



RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
CAMEROON: INCLUSIVE AND RESILIENT CITIES DEVELOPMENT PROJECT  
APPROVED ON AUGUST 22, 2017  
TO  
REPUBLIC OF CAMEROON

URBAN, RESILIENCE AND LAND GLOBAL PRACTICE

WESTERN AND CENTRAL AFRICA REGION

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## ABBREVIATIONS AND ACRONYMS

CTD:	Decentralized Local Government ( <i>Collectivités Territoriales Décentralisées</i> )
E&S:	Environmental and Social
MINDCAF:	Ministry of State Property, Surveys, and Land Tenure ( <i>Ministère des Domaines, du Cadastre et des Affaires Foncières</i> )
MINHDU:	Ministry of Housing and Urban Development ( <i>Ministère de l’Habitat et du Développement Urbain</i> )
MINMAP:	Ministry of Public Procurement ( <i>Ministère des Marchés Publics</i> )
MS:	Moderately Satisfactory
MU:	Moderately Unsatisfactory
NOSO:	North-West South-West ( <i>Nord-Ouest et du Sud-Ouest</i> )
PAD:	Project Appraisal Document
PDO:	Project Development Objective
PDVIR:	Inclusive and Resilient Cities Development Project ( <i>Projet de Développement des Villes Inclusives et Résilientes</i> )
GRM:	Grievance Redress Mechanism
PAP:	Project Affected Persons
RAP:	Resettlement Action Plan
RVP:	Regional Vice President
STEP:	Systematic Tracking of Exchanges in Procurement



**BASIC DATA**

**Product Information**

Project ID P156210	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 22-Aug-2017	Current Closing Date 31-Mar-2024

**Organizations**

Borrower Republic of Cameroon	Responsible Agency
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**Project Development Objective (PDO)**

Original PDO

The PDO is to improve urban management and access to infrastructure in selected urban areas, particularly for poor neighborhoods, and increase resilience to natural hazards and other eligible crises.

**Summary Status of Financing (US\$, Millions)**

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Commitment	Net Disbursed	Undisbursed
IDA-61320	22-Aug-2017	28-Feb-2019	28-May-2019	31-Mar-2024	160.00	54.02	103.20

**Policy Waiver(s)**

Does this restructuring trigger the need for any policy waiver(s)?

No



I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

A. Project Status

1. The Cameroon Inclusive and Resilient Cities Development Project (P156210) (PDVIR) has experienced significant implementation delays resulting in an important gap between the expected and the actual level of disbursements. Cumulative disbursements were expected to be EUR 127.46 million (US\$143.2 million equivalent) in Q1 FY24 (80 percent expected), compared to EUR 48.26 (US\$54.22 million equivalent) currently (34 percent of total amount), six months from the closing date. Overall implementation delays are due to: (i) the initial 22-month implementation pause after Board approval when the Project Preparation Advance funds had been exhausted due to the delayed project signing and then effectiveness linked to the macroeconomic context; (ii) slow civil works implementation for trunk infrastructure due to long procurement processes, complex and slow implementation of social safeguards instruments, and some underperforming contractors; (iii) lack of readiness of other works (neighborhood upgrading, pedestrian mobility) at project approval in terms of technical design and safeguards instruments; (iv) conflicts in the North-West, and South-West (NOSO) Region, as well as the extreme north areas that affected implementation in Kumba and Kousséri. The mission in March 1-7, 2023, and monthly implementation support meetings noted that (i) the resolution of the grievances received through the Grievance Redress Mechanism (GRM) represents a significant bottleneck to free up land for the remaining right of way for trunk works in Yaoundé, even after funds were made available by the Ministry of Housing and Urban Development (Ministère de l’Habitat et du Développement Urbain, MINHDU); and (ii) the implementation of Resettlement Action Plans (RAP) is a key constraint in all cities for the neighborhood upgrading works.

2. Progress towards achievement of the Project Development Objective (PDO) has been rated Moderately Satisfactory (MS) since September 2020, and overall Implementation Progress has been rated MS since March 2021. Both were downgraded to Moderately Unsatisfactory (MU) in December 2023 as the PDO target are no longer achievable during the initial project timeframe. As shown by the achievement of most of the milestones agreed upon during the Mid-Term Review and updated during the September 2022 mission, improvements in the implementation of several key activities have been noted, such as the completion of trunk works in Batouri, the near completion of trunk works in Ngaoundéré, and significant progress in trunks works in Yaoundé, and Douala, as well as 90 percent of the project resources committed with contracts signed. However, the delays in safeguard implementation are still hindering the delivery of some key intermediate outcomes as reflected by downgrades to the overall safeguards rating from MS to MU in November 2022. Particularly, the neighborhood upgrading is yet to start, and the completion would go over the project closing date. The social safeguards rating was upgraded back to MS in December 2023 given the significant progress in developing, implementing, and monitoring social safeguard instruments.

3. The project results indicators have shown progress, but the PDO indicators are no longer achievable within the initial project timeframe as trunk infrastructure, neighborhood improvement investments, and institutional strengthening activities are unlikely to be fully completed in several cities. The project is reporting the following progress on the PDO indicators:

Indicator	Current value	Projected value March 31, 2024 (current closing date)	Original Target in the Project Appraisal Document (PAD)
People provided with improved urban living conditions	158,605	462,494	651,400



Area protected from a flooding event with a 10-year return period	38 ha	196 ha	280 ha
City with improved livability, sustainability, and/or management	1	4	7
Beneficiaries that feel project investments reflected their needs (disaggregated by gender)	Not collected yet	Not collected yet	80%

The project is reporting progress on 6 out of 14 intermediate indicators with partial results:

Indicator	Current value	Projected value March 31, 2024 (current closing date)	Original target in PAD
Roads constructed or rehabilitated	13.7 km	29.4 km	33 km
Primary drainage constructed or rehabilitated	1.9 km	5 km	7.3 km
Secondary drainage constructed or rehabilitated	43 km	44.1 km	50 km
Functional Neighborhood Development Committees where elected position are occupied by at least 30 percent women and 20 percent youth	14	14	15
Pedestrian paths built	24.8 km	58.8	78 km
Grievances registered related to delivery of project benefits have been resolved	78%	90%	100%

The project is projected to report progress on another four intermediate indicators by the current closing date.

Indicator	Current value	Projected value March 31, 2024 (current closing date)	Original target in PAD
Sector land use development plans developed and validated under the project	0	5	5
Decentralized local governments (CTDs) that achieve annual targets for the	0	9	9



execution of the priority maintenance programs (PMP) (included in their city contracts)			
CTDs that publish semi-annually the progress achieved on commitments made in their city contracts	0	13	13

The remaining indicators will not see progress by the current closing date:

Indicator	Current value	Projected value March 31, 2024 (current closing date)	Original target in PAD
Unplanned settlements area for which the defined upgrading plans have been implemented	0 ha	0 ha	900 ha (to be revised to 800 ha)
Cities for which the urban database is updated regularly	0	0	14 (to be revised to 4)
Sludge deposited in the treatment plan in Ngombe (Volume / % of capacity)	0	0	400m <sup>3</sup> / 80% (to be revised to 350 m <sup>3</sup> / 70%)
Youth-led initiatives supported by the project, of which 40% led by women	0	0	300 (to be revised to 100)
Asset management system for road and drainage assets operational in Douala and Yaounde	No	No	Yes (to be canceled)

**4. Status of Implementation: Component 1 - Strengthening capacity for inclusive and resilient urban management (Total amount = EUR 8.9 million (US\$10 million equivalent); Amount disbursed = EUR 0.8 million (US\$0.9 million equivalent); Amount not programmed = EUR 5.7 million (US\$6.4 million equivalent)).** This component, dedicated to institutional capacity building, has been progressing steadily since the Mid-term Review despite some delays compared to the milestones set. The study to assess and develop municipalities’ response capabilities in the face of a health crisis is completed. IT, hygiene, and health equipment, and archiving material was acquired for all the city teams. Drones, and a global navigation satellite system were acquired for the Ministry of State Property, Surveys, and Land Tenure (*Ministère des Domaines, du Cadastre et des Affaires Foncières*, MINDCAF), and related trainings were completed. All municipalities were trained on procurement, contract management, and safeguards. Seventeen activities are ongoing including the elaboration of five area development plans (two in Yaoundé, two in Douala, and one in Ngaoundéré), the assessment of the municipalities’ workforce organization and subsequent optimization plans, the development of a master plan for markets and commercial centers in Ngaoundéré, the feasibility study for the implementation of tools and methods to optimize the revenue of Ngaoundéré and Yaoundé, the assessment of 20 years of using contracts between the State and cities (*Contrat de ville*), the study on concerted development methods in dense urban areas and urban extension zones, the operationalization of the MINH DU urban observatory, and urban databases in Batouri, and Douala. Elaboration of a master plan for Yaoundé's markets and commercial centers, and the development of an operational methodology for freeing low-lying areas from occupations are starting. Trainings on two themes: strategy for optimal mobilization of Communes' financial resources and preparation and execution of



the program budget for elected municipal officials and municipal staff are being prepared. The two activities for urban asset management tools for Douala and Yaoundé are proposed to be cancelled due to the weak capacity to procure this type of services, and not enough time to implement the activity.

**5. Achievement under Component 2 Improving connectivity and living environment in beneficiary cities (Total amount = EUR 121.5 million (US\$136.5 million equivalent); Amount disbursed = EUR 41.7 million (US\$46.8 million equivalent); Amount uncommitted = EUR 10.8 million (US\$12.1 million equivalent)).** The overall physical progress stands at 30 percent to date compared to 9 percent at the September 2022 mission. Thirty contracts are under implementation for a total amount of about EUR 93.18 million (US\$104.7 million equivalent), and 12 contracts were signed in the first half of 2023, which committed the remaining financial resources of the component except the civil works in Kumba (EUR 8.12 million [US\$9.12 million equivalent]), in Kousséri (EUR 1.59 million [US\$1.79 million equivalent]), and the works for the adaptation of flood-prone areas in five cities (EUR 1.1 million [US\$1.24 million equivalent]). The start of the committed contracts is pending approval and implementation of social safeguard instruments. Provided below is detailed implementation progress of sub-components:

- a. **Component 2.1. Primary trunk roads (Batouri, Ngaoundéré, Douala, Yaounde).** The primary trunk road infrastructure is completed in Batouri. In Ngaoundéré, the physical progress is 86.51 percent with a financial progress of 85.21 percent. Works are expected to be completed by February 2024. In Yaoundé, the physical progress is 52.68 percent and 59.09 percent on the main and additional trunk roads, respectively. Works are expected to be delivered for Yaoundé 7 road by January 2024, and for Yaoundé 5 road by May 2024. The key bottleneck is the payment of compensation to household, which is preventing the finalization of the freeing of the right-of-way. In Douala, physical progress is 47.44 percent and 37.76 percent for the two roads in Douala 3 and Douala 5. The works are delayed by difficulties encountered by the firms (lack of cash flow, poor execution planning) in addition to the delays caused by the rainy season. Provided that the contract management issues have been resolved, the Douala 3 road sections will respectively be completed by March 2024 and August 2024 and Douala 5 road section will be completed by May 2024. The two remaining road sections Saint-Michel CCC in Douala, and the trunk road in Kumba are projected to be completed by end of February 2025.
- b. **Component 2.2. Neighborhood upgrading infrastructure.** Contracts have been signed in five cities (Batouri, Douala, Maroua, Ngaoundéré, and Yaoundé), and are being finalized for Kousséri but works have not started in any of the cities. The start of works is subject to the validation and satisfactory implementation of the Environmental and Social (E&S) screening documents for the building works without safeguard constraints, and the RAPs for the secondary road works. A RAP (Ngaoundéré) was approved by the World Bank on August 23, 2023. For the other cities, RAPs are being improved by the Government to be compliant with OP 4.12, mainly regarding customary lands, and partial destruction of properties. The last bottleneck is the RAPs finalization, validation, and implementation given the lack of funds for the payment of these RAPs in all the cities (although payment for the trunk works RAP were done by the cities). These neighborhood upgrading works are not achievable before project closing, they are projected to be completed by April 2024 for Kousséri (only buildings without secondary roads), December 2024 for Batouri, January 2025 for Douala, December 2024 for Ngaoundéré, December 2024 for Maroua, and January 2025 for Yaoundé. The Minister and all the mayors are highly committed to implement these works given the very high expectation of the beneficiaries following the trunk works.
- c. **Component 2.3. Support to youth local initiatives.** The procurement process has experienced many delays and will be completed in January 2024. Given the remaining timeframe, this activity can no longer be carried out in its original scope. The activity design and implementation details have been revised from three cohorts of grantees to one cohort, and the number of grants was divided by three (from 300 to 100) compared to initial target.



- d. **Component 2.4. Stormwater drainage and sludge treatment plant in Douala, preservation of natural drainage capacity in five cities, pedestrian mobility pilot works in Yaoundé.** The primary (stand-alone) drainage works in Douala had a physical progress 31.06 percent as of November, 2023 and is expected to be completed by July 2024. Construction of the Douala fecal sludge treatment plant has started and is planned to be concluded by July 2024. Concerning the investments for improving pedestrian mobility in Yaoundé, the works were delayed, pending finalization and implementation of the RAP, and are expected to be completed in November 2024.

## B. Rationale for Restructuring

6. **The project is being restructured for the following reasons:** (i) the project faced important implementation delays particularly related to delayed signing and effectiveness, and the complex and lengthy implementation of RAPs, including the lack of counterpart funds to pay the compensations; (ii) the need to mobilize IDA funds to pay for the compensations defined in the RAPs and lift the main implementation bottleneck; (iii) there is a plan to cancel activities that are no longer achievable, and reallocate unallocated and uncommitted funds between project components and disbursement categories; (iv) the security crisis in the Northwest and Southwest regions makes it challenging to carry out works in Kumba and find alternate options for financing infrastructure given the security situation; and (v) to complete the activities, and reach the revised PDO targets the restructuring will include extending the closing date by one year and three months from March 31, 2024 to June 30, 2025.

7. **This restructuring will allocate EUR 6.78 million (US\$7.62 million equivalent) of IDA funds for resettlement compensation to implement RAP.** In Yaoundé in particular, trunk road works have experienced protracted delays due to the lack of resources to pay for compensations under the RAP and for the Grievance cases. Resources have now been mobilized for Yaoundé and payments are ongoing. Furthermore, compensation would be required for the successful completion of neighborhood upgrading works in all cities including Batouri, Douala, Maroua, Ngaoundéré, Kousséri, and Yaoundé as they have strong commitments from the mayors.

8. **The security crisis in the Northwest and Southwest regions has delayed the civil works implementation in Kumba and Kousséri.** Activities in Kumba include trunk infrastructure and neighborhood upgrading works, as well as capacity strengthening. Due to the security crisis, the implementation of the activities requires approvals of both the security risk assessment and the security management plan. The initial lack of clarity on the reengagement procedure and difficulties from the Borrower to hire a qualified security consultant and produce acceptable reports have significantly delayed implementation. Both documents are currently being finalized. Due to the accumulated delays, the Borrower is proposing the following adjustments:

- a. In Kumba, the road infrastructure is replaced by another section that already has technical designs, less security and social risks but in the same area of impact, and also a priority for Kumba city (representing EUR 7.01 million [US\$7.88 million equivalent] including RAP implementation). Procurement for works through direct sourcing has been approved by the World Bank and is pending the Ministry of Public Procurement (*Ministère des Marchés Publics*, MINMAP) approval. Capacity strengthening activities, RAP, and supervision are concluding, and contract signature will be authorized upon the approval of the security management plan.
- b. For Kousséri, a security management plan is not deemed necessary. The option proposed by the Borrower is to cancel secondary road works (representing EUR 2.09 million [US\$2.35 million equivalent]) while maintaining all the secondary drainage works and the construction/rehabilitation of community amenities for which all technical and E&S documents are ready, and only pending a field visit for due diligence (approximately EUR 1.83 million [US\$2.06 million equivalent]).





9. **The Government has submitted a request on April 19, 2023 to restructure the project, and on May 7, 2023 to extend the closing date by twelve months in order to achieve the project intended results.** Given (i) the long delays between the Board approval and the project's effectiveness (more than 21 months); (ii) the significant progress made in recent months as a result of the strong commitment of different stakeholders, in particular the line Minister (MINHDU) and the Mayors of the targeted cities; (iii) the need to ensure continuity with the preparation of a possible new operation; and (iv) the social and reputational risks of not completing some investments, a restructuring as defined above would allow the project to accelerate disbursements, achieve project results, and close satisfactorily.

10. **Timebound action plans have been set up to bring the project performance on fiduciary management, and procurement back to satisfactory status by end of February 2024.** Specifically on procurement, milestones for updating the Systematic Tracking of Exchanges in Procurement (STEP) data are in place alongside trainings to strengthen the capacity of contract managers (new function in STEP) to update contract data and have an accurate reflection of current procurement statuses. On Financial Management, the main actions include (i) defining measures to ensure the replacement of the Accountant when he is unavailable; as a measure the recruitment of a junior accountant is being finalized; (ii) justifying or reimbursing previous advances of 12 million FCFA (US\$20,555 equivalent) and justify or reimburse questionable and irregular expenses of 4 million FCFA (US\$6,851 equivalent) identified by the external audit of the accounts; and (iii) following up with the Government to ensure that Value Added Tax is paid in accordance with the financing agreement. A financial management implementation support mission will take place in February 2024 and will assess progress against these key actions.

11. **Gantt charts with clear milestones have been established for each activity to ensure their completion within the project extension period, considering RAP implementation, rainy seasons, contractual periods and other constraints. Actions have been taken to avoid bottlenecks encountered in the first part of the Project.** Particularly, (i) detailed due diligence were done by the World Bank on the remaining RAPs; (ii) the Borrower team has been working with RAP concurrent auditors and the autonomous amortization funds of Cameroon (CAA) to ensure smooth payment of the RAPs; and (iii) the Borrower team has been working with the works and supervision firms to have all contract review meetings, and to prepare documents for advance payments for works, works execution plans, and firms' safeguard documents. These measures mitigate the risks of slippage of the established Gantt charts.

## II. DESCRIPTION OF PROPOSED CHANGES

12. **A level 2 restructuring is proposed.** This would be the first restructuring and extension of the project. It comprises the following changes:
- a. **Reallocating available funds from cancelled activities, and the unallocated category as follow:** (i) EUR 6.78 million (US\$7.62 million equivalent) are allocated to a new category to be created, dedicated to the payment of land acquisition, compensations and the operating expenses for ad-hoc committees in charge of paying compensations; (ii) EUR 0.15 million (US\$0.17 million equivalent) are kept under Component 1 to get ahead on the preparation of a national urban program, and the definition of a future World Bank operation, adding up to a remaining EUR 3.41 million (US\$3.83 million equivalent) kept under Component 1 including the amount for the ongoing activities; (iii) EUR 0.60 million (US\$0.68 million equivalent) added to Component 2.2 on top of the savings, and cancelled activities, to compensate for budget overruns after the detailed design studies and procurement of neighborhood upgrading works revealed higher costs (works and supervision contracts already awarded) totaling to EUR 122.09 million (US\$137.18 million equivalent) allocated to component 2; and (iv) EUR 1.22 million (US\$1.37 million equivalent) of extra financing allocated to Component 4, for the project management for the one-year and three months



extension, including the reinforcement of the team to supervise the large number of ongoing works, and to implement activities to prepare the new urban engagement. See IV. Detailed changes for revised cost for each component.

- b. **Payment of RAPs and GRMs under IDA funds (EUR 6.78 million [US\$7.62 million equivalent]):** Despite the full commitment of the mayors, mobilizing funds to implement the RAPs is difficult and increases the risk that a significant number of activities will exceed the closing date. Approval was provided by the World Bank Regional Vice President on December 4, 2023 to finance expenditures for payment of compensations to project affected persons (PAPs), and part of the unallocated funds and funds from the cancelled activities will be reallocated to a new disbursement category for the payment of resettlement compensations for pedestrian mobility works in Yaoundé and neighborhood upgrading works in all cities. Specific monitoring and conditions will be put in place (concurrent audit, updated databases, etc.) to ensure all funds are disbursed according to the OP 4.12. Following the modus operandi used previously by the Rural Electricity Access Project for Underserved Regions (P163881), at the request of the Borrower, the restructuring allocates EUR 0.07 million (US\$0.08 million equivalent) in Component 4 (Category 1) to finance the operating expenses for committees in charge of paying compensations. The use of these funds is defined by the Prime Minister order #25 from February 5, 2019, and financial management procedures approved by the World Bank.
- c. **Remove the disbursement condition for Component 2 activities:** disbursement condition B. 1. (b) *“no withdrawal should be made (b) under Category (2) unless the Recipient has disclosed in country and in the Association’s InfoShop the Safeguards Instruments required for each Beneficiary City under the Project in accordance with the provisions of Section I.E.1 of this Schedule 2;”* was set up during project preparation due to challenges in previous projects to ensure RAP implementation before disbursement and start of works. However, as formulated, the disbursement condition B. 1. (b) requires all the safeguard documents for all activities in all cities to be published before any activity begin in any city. A Modus Operandi was adopted in January 2021 to circumvent this blocking disbursement conditions and authorize cities to start activities once safeguard instruments are disclosed for a given activity, but it is a lengthy process delaying disbursement and the start of activities. To facilitate and accelerate implementation, the restructuring will remove this condition given that the situation on RAP implementation in the project has significantly evolved since project preparation, particularly: (i) a methodological note to simplify the process of identification of affected persons throughout their compensation was established and adopted by the Government; (ii) the Government implementation team capacity was significantly strengthened with a series of training, and hiring of additional social specialists; (iii) a system of GRM was established comprising a detailed grievances database closely monitored, with a dedicated Specialist in GRM to be hired; (iv) RAP documents that are being finalized include systematic due diligence field visits for verification of the information in all sites by the World Bank team, and a database of all RAPs for systematic monitoring was also prepared; and (v) to effectively handle the issues that the disbursement condition was trying to target, all RAPs implementation will be accompanied by a concurrent audit that will audit and report on main milestones before actions are undertaken, including compensation to affected persons.
- d. **Extend the closing date by 15 months:** This restructuring proposes to extend the closing date by 15 months, from March 31, 2024 to June 30, 2025 to allow time for successful implementation of all activities, to effectively measure and achieve results for all PDO indicators. There has been a strong commitment from the counterparts to speed up the implementation of the remaining civil works and also address the challenges related to land acquisition and resettlement. The extension will also allow the Government to



better define the priority of a follow-up operation based on the lessons learned of the PDVIR. Requirements of the World Bank Policy and World Bank Directive for Investment Financing Directive for the closing extension have been met, namely: (i) the PDO remain achievable with extension; (ii) the performance of the Borrower remains satisfactory; (iii) the Borrower and the World Bank agreed on actions that will be undertaken to complete the project; (iv) the credit is not subject to suspension of disbursements; and (v) there are no outstanding audit reports or audit reports that are not satisfactory to the World Bank. Disbursement estimates and implementation schedule have also been updated in accordance with the proposed closing date<sup>1</sup>.

- e. **Modify the Results Framework accordingly:** The modifications made through this restructuring will allow the project to achieve all PDO indicators, and 13 out of 14 the current intermediate result indicators with revised targets. One indicator need to be removed, and four targets revised as follow: (i) “Asset management system for road and drainage assets operational in Douala and Yaounde” will be removed as the activity will not be carried out; (ii) the end target of “Area of unplanned settlements for which the defined upgrading plans have been implemented” will be changed from 900ha to 800ha as Kumba will see only trunk works, and no upgrading works; (iii) the end target of “Sludge deposited daily in the treatment plan in Ngombe” will be changed from 400m<sup>3</sup> to 350m<sup>3</sup> daily as the treatment plant will be built but will not yet be at full capacity given the delays; (iv) the end target of “Youth-led initiatives supported by the project, of which 40% led by women” will be changed from 300 to 100 given that it is no longer possible to do three cohorts of grantees given the delays, as the program was supposed to run over three years and it will now run over one year; and (v) the end target of “Cities for which the urban database is updated regularly” will be changed from 14 to 4 communes.
- f. **Potential reengagement in Kumba:** In response to the security crisis in the Northwest and Southwest regions that started two weeks after project approval, the Borrower is finalizing a risk assessment and security management plan subject to validation from the World Bank. The plans includes a broad security management strategy including hiring of a company from the region, relying on the use of local workers from the beneficiary community, communications on the benefits of the work, social sensitization, and potentially the use of Cameroonian security forces may be involved in the protection of some work sites, and supply sites. If security forces are involved, their engagement will follow the World Bank safeguards, and comply with the security arrangements and the code of conduct set forth in the Collaboration Framework Agreement, including taking the mandatory training set forth in the training plan, and establishing a separate security unit.
- g. **Triggering of Projects on International Waterways (OP 7.50):** Although it was not initially triggered during project preparation, with the review of latest neighborhood upgrading investment design (boreholes, and water tanks) and associated environmental and social impact assessment, it appeared that OP 7.50 is applicable to this project because the project will finance activities that may use or risk polluting waters of the Lake Chad system and/or their tributaries, which is considered an international waterway. The exception to the riparian notification requirement according to paragraph 7(a) of the Policy applies because activities are limited to upgrading and modernization of existing, small-scale schemes which will not adversely change the quantity and quality of water flows to other riparians. The exception to the notification requirement was approved by the World Bank RVP on November 22, 2023.

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<sup>1</sup> Disbursement estimate for FY2025 is not showing under IV. Detailed Change section, but it is estimated at US\$42 million for FY2024 and US\$61 million for FY2025.



**III. SUMMARY OF CHANGES**

	<b>Changed</b>	<b>Not Changed</b>
Results Framework	✓	
Components and Cost	✓	
Loan Closing Date(s)	✓	
Reallocation between Disbursement Categories	✓	
Disbursement Estimates	✓	
Safeguard Policies Triggered	✓	
Implementation Schedule	✓	
Other Change(s)	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
PBCs		✓
Cancellations Proposed		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓



IV. DETAILED CHANGE(S)

COMPONENTS

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
	0.00	New	Compensations for PAP	7.62
Strengthening Capacity for Inclusive and Resilient Urban Management	10.00	Revised	Strengthening Capacity for Inclusive and Resilient Urban Management	3.83
Improving Connectivity and Living environment in Beneficiary Cities	136.50	Revised	Improving Connectivity and Living environment in Beneficiary Cities	137.18
Contingent Emergency Response	0.00	No Change	Contingent Emergency Response	0.00
Project Management, Coordination, Monitoring and Evaluation	10.00	Revised	Project Management, Coordination, Monitoring and Evaluation	11.37
Unallocated	3.50	Revised	Unallocated	0.00
<b>TOTAL</b>	<b>160.00</b>			<b>160.00</b>

LOAN CLOSING DATE(S)

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-61320	Effective	31-Mar-2024		30-Jun-2025	30-Oct-2025

REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
			Current	Proposed

IDA-61320-001 | Currency: EUR



iLap Category Sequence No: 1	Current Expenditure Category: GDS,CS,TR,OC for Part A and D			
16,000,000.00	5,677,288.03	11,730,000.00	100.00	100.00
iLap Category Sequence No: 2	Current Expenditure Category: GDS,WKS,NCS,CS for P.B except P.B.3			
119,500,000.00	33,840,783.63	121,650,000.00	100.00	100.00
iLap Category Sequence No: 3	Current Expenditure Category: GRTS under P.B.3(I)			
2,200,000.00	0.00	740,000.00	100.00	100
iLap Category Sequence No: 4	Current Expenditure Category: EMERGENCY EXPENDITURES UNDER P.C			
0.00	0.00	0.00	100.00	100.00
iLap Category Sequence No: 5	Current Expenditure Category: PPF REFINANCING			
1,800,000.00	1,775,124.25	1,800,000.00		
iLap Category Sequence No: 6	Current Expenditure Category: UNALLOCATED			
3,200,000.00	0.00	0.00		100
iLap Category Sequence No: 7	Current Expenditure Category: COMPENSATIONS			
0.00	0.00	6,780,000.00		100
<b>Total</b>	<b>142,700,000.00</b>	<b>41,293,195.91</b>	<b>142,700,000.00</b>	

**DISBURSEMENT ESTIMATES**

Change in Disbursement Estimates

Yes

Year	Current	Proposed
2018	5,000,000.00	1,000,000.00
2019	15,000,000.00	0.00



2020	30,000,000.00	2,800,000.00
2021	32,000,000.00	22,100,000.00
2022	30,000,000.00	17,400,000.00
2023	30,000,000.00	10,800,000.00
2024	18,000,000.00	103,000,000.00

**COMPLIANCE**

**Safeguard Policies**

Safeguard Policies Triggered	Current	Proposed
Environmental Assessment (OP) (BP 4.01)	Yes	Yes
Performance Standards for Private Sector Activities OP/BP 4.03	No	No
Natural Habitats (OP) (BP 4.04)	No	No
Forests (OP) (BP 4.36)	No	No
Pest Management (OP 4.09)	No	No
Physical Cultural Resources (OP) (BP 4.11)	Yes	Yes
Indigenous Peoples (OP) (BP 4.10)	No	No
Involuntary Resettlement (OP) (BP 4.12)	Yes	Yes
Safety of Dams (OP) (BP 4.37)	No	No
Projects on International Waterways (OP) (BP 7.50)	No	Yes
Projects in Disputed Areas (OP) (BP 7.60)	No	No



Results framework

COUNTRY: Cameroon

Cameroon: Inclusive and Resilient Cities Development Project

Project Development Objectives(s)

The PDO is to improve urban management and access to infrastructure in selected urban areas, particularly for poor neighborhoods, and increase resilience to natural hazards and other eligible crises.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
<b>improve urban management and access to infrastructure in selected urban areas, particularly for poor</b>								
People provided with improved urban living conditions (CRI, Number)		0.00	0.00	0.00	0.00	325,700.00	488,550.00	651,400.00
People provided with improved urban living conditions - Female (RMS requirement) (CRI, Number)		0.00	0.00	0.00	0.00	156,662.00	234,993.00	313,310.00
Cities with improved livability, sustainability, and/or management (CRI, Number)		0.00	0.00	0.00	5.00	5.00	6.00	7.00
Beneficiaries that feel project investments reflected their needs (percentage, disaggregated by gender) (Percentage)		0.00	0.00	0.00	50.00	0.00	0.00	80.00





Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Of which women (Percentage)		0.00	0.00	0.00	50.00	0.00	0.00	80.00
<b>increase resilience to natural hazards and other eligible crises</b>								
Area protected from a flooding event with a 10-year return period (ha) (Hectare(Ha))		0.00	0.00	0.00	0.00	140.00	210.00	280.00

**Intermediate Results Indicators by Components**

Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
<b>Strengthening Capacity for Inclusive and Resilient Urban Management</b>								
Cities for which the urban database is updated regularly (Number)		0.00	0.00	0.00	0.00	0.00	2.00	4.00
<b>Action: This indicator has been Revised</b>	<b>Rationale: Updating urban databases is resource intensive. It was decided to focus first on a limited number of communes to establish the procedures, and once functioning, after the Project, the system can be extended to other cities.</b>							
Sector land use plans developed and validated under the project (Number)		0.00	0.00	0.00	1.00	3.00	5.00	5.00
Asset management system for road and drainage		No system in place	Initiate inventory of roads and drainage assets	System set up and data on roads and drainage conditions	5-year O&M plan developed based on realistic projected	5-year O&M plan implemented in at	5-year O&M plan implemented in at least in 5 CAs	Five year O&M plan implemented in all CA and updated



Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
assets operational in Douala and Yaounde (Text)				data available to develop O&M entered	budgets		least in 2 CAs	
<b>Action: This indicator has been Marked for Deletion</b>	<b>Rationale:</b> <i>Asset management system for road and drainage assets operational in Douala and Yaounde was marked for deletion as this activity was cancelled due to the lack of time to complete it.</i>							
CTDs that achieve annual targets for the execution of the priority maintenance programs (PMP) (included in their city contracts) (Number)		0.00	0.00	9.00	9.00	9.00	9.00	9.00
CTDs that publish semi-annually the progress achieved on commitments made in their city contracts (Number)		0.00	0.00	11.00	11.00	12.00	13.00	13.00
<b>Improving Connectivity and Living environment in Beneficiary Cities</b>								
Unplanned settlement area for which the defined upgrading plans have been implemented (Hectare(Ha))		0.00	0.00	0.00	100.00	300.00	600.00	800.00
<b>Action: This indicator has been Revised</b>	<b>Rationale:</b> <i>The urban upgrading in Kumba will not be possible within the time constraints of the Project, therefore the indicator is revised to remove the urban upgrading area in Kumba.</i>							



Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Roads constructed or rehabilitated (Kilometers)		0.00	0.00	0.00	0.00	16.50	24.70	33.00
Drainage constructed or rehabilitated (Kilometers)		0.00	0.00	0.00	0.00	28.70	42.50	57.30
(a) stand alone (Kilometers)		0.00	0.00	0.00	0.00	3.70	5.50	7.30
(b) other (Kilometers)		0.00	0.00	0.00	0.00	25.00	37.00	50.00
Pedestrian paths built (Kilometers)		0.00	0.00	0.00	16.50	33.00	61.40	78.00
Youth-led initiatives supported by the project, of which 40% led by women (Number)		0.00	0.00	0.00	0.00	0.00	0.00	100.00
<b>Action: This indicator has been Revised</b>	<b>Rationale:</b> <i>Given the delays to start the activity (elaboration of the operational manual, recruitment of the organizations to implement the activity, etc.), it is no longer possible to do three cohorts of grantees. Only one call for applications, and one cohort of grantees will be implemented.</i>							
Functional Neighborhood Development Committees where elected positions are occupied by at least (a) 30 % women and (b) 20% youth (number) (Number)		0.00	0.00	15.00	15.00	15.00	15.00	15.00
<b>Action: This indicator has been Revised</b>	<b>Rationale:</b> <i>Correcting a typo (were should be where)</i>							



Indicator Name	PBC	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Grievances registered related to delivery of project benefits that are actually addressed (Percentage)		0.00	50.00	75.00	100.00	100.00	100.00	100.00
Sludge deposited in the treatment plan in Ngombe (daily volume, m3 and % of capacity) (Cubic Meter(m3))		0.00	0.00	0.00	50.00	100.00	200.00	350.00
<b>Action: This indicator has been Revised</b>	<b>Rationale:</b> <i>The sludge treatment plan works were started with delays. There is still time to complete the works but not enough time to reach 700m3 and 80% of the daily working capacity, only half, and the initial target will be reached after the Project closure as the full sludge treatment plant become operational.</i>							
Percentage of capacity (Percentage)		0.00	0.00	0.00	20.00	30.00	50.00	70.00
<b>Action: This indicator has been Revised</b>								



**The World Bank**

Cameroon: Inclusive and Resilient Cities Development Project (P156210)

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