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EXECUTIVE SUMMARY

This report presents the observations, analyses, conclusions and recommendations arising from the International Advisory Group's (IAG) eleventh statutory visit to Cameroon from March 15 to 23, 2006.

At the request of government authorities, the IAG agreed to postpone its visit to **Chad** to a later date. However, the Group is closely monitoring the ongoing discussions between Chad and the World Bank following the amendment of the Petroleum Revenue Management Law (no. 001/PR/99), and the implications of these negotiations for the people of Chad.

→ The IAG urges both parties to continue this dialogue with a goal of reaching a constructive solution to overcome the current situation. As an independent advisory group, the IAG continues to be available to both parties

In **Cameroon**, this mission took place shortly after the Implementation Completion Report workshops held by Cameroon and the World Bank last October in Yaoundé. These workshops allowed the various parties to review lessons learned from the implementation of the Pipeline Project and to formulate recommendations that will be useful in managing this and other large-scale projects.

The mission provided an opportunity to assess implementation of the Project since October 2005 and to take stock of other major related programs

- Significant strides have been made in handling **compensations and claims**. The Pipeline Steering and Monitoring Committee, Cameroon Oil Transportation Company and non-governmental organizations (PSMC/COTCO/NGO) learned to work together as they reached an agreement on the substance of the **Social Assessment** process.

→ They now need to focus on improving their work process so as to finalize pending claims within a reasonable time frame. The bilateral PSMC/COTCO and PSMC/NGO relationships would benefit from greater fluidity and transparency.

- A substantial portion of this mission was spent focusing on FEDEC's operations and the tasks under its jurisdiction, more specifically, the environmental management of the two national parks designated as ecological compensation along the pipeline route—Campo-Ma'an (CMNP) and Mbam and Djerem (MDNP)—and the implementation of the Indigenous Peoples Plan (IPP).

After several months of internal conflicts and problems that significantly disrupted its activities, the situation at the **Foundation** is becoming more stable. FEDEC is making a fresh start. Vacant seats on the Board of Directors have gradually been filled and the Foundation is taking time to reflect on the profile it envisions for the Administrator and on a new organizational structure for managing the IPP.

→ It is now crucial for the Foundation to adopt a long-term intervention strategy to help solicit and obtain additional funding from the Government and other donors.

It must therefore develop a logical framework for intervention with respect to the IPP and the national parks that can be incorporated into Government programs. FEDEC must also clarify the

roles and responsibilities it intends to give the new IPP implementing agency and take steps to avoid having to dip into its capital.

- Now that the Government has finally clarified the Ministry of Forests and Fauna's (MINFOF) responsibilities with respect to protected areas, MINFOF has taken several initiatives to become more actively involved in the **management of CMNP and MDNP**. Hopefully, these initiatives will pave the way for a productive partnership between FEDEC and MINFOF, leading in the short term to the signing of a Memorandum of Understanding that records in writing each party's roles and responsibilities in managing the two national parks.

FEDEC, with MINFOF's agreement, should take steps as soon as possible to renew and sign three-year contracts with WWF and WCS, the implementing agencies whose previous contracts expired on January 31, 2006.

Concerning the park management plans, the CMNP plan has been awaiting Government approval since December 2005 and the MDNP plan is still in the drafting stages.

→ *In both cases, MINFOF will need to find the necessary funds to implement the plans.*

A substantial part of WCS and WWF's activities is devoted to anti-poaching efforts.

→ *FEDEC needs to ensure that the ecoguards working in the two parks continue to be paid until they can be integrated into the civil service.*

Finally, the Government is urged to solidify the historic progress made in terms of recognizing the Bakola/Bagyeli people's right of access to CMNP and the allocation of the first community forest.

- **Implementation of the IPP** was delayed due to FEDEC's internal problems. The micro-projects it has been coordinating were suspended from May to November 2005.

→ *The Foundation's four areas of activities (education, health, agriculture and citizenship) are all producing encouraging results that must be consolidated in the long term without creating dependency.*

COTCO has completed the first phase of its habitat program. COTCO and FEDEC must now clear up a misunderstanding over a possible second phase of the program and think about how to handle the expectations created in the recipient communities.

→ *The Government should draw inspiration from the IPP and the first few years of its implementation and provide support for the Bakola/Bagyeli people over an area that extends beyond FEDEC's zone of coverage.*

The PSMC needs to organize a workshop to resume *ERE Développement's* work so that all could learn from past experiences and plan future support for these vulnerable populations.

- Efforts to **protect health** in the pipeline zone have yielded mixed results that, generally speaking, seem inadequate. The National AIDS Prevention Committee's (CNLS) activities have been suspended for six months until the Committee finalizes its 2006-2010 work plan. The CAPECE project to prepare a health map of the zone is making progress.

→ *It is imperative that COTCO and the Ministry of Health begin cooperating. The PSMC was enlisted to help organize joint meetings between COTCO and the Government. COTCO needs to become more involved in this area.*

▪ The extension of **CAPECE** to November 30, 2007 should be used to move forward more quickly and to make up for the numerous delays. Although its information was not complete, the IAG took stock of where the various CAPECE studies stand in relation to the desired strategic objective. It noted that the anticipated final results are still far from being achieved.

→ *The PSMC and the World Bank need to take steps to ensure that the remaining activities are completed before the program's closure date. In particular, priority should be given to establishing the legal and regulatory framework and to capacity-building at the national level. These efforts will be beneficial for both the Pipeline Project and other large-scale projects in the country.*

▪ Several issues relating to the **collateral effects of the construction** are in the final resolution process. However, there have been persistent delays in transferring the Project's temporary sites and infrastructures to the Government. The lengthy land transfer procedures begun in mid-2003 have created new problems.

→ *Acts of vandalism, problems with erosion at some of the sites and the securing of the temporary bridges are issues requiring corrective measures by the Government. The latter must also accelerate the transfer process.*

Given the complaints of local authorities, COTCO is urged to establish a protocol for consistent, ongoing relations with these authorities and develop greater sensitivity to the expectations of its participation in community life.

▪ The IAG was informed by the PSMC of a coordination problem between the PSMC and COTCO that is affecting the **administrative and technical oversight of the Pipeline Project**. This has also led to an absence of coordination meetings between the two parties since November 2005. In the interest of regular, joint Project monitoring by the PSMC and COTCO, which has proven its worth up to this point, the IAG urged both parties to work together to schedule regular coordination meetings. A coordination meeting was scheduled for and held on March 29-30 with a mutually-agreed agenda.

▪ The public consultation process for the Environmental Impact Assessment (EIA) for the **Lom-Pangar dam** project has ended. The Ministry of Environment and Protection of Nature was expected to submit its recommendation to the Interministerial Committee shortly. Two additional technical studies still need to get underway: a study on the alternatives to meet Cameroon's energy needs and a specific study on the effects of the dam on the Chad-Cameroon pipeline and ways and means to correct any negative impact.

→ *Given that this project is becoming increasingly likely, the Government is urged to complete these additional studies. The Government and COTCO need to think about the implications and financial liability that would be involved with works required to protect the pipeline, and to inform their Chadian partner in a timely manner, as its revenues could also be affected.*

- Finally, **sub-regional cooperation in the Gulf of Guinea region** in terms of oil spill prevention is a promising initiative that should be actively pursued.

→ *The World Bank is urged to provide the necessary support for organizing a seminar with all the oil-producing countries in the Gulf.*

In **conclusion**, the IAG saw progress in many areas, including the tripartite COTCO/PSMC/NGO relationship, the resumption of FEDEC activities and the extension of CAPECE. However, major efforts are still required to finalize claims under the annual Social Assessment as quickly as possible and to complete the activities under CAPECE, which is far from achieving its target goals.

Pipeline Project management is now moving forward at a pace that should allow for rapid and constructive resolution of the pending issues and active implementation of ecological compensation and capacity-building measures.

It is important to learn from all the Project's lessons, in addition to those already identified during the October workshops, and to implement the delayed measures, such as the legal framework, for the benefit of other large-scale projects on the horizon – starting with the Lom-Pangar dam.

INTRODUCTION

1. The International Advisory Group (IAG) for the Chad-Cameroon Petroleum Development and Pipeline Project (Project) conducted its eleventh statutory visit to Cameroon from March 15 to 23, 2006, in accordance with the work plan it adopted in January.
2. At the request of government authorities, the IAG agreed to postpone its visit to Chad until a later date. However, the Group is closely monitoring the ongoing discussions between Chad and the World Bank following the amendment of the Petroleum Revenue Management Law (no. 001/PR/99), and the implications of these negotiations for the people of Chad.
3. As the IAG was leaving Cameroon, a delegation of representatives from the World Bank (WB) and other donors was arriving in Chad to gather information and gain a better understanding of the country's needs in terms of poverty reduction and public finance management.
4. The IAG reminds both parties of the importance of continuing this dialogue with a goal of reaching a constructive solution to the current situation. As an independent advisory group, the IAG continues to be available to both parties.
5. In **Cameroon**, the Group traveled to Douala, where it met with representatives of the Cameroon Oil Transportation Company (COTCO), and to Kribi, where it met with the Prefect of the Océan department, representatives of World Wildlife Fund (WWF) and some of WWF's local, non-governmental organization (NGO) partners. Between Kribi and Lolodorf, the Group visited two Bagyeli settlements—Nkolotong and Loundabele—and the Ngovayang hospital. In Yaoundé, the IAG met with the Permanent Secretariat of the Pipeline Steering and Monitoring Committee (PSMC), the Foundation for Environment and Development in Cameroon (FEDEC), the Wildlife Conservation Society (WCS), ERE Développement, the Minister of Environment and Protection of Nature (MINEP), the Ministry of Forests and Fauna (MINFOF), the National AIDS Prevention Committee (CNLS), the Ministry of Health, NGOs and the World Bank (WB). The Group also traveled to the Yaoundé II district and the Nkometou II and Nkongmeyos III villages to assess COTCO's handling of several claims within the framework of the Social Assessment. At the end of its mission, the Group held a joint working session with the PSMC, COTCO and NGOs. It met with the Prime Minister and finally, it served as the facilitator of a brainstorming meeting about FEDEC's future.
6. The mission itinerary and a chronology of the meetings can be found in Appendix 1.
7. This mission took place shortly after the Implementation Completion Report workshops held by Cameroon and the World Bank last October in Yaoundé during which all parties involved—the WB, Government, civil society, economic operators and the Consortium—reviewed lessons learned in the Project's construction and start-up phases and formulated recommendations for ongoing implementation of this Project and for other large-scale projects.
8. It provided an opportunity to assess the progress made since October on the Chad-Cameroon Pipeline Project and other major related programs. The IAG reviewed how compensation issues have been dealt with, in particular through the Social Assessment process. It looked at implementation of the Project's ecological compensation project (managing and protecting Campo-Ma'an and Mbam and Djerem National Parks), the Indigenous Peoples Plan and the Cameroon Petroleum Environment Capacity Enhancement Project (CAPECE). The Group also

focused on FEDEC's operations, health protection along the pipeline route, the Lom-Pangar dam project, and the follow-up on several pending issues from the construction phase.

9. This report presents the Group's observations and the analyses, conclusions and recommendations suggested to the Group by its visit.
10. The mission took place in an ever-improving financial and economic context. A joint World Bank/International Monetary Fund (IMF) mission in January and February, found that overall, the new Poverty Reduction and Growth Facility (PRGF) granted to Cameroon in October 2005 had been satisfactorily implemented by the end of 2005. Moreover, the country is steadily reaching the completion point for the Heavily Indebted Poor Countries (HIPC) initiative. Barring any unforeseen last-minute complications, its performance will be reviewed by the respective Boards of Governors of the IMF and WB during the second quarter of 2006 so that Cameroon can reach the HIPC completion point and be eligible for substantial debt forgiveness.
11. The IAG trip also coincided with the Government's launch of a highly publicized anti-corruption campaign.

1 COMPENSATION AND SOCIAL ASSESSMENT

1.1 Improving Cooperation on the Social Assessment

12. COTCO, the PSMC and NGOs have held several joint meetings since October 2005 to prepare the April 30, 2005 Social Assessment. During these meetings, the three parties reached an agreement on: (i) classifying the 413 claims received by NGOs in May and June 2005 into 5 categories, (ii) classifying claims for which a consensus among the parties was still lacking by project type and, (iii) designing assessment forms so as to improve the approach used during joint on-site inspections. At the time of the IAG's visit, the parties were expected to agree on a schedule for the next field visits.
13. The three parties made major progress in learning to work together and in agreeing on the substance of the Social Assessment process. However, difficulties remain in terms of implementation, since thus far, the parties' work pace has prevented them from processing more than a small percentage of the claims submitted to NGOs in addition to those submitted directly to COTCO.
14. The IAG pointed out the need to manage time efficiently to accelerate the administrative processing of files and then implement the necessary corrective measures in the field in order to avoid accumulation of a backlog from year to year.
15. The parties began discussing the content of the final report for the April 30, 2005 Social Assessment. A draft version was prepared and is awaiting amendment by the NGOs before being signed.
16. The Social Assessment process is therefore clearly making headway. The next step will be to articulate a better methodology so that claims can be processed within a time frame acceptable to all parties, starting with the affected populations.

17. The tripartite platform for dialogue has made progress, but bilateral contacts between the parties have seen mixed results. The NGO-COTCO relationship is relatively good according to both parties, but improvement is still needed to make the PSMC-NGO and PSMC-COTCO relationships smoother and more transparent.

1.2 Regional and Community Compensation Issues Resolved Through Fairness and Dialogue

18. After evaluating all the contractors who performed community infrastructure work as part of the **regional and community compensation program**, and identifying those who had experienced financial difficulties fulfilling their contract with the company, COTCO decided to pay an additional bonus to the contractors who performed the work in accordance with their contract. At the time of the IAG visit, COTCO had begun paying the additional bonus to the eligible contractors (10 out of 12) and was planning to make final payments by the end of March 2006. This is a commendable sign of progress in moving beyond a strictly legal interpretation of the contract provisions and dealing with problems on a fair basis.
19. Concerning **community compensation related to the security perimeter** around the pumping and pressure-reducing stations, COTCO is continuing to update its list of compensations, taking into account what has been learned and price changes since 2000. The list was partially reviewed in January 2006 during a PSMC/COTCO workshop.

XI.1 The IAG recommends that:

20. - *COTCO, the PSMC and NGOs decide on a timeframe for processing even the most sensitive cases and plan their next joint on-site inspections. In this respect, the parties should agree on an action plan for the April 30, 2005 and April 30, 2006 Social Assessments, which could be reflected in the final report of the 2005 Social Assessment that is awaiting approval;*
21. - *COTCO provide a copy of the new community compensation list to the NGOs and incorporate any comments they may have into a final version before using it as part of a public awareness campaign.*

2 ECOLOGICAL COMPENSATION AND THE IPP

22. The IAG spent a substantial portion of this mission focusing on how FEDEC is managing the environmental and social components for which it is responsible, more specifically, the environmental management of the two national parks designated as ecological compensation along the pipeline route—Campo-Ma'an (CMNP) and Mbam and Djerem (MDNP)—and the implementation of the Indigenous Peoples Plan (IPP).

2.1 FEDEC: A Fresh Start Emerging, Internally and with its Partners

23. Internal problems and conflicts at FEDEC have seriously disrupted the Foundation's activities in recent months. The situation seems stable now, although the problems have not been fully resolved.
24. Vacant seats on the Board of Directors have gradually been filled. There are currently 5 members, the minimum under FEDEC's bylaws. The specialist in bio-ecology was replaced

quickly in January 2006 and on March 22, an expert on vulnerable indigenous peoples was appointed to the Board, filling the seat that had been vacant since January 2005. The next vacancy will be the chairmanship in January 2007. COTCO and the Government appoint the remaining two Board members.

25. Before renewing the position of FEDEC's Administrator, the Board is taking time to think about the substance and form of the mandate they wish to give to that position. The various options take into account the powers, roles and responsibilities given to the Board of Directors under FEDEC's statutes and bylaws, the need to manage the Foundation's day-to-day activities, and the limited availability of Board members.
26. With respect to managing the IPP, the Foundation would like from now on to work with a single, preferential implementing agency based in the IPP zone. This agency would report directly to the Board, just as WWF and WCS do for the Campo-Ma'an and Mbam and Djerem environmental components. In order to fully benefit from the current Community Development Facilitator's (CDF) experience and the relationships he has established with the Bakola/Bagyeli people and the various players in the zone, the Foundation suggested that he form an implementing agency whose services FEDEC could contract. At the time of the visit, the ways and means of delocalizing the CDF position had not yet been clarified. Experience has shown the need for extreme clarity in defining respective roles and responsibilities, including the financial implications, so as to avoid disrupting the IPP.
27. Generally speaking, FEDEC's recent period of turbulence and the lessons learned from the first few years of its existence highlight the need to focus on strategic issues. The Foundation is responsible for managing its capital over 28 years to ensure the availability of funds for running the two national parks and for implementing the IPP. However, the Foundation has already dipped into this capital. The inevitable consequence is a reduction in annual income and the risk of limiting its ability to act.
28. In order to organize its long-term activities, FEDEC needs a sustainable strategy that it can put forward in order to solicit and obtain additional funding from the Government and new donors. In addition, FEDEC needs a logical framework for its short, medium and long-term intervention with respect to the parks and the IPP. FEDEC has already begun contemplating these issues. At the invitation of a former Board member, a roundtable meeting was held on March 23 with "friends of FEDEC" from various institutions interested in FEDEC's activities to have some informal thinking about the Foundation's future.

XI. 2 The IAG recommends that FEDEC:

29. - *Step up the process of developing its strategic objectives and the means of achieving them;*
30. - *Quickly develop a logical framework for intervention with respect to the IPP and the national parks that can be incorporated into Government programs;*
31. - *Clarify the roles and responsibilities that it intends to give the IPP implementing agency and carefully examine the resulting financial responsibilities of the Foundation and the implementing agency;*
32. - *Take the necessary steps to avoid having to dip into its capital and develop a strategy to find new donors who could help grow this capital and fund activities.*

2.2 Environmental Components: The National Parks

2.2.1 Jurisdictional Disputes Resolved

33. In December 2005, the Government issued a decree clarifying the Ministry of Forests and Fauna's (MINFOF) responsibilities with respect to protected areas.
34. Following this decision, MINFOF organized a meeting on March 2 with FEDEC, the PSMC, WWF, WCS and COTCO to discuss the management of CMNP and MDNP.
35. As a result of this meeting, an ad hoc committee was formed comprising representatives of all the parties listed above and the World Bank. The committee had one month to produce a report (i) clarifying COTCO and Government commitments to the two parks, (ii) providing a better overview of the funding available over the next 25 years, especially for FEDEC, and (iii) formulating suggestions to improve FEDEC's performance. All of this information will enable MINFOF to manage the two parks more effectively.
36. MINFOF recently recruited 100 ecoguards, 11 of whom have already been assigned to CMNP. The Presidential Office has agreed in principle to the recruitment of 600 additional ecoguards by year-end, with a goal of recruiting 1,800 guards in three years. MINFOF has agreed to give priority to qualified ecoguards currently working in the parks and paid by FEDEC so as to integrate them into the civil service.

2.2.2 WWF and WCS: Renewing Contracts, Implementing Park Management Plans and Historic Progress

37. The **contracts for WWF and WCS**, the two implementing agencies hired by FEDEC to manage CMNP and MDNP respectively, expired on January 31, 2006. MINFOF informed FEDEC that it was waiting for the ad hoc committee's report before making a formal commitment to renew the contracts.
38. FEDEC has already stated that it intends to continue working with the two organizations. During the transition phase, it signed an amendment to the expired WWF contract, extending it by three months until the end of April. At the time of the IAG visit, it had made a verbal agreement with WCS along the same lines. This enabled FEDEC to disburse an initial installment of funds to cover the two implementing agencies' activities during these three months. FEDEC expects eventually to sign a new three-year contract with WWF and WCS for a grant of 75 million CFA francs per year.
39. An important milestone with respect to **managing CMNP** was reached when WWF finalized the park management plan. This latest version incorporates comments from the public, NGOs and the World Bank. WWF is pleased with the participatory nature of the process and the fact that the plan officially recognizes the right of access to the park for indigenous people. This measure is unique in the Gulf of Guinea area.
40. The park management plan has been awaiting Government approval and subsequent implementation since the end of December 2005. FEDEC and MINFOF must now find the necessary funds to implement the plan.

41. WWF's anti-poaching efforts in the park were suspended from January to July 2005 due to a lack of FEDEC funds to pay the ecoguards. When fund disbursements resumed, WWF was able to continue its activities and it launched a stepped-up campaign in the fourth quarter of 2005, since the period preceding New Year's festivities is traditionally a sensitive time in terms of poaching.
42. Finally, WWF has been working to reduce poverty around the park since October 2005. These activities have led to official Government allocation of the first 5,000-hectare community forest—a major sign of progress according to WWF—and have produced encouraging results in ecotourism development efforts in the zone and the commercialization of non-timber forest products with funds from the Dutch aid agency.
43. Concerning **management of MDNP**, WCS has held several meetings with MINFOF since the beginning of the year as the park management plan was prepared. The preliminary version of this document is in its final stages. WCS and MINFOF are hoping that the plan will be ready by June 2006 so that it can be released for public comment.
44. WCS has also been conducting anti-poaching activities by constructing additional guard posts and undertaking public environmental-awareness and education campaigns at local institutions, a military camp and fishermen's associations. These campaigns are beginning to produce results as WCS has noticed a decrease in transhumance in the park.
45. WCS, which is currently paying the ecoguards working in the park with FEDEC funds, has officially requested that MINFOF integrate the guards into the civil service and if necessary, assign additional agents to protect the park.
46. In its efforts to develop revenue-generating activities, WCS is promoting the creation of fishermen associations. At the time of the visit, WCS was considering launching a program in partnership with local NGOs to train farmers in apiculture techniques. The IAG again stressed the importance of proposing alternative activities to area residents who can no longer use the park as they traditionally have. The park management plan will be a valuable tool in this respect.

XI.3 The IAG recommends that:

47. - *Despite the transitory nature of its current contracts with WWF and WCS, FEDEC continue to pay the ecoguards until the administrative process for incorporating the qualified guards already working in CMNP and MDNP into the civil service is complete;*
48. - *MINFOF and FEDEC develop a productive partnership leading, in the short term, to the signing of a Memorandum of Understanding that records in writing the various parties' roles and responsibilities in managing the two national parks;*
49. - *FEDEC, with MINFOF's agreement, renew and sign three-year contracts with WCS and WWF as soon as possible so as to secure funding, clarify the situation and enable the implementing agencies to plan their work in the field in accordance with the new time frame;*
50. - *The Government approve and implement the Campo-Ma'an National Park management plan as quickly as possible and solidify the historic progress made in the areas of Bakola/Bagyeli rights and the first community forest; and that MINFOF secure the funds needed to implement the park management plan.*

2.3 Implementing the IPP

51. The IAG took stock of the micro-projects coordinated by FEDEC's Community Development Facilitator, the preliminary results of the final IPP monitoring/evaluation report commissioned from ERE Développement by the PSMC, and COTCO's habitat program.
52. The Group was regretfully informed that the IPP activities were suspended from May to November 2005 for lack of funding from FEDEC. This situation seems to be the direct result of FEDEC's internal problems and conflicts. Once FEDEC began disbursing funds again last November, activities in the areas of agriculture, education, health and citizenship gradually resumed. However, the CDF finds it unfortunate that this suspension undermined the trust of the program's Bakola/Bagyeli recipients and was detrimental to the micro-projects in place.

2.3.1 Agriculture: Interesting Developments to Support Beyond the Project Scope

53. In the agricultural part of the program, FEDEC is distributing small farming tools and seeds to the Bakola/Bagyeli people, providing training in agricultural techniques and promoting agro-forestry.
54. Overall, the results since 2002 seem to be positive and ERE Développement noted an increase in the number of farmers in the area settlements.
55. However, the recipients have reported that FEDEC has provided insufficient quantities of seeds too late in the growing season. Finally, because of land rights problems between these people and the Bantu, the Foundation has to educate and negotiate with the Bantu on a regular basis to convince them to cede land to the Bakola/Bagyeli so that the latter can grow crops near their huts.

2.3.2 Building on Success in Education

56. FEDEC is working on several levels to promote education for children in the settlements. It is covering 50% of the parent-teacher association fees, purchasing and providing school supplies and granting subsidies to boarding schools. It has also gradually improved its work in terms of providing follow-up and support for children in school and in the camps to keep them from dropping out of school. It is working with school principals and health center directors and has recruited an academic coordinator in this effort. The Foundation has provided support for a total of approximately 700 children in three years.
57. The CDF noted that at the beginning of the 2005/2006 school year some children went back to the forest due to a freeze in FEDEC funds. At the time of the mission, the Foundation was paying school fees for 184 children, 62 of whom were in boarding school.
58. According to the CDF and ERE Développement, these efforts in an area so crucial to the future and education of the Bakola/Bagyeli children are yielding positive results, with increasing parent awareness, an annual increase in the number of children registered for school and a decrease in the school drop-out rate, though it is still difficult to keep children in school during the hunting season.
59. However, experience has shown that FEDEC funds and close monitoring of children in school and in the settlements are still necessary.

2.3.3 Known Vulnerability to Health-Funding Gaps

60. In the area of health, FEDEC has primarily focused on supplying medications to three integrated health centers (Bandevoouri, Nkoambpoer I and Bidjouka) and providing financial support for two private health facilities in the project zone: the *Petites Soeurs de Jésus de Ngovayang* hospital and the *Dispensaire des Soeurs Franciscaines* in Kribi.
61. FEDEC is also supporting vaccination and HIV/AIDS testing campaigns and is promoting regular preventive health care by nurses in the settlements. Two Bakola/Bagyeli health care assistants were supposed to be trained, but they dropped out of the program.
62. Overall, results in the area of health care have been positive. People are increasingly seeking care at health centers rather than at the Ngovayang hospital exclusively.
63. However, the disruption resulting from the interruption in the supply of medication and the delayed FEDEC payments in 2005 attests to the fragility of the current system. Increased awareness efforts and more regular monitoring of sick patients are also necessary to ensure that they follow the medical instructions they receive.

2.3.4 Citizenship Program: A New Phase Ahead

64. In the area of citizenship, FEDEC has been focusing on providing national identity cards for the Bakola/Bagyeli and registering them to vote. Nearly 800 identity cards have already been prepared thanks to FEDEC's work and financial support.
65. The next major challenge will be to issue more birth certificates than in the past. FEDEC is hoping to issue 400 by the end of the year.
66. **Overall** and despite being interrupted for several months, the IPP activities are yielding positive results. However, improvements to the well-being of the Bakola/Bagyeli people are creating new needs. Bakola/Bagyeli populations outside the program zone (2 km on either side of the right-of-way between Kribi and Lolodorf) as well as indigenous Bantu populations in the region are now requesting the same benefits.

2.3.5 COTCO's "Habitat" Program: The Price of Success

67. COTCO's habitat program is not part of the IPP. It was established in 2003 as part of the regional compensation for the Bakola/Bagyeli affected by the pipeline in the Kribi-Lolodorf zone.
68. This program was based on improving Bagyeli and Bakola habitat and included the construction of 20 model traditional huts in the area camps, using local materials. Training adults in construction techniques for improved huts was an integral part of this community-based program. Given the numerous requests received, COTCO has agreed to fund the construction of 5 additional huts.
69. COTCO enlisted FEDEC's community development facilitator to help implement the program.
70. Now, despite the satisfaction of the model hut recipients, the habitat program is fueling jealousy between the recipients and their Bantu neighbors and within the Bakola/Bagyeli community.

There seems to be a misunderstanding over the scope of this program. COTCO reportedly committed, at least verbally, to a second phase in which it would provide sheet metal for the huts' roofs, other material for doors and windows, and program trainees would provide the rest of the construction materials. However, COTCO feels it has met its obligations and expects FEDEC to take over the next part of the program. FEDEC is refusing to do so since habitat was never part of its mandate.

71. This misunderstanding between COTCO and FEDEC has created unfulfilled expectations. Several residents of the settlements who helped build pilot huts for their neighbors have gathered part of the necessary construction materials and are still waiting for either COTCO or FEDEC assistance for the rest.
72. COTCO and FEDEC need to clarify the situation and consider how to handle the expectations created by the failure to communicate.

XI.4 The IAG recommends that:

73. - *FEDEC provide uninterrupted support for IPP activities in the field while considering how it can guarantee the continuity and sustainability of its actions in the long term, no matter what organizational format is chosen;*
74. - *FEDEC carefully study ERE Développement's final IPP monitoring/evaluation report and take into account the recommendations it deems relevant for improving its work, especially in the area of agriculture, by increasing the involvement of communal and local authorities in the Bantu land-issue negotiations and in the area of health care, by promoting the training of Bakola/Bagyeli health care assistants so as to ensure the viability of its efforts in the settlements;*
75. - *COTCO and FEDEC clarify once and for all the situation concerning the habitat program and consider how the parties, including the Government, should handle the expectations created in the recipient communities;*
76. - *The Government draw inspiration from the IPP and the lessons learned during the first years of its implementation in order to support the Bakola/Bagyeli and Bantu people in a larger zone than FEDEC currently covers, in the areas of citizenship, healthcare, education and agriculture;*
77. - *The PSMC take the necessary steps to organize a workshop to resume ERE Développement's work.*

3 MIXED RESULTS FOR HEALTH PROTECTION ALONG THE PIPELINE

78. The IAG met with the National AIDS Prevention Committee (CNLS), the Ministry of Health (MINSANTE), the PSMC and COTCO to take stock of health protection measures along the pipeline route, especially with regard to HIV-AIDS prevention.
79. The general consensus is that the results are mixed and that the measures taken by the various parties still seem to be inadequate, given the zone's sensitive nature.

80. There have been no CNLS activities along the pipeline route for 6 months. The mobile information units and the HIV-AIDS screening schedule have been suspended. The Committee is waiting for its 2006-2010 work plan to be finalized before resuming its work.
81. The CAPECE project to prepare a health map for the pipeline zone is nearly complete. MINSANTE's comments were incorporated into the first two reports submitted to the PSMC by the consultant, before the reports were approved. The next step will be to install digital management software to manage health data at MINSANTE and to train Ministry officials on this software during the month of April. Only then will the consultant submit a final report to the PSMC for approval.
82. This tool cannot compensate for the absence of baseline studies before the Pipeline Project, but it does provide an epidemiological profile of the zone to date, which can serve as a reference in the future.
83. Cooperation between COTCO and MINSANTE is still lacking. There is clearly a communication problem between the two institutions, which blame each other for this failure. Yet, if they were to better articulate their strategies for combating HIV/AIDS and other infections, they would be able to work more efficiently. COTCO needs to be more proactive in this area and the PSMC needs to act as a facilitator between COTCO and the Government by taking the initiative to plan a joint meeting.
84. In the absence of COTCO's Health Director, the IAG received the company's 2006 Community Health Outreach Program belatedly and was unable to discuss the substance of the program and its implementation status since January.

XI.5 The IAG recommends that:

85. *- Once the CNLS has approved its 2006-2010 work plan, it immediately resume its activities especially along the pipeline route, which several studies have shown to be a sensitive area;*
86. *- The PSMC organize a joint meeting between COTCO and the relevant MINSANTE departments to establish better collaboration and coordination of their health protection activities along the pipeline route;*
87. *- Notwithstanding PSMC's facilitation, COTCO be more proactive in working closely with MINSANTE.*

4 CAPECE: STILL A LONG WAY TO GO

88. Once CAPECE was extended by two years to November 30, 2007, the PSMC and the World Bank agreed on the activities to complete by the end of this new deadline.
89. After the numerous delays in implementing CAPECE, this extension should be used to move forward more quickly. As the IAG has stressed in previous reports, launching and completing the various studies planned under CAPECE is only a first step, which must be followed by the subsequent steps of approving the studies and developing action plans and operational management tools for the Cameroonian government agencies.

90. Table 1, which is limited to the information provided to the IAG by the PSMC, shows where the various CAPECE activities stand in relation to the desired strategic objective. This is not an exhaustive list.

XI.6 The IAG recommends that:

91. *- As part of their project follow-up, the PSMC and the World Bank assess what measures are still needed to achieve the stated objectives for each area under CAPECE, taking the program's completion date into account;*
92. *- Priority be given to establishing a legal and regulatory framework - the National Oil Spill Response Plan and the implementing decrees for the Framework Law on the Environment -, and to developing adequate capacities at the national level so that the Government can assume its responsibilities, for the benefit of both the Pipeline Project and future large-scale projects in Cameroon.*

Table 1: Status of Various CAPECE Activities

CAPECE Work Program	Status	Strategic Objective	Next Steps
National Oil Spill Response Plan (NOSRP)	<ul style="list-style-type: none"> - NOSRP available since mid-2004 - Contract awaiting signature by the consultant identified by the PSMC to develop an implementation manual for the Plan and recommend the most appropriate legal format 	<ul style="list-style-type: none"> - To have a reference tool and to implement oil spill prevention procedures - Initially, the goal was to have the plan before operations began in June 2003 	<ul style="list-style-type: none"> - Develop an implementation manual for the Plan (1 month) - Obtain approval of the Plan in an appropriate legal format by the National Assembly - Educate the public about the Plan - Realistic tests
Implementing decrees for the Framework Law on the Environment	<ul style="list-style-type: none"> - Texts need to be finalized - Local consultants have expressed interest to the PSMC 	<ul style="list-style-type: none"> - To fill a legal void and make Law 96/12 functional 	<ul style="list-style-type: none"> - Analyze bids and award contract - Finalize the texts (1 month) - Approve and publish the decrees
Study on the long-term vision for the environmental and social management of the oil sector	<ul style="list-style-type: none"> - World Bank non-objection expected for awarding contract 	<ul style="list-style-type: none"> - To define the most appropriate institutional architecture for monitoring the Pipeline Project and more generally, to manage the oil sector over the long term. 	<ul style="list-style-type: none"> - Sign the contract - Conduct the study - Approve the study
Socioeconomic assessment of the pipeline	<ul style="list-style-type: none"> - PSMC/WB discussions are underway to select a consultant 	<ul style="list-style-type: none"> - Feed in to Project Assessment - Based on lessons learned, to identify weaknesses that need to be corrected to maximize the opportunities offered by this type of project in the future - Government action plan 	<ul style="list-style-type: none"> - Choose a consultant and sign a contract - Conduct the study (6 months) - Approve the study
PSMC training plan	<ul style="list-style-type: none"> - Plan is available - Training plan is being implemented - PSMC signed an agreement with <i>Institut français du pétrole</i> (IFP) to conduct 12 training modules scheduled for 2006 and 2007. These 2-3 week courses will provide an opportunity to train trainers. 	<ul style="list-style-type: none"> - To provide institutional capacity-building in the area of petroleum/energy sector management so as to have better trained teams able to handle future, large-scale projects. 	<ul style="list-style-type: none"> - From May 2006 to November 2007, IFP will train trainers selected from the relevant government agencies - Training in Cameroon will then be provided by trainers trained by IFP in France
Health map of the pipeline zone	<ul style="list-style-type: none"> - 2 reports by the consultant have been approved by the PSMC - The consultant's final report needs to be approved once MINSANTE 	<ul style="list-style-type: none"> - To prepare an updated epidemiologic profile of the zone, in the absence of baseline studies prior to the Chad-Cameroon Project, so as to have a 	<ul style="list-style-type: none"> - PSMC consultant needs to train MINSANTE officials in use of the medical database management software

CAPECE Work Program	Status	Strategic Objective	Next Steps
	agents have been trained in using the database management software	reference tool for monitoring future changes in the health conditions along the pipeline route	- Install the system - Finalize and approve the consultant's final report
Follow-up study on protecting the coastal zone and the marine environment	- A contract has been signed with the consultant who will conduct the study	- To monitor pipeline cumulative effects and impacts	- Conduct and approve the study - Implement the study: periodic monitoring
Review and assessment of the overall communication plan	- Study conducted by the consultant is awaiting PSMC approval	- To identify changes to improve future communication regarding the Project	- PSMC needs to approve the study - PSMC action plan
Environmental Management Information System (EMIS)	<i>Information not provided by the PSMC</i>		
Environmental analysis of the soil, groundwater, surface water and surrounding air	<i>Information not provided by the PSMC</i>		

5 COLLATERAL EFFECTS OF CONSTRUCTION

93. During this mission the Group had an opportunity to take stock of several issues still pending from the construction phase.

5.1 A Recent and Decisive Joint Archeology Mission

94. Significant progress was made towards resolving the situation of archeological non-compliance during a mission to Brussels from February 19 to March 3. The mission included representatives of the PSMC, the Ministry of Culture, COTCO, the International Finance Corporation and the co-authors of the future book on archeological finds.
95. The two Cameroonian students selected by the Ministry of Culture to receive COTCO-funded scholarships were admitted to the *Université Libre de Bruxelles* for a 4-year Ph.D. program starting next academic year.
96. The final report of the Project's archeological finds and their preliminary interpretation was approved after comments from the various parties were incorporated.
97. A publication schedule for the book on the Project's archeological finds has been finalized. The parties have agreed to publish the book in the fourth quarter of 2007 so the findings can be presented at an international conference that will be organized in Yaoundé during the same period. The parties plan to hold a meeting at the end of 2006 or beginning of 2007 to work out the final details before the book is sent to press.

5.2 Waiting for a Green Light on the Artificial Reef

98. Since October 2005, COTCO and the PSMC have met several times with local government authorities in Kribi, the local communities and Ebome fishermen to present the final project for the artificial reef off the coast of Kribi.
99. The project is ready to move ahead: COTCO only requires final PSMC approval in order to start the work. According to COTCO's announced schedule, the reef will be built and put in place by year-end, provided the security conditions are adequate at the time the reef is to be laid.

5.3 Lom River Blockage Apparently Cleared

100. From March 15-20, after consulting with the local communities and the fishermen in the villages of Lom I and Lom II and conducting the necessary engineering studies, COTCO proceeded to partially clear the large rocks over the pipeline right-of-way in the Lom River to enable fishing boats to pass.
101. After COTCO, the Lom I and Lom II village chiefs and the presidents of the fishermen's associations had inspected the work, area residents expressed their satisfaction with the results. COTCO and the two villages then signed a Memorandum of Understanding.

5.4 The Lom River Bridge Pedestrian Crossing

102. Following up on the safety problem the IAG noted in January 2005, the PSMC held a meeting with the Ministry of Transportation, the CAMRAIL railroad company and COTCO to determine the scope of the work and decide what actions the various parties need to take. At the time of the IAG visit, the PSMC was waiting for COTCO to submit a technical proposal for the work to be done.

5.5 Persistent Delays in Transferring Sites and Infrastructures to the Government

103. The process of transferring the Project's sites and facilities to the Government, which was begun at the end of the construction phase in 2003, is still not complete.
104. The Prime Minister is expected to approve the draft decommissioning decrees for some of the sites. For other sites, the National Needs Review and Assessment Committee needs to conduct a site visit to make a determination on some of the facilities located on public land before the decrees to incorporate the land into private government property can be drafted and approved.
105. With regard to the three temporary bridges, the PSMC has issued an invitation to tender to recruit a consultant who will determine what would be required to reinforce these bridges to make them suitable for long-term use. If appropriate, the bridges would then be transferred to the interested authorities.
106. Until all these land formalities are completed, a legal void exists in terms of liability. Acts of vandalism, problems with erosion at some of the sites and the securing of the temporary bridges are pressing issues requiring corrective action.

5.6 A Successful Experiment in Citizen Monitoring

107. COTCO again confirmed that the pilot project involving area residents conducting surveillance along the northern part of the pipeline route was successful. Thanks to site inspections, areas of erosion or unauthorized activities in the right-of-way are quickly detected.
108. With a view to expanding this experiment to other regions, COTCO launched a feasibility study that should enable it identify which strategic zones require surveillance before setting up new patrol teams along the pipeline.

5.7 Relations with Local Authorities

109. Although the local government authorities have expressed their willingness to work with COTCO when asked, the Prefect of Kribi complained that the company is not involved in the region's community life. More importantly, he was disappointed in COTCO's lack of response the one and only time that he requested humanitarian assistance.
110. COTCO has promised to look into this situation and report back to the IAG, in addition to taking the necessary steps to ensure better communication with local authorities in the future.

XI.7 The IAG recommends that:

111. - *In the interest of public safety and the preservation of the sites, facilities and bridges that will potentially become public property, the Government immediately take the necessary protective steps and accelerate the transfer process;*
112. - *COTCO establish a protocol for consistent, ongoing relations with the local authorities in Kribi and more generally along the pipeline right-of-way, and that it develop greater sensitivity to the expectations of its participation in community life over the next 25 years.*

6 ADMINISTRATIVE OVERSIGHT AND TECHNICAL MONITORING BY THE PSMC

113. The PSMC exercises two levels of Project oversight: administrative and technical.
114. COTCO's EMP teams and the PSMC's environmental and social inspectors acknowledge working in a more collaborative manner in the field.
115. However, the IAG was advised of coordination problems at the central level. As of the IAG's visit, the PSMC and COTCO had not held any coordination meetings since November 2005 as they had been unable to agree on a meeting schedule, regarding both process and timetable. The PSMC requested the IAG's help in resolving this situation.
116. The parties did come together and by the end of the mission, both partners had agreed on the agenda for the next coordination meeting scheduled for March 29 and 30, 2006¹.

XI.8 The IAG recommends that:

117. - *In the interest of regular joint Project monitoring by the PSMC and COTCO, which has proven its worth up to this point, and in accordance with the provisions of the EMP, the two parties work together to schedule regular coordination meetings, taking each other's time constraints into account insofar as possible.*

7 EXTERNAL FACTORS

7.1 From Possibility to Probability: The Lom-Pangar Dam

118. The IAG learned that the public consultation process on the Environmental Impact Assessment (EIA) for the Lom-Pangar dam project has ended and that now the Minister of Environment and Protection of Nature (MINEP) needs to recommend to the Interministerial Committee whether the EIA should be approved, rejected or approved subject to additional conditions.
119. Two additional technical studies still need to get underway. One will look at alternatives to meet Cameroon's energy needs and the other will focus on the cumulative effects of the dam's reservoir on the Chad-Cameroon pipeline and ways and means to correct these impacts.

¹ The meeting did in fact take place on the scheduled dates, following an agenda that both parties endorsed.

120. Concerning the second study, COTCO and the PMSC recently offered comments on the technical proposal submitted by the Government-hired consultant.
121. The Ministry of Water and Energy is preparing a national energy development plan up to 2030. The first draft was expected to be ready before the end of March. However, three projects have already been selected for implementation: the Lom-Pangar hydroelectric dam, a thermal power plant in Kribi and the Ntem River dam, to the southeast of Campo-Ma'an National Park.
122. The NGOs prepared a collective evaluation of the EIA, concluding that the impact of a break in the pipeline has been underestimated and recommending that the Government develop and adopt a national energy plan and conduct a study on the cumulative impact of the dam on the pipeline before MINEP makes a final decision on the dam.
123. The IAG again urged the parties to consider the implications and financial liability of work that would be required to protect the pipeline, and to convey the pertinent information to Chad, whose revenues could be affected, in a timely manner.

7.2 Re-Focusing on Sub-Regional Cooperation

124. A seminar that was supposed to bring together, with World Bank support, all the oil-producing countries in the Gulf of Guinea region to initiate concrete cooperation in the area of oil spill prevention, has not yet occurred. The IAG emphasized the importance of this initiative and the potential for effective collaboration in terms of environmental protection in the Gulf and of the safety of people and facilities.

XI.9 The IAG recommends that:

125. - *The technical and financial impact analysis of the Lom-Pangar dam project on the Chad-Cameroon pipeline be completed and that the Government and COTCO draw the necessary conclusions in due course;*
126. - *Chad be informed in a timely manner of the potential implications of the various options for work on the pipeline and be consulted as a full partner;*
127. - *Initiatives for sub-regional cooperation in the Gulf of Guinea be given the attention they deserve, in particular by holding the proposed seminar, and that the World Bank provide the necessary support for such initiatives.*

CONCLUSION

128. The Group noted progress in several areas during this mission. The tripartite COTCO-PSMC-NGO dialogue is still alive and is even making headway, though there is room for improvement. FEDEC has renewed its Board of Directors and has taken over the funding of projects under its responsibility. Activities in the two national parks and for the IPP have resumed and are already producing results. The issues left over from the construction phase either have been resolved or are in the process of being resolved. CAPECE has been extended by two years in order to complete the remaining activities.
129. However, major efforts must still be made to complete activities whose deadlines seem to be constantly pushed back, but whose strategic importance, which caused them to be scheduled in the first place, must not be overlooked. This is especially true for the activities under CAPECE, which is far from reaching its target objectives.
130. Chad-Cameroon Pipeline Project management is now moving forward at a pace that inspires hope for a rapid and constructive conclusion of the pending issues and active implementation of the ecological compensation and capacity-building measures—all in a spirit of cooperation, whether between COTCO, the PSMC and the NGOs, or between FEDEC, the Ministries and the implementing agencies.
131. FEDEC is the first national environmental foundation in Equatorial Africa. Its difficulties are a lesson in managing a type of institution that is becoming increasingly important as a development tool. The IPP and the management approach for the national parks mark a new phase in national dialogue on the future of the forest peoples.
132. New large-scale projects are now on the horizon: the Lom-Pangar hydroelectric dam, the thermal power plant in Kribi and the Ntem River dam. It will be important to learn from the experiences of the Chad-Cameroon Project. This includes, for example, applying high social and environmental norms so as to mitigate any negative effects; and making it possible for entrepreneurs at the local and national levels to take advantage of the business opportunities that go along with such projects.
133. More specifically, close attention must be paid to ensuring that the Lom-Pangar dam is constructed in such a way as to minimize the inherent risks to the pipeline, the forest and area residents.
134. The reports from the October 2005 workshops that highlight the strengths and weaknesses should be published as soon as possible so that everyone may benefit from them. Holding these types of forums periodically should be considered to ensure that dialogue continues beyond the Pipeline Project.
135. The legal framework that should have been in place with the Project has been delayed. However, even though these measures are late, they should not be abandoned. On the contrary, they need to be implemented before other large-scale projects are undertaken.
136. The main lesson to remember is that the precautions surrounding this Project should become the rule and not the exception for any major project carried out in Cameroon; a practice to be upheld by the Government and where applicable, its partners.

ACKNOWLEDGEMENTS

The IAG thanks all of the interlocutors who accompanied us on our field visits, welcomed us and shared their concerns, aspirations and satisfaction in response to the implementation of this Project. Each of them made a significant contribution to the Group's information and understanding of the evolution of the stakes that affect the fate of the people.

The IAG also thanks the Government of Cameroon, COTCO and the World Bank whose welcome, availability and logistical support all contributed to a smooth visit.

The IAG welcomes written reactions and comments pursuant to this report and will be pleased, upon request, to post these on its web site (at www.gic-iag.org), in accordance with the terms of use of the site.

The IAG in particular encourages its principal partners to provide it with information on actions taken in response to its recommendations, on a regular basis and before the Group's next visit.

All reports of the IAG's working visits are available on its web site, at www.gic-iag.org, and on the World Bank site, at www.worldbank.org/afr/ccproj.

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Appendix 1 Chronology of Meetings

Wednesday, March 15, 2006 – Douala-Kribi

- COTCO
- WWF and WWF's local NGO partners
- Community Development Facilitator (FEDEC)

Thursday, March 16, 2006 – Kribi-Lolodorf²

- Prefect of the Océan department
- Bagyeli settlement : Nkoltong
- Bagyeli settlement : Loundabele
- *Petites Sœurs de Jésus de Ngovayang* hospital

Friday, March 17, 2006 – Yaoundé

- PSMC
- FEDEC, WCS
- WB

Saturday, March 18, 2006 – Yaoundé zone³

- School inspector of Yaoundé II Primary Education district
- Nkometou III village
- Nkongmeyos III village

Sunday, March 19, 2006 – Yaoundé

- IAG internal working session

Monday, March 20, 2006 – Yaoundé

- *ERE Développement*
- NGOs

Team 1 :

- Minister of Environment and Protection of Nature
- Ministry of Forests and Fauna

Team 2:

- National AIDS Prevention Committee
- Ministry of Health

Tuesday, March 21, 2006 – Yaoundé

- IAG internal working session
- Working session with PSMC, COTCO, NGOs, FEDEC
- The Prime Minister

Wednesday, March 22, 2006 – Yaoundé

- IAG internal working session

Thursday, March 23, 2006 – Yaoundé

- Roundtable on FEDEC's future
- IAG internal working session

² IAG accompanied by the FEDEC's CDF

³ IAG accompanied by PSMC, COTCO, NGOs

Appendix 2 Acronyms and Abbreviations

CAPECE	Cameroon Petroleum Environment Capacity Enhancement Project
CDF	Community Development Facilitator
CMNP	Campo-Ma'an National Park
CNLS	National AIDS Prevention Committee
COTCO	Cameroon Oil Transportation Company
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
FEDEC	Foundation for Environment and Development in Cameroon
HIPC	Heavily Indebted Poor Countries
IAG	International Advisory Group
IFP	<i>Institut Français du Pétrole</i>
IMF	International Monetary Fund
IPP	Indigenous Peoples Plan
MDNP	Mbam and Djerem National Park
MINEP	Ministry of Environment and Protection of Nature
MINFOF	Ministry of Forests and Fauna
MINSANTE	Ministry of Health
NGO	Non-Governmental Organization
NOSRP	National Oil Spill Response Plan
PRGF	Poverty Reduction and Growth Facility
PSMC	Pipeline Steering and Monitoring Committee
WB	World Bank
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund