Rc: RC/YAO/2016/B/942 - NIU : M101612573496E
Tél: +237 691 149 012 / Whatsapp : +237 691 149 008
Email: info@smig-group.com Web site: www.smig-group.com

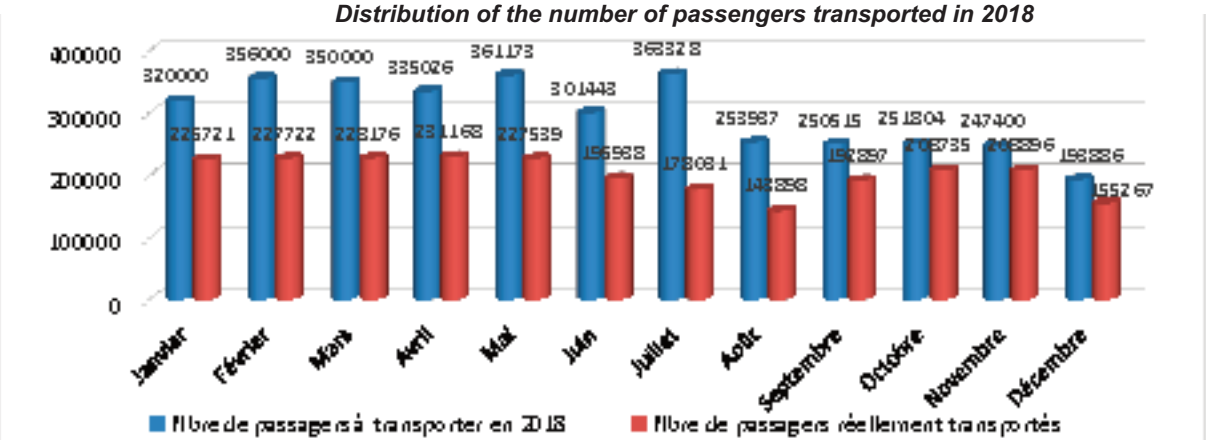
Number of bus line	Route (Behaviour of itinerary)	Number of stops according to standards (300 to 500 meters per stop)	Length (Km)	Number of bus shelters existing	Number of Districts crossed per line
1	Virtually in a straight line	71	18	1	4 (Yaounde 1,2 and 3 and Soa)
2-A	Virtually in a straight line	67	19	1	4 (Yaounde 1,3 and 5 and Soa)
2-B	Virtually in a straight line	63	8	2	3 (Yaounde 1 and 5 and Soa)
5	Virtually in a straight line	50	11	1	4 (Mfou, Nkolafamba, Yaounde 4 and 5)
6	Very winding	25	7	3	6 (Yaounde 1, 2, 3, 4, 5 and Nkolafamba)
10	Winding	29	13	1	3 (Yaounde 4,5 and Nkolafamba)
11	winding	21	11	6	3 (Yaounde 3, 5 and 6)
12	Virtually in a straight line	50	12	4	6 (Okola, Yaounde 1, 2, 3, 6 and7)
Special	Virtually in a straight line	50	22	4	4 (Mfou, Nkolafamba, Yaounde 4 ,5)

Source : STECY's activity report on 31 December 2018

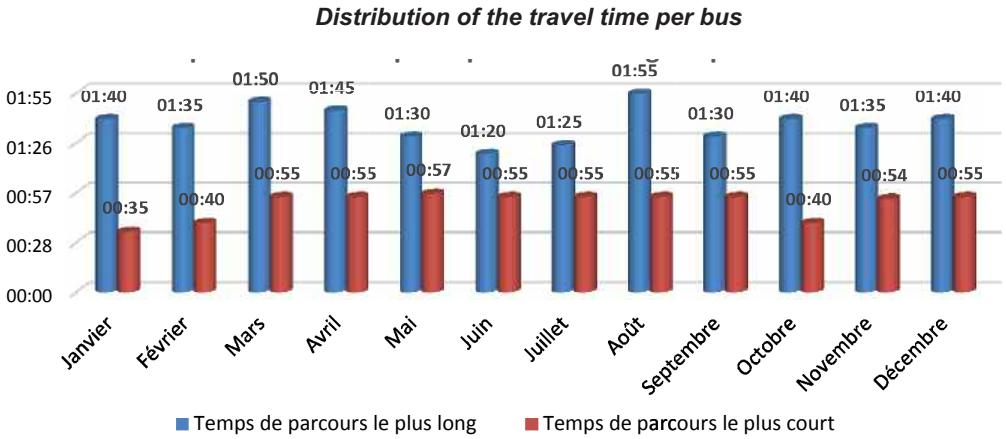
V.3. Passenger transport

In 2018, of the 3 584 512 projected passengers, the fleet exploited transported 2 423 988 passengers, representing an execution rate of close to 67,6%. Each bus would have transported, each day, during this period, an average of close to 135 passengers.

Distribution of the number of passengers transported in 2018

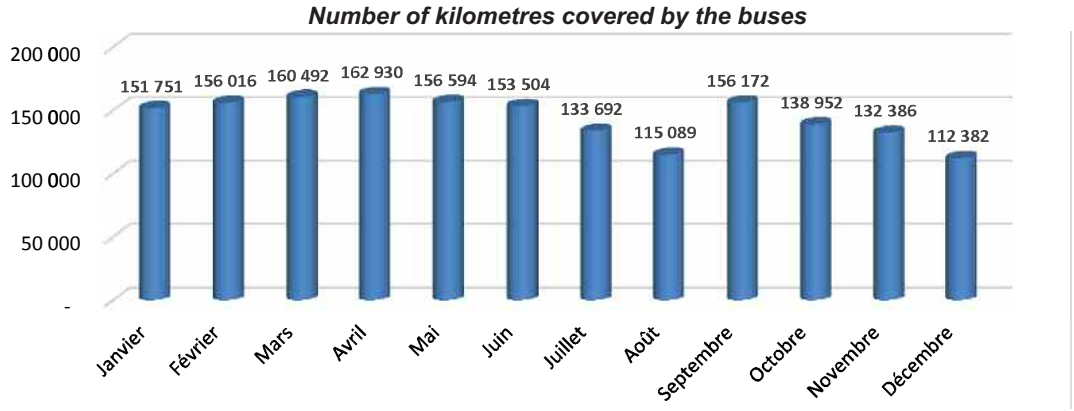


Source : STECY's activity report on 31 December 2018



Source : STECY's activity report on 31 December 2018

The total distance covered by the entire fleet, in 2018, stands at 1 729 960 kilometres, and distributed as follows:



Source : STECY's activity report on 31 December 2018

V.4. Comments on the level of implementation of the project and proposals

In 2018, although we applaud the continued provision of public transport service by bus, the review of a number of performance indicators calculated below, illustrate that STECY has not yet achieved the performance goals registered in the contract.

Indicator	Expected value in the agreement	Value recorded
Average number of buses per line exploited	10	5
Average travel time	45 minutes	60 – 75 minutes
Number of terminals to be constructed	26	0
Number bus shelters to be constructed	65	0
Deployment of the bus fleet on 31/12/2018	100%	33, 3%
Network coverage rate on 31/12/2018	100%	69%

Regarding contractual obligations, the table above shows that STECY, by 31 December 2018, had not performed its obligation to construct the infrastructures necessary for its activity, bus shelters and bus terminals. The absence of these elements are such that during bad weather, it is impossible for users to get on the bus in good conditions, and they are thus inclined to use the first available means of transport.

Moreover, it is deplorable that STECY has carried out an extension which is disproportionate to its operational area, in relation to the means it has. In fact, the activity report reveals coverage or service in other Divisions outside the Mfoundi (Okola, Mfou…) although the project is for Yaounde. Also, these modifications have not, until date, led to an amendment to the agreement. It therefore lacks the legal basis, even though it stems from a request made by the Public partner.

As regards the State of Cameroon, it is worth noting that it has not also carried out all its contractual obligations. It should also be noted namely, the non payment till date of the subsidy agreed in equivalent proportions to the level of realization of performance commitments by STECY.

Also, for the contract execution, a number of recommendations could be made in the following areas:

- revitalize the follow up committee, in order to permanently monitor and evaluate and regularly address the constraints and difficulties encountered;
- modify the agreement through and amendment in order to regulate and legally safeguard the various development which have taken place;
- effectively implement the provisions of the contract relating to fines in order to make the private partner carry out its contractual obligations namely those concerning the number of buses, the construction of infrastructures, social obligations for its employees, etc.....

IV.2. Socio-economic impact of the project

In spite of all the contractual shortfalls and poor exploitation indicators mentioned above, the mass urban transport by bus project has some impact at the social and economic levels, amongst which can be mentioned

a. Social integration

The project permits some low income earners who leave in distant peripheral areas like Nkonda, Ebang, etc, to go to the city centre for only the sum of 200 CFAF as against close to 750 CFAF if they take a taxi, because these areas are generally situated at about three tax stops from the city centre.

Moreover, students can henceforth pay only 200 CFAF as against more than 500 CFAF before the project, to go to both State Universities in Yaounde, be it University of Yaounde I or University of Yaounde II.

b. Yaounde's brand image

« A developed country is not a place where poor people own cars, it is a place where the rich use public transportation » Gustavo Petro, Mayor of Bogotá, Colombia said. With the implementation of this project, Yaounde is endowed with a mass public transportation system by bus like in big African cities with a comparable level of development. The brand image of Yaounde and consequently that of the entire Cameroon has thus been enhanced.

c. Yaounde's brand image

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d. Job creation

By the end of 2018, the staff strength of STECY S.A stood at 237 employees, made up of 43 women and 194 men: that is 18,15% of women and 81,85% of men. Although in all countries, access of women to transport professions is reduced, the obstacles very often highlighted to explain this deficiency in women being work schedules, STECY should be encouraged to increase this rate. In fact, experts in the area are unanimous that women are reputed to have better relations with customers than their male colleagues. In addition, women are more appreciated for their safer driving.

No.	Name of SME	Description of contracted services
1	Universal Mastech international	Supply of engine oil
2	CAMI Auto	Supply of tyres
3	NEPTUNE Oil	Supply of fuel
4	CREOLINK	Provision of internet connection
5	AFRICA Système	Development of software
6	CHICAGO Security	Security of the STECY premises
7	SAAR Assurance, GMC assurance and ATLANTIC assurance	Provision of the insurance policies necessary to cover the project
8	Afriland First Bank, SGBC, ECOBANK, SCB and BANQUE ATLANTIQUE, and Union Bank of Cameroon	Funding of the project

However, the absence of information on the costs of the services provided by these SMEs, does not make it possible to appreciate its weight, the private partner having agreed to sub contract to local SMEs and handicrafts , a part of the agreement to be implemented according to the following proportions:

- 30% in the investment phase;
- 25% in the operation-Maintenance phase.

e. Transfer of knowledge

Here, training is regularly provided to STECY staff in charge of the maintenance of the rolling stock by some expatriates.

f. Balance of trade

The project has a strong impact on Cameroon's balance of trade. In fact, in the investment phase, more than 90% of the equipment and material necessary for the development of the project is purchased abroad. The same goes for the operation phase, where almost all the spare parts necessary for the maintenance of the rolling stock are purchased abroad.

g. Improvement of government revenue

The project, in its second year of operation, implies STECY has obviously contributed to government's revenue as taxes relating to its activity. The absence of figures unfortunately makes it impossible to appreciate its weight.

VI. Project to rehabilitate the laundry of the Douala Reference Hospital

It is a «public payment scheme» type of partnership contract between the Douala Reference Hospital (Public Partner) and Elegance Pressing (Private Partner).



VI. 1 – Objective of the Project

The project has as objective to renovate the laundry service of the Douala Reference Hospital to ensure its optimal performance. During the entire period of execution of the project and under the control of the public entity, the private partner commits to:

- fund the equipment;
- acquire and install the equipment;
- operate the installed equipment;
- ensure the maintenance of the installed equipment;
- train the users of this equipment.

The kind of equipment is as follows:

- two drying ironers;
- two 30 kg electric dryers;
- two 160 kg bi frontal washing machines with sanitary barrier;
- one 25 kg industrial washing machine;
- one 10 kg industrial washing machine;
- one 30 kg industrial wringer;
- one 12 kg industrial wringer;
- three functional ironing boards;
- one electric boiler.

VI.2 - Level of implementation of the project

The contract was signed on 10 October 2017 and enabled the private partner acquire the equipment and install them in the area provided by the Douala Reference Hospital. This investment phase was completed with a one month testing of equipment, for the launching of operations in January 2018.

By 31 December 2018, the project was in the twelfth month of operation. The laundry service never stopped working, the preventive maintenance was regularly ensured by the private partner.

The quantity of linen washed by the laundry service is estimated at 7190 kg per month.

VI.3 - key information

Total cost of project: 1,255 billion CFAF ATI;

Duration of acquisition and installation of equipment: two (2) months from the entry into force of the agreement;

Duration of operation: five (5) years from the date of commissioning into use of the equipment;

Commitment of the public partner:
Provision of the site of the project, free from all claims, payment of customs duties and VAT on local purchases of material , payment of customs duties and VAT on local purchases of material, payment of rent for the duration of the contract;

Mission of the private partner
full funding, equipment, operation and maintenance of the laundry of the Douala Reference Hospital.

VI.4 - The Private Partner

Elégance Pressing is a limited liability company registered with the commerce registry under number RC/Douala/2015/M/4613, with Head Office in Douala at 9 avenue De Gaulle, Bonanjo. It is a company specialized in the laundry sector which has not only national experience because it is present in all the ten Regions of Cameroon, but is also present abroad through market shares it acquires at the Regional level, especially in the area of hospital linen.



The socio economic impact of the project

The first impact of the implementation of this project is financial for the Douala Reference Hospital. With the signing of this contract, the Douala Reference Hospital acquires a laundry service for a monthly rent close to 22% cheaper, representing a savings of almost 4, 8 million per month and a total of 293 million for the entire period of operation. The first year of operation led to a savings of close to 58 million CFAF which was diverted to meet other needs.

On the economic front, the added value estimated after the first year of exploitation is about 148 million CFAF.

Furthermore, the project has generated 14 jobs for a monthly payment of two million (2 000 000) CFAF, including social costs and taxes for staff. (ST). Gender equity was not however taken into consideration till date because no woman was recruited.

Regarding the quality of service, it was noted that the laundry service has worked nonstop since its commissioning into use in January 2018.

The risk of contamination which could occur from mixing hospital laundry with those of persons external to the hospital is, today, under control, given that these two kinds of laundry are no longer mixed, as was the case when hospital linen was dry cleaned in laundry services in Douala.

VII. Project for modern multipurpose kiosks in Douala



The partnership contract for the installation of urban multipurpose kiosks in Douala was signed in December 2018 between the DOUALA CITY COUNCIL and ACCENT MEDIA PROJET S.A. for a period of 18 years from the date of registration.

VII.1. Genesis of the Project

The project is born of the willingness of the Douala City Council to embellish the urban environment and improve on the quality of life of its inhabitants through the implementation of its project to restructure the advertising industry. It is also born of the willingness of the Douala City Council to combat urban disorder by judiciously harmonizing urban property destined for use by citizens and taking into consideration concerns linked to hygiene, the safety of people and property and the protection of the environment.

More specifically, it is a project to install, over a three year period, 1400 urban multipurpose kiosks at strategically chosen areas in Douala, and then their exploitation and maintenance over a fifteen year period. The 1400 modern, multipurpose kiosks are peculiar because they have a unique design with the first visual aspect being aesthetic, which helps resolve for the city, the problem of squalor and urban disorder due to the present existence of different models of kiosks which are not that nice.

The "multipurpose kiosk" is an urban property with multiple uses as follows:

- provision of public and commercial services for various activities in the city, State, (local public services);
- local retail for private companies involved in retail and local trade such as : mobile telephone companies, companies dealing with new technologies, communications companies, gaming companies, advertisers, and any other concept of retail and local sale;
- The model proposed (see image opposite) was designed by architects.

Material used was chosen by specialists to meet the following objectives:

- quality of the urban property and their contribution to the embellishment /modernization of the city: material and equipment used in this kiosk model will enhance the beauty of the city;

- optimization of staff for the kiosks in the city as well as the reduction of the space occupied by these kiosks: kiosks with cabins capable of hosting three operators simultaneously, will reduce the number of individual kiosks in the city and hence the space occupied by these kiosks;

- respect for environmental, safety and hygiene standards: each kiosk shall be equipped with a hybrid energy management system (solar panels and electric current);

- sale of advertising space on the wall panels of these kiosks which are powered all twenty four seven, thus enabling the city to significantly increase its advertising revenue.

VII.2. Description of Project

The 1400 kiosks will be of two kinds:

- The Large kiosk (L) or 3 compartments and measures 315cm long, 205 cm wide and 320cm high, including the advertising panels at the top. Quantity expected: 850
- The Small kiosk (S) or 1 compartment, measures 165m long, 120 cm wide and 320cm high, including the advertising panels at the top. Quantity expected: 550

Inside every kiosk is a desk (work space) of size 110cm x 80cm for the S kiosks and 150 cm x 85 cm for the L kiosks. It is equipped with a counter and storage, a small work table, a socket, an adjustable chair, a switch and four lighting points.

It is an urban property intended to serve as commercial space for various activities of mobile telephone companies or a drugstore depending on the use, and equipped with 7 glass boxes to paste advertisement stickers, lit by a system of led bulbs automatically controlled by a time switch.

Both models are equipped with USB ports for charging mobile phones, graciously made available to the public.

The advertising boxes at the angles of the top are reserved for logos of the promoter ACCENT MEDIA and the emblems of the city of Douala.

These kiosks will be equipped with:

- a battery for autonomous power with as option the possibility to install 800W solar panels on the roof;
- a small metal table which can take a lap top;
- a storage box;
- a time switch;
- 3 sockets;
- 3 simple cross swiches;
- a 2,5 and 1,5 mm electric cable;
- aluminium awnings;
- galvanized steel piping for the evacuation of rain water;
- A waterproofing complex on the roof in stainless steel.

This urban property can be entirely dismantled, easily transported and installed on a foundation of reinforced concrete 25 to 35 cm thick according to the topography of the installation sites. It easily integrates the urban landscape of our cities, namely along roadsides, in the areas provided or prepared by the city of Douala.

The design meets a double objective of public sanitation and functional use. In fact, through its design and equipment, this kiosk provides a harmonious and luxuriant architectural style to the urban setting and thus contributes to improve the brand image of Douala.

Thus the work environment of sales agents is improved while the companies which occupy these areas find in them a better place to sell their image and products.

VII.3. Performance objective

The private partner shall be annually assessed on the respect of the following commitments:

- Respect of the contractual schedule for the installation of Kiosks agreed with the DCC ;
- Use of new material and equipment;
- Construction of platform with reinforced concrete according to engineering standards in the area;
- Proper installation of kiosks to ensure their solidity, resistance to adverse weather, comfort, safety for goods and persons and the proper functioning of equipment (doors, window-counter, inside accessories and electrical system ;
- Maintenance schedule attached as annex which targets an annual availability rate of 98% (the remaining 2% for unavailability for maintenance) ;
- Commitments of the leasing contract which will be signed between the private partner and each user;
- Payment on time of royalties due to partners (DCC, CARPA).

VII.4. key Information on the agreement

- **Cost of investment:** 6,8 billion CFAF Tax exclusive
- **Duration of work:** 3 years from the date of registration of the agreement
- **Duration of exploitation:** 15 years at the end of the 3 years of installation
- **Commitment of public partner:** provision of space for the equipment, payment of taxes and customs duties.
- **Missions of private partner:** Full funding of project, acquisition, installation, exploitation and maintenance of kiosks Returnable assets are made up of all urban property and fixed equipment. They shall be transferred to the public partner according to the modalities to be defined in the partnership contract

VII.5. Execution of the Project

a. Financing Mission

Funding for the project, fully provided by the private partner, is structured as follows:

- 30 % of the cost of investment by equity and quasi-equity by shareholders of the project company ACCENT MEDIA PROJET S.A.;
- 70% of the cost of investment by a loan being negotiated from local banks; Afriland First Bank, CBC and CCA Bank.

b. Missions entrusted to private partner

Outside negotiations for the purchasing of spare parts for kiosks from the Chinese supplier QINGDAO, the other missions have not yet started: acquisition, installation, exploitation and maintenance of kiosks. But they are mentioned below as projections.

c. Investment Mission (acquisition and installation)

Manufacturing of kiosks

The kiosks are manufactured in China by the partner QINGDAO and in Europe (Italy). They are shipped to Cameroon in parts and assembled locally by Cameroonian staff.

These kiosks (L and S) are conceived to be manufactured in parts in order to facilitate their shipment and assembling on site with bolts, screws and rivets. The eventual joints are treated with rubber based elastomeric materials

The decision to use aluminium for the entire bodywork will lead to a reduction in the cost of maintenance linked to the recurrent antirust treatment for galvanized steel

The manufacturer of the kiosks will have to provide Accent média with the spare parts essential for all on site repairs for up to 10% the total number of parts supplied. Electrical appliances and fixtures shall have a five-year minimum guarantee.

Identification of installation points for the kiosks

This identification is done by Accent média via a topographic partner in collaboration with the staff of the Douala City Council who will validate the points

The topographer/surveyor will establish the technical data sheets providing information on the exact location, using the GPS coordinates of each site. This representation will be illustrated in a photographic report to permit appreciation of the immediate environment of the installation site.

A map showing all the installation sites in the city shall be drawn to be used as a management tool during the exploitation of these kiosks

Construction of the foundation

Accent Média, will sign contracts with several enterprises specialized in civil engineering according to the cities to execute the ground plan established by the architectural consultant under the latter's technical supervision. This includes: reinforced concrete platforms, of a total thickness varying between 25 cm and 35 cm depending on the site. Its shape is compliant with the floor space for the kiosks (S or L).

Mounting and installation of kiosks

The partner manufacturing the kiosks has as contractual obligation to train the local assemblers of kiosks in the host city and country (two to three teams per city), to supervise and the ten year responsibility to ensure the technical supervision of the Consultant Architect. As such, he will provide a team to install and supervise the four persons per city including one electrician, one metal construction expert, one painter and one glazier.

The mounting teams to be trained by the partner will each be made up of:

- a metal construction expert and his apprentice
- an electrician
- a glazier
- two labourers.

Accent média will be equipped with logistic material to facilitate the transportation of staff, material and equipment to the installation site. This includes:

- Pick-up trucks, trucks/vans or utility vehicles,
- A lifting hook
- Trailer trucks to transport containers from the Douala port to the assembling plant,
- A mobile lifting crane to off load containers on arrival.

This material can be leased or bought according to the needs.

The mounting of a kiosk is done according to the following schedule:

- Construction of the reinforced concrete platform: 2 days
- Drying of reinforced concrete: 3 day
- Assembling of kiosk: 1 day

As said earlier, the kiosks will be installed according to the indicative installation plan below in agreement with the City Council. For its first phase, a joint committee Accent Media/DCC has inventoried nine hundred and ninety-two (992) locations. A second field trip will be organized in order to complete this figure to 1400 around districts not yet targeted by the first phase. This plan targets mainly main roads and major junctions of city, which are highly frequented. Thus, the installation table from the first phase (after the field trips by the joint commission DCC/Accent Media) in summary is presented as follows:

SITE PLAN AND LOCATION OF THE MASSIFS IN THE CITY OF DOUALA (1st phase)

SUBDIVISION	TYPE OF MASSIF		TOTAL
	LARGE	SMALL	
Douala 2ème	137	69	**206**
Douala 2ème	47	67	**114**
Douala 3ème	160	45	**205**
Douala 4ème	162	44	**206**
Douala 5ème	206	55	**261**
TOTAL DOUALA	**712**	**280**	**992**

d. Exploitation and maintenance mission

Sales

The experimental installation of some multipurpose kiosks in Yaounde has illustrated the appeal for this modern urban property among several economic operators such as:

- MTN and Orange mobile telephone operators;
- Internet service providers;
- bakeries;
- Mobile telephone vendors and repairers;
- Small traders who were previously mobile
- etc …

A survey carried out by ACCENT MEDIA among potential clients revealed that major economic operators have a preference for the single compartment kiosks (whether L or S) with a request for occupation of a certain radius to ward off their eventual rivals. Obviously, pricing will take into consideration such « geographic exclusivity».

The advertising spaces on kiosks will also be sold, in collaboration with the advertising management services of the city.

Price Plan

A detailed price plan will be developed, per category of users, such as to take into consideration the requirements of the Douala City Council to provide for a monthly rent of compartments for 10 000 CFAF for petty traders popularly known as « débrouillards » or « sauveteurs ». It is a social target made up of vendors presently installed on sidewalks with only a bench, a simple stall, with or without sunshade. Large-scale users or users of intermediary category will pay according to the installation site (according to the level of visitors) and « geographic exclusivities» on demand.

It will be possible that a user takes an entire 3 compartment kiosk. In this case, the partitions will be removed to permit easy occupation of the entire kiosk. This also possible for the kiosks with 2 compartments which can be transformed into a single compartment and the other one compartment be rented to another user

The single compartment kiosks sought after by large-scale users will be installed on order.

The main exploitation tasks are:

- Control of the working order of advertising materials (lighting, functioning, display, ...);
- Identification of malfunctions;
- Payment of electricity bills;
- The supervision of kiosks (technical team);
- Administrative tasks in the office;
- Maintenance (cleaning of windows, bodywork, solar panels, replacement of faulty equipment and fixtures, small repairs on the bodywork, acquisition of spare parts from foreign partners);
- Acquisition and installation of accessories for printing posters.

VII.6. EXPECTED SOCIO-ECONOMIC IMPACTS

a. At the social level

In addition to creating close to about 10 direct jobs and about a hundred indirect jobs thus contributing to the maintaining a good social climate, to healthy living for the families concerned, the project in question aims to embellish the city of Douala, as well as to improve on the hygiene and sanitation of its environment. The image of the city, and consequently that of the country, will be significantly improved.

Amongst the performance obligations incumbent on the private partner, is safety. The latter, in its exploitation, will ensure the safety of occupants and their customers, especially with regard to fire incidents and electrical risks, exposure to bad weather through the sealing of kiosks. This will be ensured through surveillance and periodic maintenance as mentioned above.

The interior aesthetics and comfort of kiosks are also a plus for the socio-economic impact of the project, especially when compared to the present artisanal manufactured kiosks.

The provision of annex services such as cash dispensers and access to the internet network (Wi-fi) are advantages the project brings to improve on the comfort of the lives of the populations.

Finally, the mounting in Cameroon of the multipurpose modern kiosks, which are a foreign design, will obviously provide the opportunity for Cameroonian technicians to benefit from the relevant transfer of technology.

Area of impact	Impact
Balance of Trade	The impact will be negative due to the importation of lots of material used for the kiosks
Tax revenue	To be collected from: - The Personal Income Tax and other social contributions which will be generated by the jobs created; - The Special Income Tax will be deducted from payments for the Chinese Manufacturer; - VAT on local bank operations; - VAT and company tax during the exploitation phase. However, customs duties and VAT on local purchases will be paid by the public partner
Gross Domestic Product	The project adds value due to the service it renders the public, thus contributing to the growth of the GDP.
Promotion of Cameroon's SMEs	See information below
Business climate	The impact will be positive due to the use of many Cameroonian SMEs
Use of local products	It is marginal, because only aggregate and cement which will be used to lay the foundation for the installation of the Kiosks will be gotten locally.
Gradual «formalization » of the informal sector	The fact that there is a 10 000 CFAF per month provision for the leasing of compartments for small traders currently installed on the sidewalks with a simple bench, a simple stall, with or without sunshade, is a means to begin to progressively include this target in the formal sector

b. At the economic level

The main expected economic impact of the project is summarized in the table below. It will be possible to get the quantified impact as soon as the project kicks off.

The following activities will be given to local SMEs:

- Maritime transport from China to Cameroon
- Construction of the foundation
- Leasing of a lifting truck
- Leasing of trailer trucks to transport containers from the Douala port to the assembling plant,
- Leasing of a mobile lifting crane to off load containers on arrival at the assembling plant.
- Manual of off loading of containers
- Mounting of kiosks
- Manufacturing of concrete foundations to be used as base for the installation
- Transportation of kiosks from the assembling plant to the installation site
- Electrical connection for kiosks
- Insurance benefits for kiosks
- Security for kiosks
- Care and maintenance for kiosks

These activities (headings « transport » and « installation » of the invoice) account for close to 31% of the total cost of investment.

During exploitation, they represent 60% of exploitation cost.

The SMEs currently retained include:

- **CR JULLES :** Mounting
- **SAGEMA :** electrical connection to the network
- **MAXI CONSTRUCTION, CR JULLES:** laying of concrete foundation
- **BEATECH SARL :** internal electric wiring

VIII. Conclusion

Of the about twenty partnership contracts already signed by 31 December 2018, this report presents the five most advanced and whose status of implementation is at different levels:

- mobilization of funds (project for multipurpose urban kiosks for Douala);
- investment work (modernization of the Cameroon customs information system, Okolo housing scheme in Yaounde)
- exploitation (laundry of the Douala Reference Hospital and mass urban transport by bus in Yaounde).

It is undeniable that these projects have an obvious socio-economic impact, only a massification or better still a proliferation of the number of projects implemented under the Public Private Partnership contract regime will enable us benefit from all the socio-economic advantages of this contractual instrument. Appropriation of the legal framework governing the regime of partnership contracts by government agencies which are project owners , as well as a generalized culture of Public Private Partnership in the funding of public investment projects, are the means be used to meet this objective.

As such, we can be pleased that several projects are currently undergoing the contractual process with the support of CARPA, and will soon reach the final stage for the signing. They will thus, in the coming years, be subject of careful monitoring to help illustrate the socio-economic impact for the great pleasure of the beneficiary populations and Cameroon's economic growth, through the development of local SMEs.

The acceleration of the ongoing decentralization process, from this angle, present a niche of opportunities to seize for the concretization of our public infrastructure and equipment projects, the basis for emergence by 2035.



SUPPORT COUNCIL FOR THE REALIZATION OF PARTNERSHIP CONTRACTS