



Obstacles to the Implementation of Joint-funded Road Projects in Cameroon

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Abstract: The main objective of this research is to analyse and evaluate the determinants of the failure of the effective and efficient implementation of jointly financed road infrastructure projects in Cameroon. Specifically, we first analyse and assess the institutional and administrative determinants of the failure to implement jointly financed road infrastructure projects in Cameroon effectively and efficiently. Secondly, we analyse and assess the techno-financial determinants of the failure to implement jointly financed road infrastructure projects in Cameroon effectively and efficiently. In both cases, our methodology opted for a hypothetic deductive method through a questionnaire developed from direct and semi-direct interviews with the implementers of jointly financed road projects. Our main results, which are consistent with our hypotheses, show that in both cases, administrative red tape, long contracting times, late payment of accounts, deficiencies in design offices, release of rights of way, and late signing of compensation decrees, negatively influence the effective and efficient execution of jointly financed road infrastructure projects in Cameroon. On the basis of these results, this study concludes that there is inefficiency and ineffectiveness in the execution of the said road projects. Thus, we make a series of recommendations to the public authorities in order to formulate new development programmes and policies to be implemented within the framework of the various strategies and levers necessary to promote better management of road works in Cameroon, through proposals for better managerial and technical management in order to address the various bottlenecks preventing the normal progress of jointly financed road infrastructure projects in Cameroon. We will also suggest some strategies that would allow the fluidity of procedures related to the implementation of jointly financed road infrastructure projects in Cameroon.

Keywords: Joint Financing, Achievements, Road Projects

1. Introduction

Since the beginning of the 1990s, Cameroon's transport policy has aimed to gradually eliminate the rigidities and dysfunctions of the sector, the harmful effects of which are increasing transport costs. To this end, the Government has undertaken several actions, in particular: (i) to improve the condition of the network after several years of lack of maintenance; (ii) put in place a regulatory environment favorable to the development of private investment in the sector and to the improvement of the economic efficiency of operators; (iii) strengthen and improve the management and

planning capacities of institutions involved in the sector, and (iv) improve the recovery of infrastructure charges, in particular, through tolls and fees road uses [1-3]. From 2003, Cameroon's program was mainly based on the Poverty Reduction Strategy Paper (PRSP) which is structured around seven main axes, including the development of basic infrastructure, natural resources and the protection of the environment and the acceleration of regional integration within the framework of CEMAC.

However, since the implementation of the PRSP strategies, the general profile of economic growth has remained below the level hoped for to substantially reduce poverty. In this context, Cameroon, after formulating an economic

development vision which provides the country's image by 2035, has drawn up a Strategy Document for Growth and Employment (DSCE) which aims global approach to modernize the economy and accelerate growth [4]. The growth strategy gives a preponderant place: (i) to the development of infrastructures, (ii) to the modernization of the production apparatus, (iii) to the promotion of human development, (iv) to the financing of the economy and (v) the development and diversification of trade [5].

The performance of road infrastructure projects is crucial for the growth and development of any economy. They also play an essential role in the economy in terms of wealth creation and job supply. The infrastructure includes services such as electricity, telecommunications, water supply, sanitation and sanitation, solid waste collection and disposal, gas pipelines, roads, dams and works of canals, railways, urban transport, ports, waterways and airports [5-7].

Around the world, the business environment in which construction companies operate continues to change rapidly. Firms that fail to adapt and respond to the complexity of the new environment tend to experience survival problems. [5, 8] With increasing user demands, environmental awareness, limited resources and strong competition, entrepreneurs must continuously strive to improve their performance.

Several factors influence the performance of projects. They include: Shortage of skilled labor, poor supervision and management of the site, inadequate leadership, politics, corruption and shortage and failure of equipment.

Conflict, poor quality of execution and incompetence of contractors have also had a negative impact on the performance of projects in sub-Saharan Africa [7, 8-10]. In addition, project managers should have full authority to implement projects. Harries and Reyman noted that on average 61% of road projects built in Africa were considered to have failed [10]. These projects were put on hold and later turned over to other companies. Therefore, project performance is a topic that many researchers have discussed with the aim of ensuring that projects are undertaken within stipulated time and cost and meet the desired quality. However, little attention has been paid to jointly funded road projects. It is therefore necessary to understand the effect of management practices on the performance of road infrastructure projects [11].

It is generally accepted that the road is a vector of economic development. Road transport is the main mode of movement of goods and people. It provides more than 90% of the domestic demand for passenger transport and nearly 75% of the demand for freight transport. One of the causes of the lack of acceleration of economic growth is the relatively high level of production costs, the poor development of infrastructure to support economic activities. It was also noted that the difficulties in implementing projects in Cameroon stem in large part from the inadequacy of project preparation [12-15].

The evolution that the road has known in the meantime is justified by the change in user needs and the government's desire to tie in with a national and even sub-regional road

infrastructure development policy. This desire therefore requires major involvement in infrastructure investment. It is therefore not insignificant to understand the involvement of the government in the various road infrastructure projects and the inclusion of these over time as a lever for the country's economic development [14].

From 1960, the date of its independence in 1985, Cameroon will experience a sustained expansion of its economy thanks to the continuous development of the production and export of its natural and mineral resources in particular (water, oil, wood, natural gas), iron, bauxite, cobalt, gold, manganese, uranium, rutile, diamond, copper so far only water, wood). However, the country's economic policy will be marked by the construction of road infrastructure and their rehabilitation. The government's vision, which is to transform Cameroon into a large transit country, is part of the focal plans of developing countries (developing countries) which would like road infrastructure to occupy a strategic place in these developing countries. Its importance is justified by its position as a vector of economic and social development [15-18]. Similarly, the economic growth of each country can effectively be achieved through the development of its infrastructure sector [17].

The World Bank report (1994), meanwhile, underlines that Africa is cited as the continent with the least infrastructure and falls short of the vision of achieving the Millennium Development Goals (MDGs). The World Bank estimates that investments in infrastructure at a scale of 9% GDP of the African continent should be made for 10 years. For Sachs et al. (2004) and ECA (2005) infrastructure investment needs represent 25% to 40% of Gross Domestic Product in Africa. It would therefore be wise for the governments of African countries to see to what extent they could repay international funding without affecting the heritage of their countries. And even for the rulers and the citizens to understand the stake of the effective realization of the road infrastructure projects with joint financing [17-21].

Indeed, Cameroon's dependence on joint financing could be summed up in our financial and technical inability to unilaterally come to terms with the financing of our major projects. Thus, multiple technical and financial partners intervene in the process of carrying out jointly financed road infrastructure projects, seeking to gain markets in the African continent, often offering a variety of repayment solutions for loans granted, under form of raw material (oil, gold, etc.) at conditions that are ultimately not very advantageous for those African countries which have opted for this choice. [9, 19-23] Other African countries offer in return the direct exploitation of their natural resources. Suddenly, the infrastructure construction market becomes a priority for all donors in Africa. The involvement of investors is justified by the inability of African countries like Cameroon to finance and conduct major road infrastructure projects since they require colossal financial expenditure that the country's only BIP can not bear [1-3].

Cameroon is therefore seeking the support of technical and financial partners (Donors) for the implementation of said

projects through joint financing. For several years, donors have embarked on the process of supporting the financing and implementation of infrastructure projects, henceforth called jointly financed. Since the State has a financial part to pay in the realization of the said projects: Counterpart funds (FCP) [23-25].

The objective would therefore be to no longer only carry out road projects, but more to carry out projects that meet the required quality standards. It is certainly to reframe the management of jointly funded road infrastructure projects that the government, through the MINTP, has set up a Joint Funding Road Projects Unit (CPR-FC) created by Order No. 018 / PM of March 09, 2020 of the Prime Minister, Head of Government. Placed under the authority of the Ministry of Public Works [18, 21-24].

Repealing that of February 13, 2008. One more measure to overcome the obstacles to the implementation of jointly funded road infrastructure projects [18].

Following the same logic of seeking to improve the management of public investment projects, [4] believes that it would be necessary to aim for continuous improvement in order to obtain more quality in public and private organizations [25].

With the same aim of improving the process of carrying out road infrastructure works, and allowing more satisfactory services, the Cameroonian Prime Minister in his decree No. 2018/4992 / PM of June 21, 2018 setting the rules governing the Maturation process public investment projects reframes the maturation process of public projects in Cameroon. This position would hardly be trivial insofar as thinking of proposing a process of maturation of road infrastructure projects, would propose attempts at continuous improvement, as we emphasized above, of the process of maturing of road infrastructure projects and thus compensate for bad practices. If not, to minimize them as much as possible [24-27].

The causes of the obstacles to the effective realization of the CFRs that this work examines, are important because of their contribution in the achievement of the quality objectives (costs, time and content) in the realization of the said projects. In this study, we analyze and evaluate the optimal process of carrying out jointly funded road projects, which is riddled with cumbersome and dysfunctional, in order to ensure a better quality of execution of said projects in Cameroon. All these observations previously noted have led us to look mainly in this work, to find out why despite everything that is implemented by the government and the support of technical and financial partners, we are still facing in Cameroon the continued heaviness and increasingly increased when carrying out jointly funded road infrastructure projects [25].

2. Study Problem

Each country, whether it is a developing country (DC), an emerging country and even a so-called developed country, participates in the acquisition of goods and services, sets up an investment policy and monitoring of implementation. This in no way erases the reality of the existence of resemblance

in the different systems put in place. We can thus observe similarities in the procurement procedures, in administrative governance, especially with regard to that of developing countries, which in most cases prevent good governance or good management of the different phases of the procurement process. 'acquisition and implementation of projects. This acquisition process would be exposed to mishandling and abuse, which lead to different types of inefficiency. Experience has shown that the process of carrying out road infrastructure projects faces multiple red tape which has negative consequences on the system of road projects in general and those jointly financed in particular.

Despite the existing institutional framework in the various official texts (constitution, decrees, orders and circulars) and loan agreement agreements. Despite the effective joint financing from both donors through the various banks and international organizations such as the World Bank (WB), the African Development Bank, the Bank of Central African States (BDEAC), Japanese International Cooperation Agency (JICA), French Development Agency (AFD) and the Islamic Development Bank (ADB) through loan agreements to facilitate the financial management of jointly funded road infrastructure projects in Cameroon, we still observe delays through multiple bottlenecks that negatively affect the efficiency of the implementation of CFRPs in Cameroon. [28].

Evidence from the KPMG (2014) report indicated that around 68% of road projects in Africa built by local companies experienced cost and time overruns. In addition, most of the roads did not meet expected quality standards and were full of potholes in less than five years. A number of them have been entrusted to other companies to rebuild them [19]. It was also noted by [27] that financial constraints and the lack of modern construction equipment greatly compromised the quality of infrastructure projects.

In this context, the financial investments made by the technical and financial partners in the realization of the PRFC sometimes reach ten years. If we take the case of projects such as the construction of the Douala-Yaoundé motorway 85% financed by China First Highway Engineering Company, 196 km long, the work of which began in 2013 and is still underway for an announced work completion rate of 60 first KM available at the end of this year 2021 [20], in the *Eco morning* newspaper May 12, 2021.

Other factors such as project monitoring and evaluation, project risk management and group dynamics management also affect the performance of road infrastructure projects [24, 25]. Other factors that affect the performance of road infrastructure projects are; environmental factors (increased scope, inflation), client commitment to project funding requirements, ability of project professionals to generate accurate designs, political interference, corruption and poor cost estimation Garrish [26].

Dabanga-Kousseri national road N°1 extreme North region (part of the transport and transit facilitation program in the CEMAC zone) financed by the World Bank for an amount of 60 billion FCFA and 205 km long including the

works were to last were to last 5 years from January 23, 2010 to June 31, 2016 years and which are still in progress 11 years later.

As well as the road improvement program (Kumba-Mamfe) works planned over a length of 150.87km co-financed by the ADF the BDEAC the ADB for a total amount of UA 108.45 million with 29.57 million of (FCP) of the State, planned for a period of five (05) years but still in progress, or the development project of the Ketta Djoum road and transport facilitation on the Yaoundé - Brazzaville corridor with funding from both the ADB of UA 49.559 million (CFAF 40.704 billion), the BDEAC of UA 24.350 million (CFAF 20,000 billion), the JICA of UA 35.593 million (CFAF 29.234 billion) and the counterparts national funds estimated at UA 12.380 million (CFAF 10.169 billion) in which the works were to last 4 years but currently suspended. Without being exhaustive, we can observe even in a more in-depth analysis that the majority of CFRPs have never been carried out without experiencing obstacles [28].

The main objective of this study is to address the issue of the determinants of failure to effectively carry out jointly funded road infrastructure projects in Cameroon. Therefore, on the basis of all these observations, the question which seems interesting to us and which we ask ourselves in this work is that of knowing: What are the determining causes of the failure to the effective and efficient implementation of infrastructural projects jointly funded road vehicles in Cameroon [20].

3. Conceptual Analysis of Jointly Funded Road Infrastructure Projects in Cameroon

3.1. Presentation of the Jointly Funded Road Projects Unit (CPR-FC) of MINTP in Cameroon

The Cameroonian Government has relied on the strategy defined in the Strategy Document for Growth and Employment (DSCE) updated by the New Development Strategy (SDN30). In which he reaffirms his will to pursue the achievement of the Millennium Development Goals (MDGs), to prepare his development projects.

Certain targeted roads are part of the priority axes of the Consensual Master Plan for Transport in Central Africa (PDCT-AC) of ECCAS which aims to increase trade between the capitals of ECCAS. Others will help increase trade and strengthen cooperation between ECCAS countries and those of the Community.

Economic of West African States (ECOWAS) in general, and between Cameroon and Nigeria in particular. The overall volume of financing for jointly financed road projects is: 1017 354 107 752 F CFA for a set of 07 financial technical partners (ADB, WB, BDEAC, JICA, IDB, AFD and the EU). The projects constituting this funding are:

1. For ADB / JICA / BDEAC / EU: Transport facilitation program on the Bamenda - Enugu corridor and

construction of the bridge over the Cross-River, Ketta – Djoum road improvement project and transport facilitation project on the Yaoundé - Brazzaville corridor, phase 2, Kumba - Mamfe road development project, Transport sector support program, phase 1: Ntui - Yoko - Léna road development, Transport sector support program, phase 2: rehabilitation of the Yaoundé - Bafoussam - Babadjou road, and development of the Grand-Zambi - Kribi and Bogo - Pouss roads, Construction of the bridge over the Logone, Support program for the transport sector, phase 3: Construction of the Ring Road;

2. For the World Bank: Multimodal Transport Project, Transport Sector Development Project, RAR project;
3. For AFD: Support program for the transport sector, phase 1: development of the Batchenga -Ntui road and construction of the bridge over the Sanaga at Nachtigal;
4. For the IDB: Support program for the transport sector, phase 1: development of the Lena-Tibati road.
5. The various projects presented above are framed by structures that it will be useful for us to examine in the rest of our study.

3.2. The Ministerial Departments Related to the Realization of Road Infrastructure Projects with Joint Financing

Jointly funded road infrastructure projects are subject to the intervention of several ministries around which eight (8) are essential or pilot because responsible for planning, programming, maintenance, construction, and financing of national road infrastructure: MINTP, MINEPAT, MINFI, MINDCAF, MINMAP, MINDHU, MINT, MINMIDT. We will further illustrate the operation of the first three even more strategic in the realization of the PRFC.

3.2.1. MINTP

The Ministry of Public Works is the ministry responsible for the supervision of the technical control of the construction of infrastructure and public buildings, as well as the protection of the national road heritage. For the accomplishment of its missions like that of the construction of infrastructures, especially with regard to road infrastructures, the MINTP has several directorates but two of them have an impact in the realization of the road infrastructure projects funded. spouse, namely: the DGTE (the Directorate General of Technical Studies), the DGIW (the Directorate General of Infrastructure Works), the DRI (Directorate of Road Investments).

3.2.2. MINEPAT

Decree No. 2011/408 of 09 December 2011 on the organization of the government assigns to MINEPAT the main mission of developing and implementing the nation's economic policy, planning and regional development, it ensures the mobilization of financial resources for the financing of public investments. He is also in charge of coordinating and monitoring the implementation of the development strategy, as well as the 2035 vision. Monitoring

and controlling investment programs and projects in conjunction with the relevant ministries and MINFI. Coordination and centralization of studies on projects of national economic interest [29].

3.2.3. *MINFI*

The Ministry of Finance, through its transversal financial skills, intervenes in the management of the sector of jointly financed road infrastructure projects and provides financial supervision. He works with CAA. Created in 1985 by decree of the President of the Republic of Cameroon, the CAA, a public administrative establishment whose activities are essentially financial and statistical, has for main statutory missions, the management of the debt and the financing of projects on funds of loans. It acts as the interface between projects initiated by the government with the support of donors. She is the one who manages government loan funds in general and in particular those intended for financing development projects.

3.2.4. *MINMAP*

The Ministry of Public Procurement is responsible for the governance of public procurement (PM) in Cameroon. The PM is an important tool that enables country governments to achieve social economic goals [2]. It is a complex process that improves the economic and social development of a country by making the infrastructure sector valuable [33]. "It actually happens when a public body purchases goods and services from an outside body." According to Rothery [30], it is a process that allows the government to solicit services from utility companies to carry out infrastructure construction and other projects. For Makessy [18], the MP is one of the means by which the State and its branches carries out works, studies and acquires goods and services to ensure the development of the country. For the author, the construction of infrastructure is the main source of state spending and economic development.

3.2.5. *The MINDCAF*

The role of the Ministry of Land Cadastre and Land Affairs as part of the implementation of road infrastructure projects is to release and make available secure land bases for the construction of road infrastructure in particular and all other infrastructure. and major structuring projects. In addition to these ministerial departments and their various branches, there are key structures such as the Public Procurement Regulatory Agency, the FR43, as well as the urban communities of the municipalities which have the skills of Contracting Authority (MO) or MOD. The technical and financial partners are the donors.

3.3. *Technical and Financial Partners Related to the Implementation of Road Infrastructure Projects*

Despite its strategic position at the crossroads of Central and West Africa, and even the possession of its natural and human resources, Cameroon does not always have the total financing necessary for the realization of certain road infrastructure projects. For this, for more than 50 years he has

been supported by technical and financial partners. Each one carrying out a particular strategy acting alone or with the contribution of one or more other partners depending on the provisions of the charter of contracts and financing agreements specify, we can quote:

3.3.1. *The World Bank*

The World Bank's partnership strategy for Cameroon focuses specifically on strengthening the country's competitiveness and improving its service delivery. The partnership framework between the World Bank and Cameroon focuses on several areas including infrastructure development and the private sector with emphasis on transport, energy, financial services and the quality of the workforce. 'artwork. The development of the business environment. As well as good governance knowing that when institutions fail, corporate efforts to promote prosperity and reduce poverty are sacked.

3.3.2. *The ADB*

After the agreement establishing the ADB signed in Khartoum, Sudan by the Member States on August 4, 1963, it entered into force 1964. The African Development Bank's partnership strategy in Cameroon aims to provide financial and technical support to transformative projects that will significantly reduce poverty through inclusive and sustainable economic growth. But also the provision of assistance for the preparation and execution of development programs the promotion of public capital investment in Africa for development purposes, the satisfaction of requests for assistance in the coordination of policies and in the development of (RMC) Regional Member Countries. The ADB has been participating since 1972 when it started its operations in the transport sector, including multinational actions.

3.3.3. *The BDEAC*

Following their rise to sovereignty, the States of Central Africa felt the need to create a Community Financial Institution with the mission of supporting economic and social development through project financing. Thus, the BDEAC was born on December 3 in Bangui. From then on, she forces herself to rise to the challenge with method and know-how. Today, it is an ally of choice for the financing of economically viable, socially inclusive, profitable development projects in the CEMAC sub-region and in other non-regional member countries if its interest so requires. With a share capital of FCFA 1200 billion, the Bank's shareholders are made up of category A and B. The holders of category A are Cameroon, Central African Republic, Congo, Gabon, Chad and Equatorial Guinea. Those in category B are the ADB, BEAC, the CEMAC Commission, France, Kuwait, Libya, the Kingdom of Morocco, the Arab Bank for Economic Development in Africa (BADEA) [31]. It finances several PRFCs that we will have time to exploit as we continue to develop.

3.3.4. *The JICA*

Responsible for executing Japan's ODA, it is one of the

largest bilateral aid agencies in the world. JICA supports the socio-economic development of developing countries through a flexible combination of various aid instruments such as technical cooperation, cooperation for financing and public / private investment, and donations it operates in nearly 150 countries and regions in the world including Cameroon.

3.3.5. The AFD

The French Development Agency is one of Cameroon's oldest technical and financial partners, present since 1960. Cameroon is one of the first countries to benefit from AFD funding. The agency supports the country's national priorities which are to organize the Cameroonian economy and promote job creation by participating in the financing of infrastructure projects. For this, it mobilizes numerous financial tools Debt reduction and development contract (C2D). Loans allocated to the public and private sectors, guarantees to banks and grants.

3.3.6. The BID

Present in Cameroon since 1977, the Islamic Development Bank currently has a portfolio of 19 projects for 46 operations amounting to 992.8 million dollars or 595.680 billion FCFA. Its areas of intervention mainly concern transport 43%. The technical and financial partners who identify themselves are interested in the development of road infrastructure and make available the funding allocated for the implementation of said project [32].

4. Results and Discussion

This section is of a practical and pragmatic nature. It deals with the investigations carried out in the field as part of our research work and aims to verify whether the hypotheses of the thesis are validated or invalidated. To do this, we will present the results collected with the aim of highlighting the

causes of the delay in the process of carrying out or implementing jointly financed infrastructure projects in Cameroon. The results will be synthesized according to the techniques of simple "flat sorting" and "flat sorting" with cross-tabulation in order to appreciate the possible interdependencies of the variables.

4.1. Presentation of the Results of the Study

4.1.1. Gender-related Characteristics of the Actors Surveyed

The 76 actors surveyed who were involved in the implementation of jointly financed road projects are made up of 41 men and 35 women (Figure 1). Among these actors surveyed (Figure 1), men (54%) were more represented than women (46%).

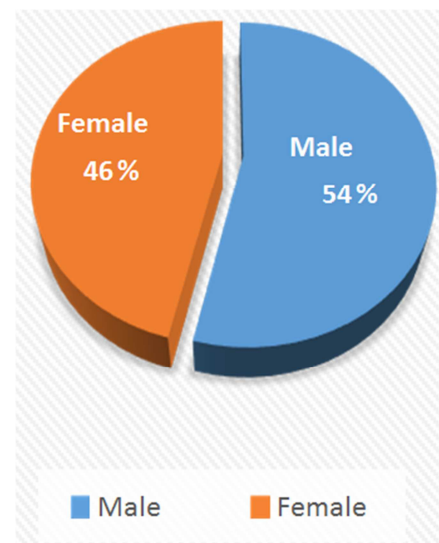


Figure 1. Distribution of respondents by gender.

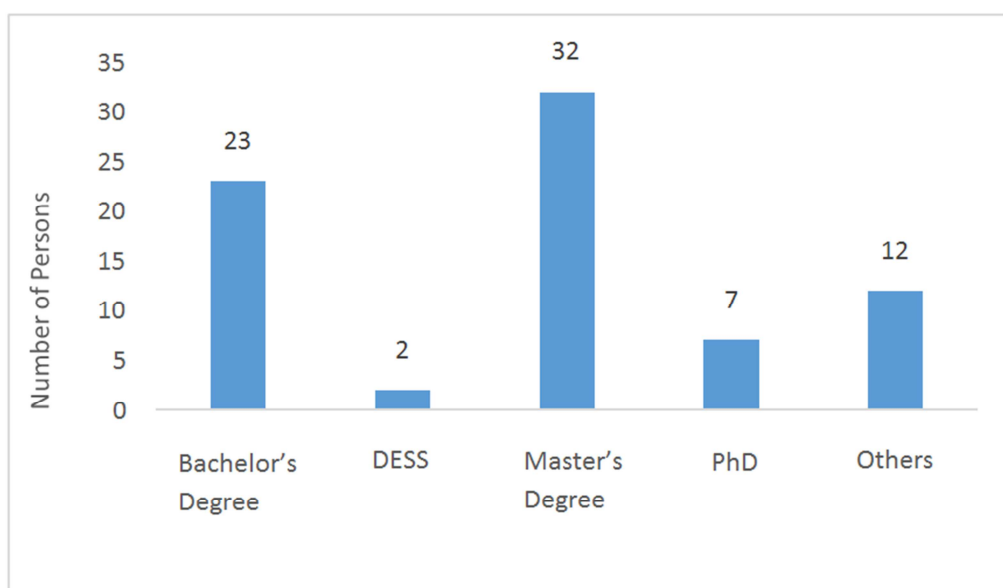


Figure 2. Distribution of respondents according to the level of study.

The level of education of actors involved in jointly financed road infrastructure projects in Cameroon is relatively high. The study highlights that 32 out of 76 actors interviewed have a Master's Degree. In addition, 23 out of 76 respondents have a Bachelor's Degree. Some of the interviewees are even PhD holders (Figure 2). This result shows that actors involved in the management of jointly financed road projects must first acquire a high level of knowledge to work in the road sector.

Most of the respondents (36.84%) have already spent at

least 32 years in the project implementation process. The least experienced ones (18%) have between 1 and 10 years of experience. About 71% of the actors have already participated in the implementation of more than 11 projects. Furthermore, 22.36% of the questioned actors have been involved in the implementation of 6 to 10 projects. The finding that surfaces from this study is that the mastery of the implementation of jointly financed road projects in Cameroon requires a lot of years of experience on the part of the persons involved.

Table 1. Distribution of actors according to professional experience.

Number of years of experience in the project implementation procedure	Number of actors	Frequency (%)
1 year -10 years	14	18,42%
11 years – 21 years	14	18,42%
22 years – 31 years	20	26,31%
32 years and over	28	36,84%
Total	76	100

The majority (46%) of respondents think that the process of implementing jointly financed road infrastructure projects in Cameroon is unsatisfactory. However, 30.26% of respondents did not comment on the question (Figure 3).

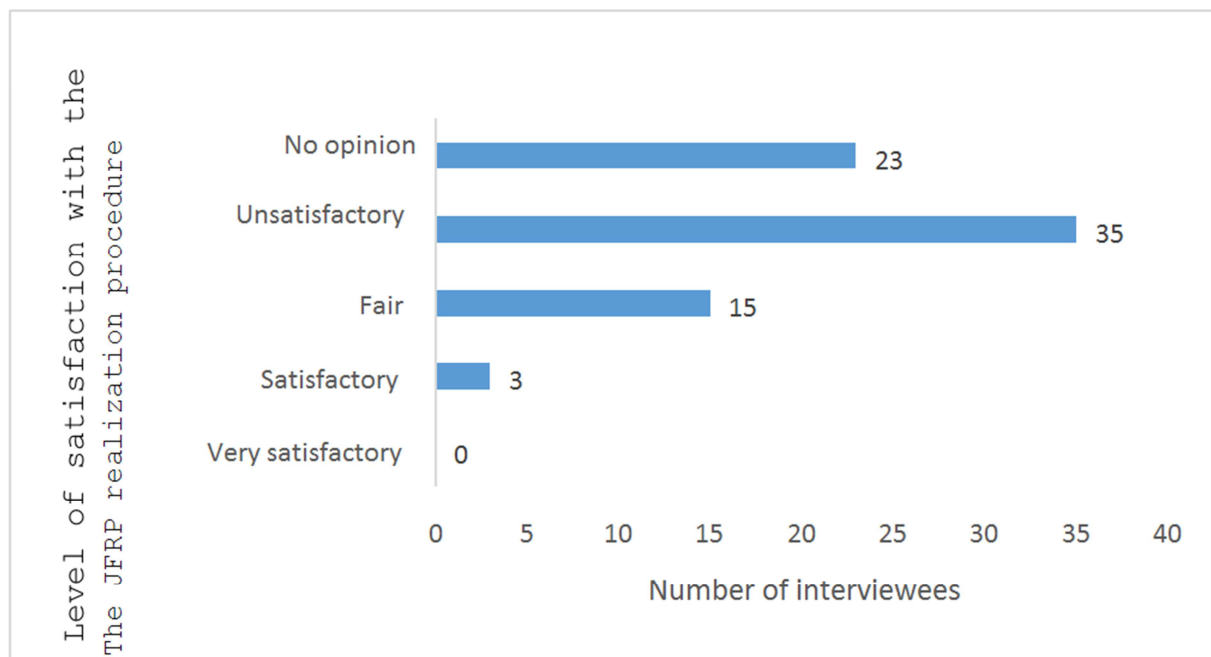


Figure 3. Degree of satisfaction with the procedure for carrying out the JFRP (Jointly Financed Road Projects).

4.1.2. Obstacles Related to the Administrative Aspect of the Implementation of Jointly Financed Road Infrastructure Projects in Cameroon

Obstacles related to the administrative aspect and which hinder the implementation procedure of jointly financed road infrastructure projects in Cameroon, were grouped into two (02) major difficulties: structural and specific. In order to identify these difficulties, we constructed a Likert scale which highlights the value of the perception that each actor surveyed attributes to a particular obstacle. Based on the results of the average perceptions presented

in the table below, it appears that the specific difficulties linked to the consequences of the Boko-Haram secessionist wars, the structural difficulty linked to multiple interventions in the management of jointly financed road infrastructure projects, the structural difficulty linked to the work overload due to the lack of personnel, the structural difficulty related to the mixed public procurement procedure and the difficulties related to the consequences of the NOSO secessionist wars constitute the major administrative obstacles to the implementation of jointly financed road infrastructure projects in Cameroon (Table 2).

Table 2. Perception on Obstacles related to the administrative aspect of the implementation of jointly financed road infrastructure projects in Cameroon.

Structural difficulty related to multiple interventions in the management of Jointly Financed Road Projects	Structural difficulty related to a mixed procurement process	Specific difficulties linked to the consequences of Boko-Haram asymmetric wars
Average perception (3,44): Very high	Average perception (3,22): Very high	Average perception (3,51): Very high
Structural difficulty linked to staff incompetence (confusion between administrative staff and project staff)	Occasional difficulties related to the consequences of the COVID pandemic 19	Overall average perception of barriers related to the administrative side
Average perception (1,56): fair	Average perception (2,25): fair	Average perception (2,88): Very high
Structural difficulty related to work overload due to lack of personnel	Occasional difficulties linked to the consequences of the NOSO secessionist wars	Occasional difficulties related to the consequences of the NOSO secessionist wars
Average perception (3,31): high	Average perception (2,88): Very high	Average perception (2,88): very high

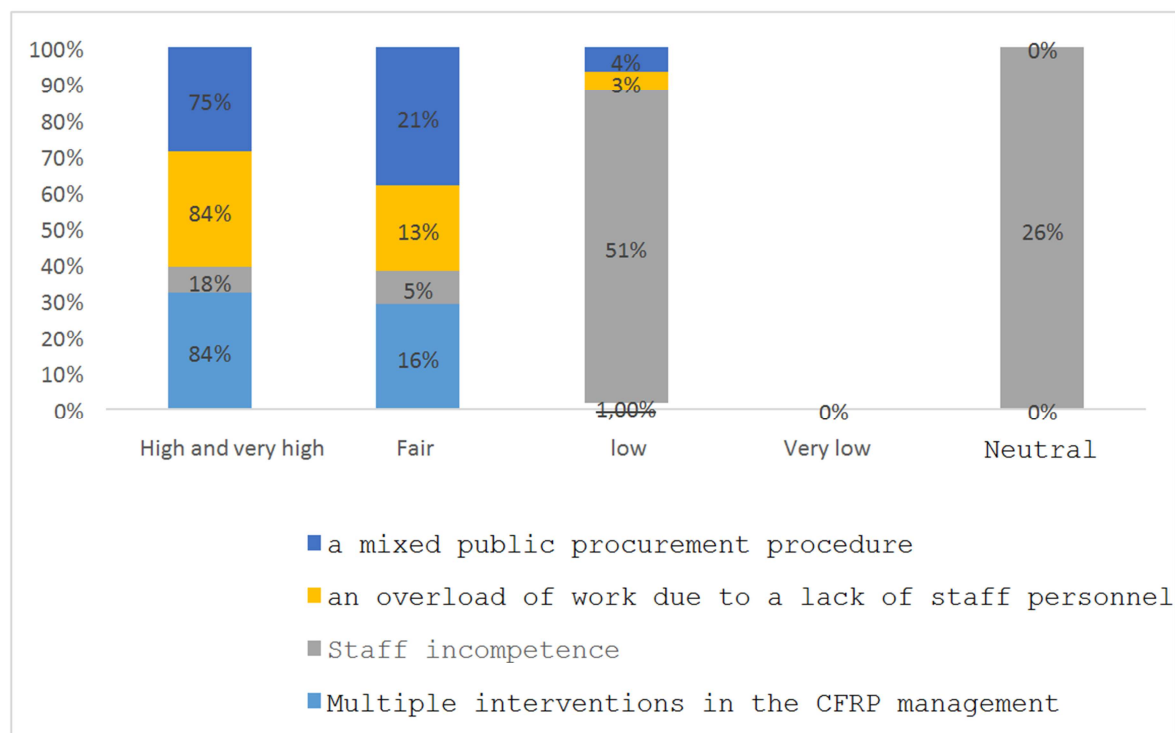
4.1.3. Identification of Administrative Difficulties

In this study, three structural administrative difficulties were identified in the implementation process of jointly financed road infrastructure projects in Cameroon. These include multiple interventions in the management of the said projects, the mixed procedure for awarding public contracts, and work overload due to lack of personnel.

Indeed, 84% of the respondents stated that the administrative barrier related to multiple interventions in the

management of these projects is very high. Similarly, the administrative barrier related to work overload due to lack of staff was also considered high by 84% of respondents.

Also, 75% of the respondents claimed that the administrative barrier related to the mixed procurement process was very high. On the other hand, 51% of respondents said that staff incompetence (confusion between administrative staff and project staff) was low in contrast to the three obstacles mentioned above (Figure 4).

**Figure 4.** Structural barriers related to the administrative side of implementing the JFRP in Cameroon.

In contrary, the opinions given by the respondents on the specific difficulties linked to the consequences of the COVID 19 pandemic is not that much clear. Indeed, 46% of respondents think that the consequences of this pandemic are having a negative impact on the progress of jointly financed road projects. However, 29% of respondents think that COVID 19 did not have a negative effect on the progress of jointly financed road projects.

This result indicates that COVID 19 has not slowed down or stopped the implementation of jointly financed road

infrastructure projects. Furthermore, it implies that the application of the barrier measures decreed by the government was well respected by the actors working in the domain of road infrastructure projects in Cameroon.

Talking about occasional administrative difficulties, the consequences of the asymmetric NOSO wars and the Boko-Haram secessionist wars were considered by 76% and 87% of respondents respectively as very high and major obstacles that currently hinder the administrative implementation of jointly financed road infrastructure projects in Cameroon (Figure 5).

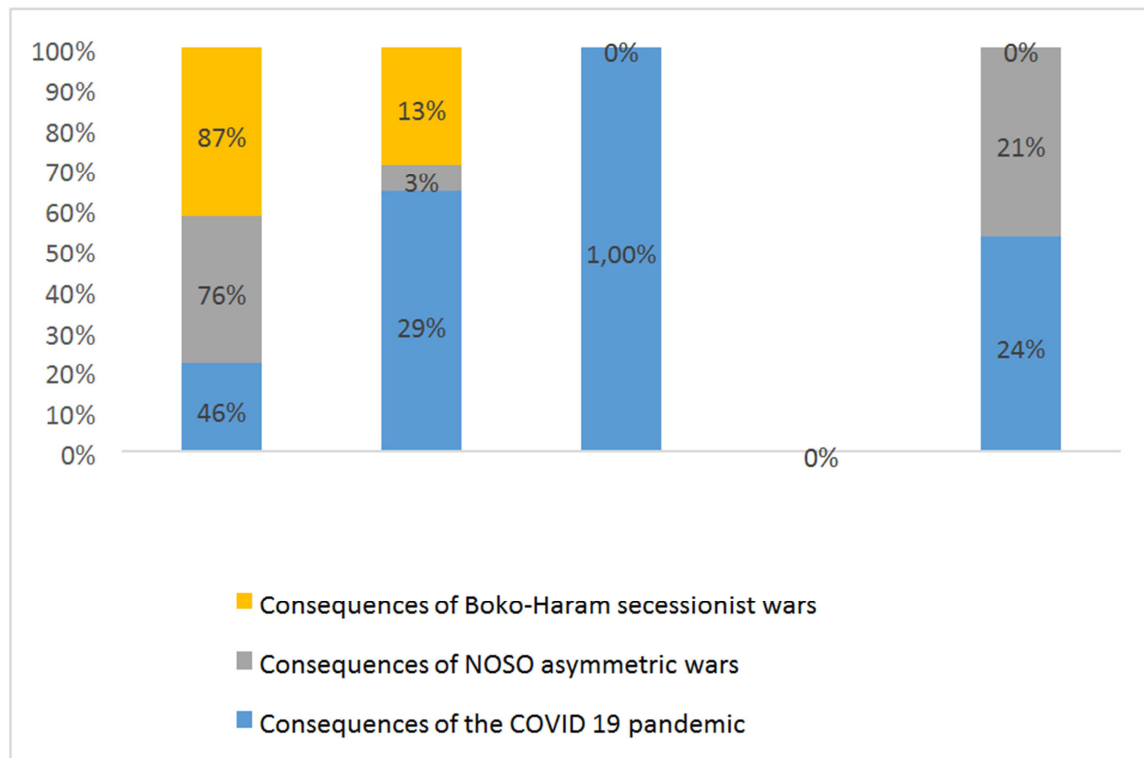


Figure 5. Effect of COVID 19, NOSO and BOKO-HARAM wars on the administrative level.

4.2. Obstacles Related to the Financial Aspect of the Implementation of Jointly Financed Road Infrastructure Projects in Cameroon

In this study, the financial obstacles to the implementation of jointly financed road infrastructure projects in Cameroon were divided into three groups of difficulties. They are: difficulties related to the processing and payment of accounts,

occasional difficulties and structural difficulties (Table 3). According to the order of importance of the financial obstacles identified in this study, the structural difficulties occupy the first place with an average perception of (6.5), followed by the punctual difficulties (3.31) and finally the difficulties related to the processing and payment of bills (3.12). However, the overall average perception (3.24) related to financial obstacles remains very high.

Table 3. Perception on obstacles related to the financial aspect of the implementation of jointly financed road infrastructure projects in Cameroon.

Difficulty related to the cumbersome processing of accounts	Structural difficulty related to cumbersome tax processing procedures	One-off difficulties related to the consequences of the COVID 19 pandemic
Perception (3.15): high	Perception (2.61): high	Perception (2.61): high
Difficulty linked to the cumbersome nature of the payment of bills	Structural difficulty linked to the cumbersome nature of mobilising counterpart funds	Occasional difficulties related to the consequences of the NOSO's asymmetric wars
Perception (2.61): high	Perception (2.61): high	Perception (2.61): very high
Structural difficulty linked to the high cost of building jointly financed road infrastructure in Cameroon	Structural difficulty linked to non-compliance with the budget	Specific difficulties linked to the consequences of the Boko-Haram secessionist wars
Perception (2.61): very high	Perception (2.61): very high	Perception (2.61): high
Overall average perception of financial barriers (3.24): Very high		

With regard to the difficulties caused by the cumbersome processing and payment of bills, 99% of the respondents stated that these difficulties are high. Thus, it appears that difficulties related to the processing and payments of bills are major obstacles to the financial implementation of jointly financed road infrastructure projects in Cameroon (Figure 6).

The study reveals that four structural financial difficulties constitute an obstacle in the implementation of jointly financed road projects in Cameroon. These are: the high cost of implementing jointly financed road

infrastructure, the cumbersome procedures for processing taxes, the cumbersome mobilisation of counterpart funds and the failure to respect the budget. The majority of the surveyed persons state that these financial obstacles are very high in the process of implementing jointly financed road projects in Cameroon. This result is confirmed by the overall average perception (3.24) that the respondents see on the level of financial obstacles observed in the process of implementing jointly financed road projects in Cameroon (Table 3).

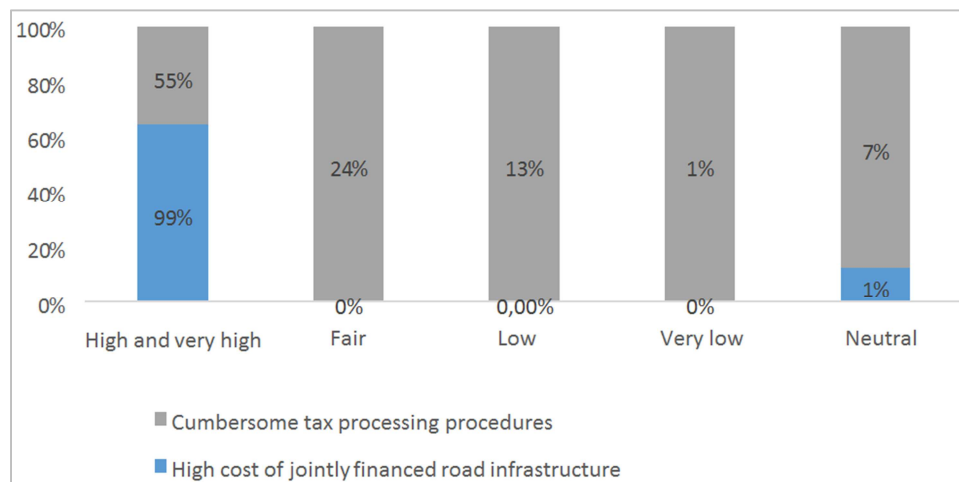


Figure 6. Difficulties related to the processing and payment of statements/BILLS.

According to this study, 100% of respondents state that the first financial obstacle to the implementation of jointly financed road projects in Cameroon is the lack of respect for the budget (Figure 7), followed by the high cost of

implementing jointly financed road infrastructure (99%), the cumbersome nature of mobilising counterpart funds (74%) and the cumbersome procedures for processing taxes (55%).

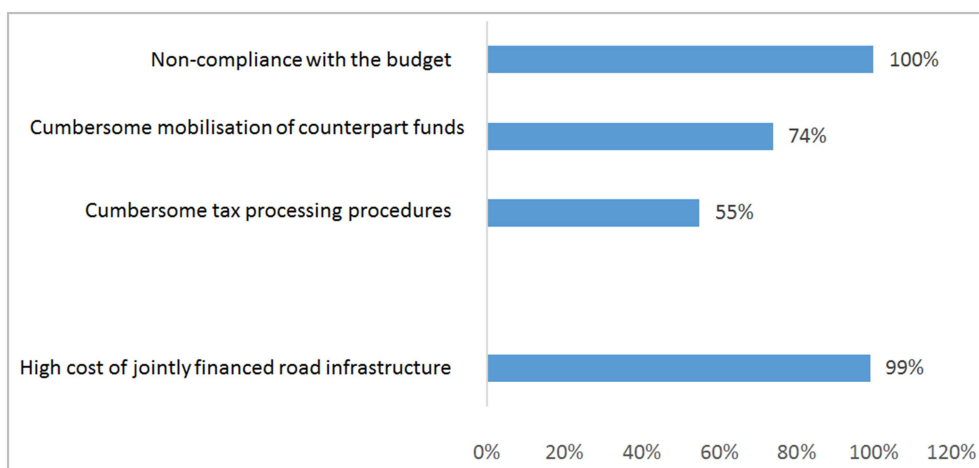


Figure 7. Ranking of financial barriers in order of importance.

The financial execution of road infrastructure projects in Cameroon faces three specific obstacles that can hinder their successful completion. This fact is illustrated by the average perception of specific financial difficulties, which in this study was 3.38 (Table 3). The actors surveyed state that the occasional blockage (Figure 8) in the public procurement of roads can be explained by the consequences of the COVID 19 pandemic (73%), the NOSO secessionist wars (97%) and the Boko-Haram asymmetric wars (89%).

4.3. Obstacles Related to the Technical Side of the Implementation of Jointly Financed Road Infrastructure Projects in Cameroon

Obstacles to the technical implementation procedure for jointly financed road infrastructure projects in Cameroon include three main difficulties. These include difficulties in processing and paying bills of account, structural difficulties

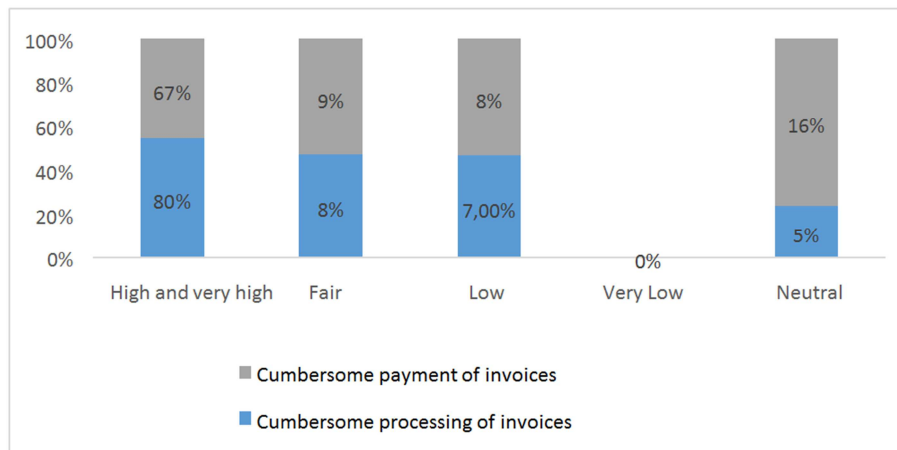
and occasional difficulties. Difficulties related to the processing and payment of accounts greatly hinder the technical implementation of jointly financed road infrastructure projects in Cameroon. Most of the actors surveyed (80%) state that the cumbersome processing of accounts is the main obstacle to the technical feasibility of jointly financed road projects. Moreover, it can be observed that the perception of the cumbersome nature of the processing of accounts (2.78) is high (Table 4). This study identified eight types of structural difficulties that could hinder the technical implementation of jointly financed road projects (Table 3). These include the release of rights of way, expropriations, incompetence of enterprises, poor planning of road infrastructure projects, the quality of technical studies carried out by enterprises, the lack of ownership of projects by beneficiaries, the lack of preliminary studies and the incompetence of engineers.

Table 4. Barriers related to the technical side of implementation of the JFRP.

Difficulty related to the cumbersome processing of accounts	Structural difficulty related to expropriations	Structural difficulty linked to the carrying out of preliminary studies
Perception (3): High	Perception (3,59): Very high	Perception (2,76): High
Difficulty linked to the cumbersome nature of the payment of accounts	Structural difficulty linked to the incompetence of companies	Structural difficulty linked to incompetence of engineers
Perception (2,52): High	Perception (3,56): Very high	Perception (2,60): High
Structural difficulty in releasing rights of way	Structural difficulty related to poor planning of road infrastructure projects	Occasional difficulties related to the consequences of the NOSO's asymmetric wars
Perception (3,56): Very high	Perception (1,6): Fair	Perception (3,76): Very high
Structural difficulties linked to the quality of technical studies carried out by companies	Structural difficulties linked to the lack of ownership of projects by beneficiaries	Specific difficulties linked to the consequences of the Boko-Haram secessionist wars
Perception (3,38): High	Perception (1,48): Low	Perception (3,5): Very high

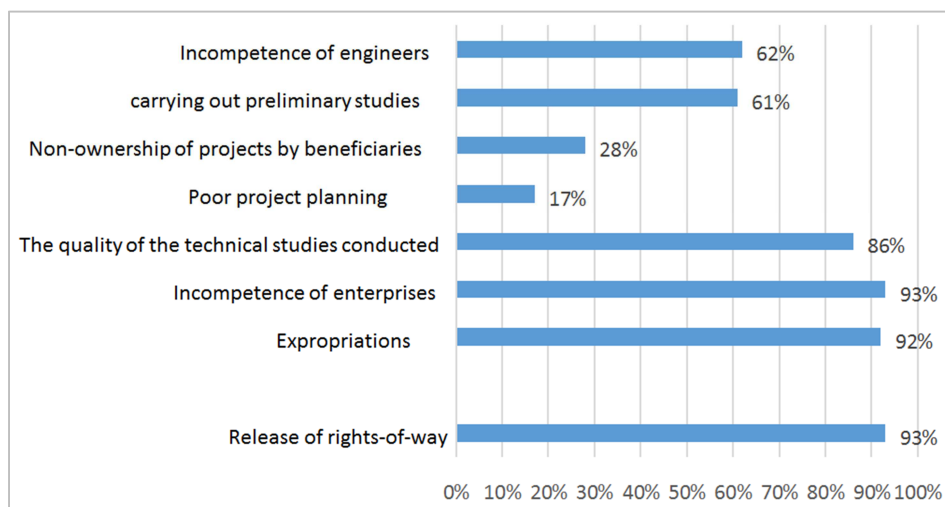
Similarly, 67% of the respondents believe that the complicated nature of the payment of accounts slows down the technical implementation of road infrastructure projects (Figure 8). In contrast, 80% of the respondents affirm that it is rather the cumbersome processing of accounts that hinders

the technical implementation of these projects. This dysfunction in the processing and payment of statements has a major impact on the implementation procedure of jointly financed road projects.

**Figure 8.** Effect of difficulties in processing and paying bills on the technical implementation of the JFRP.

The actors surveyed state that the obstacles to the technical implementation of jointly financed road infrastructure projects in Cameroon (Figure 9) are justified by the freeing up of rights of way and the incompetence of enterprises

(93%), expropriations (92%), the quality of technical studies carried out by enterprises (86%), the incompetence of engineers (62%) and the carrying out of preliminary studies (61%).

**Figure 9.** Major structural barriers to the technical implementation of JFRP.

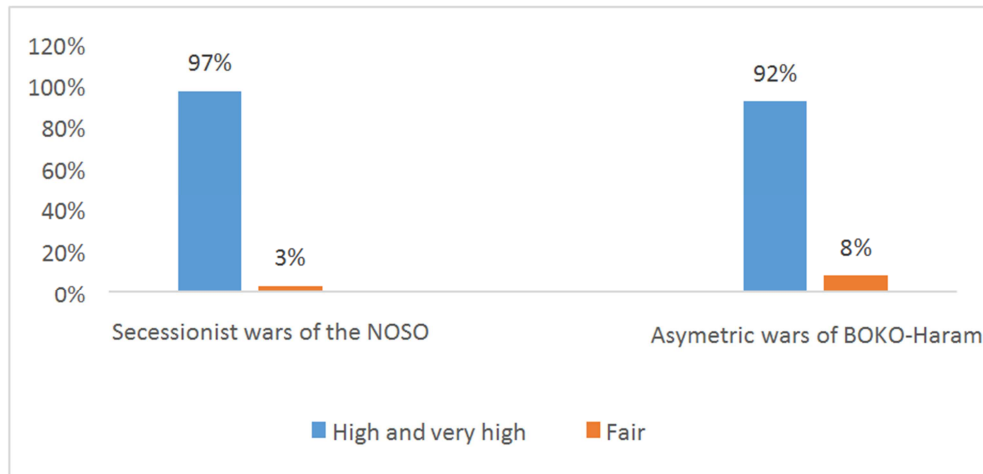


Figure 10. Perception of the effects of the NOSO and BOKO-HARAM wars on the technical aspects of JFRP.

In contrast, two obstacles are not taken into account in the technical implementation of jointly financed road projects. These are the poor planning of road infrastructure projects and the lack of the projects ownership by the beneficiaries (Figure 10).

This result shows that the actors involved in the road infrastructure sector in Cameroon have mastered the project planning process.

Most of the interviewees stated that the NOSO secessionist wars and the BOKO-HARAM asymmetric wars are two major obstacles to the technical implementation of jointly financed road projects. The NOSO secessionist war is considered by 97% of the stakeholders as the most important current difficulty that hinders the implementation of road projects. Similarly, 92% of respondents consider the asymmetric wars of BOKO-HARAM to be a one-off difficulty that is blocking the technical implementation of road projects.

5. Conclusion

The performance of road infrastructure projects is crucial for the economic development of any country. Project performance is viewed in terms of completion on time and on budget. The quality of projects must also meet customer satisfaction. However, road infrastructure projects built in developing countries by local or foreign construction companies and particularly in Cameroon have continued to perform poorly in terms of cost, time and quality.

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