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**CREDIT NUMBER 4479-CM**

# **Financing Agreement**

**(Transparency and Accountability Development Project)**

**between**

**REPUBLIC OF CAMEROON**

**and**

**INTERNATIONAL DEVELOPMENT ASSOCIATION**

**Dated October 30, 2008**

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**FINANCING AGREEMENT**

AGREEMENT dated October 30, 2008, entered into between REPUBLIC OF CAMEROON (“Recipient”) and INTERNATIONAL DEVELOPMENT ASSOCIATION (“Association”). The Recipient and the Association hereby agree as follows:

**ARTICLE I — GENERAL CONDITIONS; DEFINITIONS**

- 1.01. The General Conditions (as defined in the Appendix to this Agreement) constitute an integral part of this Agreement.
- 1.02. Unless the context requires otherwise, the capitalized terms used in this Agreement have the meanings ascribed to them in the General Conditions.

**ARTICLE II — FINANCING**

- 2.01. The Association agrees to extend to the Recipient, on the terms and conditions set forth or referred to in this Agreement, a credit in an amount equivalent to nine million and three hundred thousand Special Drawing Rights (SDR 9,300,000) (variously, “Credit” and “Financing”) to assist in financing the project described in Schedule 1 to this Agreement (“Project”).
- 2.02. The Recipient may withdraw the proceeds of the Financing in accordance with Section IV of Schedule 2 to this Agreement.
- 2.03. The Maximum Commitment Charge Rate payable by the Recipient on the Unwithdrawn Financing Balance shall be one-half of one percent (1/2 of 1%) per annum.
- 2.04. The Service Charge payable by the Recipient on the Withdrawn Credit Balance shall be equal to three-fourths of one percent (3/4 of 1%) per annum.
- 2.05. The Payment Dates are February 15 and August 15 in each year.
- 2.06. The principal amount of the Credit shall be repaid in accordance with the repayment schedule set forth in Schedule 3 to this Agreement.
- 2.07. The Payment Currency is the Euro.

### **ARTICLE III — PROJECT**

- 3.01. The Recipient declares its commitment to the objectives of the Project. To this end, the Recipient shall carry out the Project through the PFM Reform Steering Committee and its PFM Technical Secretariat located within the MINFI in accordance with the provisions of Article IV of the General Conditions.
- 3.02. Without limitation upon the provisions of Section 3.01 of this Agreement, and except as the Recipient and the Association shall otherwise agree, the Recipient shall ensure that the Project is carried out in accordance with the provisions of Schedule 2 to this Agreement.

### **ARTICLE IV — EFFECTIVENESS; TERMINATION**

- 4.01. The Additional Conditions of Effectiveness consist of the following:
  - (a) the Recipient has adopted the Project Operational Manual which includes an annex on financial and accounting procedures and an annex on procurement procedures, in form and substance satisfactory to the Association;
  - (b) the Recipient has appointed within the PFMTS, a Project coordinator and three experts responsible respectively for budget management reforms, ICT and capacity building, all with qualifications, experience, and terms of reference satisfactory to the Association;
  - (c) the Recipient has established an integrated accounting and financial management system for the Project, in form and substance satisfactory to the Association;
  - (d) the Recipient has adopted the PFM Ministerial Decision establishing PFMSC and PFMTS with required functions and resources, a clear mandate, responsibilities and audit arrangements, all in form and substance satisfactory to the Association; and
  - (e) the Recipient has recruited a procurement specialist and a financial management specialist with qualifications, experience, and terms of reference satisfactory to the Association and in accordance with the terms of Section III of Schedule II to this Agreement.
- 4.02. The Effectiveness Deadline is the date ninety (90) days after the date of this Agreement.
- 4.03. For purposes of Section 8.05 (b) of the General Conditions, the date on which the obligations of the Recipient under this Agreement (other than those providing for payment obligations) shall terminate is twenty years after the date of this Agreement.

**ARTICLE V — REPRESENTATIVE; ADDRESSES**

5.01. The Recipient's Representative is the Ministry at the time in charge of Economy and Planning.

5.02. The Recipient's Address is:

Ministry of Economy, Planning and Regional Development  
Yaoundé  
Republic of Cameroon

Facsimile:

(237) 22 22 15 09

5.03. The Association's Address is:

International Development Association  
1818 H Street, N.W.  
Washington, D.C. 20433  
United States of America

Cable:

Telex:

Facsimile:

INDEVAS  
Washington, D.C.

248423 (MCI)

1-202-477-6391

AGREED at Yaoundé, Republic of Cameroon, as of the day and year first above written.

**REPUBLIC OF CAMEROON**

**By /s/ Louis Paul Motazé**

**Authorized Representative**

**INTERNATIONAL DEVELOPMENT ASSOCIATION**

**By /s/ Mary Barton-Dock**

**Authorized Representative**

## **SCHEDULE 1**

### **Project Description**

The objective of the Project is to support the Recipient in: (i) enhancing transparency and efficiency in public financial management; and (ii) strengthening accountability in the use of public resources.

The Project consists of the following parts:

#### **Component 1: Improving Budget Management including Procurement**

##### **1. Improve Budget Management**

Support the ongoing budget management reforms to improve and accelerate budget execution and enhance budget controls by:

- (i) assisting the Recipient in implementing the changes and reforms introduced by the New Organic Law and by the New Procurement Code;
- (ii) streamlining the expenditure chain as well as the public contract execution chain;
- (iii) strengthening line ministries' capacity for project identification, costing and planning through the design and implementation of project preparation procedures and tools and training on project cycle; and
- (iv) modernizing the Treasury Directorate through: (a) adjustment of its organization to the legal framework introduced by the New Organic Law, revision of the accounting chart, and capacity building of the State accountants; and (b) rationalization of the organization and capacity building of the Internal Audit Unit of the Treasury;

all through technical assistance, Training and provision of goods and equipment.

##### **2. Improve Procurement System**

Improve the performance of the national procurement system through implementation of the CPAR Action Plan and capacity building activities, including: (i) contribution to the set-up of a public contracts planning system by improving the capacity of the Ministries and public bodies of the Recipient to plan their procurement operations; and (ii) assistance to the Main Public Spending Bodies to improve the efficiency and transparency of their procurement units; all through technical assistance, Training and provision of goods and equipment.

**Component 2: Integration and development of the financial management information system including HRM and Payroll systems**

1. **Integration and development of the financial management information applications**

Assist MINFI to develop and implement a coherent ICT strategy and plan for incremental upgrades and linkage of the key applications across MINFI in order to enhance financial reporting and transparency, through support to:

- (i) the definition and implementation of a coherent ICT strategy and an action plan within MINFI for continuous upgrade of the financial management system applications, including through the setting-up of appropriate institutional and technical capacity in MINFI, the design and installation of new systems or enhancement for existing systems; purchasing of hardware and software; upgrade of and interconnection among critical financial applications; and training and change management; and
- (ii) the design and installation of MINFI's website and intranet in order to scale up the level of collaboration and team work;

all through technical assistance, Training and provision of goods and equipment.

2. **Modernization of the Human resources and Payroll management systems**

- (i) Enhance efficiency, transparency and controls in the management of personnel and payroll within all Ministries of the Recipient by improving the current information system and accelerating the implementation of the ongoing human resources management reform, including by: (a) conducting an audit of the existing HR management and payroll systems; (b) accelerating and completing the ongoing efforts to rationalize, harmonize, and secure personnel and payroll files ; (c) selecting, setting up, and deploying the most adequate integrated personnel and human resources management tool in most of the line Ministries; (d) developing HR administrative procedure manuals accessible on line; (e) strengthening the capacity of staff involved in the implementation of the HR management reform as well as the HR personnel of the various ministries; all through the provision of technical assistance, Training and equipment.
- (ii) Analysis of civil service remuneration system, through the provision of studies.

**Component 3: Strengthening External Oversight and Monitoring and Evaluation**

Enhance external oversight, communication, and monitoring and evaluation through:

1. The provision of support to the National Assembly to strengthen legal oversight on use of public resources, in particular to the Finance and Budget Commission and to the Permanent Secretariat, through studies, Training and equipment.
2. The promotion of consultative mechanisms between the legislature, civil society organizations, the media and other users of information by supporting the development of the CLS in monitoring the execution of investment projects in local districts.
3. Support for the development and implementation of a monitoring and evaluation framework involving systematic and timely production, publication and user-friendly communication to the public of key information, analysis, progress reporting and performance measures in the use of public resources, by: (i) supporting the INS to develop its methodology for public expenditure tracking surveys, and to deliver training on the methodologies to practitioners in the public sector and civil society; and (ii) supporting public access to information regarding PFM performances, principally via the MINFI, ARMP and National Assembly websites.

#### **Component 4: Support for PFM reforms coordination**

Provision of support to the PFMSC and the PFMTS for Project management, coordination and monitoring, and the setting-up of functioning and adequate organizational and implementation arrangements for PFM reforms, all through technical assistance, Operating Costs, equipment and Training.



## **SCHEDULE 2**

### **Project Execution**

#### **Section I. Implementation Arrangements**

##### **A. Institutional Arrangements**

###### The PFM Reform Steering Committee

- (a) The Recipient shall maintain, throughout Project implementation, the PFMSC in form and substance and with functions and resources satisfactory to the Association, and with the composition set forth in the PFM Ministerial Decision.
- (b) The PFMSC shall be responsible for: (i) leading the dialogue within the Ministries of the Recipient on PFM reforms; (ii) preparation and submission of the PFM RAP to the Minister of Finance; (iii) approving strategy plans and operational guidelines; (iv) annually approving the multi-year PFM RAP expenditure program, including the budget for the upcoming year and the consolidated annual work plans and procurement plans of the General Directorates (the “PFM RAP Annual Programs”); and (v) reviewing progress in implementation of the PFM RAP and assessing results against agreed upon indicators framework.
- (c) The PFMSC shall be responsible for overall coordination and monitoring of progress of Project activities.

###### The PFM Technical Secretariat (PFM TS)

- (a) The Recipient shall maintain within the MINFI, throughout Project implementation, the PFM TS in form and substance and with functions and resources satisfactory to the Association, including staff with qualifications, experience, and terms of reference satisfactory to the Association as further set forth in the PFM Ministerial Decision, including the persons referred to in Section 4.01 (b) of this Agreement, and a financial management specialist recruited in accordance with the provisions of Section III of this Schedule 2, familiar with the Association’s procedures, to assist in the financial management of the Project.
- (b) The PFM TS shall be responsible for: (i) harmonizing the reform process among the public bodies targeted by the PFM RAP and the Project; (ii) assisting in planning of activities and budget for the PFM RAP and the Project; (iii) facilitating contracting by the public bodies targeted by the Project; (iv) managing activities and technical assistance from various donors;

(v) coordinating monitoring and evaluation of the PFM RAP and the Project;  
(vi) helping General Directorates prepare their annual work programs;  
(vii) consolidating work programs of General Directorates into an overall program, which PFM RAP Annual Programs will be submitted to the PFMS for adoption; (viii) providing technical support as required by General Directorates for the implementation of their work programs and monitoring and evaluation; and (ix) providing financial management of the Project.

#### General Directorates

- (a) The Recipient shall maintain throughout Project implementation, the General Directorates and beneficiary entities under the Project in form and substance and with functions and resources satisfactory to the Association, including for each General Directorate, a focal person to work closely with the PFMTS on technical and financial management aspects, and with the DRFI on procurement aspects.
- (b) The General Directorates and beneficiary entities concerned shall be responsible for: (i) preparation and implementation of their annual work programs and procurement plan; (ii) preparation of terms of reference for the recruitment of consultants and definition of specifications for equipment and office technology needed; (iii) formulation of training needs of their staff and preparation of a training program; and (iv) contribution to monitoring and evaluation activities of the PFM RAP and the Project.

#### MINFI

- (a) The MINFI shall be responsible for: (i) adoption of the PFM RAP; and (ii) procurement activities under the Project through its Procurement Commission and the DRFI.
- (b) The MINFI shall maintain throughout Project implementation, its Procurement Commission and the DRFI, in form and substance and with functions and resources satisfactory to the Association, including a procurement specialist with qualifications, experience, and terms of reference satisfactory to the Association and recruited in accordance with the provisions of Section III of this Schedule 2.
- (c) The MINFI's Procurement Commission shall be the technical support structure for the procurement of consultancy, works and goods under the Project.
- (d) The DRFI shall be responsible for providing support to the General Directorates on procurement management issues.
- (e) The Internal Audit Unit within the MINFI shall be responsible for the internal control of the Project. It will prepare quarterly audits on Project management and

accounts. The Internal Audit Unit will carry out a detailed audit of Project accounts on a quarterly basis. It will review expenditures made under the Project, the procedures used, and the quality of services rendered and will send its report to the MINFI within a month of the end of the quarter, with copies to the Association and other donors contributing to financing the PFM RAP.

**B. Anti-Corruption**

The Recipient shall ensure that the Project is carried out in accordance with the provisions of the Anti-Corruption Guidelines.

**C. Manual**

Except as the Association shall otherwise agree, the Recipient shall: (i) carry out the Project in accordance with the Project Operational Manual referred to in Section 4.01 (a) of this Agreement; and (ii) except as the Association shall otherwise agree, not amend, abrogate, or waive, or permit to be amended, abrogated, or waived, the aforementioned, or any provision thereof, in a manner which, in the opinion of the Association, may materially or adversely affect Project implementation or achievement of the objective thereof.

**Section II. Project Monitoring, Reporting and Evaluation**

**A. Project Reports**

1. The Recipient shall monitor and evaluate the progress of the Project and prepare Project Reports in accordance with the provisions of Section 4.08 of the General Conditions and on the basis of indicators agreed with the Association. Each Project Report shall cover the period of one calendar semester, and shall be furnished to the Association not later than one month after the end of the period covered by such report.
2. For purposes of Section 4.08 (c) of the General Conditions, the report on the execution of the Project and related plan required pursuant to that Section shall be furnished to the Association not later than June 30, 2013.

**B. Financial Management, Financial Reports and Audits**

1. The Recipient shall maintain or cause to be maintained a financial management system in accordance with the provisions of Section 4.09 of the General Conditions.
2. Without limitation on the provisions of Part A of this Section, the Recipient shall prepare and furnish to the Association not later than 45 days after the end of each calendar

quarter, interim unaudited financial reports for the Project covering the quarter, in form and substance satisfactory to the Association.

3. The Recipient shall have its Financial Statements audited in accordance with the provisions of Section 4.09 (b) of the General Conditions. Each audit of the Financial Statements shall cover the period of one fiscal year of the Recipient. The audited Financial Statements for each such period shall be furnished to the Association not later than six months after the end of such period.

### **Section III. Procurement**

#### **A. General**

1. **Goods and Works.** All goods and works required for the Project and to be financed out of the proceeds of the Financing shall be procured in accordance with the requirements set forth or referred to in Section I of the Procurement Guidelines, and with the provisions of this Section.
2. **Consultants' Services.** All consultants' services required for the Project and to be financed out of the proceeds of the Financing shall be procured in accordance with the requirements set forth or referred to in Sections I and IV of the Consultant Guidelines, and with the provisions of this Section.
3. **Definitions.** The capitalized terms used below in this Section to describe particular procurement methods or methods of review by the Association of particular contracts, refer to the corresponding method described in the Procurement Guidelines, or Consultant Guidelines, as the case may be.

#### **B. Particular Methods of Procurement of Goods and Works**

1. **International Competitive Bidding.** Except as otherwise provided in paragraph 2 below, goods and works shall be procured under contracts awarded on the basis of International Competitive Bidding.
2. **Other Methods of Procurement of Goods and Works.** The following table specifies the methods of procurement, other than International Competitive Bidding, which may be used for goods and works. The Procurement Plan shall specify the circumstances under which such methods may be used:

<b>Procurement Method</b>
(a) <i>National Competitive Bidding</i>
(b) <i>Shopping</i>
(c) <i>Limited International Bidding</i>
(d) <i>Direct Contracting</i>

**C. Particular Methods of Procurement of Consultants' Services**

1. **Quality- and Cost-based Selection.** Except as otherwise provided in paragraph 2 below, consultants' services shall be procured under contracts awarded on the basis of Quality- and Cost-based Selection.
2. **Other Methods of Procurement of Consultants' Services.** The following table specifies methods of procurement, other than Quality- and Cost-based Selection, which may be used for consultants' services. The Procurement Plan shall specify the circumstances under which such methods may be used.

<b>Procurement Method</b>
(a) <i>Quality Based Selection</i>
(b) <i>Selection under a Fixed Budget</i>
(c) <i>Least Cost Selection</i>
(d) <i>Selection Based on Consultant's qualifications</i>
(e) <i>Single Source Selection</i>
(f) <i>Individual Consultants</i>

**D. Review by the Association of Procurement Decisions**

Except as the Association shall otherwise determine by notice to the Recipient, the following contracts shall be subject to Prior Review by the Association: (a) each contract for works estimated to cost the equivalent of \$500,000 or more; (b) each contract for goods estimated to cost the equivalent of \$150,000 or more; (c) the first three contracts for goods and works procured under National Competitive Bidding; (d) all contracts for goods and works procured under Direct Contracting; (e) each contract for consultants' services provided by a firm estimated to cost the equivalent of \$100,000 or more; (f) each contract for individual consultant services estimated to cost the equivalent of \$50,000 or more; (g) each contract for consultant services procured under Single Source Selection; (h) the first three contracts for consultant services provided by a firm; and (i) the first three contracts for individual consultant services. All other contracts shall be subject to Post Review by the Association.

**Section IV. Withdrawal of the Proceeds of the Financing**

**A. General**

1. The Recipient may withdraw the proceeds of the Financing in accordance with the provisions of Article II of the General Conditions, this Section, and such additional instructions as the Association shall specify by notice to the Recipient (including the “World Bank Disbursement Guidelines for Projects” dated May 2006, as revised from time to time by the Association and as made applicable to this Agreement pursuant to such instructions), to: (a) repay the Project Preparation Advance in accordance with Section 2.07 of the General Conditions; and (b) finance Eligible Expenditures as set forth in the table in paragraph 2 below.
2. The following table specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Financing (“Category”), the allocations of the amounts of the Financing to each Category, and the percentage of expenditures to be financed for Eligible Expenditures in each Category:

<b>Category</b>	<b>Amount of the Credit Allocated (expressed in SDR)</b>	<b>Percentage of Expenditures to be Financed (inclusive of Taxes)</b>
(1) Goods, Small Works, and consultant services for the project under Component 1.1 (i), (ii), (iii), (iv)(a), and 1.2; Component 2, Component 3 and Component 4, excluding Operating Costs.	7,800,000	100%
(2) Goods, Small Works, and consultant services for the project under Component 1.1 (iv) (b)	300,000	100%
(3) Operating Costs	200,000	100%
(4) Refund of Project Preparation Advance	400,000	Amount payable pursuant to Section 2.07 of the General Conditions
(5) Unallocated	600,000	100%
<b>TOTAL AMOUNT</b>	<b>9,300,000</b>	

For the purposes of the above table, capitalized terms have the following meaning:

- (i) “Operating Costs” means the incremental expenses incurred by the Recipient on the basis of annual budgets approved by the Association, on account of Project implementation, management, and monitoring, including for office space rental, utilities, and supplies, bank charges, communications, vehicle operation, maintenance, and insurance, building and equipment maintenance, advertising expenses, travel and supervision, salaries and statutory contributions of contractual and temporary staff, but excluding salaries, fees, honoraria, and bonuses of members of the Recipient’s civil service.
- (ii) “Small Works” means minor office refurbishment such as painting, plastering and any other small works with the prior written approval of the Association.

**B. Withdrawal Conditions; Withdrawal Period**

1. Notwithstanding the provisions of Part A of this Section, no withdrawal shall be made:
  - (a) for payments made prior to the date of this Agreement; or
  - (b) in relation to Category (2) above unless the Recipient has recruited, local professional auditors as staff of the Internal Audit Unit of the Treasury, with qualifications, experience and terms of reference satisfactory to the Association.
2. The Closing Date is December 31st, 2012.

**Section V. Other Undertakings**

1. By November 30 of each year, the Recipient shall have adopted (through the PFMSC) the PFMRAP Annual Programs and related budget, procurement plan and monitoring and evaluation plan satisfactory to the Association.
2. The Recipient shall budget the amounts of the PFMRAP Annual Programs not financed by any donor in its draft annual Budget and ensure the availability of such annual budgeted amount for the activities of the PFMRAP.
3. The Recipient shall have: (i) finalized the contractual arrangements for the establishment of a countrywide network system connecting the provinces and all ministerial departments; and (ii) established core ICT teams within the beneficiary organizations with clear and specific incentive plans, in form and substance satisfactory to the Association, before initiating any procurement process for the ICT system equipments.

4. The Recipient shall have developed and adopted a legislative and regulatory framework regarding HR and payroll management, in form and substance satisfactory to the Association, before initiating the procurement of the new HR payroll software and systems.
5. No later than four months after the Effectiveness Date, the Recipient shall recruit in accordance with the provisions of Section III of Schedule 2 to this Agreement, an external auditor, employed pursuant to terms of reference and experience satisfactory to the Association.
6. No later than one month after Project effectiveness, the Recipient shall appoint an accountant with the PFMTS, employed pursuant to terms of reference satisfactory to the Association.



**SCHEDULE 3**

**Repayment Schedule**

<b>Date Payment Due</b>	<b>Principal Amount of the Credit repayable (expressed as a percentage)*</b>
On each 15 February and 15 August :	
commencing 15 August 2018 to and including 15 February 2028	<b>1</b>
commencing 15 August 2028 to and including 15 February 2048	<b>2</b>

\* The percentages represent the percentage of the principal amount of the Credit to be repaid, except as the Association may otherwise specify pursuant to Section 3.03 (b) of the General Conditions.

## APPENDIX

### Definitions

1. “Anti-Corruption Guidelines” means the “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants”, dated October 15, 2006.
2. “ARMP” means the agency of the Recipient responsible for the regulation of procurement of goods and services and works (in French, *Agence de Regulation des Marchés Publics*).
3. “Category” means a category set forth in the table in Section IV of Schedule 2 to this Agreement.
4. “CLS” (in French, “*Comités Locaux de Suivi du Budget d’investissement*”) means the local committees set-up by the Recipient in 2006 in all provinces of the Recipient which involve local government authorities, elected personnel, civil society organizations, and the media.
5. “Consultant Guidelines” means the “Guidelines: Selection and Employment of Consultants by World Bank Borrowers” published by the Bank in May 2004 and revised in October 2006.
6. “CPAR Action Plan” means the Country Procurement Assessment Report Action Plan adopted in September 2005 by the Recipient.
7. “DRFI” means the Directorate within the MINFI responsible for procurement and financial management (*Direction des Ressources Financières*).
8. “Finance and Budget Commission” means the commission of the National Assembly in Charge of Budget and Finance.
9. “General Conditions” means the “International Development Association General Conditions for Credits and Grants”, dated July 1, 2005 (as amended through October 15, 2006).
10. “General Directorate” means the Recipient agencies at the central government level involved in budget preparation and execution in the Ministry of Finance, (MINFI), the Ministry of Economic Affairs, Programming and Regional Development (MINEPAT) and in line ministries: Budget Directorate, (in French, *Direction Générale du Budget [DGB]*); Treasury Directorate (in French, *Direction Générale du Trésor [DGT]*); Capital expenditures Directorate (in French, *Direction de l’Investissement*); Financial Resources

Management Directorate (*in French, Direction des Ressources Financières, DRFi*); and Planning Departments (*in French, Direction de la Planification*), as well as the Regulatory Agency for Public Procurement (*in French, Agence de Regulation des Marchés Publics [ARMP]*).

11. “HR” means Human Resources.
12. “ICT” means Information and Communication Technology.
13. “INS” (*in French “Institut National de la Statistique”*) means the National Institute of Statistics of the Recipient.
14. “Internal Audit Unit of the Treasury” means the unit within the Treasury Directorate of the Recipient responsible for internal audits (*in French, Inspection des Services du Trésor*).
15. “Line Ministries” means all the Recipient ministries involved in budget execution.
16. “Main Public Spending Bodies” means the ministries in charge of health, education, agriculture, public works, and finance, and the Douala and Yaoundé municipalities.
17. “MINFI” means the Ministry of the Recipient responsible for finance (*in French, Ministère des Finances*).
18. “MINFOPRA” means the Ministry of the Recipient responsible for Civil Service and Administrative Reforms (*in French, Ministère de la Fonction Publique et des Réformes Administratives*).
19. “National Assembly” means the legislative body of the Recipient (*in French, Assemblée Nationale*).
20. “New Organic Law” means the budget organic law No.2007/006, adopted by the Recipient on December 26, 2007
21. “New Procurement Code” means the procurement code adopted by the Recipient by the decree 2004/275, dated September 24, 2004.
22. “Permanent Secretariat” means the secretariat of the National Assembly (*in French, Secrétariat Général*).
23. “PFM” means Public Financial Management.

24. “PFM Ministerial Decision” means the ministerial decision described in Section 4.01 (d) of this Agreement.
25. “PFMRAP Annual Programs” shall have the meaning set forth in Section 1.A (b)(iv) of Schedule 2 of this Agreement.
26. “PFMRAP” means the Public Financial Management Reform Action Plan to be adopted by the Recipient, through the MINFI.
27. “PFMSC” or “PFM Reform Steering Committee” means the Steering Committee set up pursuant to the PFM Ministerial Decision.
28. “PFMTS” or “PFM Technical Secretariat” means the secretariat to the PFMSC set up within the MINFI pursuant to the PFM Ministerial Decision.
29. “Procurement Guidelines” means the “Guidelines: Procurement under IBRD Loans and IDA Credits” published by the Bank in May 2004 and revised in October, 2006.
30. “Procurement Plan” means the Recipient’s procurement plan for the Project, dated May 14, 2008 and referred to in paragraph 1.16 of the Procurement Guidelines and paragraph 1.24 of the Consultant Guidelines, as the same shall be updated from time to time in accordance with the provisions of said paragraphs.
31. “Project Operational Manual” (in French, *Manuel d’Exécution du Projet*) means the manual adopted by the Recipient pursuant to Article 4.01 (a) of this Agreement, outlining implementation, organizational, disbursement, financial management, and procurement, as shall have been agreed with the Association for purposes of Project implementation, as the same may be amended from time to time with the prior written approval of the Association, and such term includes any schedules or annexes to the Project Operational Manual, including its annex on Financial and Accounting Procedures and an annex on Procurement Procedures.
32. “Project Preparation Advance” means the advance referred to in Section 2.07 of the General Conditions, granted by the Association to the Recipient pursuant to the letter agreement signed on behalf of the Association on March 7, 2008 and on behalf of the Recipient on March 11, 2008 under the reference IDA Q6060-001.
33. “Training” means the training of persons involved in Project-supported activities, such term including seminars, workshops, and study tours, and costs associated with such activity include travel and subsistence costs for training participants, costs associated with securing the services of trainers, rental of training facilities, preparation and reproduction of training materials, and other costs directly related to training preparation and implementation.

34. “Treasury Directorate” (in French, *Direction Générale du Trésor* [DGT]) means the Recipient Directorate in charge of its accountancy, payments and cash management.