Republic of Cameroon

COUNTRY PARTNERSHIP FRAMEWORK (CPF) CONSULTATIONS

18 - 25 MAY 2022
Contents

1. Engagement of the World Bank:
   ◦ The World Bank in Cameroon by Sector/Region
   ◦ IFC

2. The Current CPF (FY17-FY22)
   ◦ Selected Major Achievements
   ◦ CPF Results
   ◦ Lessons Learned

3. Development of the New CPF (FY23-FY27):
   ◦ Key Elements of the CPF
   ◦ Conclusions of the Systematic Country Diagnostic

4. The Future CPF
   ◦ Discussion
The World Bank Group’s Engagement in Cameroon
The World Bank in Cameroon by Sector

Total finance directed to Cameroon = US$4.53 billion
The World Bank in Cameroon by Region

- North: 20%
- Extreme North: 16%
- South: 11%
- Center: 9%
- East: 9%
- Coast: 9%
- Adamawa: 7%
- North-West: 6%
- South-West: 6%
- West: 6%
Provides investment, advice, resource mobilization
- Triple-A credit rating; owned by 185 countries
  - Present in more than 100 countries

**IFC’S MISSION**

Building the private sector in developing countries:
- Creating jobs
- Increasing incomes
- Improving lives

**MORE THAN SIX DECADES...**

- Identifying gaps, increasing the private sector’s role
- Mobilizing private capital for development
- More than $321 billion invested since our founding in 1956
- The world’s largest development finance institution focused on the private sector
- Leveraging the full range of World Bank Group capabilities

**CREATING MARKETS**

A comprehensive approach to tap the power of the private sector by:
- Establishing regulatory and policy frameworks that improve public governance and enable markets to thrive
- Promoting competition and innovation
- Achieving demonstration effects that encourage replication
- Introducing new solutions driven by improved technology and logistics
**Strategy Priorities & Actions**

Working closely with the World Bank program and aligned with the Government's Vision 2035, IFC's strategy will build on the findings of the upcoming CPSD and focus on:

- Supporting an improved regulatory and business environment for TMT;
- Supporting efforts to improve productivity and diversification of agribusiness;
- Supporting the development of a programmatic approach for the transport sector.

In addition, the energy and finance sectors will continue to be key cross-cutting priorities given

1. their significant impact on development, particularly with respect to clean energy development, as well as inclusive support through MSMEs; and
2. their importance to IFC's current and future engagements.

**Total Commitments, $USD Millions**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>192.0</td>
</tr>
<tr>
<td>FY13</td>
<td>167.1</td>
</tr>
<tr>
<td>FY14</td>
<td>167.2</td>
</tr>
<tr>
<td>FY15</td>
<td>109.5</td>
</tr>
<tr>
<td>FY16</td>
<td>101.3</td>
</tr>
<tr>
<td>FY17</td>
<td>105.1</td>
</tr>
<tr>
<td>FY18</td>
<td>73.6</td>
</tr>
<tr>
<td>FY19</td>
<td>271.3</td>
</tr>
<tr>
<td>FY20</td>
<td>283.3</td>
</tr>
<tr>
<td>FY21</td>
<td>282.9</td>
</tr>
</tbody>
</table>

**Technical Consulting Portfolio**

- FIG: 48.1%
- MAS: 12.5%
- INFRA: 4.6%
- PPP TA: 34.9%

TOTAL: US$7.6M
Current CPF (FY17-FY22)
RESULTS AND EVALUATION OF OBJECTIVES
Selected Major Achievements

- Over 500,000 farmers benefiting from improved agricultural assets and services
- The ratio of textbooks to students went from 1:12 to 1:2
- Over 100,000 people benefiting from improved flood protection
- A 25% reduction in the price of road transport of containers between Douala and N'Djamena
- 153 municipalities conducted a survey of their constituents to assess their needs

Health & Nutrition
- Improved maternal and child health in the Far North, North, East and Adamawa

Safety Nets
- Cash transfers provided to over 100,000 households in the Far North and North

Electricity
- 150 MW of additional renewable energy generated

Public Finance
- More than 90% of decentralized public investment projects come from Local Development Plans

Agriculture
- Over 500,000 farmers benefiting from improved agricultural assets and services

Education
- The ratio of textbooks to students went from 1:12 to 1:2

Local Infrastructure
- Over 100,000 people benefiting from improved flood protection

Transport
- A 25% reduction in the price of road transport of containers between Douala and N'Djamena

Citizen Engagement
- 153 municipalities conducted a survey of their constituents to assess their needs
Results of the FY17-FY22 CPF

Overall, the results of the FY17-FY22 CPF are judged to be ‘Moderately Satisfactory’

Specific results for the individual Pillars and Objectives are presented below:

CPF Pillar 1: Addressing Multiple Poverty Traps and Fragility (with focus on Northern Regions)

- Objective 1: Increased Productivity and Access to Markets in the Agriculture and Livestock Sectors
- Objective 2: Improved Maternal and Child Health and Nutrition
- Objective 3: Enhanced Quality of, and More Equitable Access to, Education
- Objective 4: Expanded Social Safety Nets

CPF Pillar 2: Fostering Infrastructure and Private Sector Development

- Objective 5: Improved Access to Local Infrastructure
- Objective 6: Increased National Availability of Electricity
- Objective 7: Improved Transport Services
- Objective 8: Improved Business Environment and Access to Financial Services

CPF Pillar 3: Improving Governance

- Objective 9: Setting Up Fundamentals for Labor Market Responsive Skills Development System
- Objective 10: Improved Efficiency of Public Expenditure and Service Delivery
- Objective 11: Improved Regulatory and Institutional Framework for Key Sectors
- Objective 12: Increased Citizen Engagement at Local Level

[Icons representing achievement levels: 'Achieved', 'Mostly Achieved', 'Partially Achieved', 'Unachieved', 'Non-Verifiable']
Lessons Learned

Alignment: Aligning projects more closely with Government objectives

Maturation: Ensure that projects are ready for implementation and aligned with the Government process

Adaptability: Ensure that interventions are adaptable and respond to Cameroonian realities, such as the increase in refugees and forced displacement

Multisectorality: Projects should address several sectors at once to increase their impact.

Beneficiary Involvement: Projects should be planned, designed, and managed with the greatest possible involvement of beneficiaries, including refugees

ASA: Analytical and Advisory products require a great deal of commitment and ongoing communication to be impactful

DLIs: Well-designed Disbursement-Linked Indicators can hold stakeholders accountable, but associated high costs need considering

Gender: A focused approach to gender is needed to identify areas where the Bank can play the most important role in Gender Equality and Women’s Empowerment (GEWE)

Maturation: Ensure that projects are ready for implementation and aligned with the Government process

Adaptability: Ensure that interventions are adaptable and respond to Cameroonian realities, such as the increase in refugees and forced displacement

Multisectorality: Projects should address several sectors at once to increase their impact.

Beneficiary Involvement: Projects should be planned, designed, and managed with the greatest possible involvement of beneficiaries, including refugees

ASA: Analytical and Advisory products require a great deal of commitment and ongoing communication to be impactful

DLIs: Well-designed Disbursement-Linked Indicators can hold stakeholders accountable, but associated high costs need considering

Gender: A focused approach to gender is needed to identify areas where the Bank can play the most important role in Gender Equality and Women’s Empowerment (GEWE)
Development of the new CPF (FY23 - FY27)
Key Elements of the CPF

- The Country Partnership Framework (CPF) is the WB Group's major tool for country engagement.
- It focuses on the country's development objectives, as well as previous results, with a long-term vision through the cycle of several CPPs.
Conclusions of the Systematic Country Diagnostic (An Update)

Constraints

- Low Productivity
- Fragility and Governance
- Limited Transparency and Accountability

Pathways

- Strengthening the Private Sector
- Reducing Fragility and Strengthening Governance
- Protecting and Investing in People

Poverty Reduction and Shared Prosperity
Facilitating the socio-economic inclusion of refugees and/or their return to their countries of origin

Strengthen preparedness for increased or potential new refugee flows
IFC’s Priorities in Cameroon

**ICT:** Liberalization of the sector, revision of the licensing framework

**Agriculture and business climate:** Adoption of regulations on warehouse receipts, land reform to allow for efficient land leasing mechanisms.

**Energy:** Establishment of mechanisms for the payment of bills and arrears; finalization of the transfer of assets from the electricity company to the transmission company.

**Transport:** Production of a coherent port development policy to align the development objectives of the ports of Douala and Kribi.
Discussion
**Discussion**

1. What are the three main priorities for advancing Cameroon’s development agenda in the coming years?

2. If the Bank were to support only one operation in the next CPF, which one would you propose based on the above priorities?

3. Which processes/tools to put in place to safeguard transparency, efficacy and efficiency of public spending?

4. What are the urgent crises (floods, drought, other) that may affect your region and how can the Bank help you respond?

5. What support for refugees and host communities would you like to see funded if the Government accesses new funds through the WHR window?
Discussion

Do you believe you contribute, as a stakeholder in development, efficiently to implementation of World Bank projects? If no, what needs to be done?

What is the most important challenge that Cameroon faces in the next five years?

What should the World Bank Group’s support be focused on given its comparative advantage and expertise?
Thank you
Annexes
Our Mission

Ending extreme poverty

• Decreasing the proportion of the world population living on less than US$1.90 to less than 3% by 2030

Promoting shared prosperity

• Promoting, in each country, an increase in income for the poorest 40% of the population
IDA 20 Special Themes

- Jobs and Economic Transformation
- Gender Equality
- Climate Change
- Fragility, Conflict, and Violence
- Governance and Institutions
- Human Capital
**Twin Goals**

**Pillar 1: Addressing Multiple Poverty Traps and Fragility**
- **Objective 1**: Increased Productivity and Access to Markets in the Agriculture and Livestock Sectors
- **Objective 2**: Improved Maternal and Child Health and Nutrition
- **Objective 3**: Enhanced Quality of, and More Equitable Access to, Education
- **Objective 4**: Expanded Social Safety Nets
- **Objective 5**: Improved Access to Local Infrastructure

**Pillar 2: Fostering Infrastructure and Private Sector Development**
- **Objective 6**: Increased National Availability of Electricity
- **Objective 7**: Improved Transport Services
- **Objective 8**: Improved Business Environment and Access to Financial Services
- **Objective 9**: Setting Up Fundamentals for Labor Market Responsive Skills Development System

**Pillar 3: Improving Governance**
- **Objective 10**: Improved Efficiency of Public Expenditure and Service Delivery
- **Objective 11**: Improved Regulatory and Institutional Framework for Key Sectors
- **Objective 12**: Increased Citizen Engagement at Local Level
Objective 8: Improved Business Environment and Access to Financial Services

Issues

Delays in setting up a credit bureau, as well as difficulty in measuring the reduction in costs for businesses resulting from the simplification of the registration, licensing and inspection systems for SMEs.

Objective 9: Setting Up Fundamentals for Labor Market Responsive Skills Development System

Issues

Delays in the preparation of the *Secondary Education and Skills Development Project* (P170561). Nevertheless, a Skills Development Fund manual has been prepared and grants are pending approval by the Prime Minister.

Objective 11: Improved Regulatory and Institutional Framework for Key Sectors

Issues

Sufficient progress has only been made in the forestry sector (REDD+), with reforms in the mining, transport, public enterprises and decentralization sectors lagging.
Starting Point: The Government’s Strategy

1. Structural Transformation of the Economy
2. Development of Human Capital and Well-Being
3. Promotion of Employment and Economic Integration
4. Governance, Decentralization and Strategic Management of the State
Conclusions of the Systematic Country Diagnostic (Update)

1. Low Productivity in Rural Areas and in the Formal and Informal Private Sector: value added per worker has declined in all sectors except agriculture, which nevertheless remains low.

2. Increasing Fragility and Poor Governance in the Public and Private Sectors: Cameroon is affected by various crises and is home to a significant number of refugees and internally displaced persons.

3. Limited Transparency, Accountability, and Promotion of Reforms: Cameroon is below the Sub-Saharan African average for controlling corruption.
Pathways to Poverty Reduction and Shared Prosperity

Strengthen the Private Sector
- Sound fiscal policy and debt management
- Improved infrastructure
- Accessible financial services for all

Reduce Fragility and Strengthen Governance
- Frameworks for decentralization
- Improved public expenditure management
- Inclusive access to services
- Security of land tenure
- Reduction of the state's footprint

Protect and Invest in Citizens
- Improving human capital
- Skills development
- Empowering women

Detailed Conclusions of the Systematic Country Diagnostic (Update)
Proposed Timeline for the CPF

- **Feb-May**: Internal consultations (World Bank)
- **24 Jun**: Decision-Meeting on the CPF Concept Note
- **Aug/Sept**: Additional consultations in Cameroon (if required)
- **5-17 Oct**: CPF shared with stakeholders for final approval
- **Jul-Aug**: Drafting of the full CPF
- **6 Sep**: Decision Meeting on the full CPF
- **6 Dec**: Approval by the Board of Directors