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**INTERNATIONAL DEVELOPMENT ASSOCIATION**

**INTERNATIONAL FINANCE CORPORATION**

**AND MULTILATERAL INVESTMENT GUARANTEE AGENCY**

**PERFORMANCE AND LEARNING REVIEW  
OF THE COUNTRY PARTNERSHIP FRAMEWORK**

**FOR THE  
REPUBLIC OF CAMEROON**

**FOR THE PERIOD FY2017-FY2021**

**July 08, 2019**

**Africa Region Central Africa Department 1  
The International Finance Corporation  
The Multilateral Investment Guarantee Agency**

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US\$1 =FCFA 574.05

**ABBREVIATIONS AND ACRONYMS**

AF	Additional Financing
AFD	French Development Agency ( <i>Agence Française de Développement</i> )
AfDB	African Development Bank
AIMDP	Agriculture Investment and Market Development Project
ARSEL	Electricity Sector Regulatory Agency ( <i>Agence de Régulation du Secteur de l'Electricité</i> )
ASA	Advisory Services and Analytical
BEAC	Bank of Central Africa States
CAR	Central African Republic
CDD	Community Driven Development
CEMAC	Central African Economic and Monetary Community
CFA Franc	Central African Franc
CPF	Country Partnership Framework
CPI	Consumer Price Index
CPIA	Country Policy and Institutional Assessment
DPs	Development Partners
DPO	Development Policy Operation
DSA	Debt Sustainability Analysis
EIB	European Investment Bank
ENEO	Energy Company of Cameroon
EU	European Union
FDI	Foreign Direct Investment
GBV	Gender-based Violence
GDP	Gross Domestic Product
GESP	Growth and Employment Strategy Paper
GNI	Gross National Income
GoC	Government of Cameroon
GP	Global Practice
GPE	Global Partnership for Education
GRM	Grievance Redress Mechanisms
HC	Human Capital
HCI	Human Capital Index
IBRD	International Bank for Reconstruction and Development
ICT	Information and Communication Technologies
IDA	International Development Association
IDPs	Internally Displaced Persons
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IMF	International Monetary Fund
MFD	Maximizing Finance for Development
MIGA	Multilateral Investment Guarantee Agency
MS	Moderately Satisfactory

MU	Moderately Unsatisfactory
MW	Megawatt
NAP	National Adaptation Plan
NDC	Nationally Determined Contribution
NGO	Non-governmental Organization
NW AND SW	North West and South West Regions
PBF	Performance-based Financing
PDO	Project Development Objectives
PLR	Progress and Learning Review
PPIAF	Public-Private Infrastructure Advisory Facility
PPP	Public-private Partnership
RoC	Republic of Cameroon
RPBA	Recovery and Peace Building Assessment
RSR	Rapid Social Response
RSW	Refugee Sub-Window
SCD	Systematic Country Diagnostic
SDGs	Sustainable Development Goals
SME	Small and Medium Size Enterprise
SOE	State Owned Enterprise
SSA	Sub-Saharan Africa
TA	Technical Assistance
TFs	Trust Funds
TVET	Technical and Vocational Education and Training
U	Unsatisfactory
UN	United Nations
UNHCR	UN's High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
WBG	World Bank Group

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## I. INTRODUCTION

1. **This Performance and Learning Review (PLR) summarizes progress in the implementation of the Country Partnership Framework (CPF) for Cameroon for the period FY17-FY21.** The CPF discussed by the Board of Executive Directors on March 28, 2017 was based on the findings of the Systematic Country Diagnostic (SCD), the World Bank Group's (WBG) strategic priorities, and the Government's Strategy for Growth and Employment – including its commitment to the Sustainable Development Goals (SDGs) and responsibilities in climate change mitigation and adaptation. The SCD recognized that Cameroon is not achieving its considerable potential because it is a country at two speeds - while poverty and inequality were improving in much of the country, they were deteriorating in the northern regions which are the poorest and affected by conflict. The CPF was thus designed around three pillars to: (i) address multiple poverty traps in rural areas with a focus on northern regions; (ii) foster infrastructure and private sector development; and (iii) improve governance.

2. **The country context has changed significantly in the past two years. On the economic front, Cameroon is now supported by an International Monetary Fund (IMF) program.** In June 2017, Cameroon embarked on an Extended Credit Facility program with the IMF – alongside other countries of the Central African Economic and Monetary Community (CEMAC) – to restore external and fiscal sustainability following the 2014 oil price drop and to improve debt sustainability. **On the socio-political front, violent conflict has emerged in Cameroon's two Anglophone regions, the North West and South West (NW and SW) regions.** This conflict, the root causes of which are very different from the conflict in the north, has considerable social and economic impacts and has resulted in large-scale displacement.

3. **The CPF pillars remain relevant and aligned with Government's vision.** Pillar 1 is redefined to highlight better its focus on fragility. CPF results are encouraging even if uneven and slower than planned. The PLR adjustments focus on: (i) further increasing emphasis on the fragile and conflict-affected Northern regions and the Lake Chad Region; (ii) dedicating special efforts to the NW and SW regions; (iii) addressing complex Human Capital (HC) challenges (especially stunting); (iv) more deliberately addressing gender issues (gender-based violence (GBV) and young women/girls' empowerment); (v) aiming for a deeper policy dialogue in selected sectors to be supported by a development policy operation (DPO) series; and (vi) strengthening the Maximizing Finance for Development through the cascade approach. The program will further deepen its already considerable integration of climate considerations. The CPF period will be extended by one year to FY22 to allow for materialization of results in the face of slow implementation of part of the activities. The results framework is adjusted accordingly.

## II. MAIN CHANGES IN COUNTRY CONTEXT

### A. Fragility

4. **Cameroon has become an increasingly fragile country with a considerable share of its population living in conflict areas. Since 2012, Cameroon's Far North region has suffered from the Boko Haram conflict** which originated in North East Nigeria. The violence feeds on the hopelessness resulting from abject poverty, the limited presence of government services such as education and health, and a limited natural resource base. The latter is aggravated by climate change and high fertility rates, which put pressure on the availability of natural resources, resulting in conflicts over land and water. While the intensity of the violence has abated since its peak in 2016, there are continued frequent small-scale suicide attacks, especially in areas close to Lake Chad and the border with Nigeria. Furthermore, the risks for renewed escalation are considerable given that the deteriorating situation in Nigeria has spill-over effects in Cameroon. The Far North region hosts approximately 102,000 Nigerian refugees and 244,000 internally displaced persons (IDPs). The coordinated efforts of the Governments of Cameroon (GoC), Chad, Niger, and Nigeria are leading to closer collaboration for the recovery and development of the Lake Chad region which straddles the four countries. Importantly, the population of the Far North

region appreciates the efforts of the government and the army.<sup>1</sup> The Adamawa and East regions continue to suffer the impacts of chronic instability in Central African Republic (CAR) and violent banditry, with the two regions combined hosting about 234,000 Central African refugees.<sup>2</sup>

**5. In the most significant change since the CPF, violent conflict has emerged in the Anglophone NW and SW regions.** It is grounded in specific grievances related to identity, the rollback of the original federal state, as well as a lack of respect for the anglophone justice and education systems and for bilingualism in the public sector. What started as peaceful demonstrations in 2016 gave way to a violent secessionist conflict perpetrated by a multitude of armed groups, increasingly laced with common banditry, resulting in a dramatic escalation in violence since 2018. Government officials, security forces, those who resist orders for boycotts, and better-off individuals are all targeted. Government efforts to promote dialogue and a peaceful resolution to the conflict have thus far not been successful. The deployment of the army has been associated with allegations of human rights abuses and the trust of the NW and SW populations in the national security forces has declined sharply. More than a thousand fatalities have been recorded including more than a hundred security personnel, by far surpassing recent fatalities in the Far North region. About 500,000 people from the NW and SW regions are now internally displaced and another 32,000 have sought refuge in Nigeria. (See Figure 1.) As social services have largely collapsed, a humanitarian crisis has unfolded. Whereas NW and SW regions traditionally had strong social services, many schools have been closed since the conflict started as they are targeted by secessionist forces. While the root causes of the conflict in the NW and SW regions are quite different from those in the Far North region, there are common factors, notably the poor quality of government services associated with corruption, a lack of empowerment of local governments and communities, and a sense of marginalization by a highly centralized state.

## ***B. Socio-political Developments***

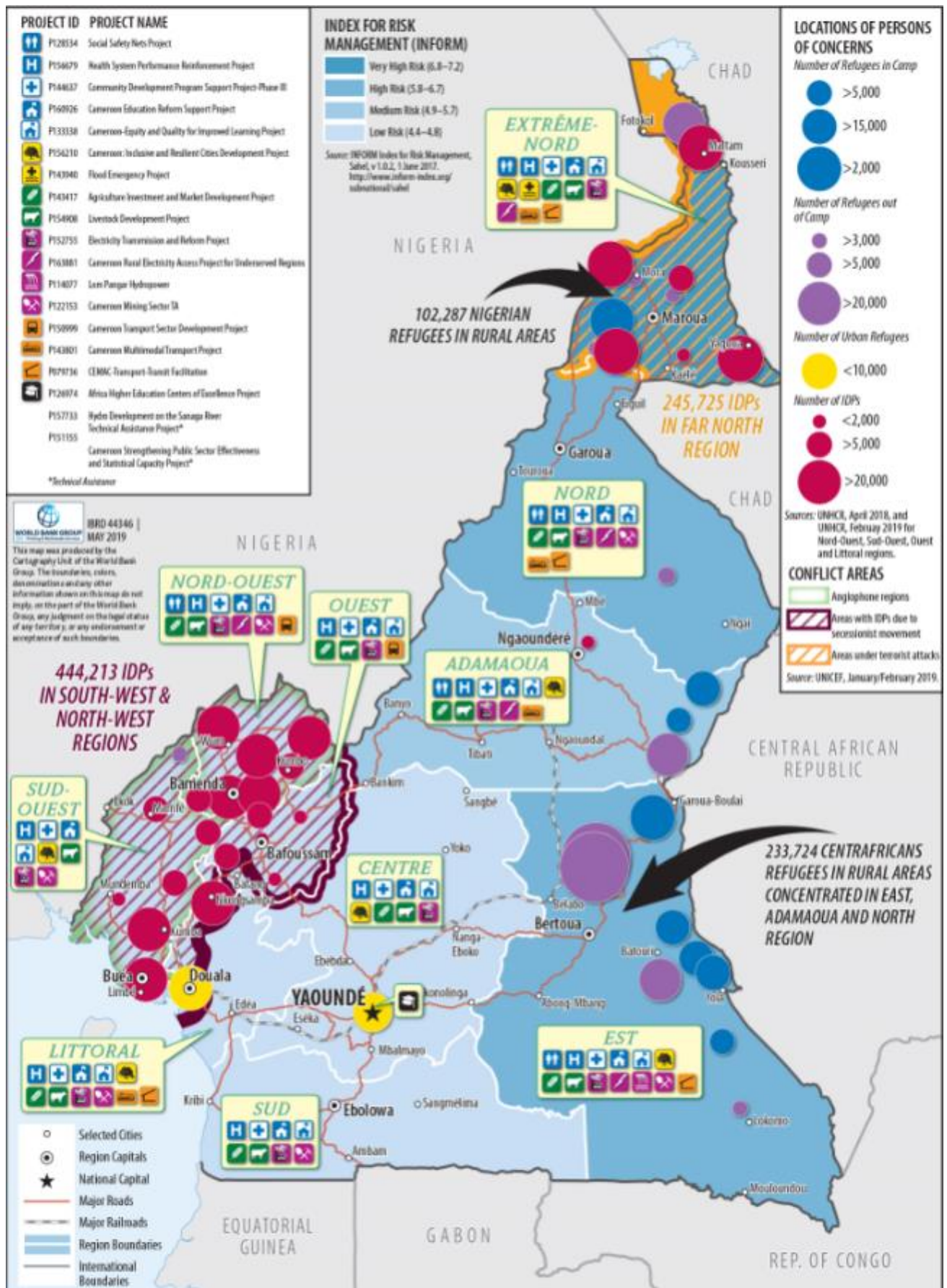
**6. In October 2018, President Paul Biya, in power since 1982, was reelected for a seventh seven-year term.** Nevertheless, the political landscape has changed with the emergence of several new opposition figures, which could affect the parliamentary and municipal elections tentatively scheduled to be held later in 2019. The President has highlighted decentralization as a focus of his new mandate and has created a Ministry of Decentralization and Local Development. A package of decentralization laws has been adopted by Parliament and regional elections are tentatively slated to be held later in 2019. The President has created a National Disarmament, Demobilization and Reintegration Committee to offer opportunities to those who abandon Boko Haram or the secessionist struggle.

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<sup>1</sup> After reports of early human rights violations, the army has enhanced its community outreach in the Far North region. A survey conducted as part of the social assessment for the rehabilitation of the Mora-Kousseri road confirmed that the population appreciates the presence of the army.

<sup>2</sup> East Region is hosting 173,740 refugees, while Adamawa is hosting 59,984.

**Figure 1: Location of Refugees and IDPs and Geographic Representation of World Bank-financed Projects**



### ***C. Recent Economic Developments.***

**7. In response to the sharp drop in oil prices in 2014-2016, the Heads of State of the CEMAC<sup>3</sup> decided in late 2016 to protect the Central African Franc (CFA) peg to the Euro, restore external and fiscal stability, and pursue economic diversification.** All countries agreed to seek IMF, World Bank, African Development Bank (AfDB) and French Development Agency (*Agence Française de Développement*, AFD) support.<sup>4</sup> Regional growth has improved from 0.9 percent in 2017 to 2.4 percent in 2018 largely because of a rebound in oil prices. The non-oil primary fiscal balance has improved from -13.8 percent of non-oil gross domestic product (GDP) in 2016 to -7.4 percent in 2018. Gross regional reserves recovered from 2.3 months of imports in 2016 to 2.7 in 2018.<sup>5</sup> While a reserves crisis has thus been averted, the growth and reserves recovery remain fragile and considerable further structural reforms are needed for sustainable results.

**8. Cameroon's economy, the largest in CEMAC, has been recovering with favorable medium-term prospects, but downside risks are considerable.** After GDP growth slowed to 3.5 percent in 2017, it reached 4 percent in 2018 and is expected to attain 4.2 percent in 2019, driven by public works and financial services, an increase in gas production, and a slower than expected decline in oil production. The fiscal deficit has narrowed from 6.1 percent in 2016 to an estimated 2.5 percent in 2018, as improved non-oil revenue mobilization has offset overruns in uncategorized expenditures. Measures on the revenue side included better taxpayer segmentation, stronger recovery of tax arrears and improved customs collection on imports of refined fuel products. The conflict in the NW and SW regions has significant impacts, with declining production in cocoa, coffee and bananas. Total production loss resulting from the anglophone crisis was estimated at about 0.5 and 0.3 percent of GDP in 2017 and 2018, respectively. Revenue collection in the two regions declined by about 8 to 9 percent in 2017, in contrast to good revenue performance nationwide. The public debt-to-GDP ratio has further increased, reaching 39 percent of GDP in 2018. Cameroon continues to be at high risk of debt distress, but its debt profile is expected to improve in the medium term. Overall, banks remain liquid, profitable, and well capitalized though asset quality is deteriorating with Non-Performing Loans reaching 15.3 percent at end of 2018 compared to 14.1 percent at end of 2016 mainly due to payment delays by the public sector. Cameroon has made little progress in addressing structural impediments to sustainable and inclusive growth – it ranks 166 in Ease of Doing Business, and broadband penetration is only 14 percent. The conflict in the NW and SW, and the upcoming municipal, regional and parliamentary elections all represent risks to the economic outlook. Limited prioritization, effectiveness and efficiency of the public investment program, and excessive reliance on non-concessional financing present risks to debt sustainability<sup>6</sup>. The fourth review of the IMF Extended Credit Facility program was completed in May 2019 and the associated staff report is expected to be considered by the IMF Board in summer 2019.

### ***D. Changes to Poverty Reduction and Shared Prosperity.***

**9. Cameroon's overall poverty rate is estimated to have declined marginally from 23.8 to 22.6 percent between 2014 and 2018, using the international poverty line of US\$1.9 per day.** It is unlikely that the sharp regional disparities in poverty have declined, with the incidence of poverty measured by the national poverty line in 2014 ranging from 74, 68, and 55 percent in the Far North, North and North West regions, respectively, compared to 19 and 22 percent in the Littoral and West regions, respectively. Cameroon's Human Capital Index (HCI) is 0.39, just below the 0.4 average for Sub Saharan Africa, notwithstanding its middle-income status. It is likely that the security crisis in the NW and SW regions

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<sup>3</sup> CEMAC is comprised of Cameroon, Central African Republic, Chad, Equatorial Guinea, Gabon, and Republic of Congo.

<sup>4</sup> The Republic of Congo and Equatorial Guinea are not yet under disbursing IMF programs.

<sup>5</sup> Data from IMF CEMAC staff report.

<sup>6</sup> The last Debt Sustainability Analysis (DSA) took place in 2018.



will have a severe impact on both poverty and the HCI as it has been estimated that about 4.2 million people are in urgent need of humanitarian assistance.<sup>7</sup>

**10. Cameroon remains vulnerable to climate change, which acts as a threat multiplier for achieving poverty reduction and shared prosperity, particularly in the north.** Climate change will exacerbate rainfall variability and increase the likelihood of sporadic floods and droughts. Cameroon has outlined its priorities to reduce greenhouse gas emissions and build resilience to climate risks. In its Nationally Determined Contribution (NDC)<sup>8</sup> which stipulates that with international support, the country commits to reducing greenhouse gas emissions by 32 percent by 2035. Cameroon’s National Adaptation Plan (NAP)<sup>9</sup> aims at: “reducing its vulnerability, and even turning the climate change problem into a solution/opportunity for development”.

### III. SUMMARY OF PROGRAM IMPLEMENTATION

#### A. Program Delivery and Implementation

**11. Lending to date has been strong and largely in line with the CPF plans, reflecting strategic adjustments to enhance financing for the poorest and most fragile regions, support reforms through DPOs and strengthen the environment for MFD.** International Development Association (IDA) and International Bank for Reconstruction and Development (IBRD) financing commitments over FY17-FY19 reached US\$1.8 billion, while the average project size has increased by 86 percent since FY16 (Table 1). In line with Pillar 1 of the CPF, and as highlighted in Figure 1, the portfolio has shifted toward Cameroon’s poorest and fragile northern regions, with more than half of new commitments located there. This includes dedicated support for refugees and their host communities with the Community Driven Development (CDD), Social Safety Nets, Health System Performance and Education Reform Support Projects together drawing on US\$130 million in financing from the IDA18 Refugee Sub-window.<sup>10</sup> Reflecting the MFD through the cascade approach, IBRD provided a US\$300 million guarantee for the Nachtigal Hydropower Project. Following Cameroon’s engagement with the IMF, a DPO series was launched with a first DPO (US\$200 million) delivered in FY18, and a second (US\$200 million) expected to be delivered in FY20. At the end of FY19, the active portfolio was comprised of fifteen national projects amounting to net commitments of US\$1.8 billion and two regional operations for which the Cameroon portion totals US\$417 million.<sup>11</sup>

**12. While most projects that are currently effective are progressing well towards their development objectives, implementation has recently slowed.** First, effectiveness delays have increased considerably. As of end-June 2019, two Board-approved projects were still pending effectiveness. Second, disbursement has also slowed. In FY17-FY18, and notwithstanding a strong increase in net commitment, disbursement was strong thanks to a very close collaboration with Government, including a much shorter and yet higher-quality process for involuntary resettlement. Implementation slowed considerably in FY19 however, when the disbursement rate reached only 5.5 percent at end-April. Several factors have contributed to this slowdown in effectiveness and implementation: Government introduced new and lengthy procedures to strengthen control over new borrowing; encountered difficulties in prioritizing projects in the context of the borrowing limits agreed under the IMF program; halted disbursements repeatedly in FY19 to respect the ceiling on disbursement against externally financed projects under the IMF program; and experienced considerable delays before and after the presidential elections of October 2018. These factors, together with the security situation in the NW and SW, have also affected the quality of the portfolio and four projects are currently rated

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<sup>7</sup> The United Nations (UN) Cameroon Humanitarian Needs Overview 2019.

<sup>8</sup> [Cameroon Country Page](#), WBG Climate Change Knowledge Portal.

<sup>9</sup> [Cameroon Nationally Determined Contribution](#), 2015. UNFCCC.

<sup>10</sup> Under IDA18, Cameroon received US\$130 million from the RSW, which under RSW rules, was provided on grant terms due to Cameroon’s high risk of debt distress.

<sup>11</sup> Two projects currently in the portfolio will close by the end of FY19.

moderately unsatisfactory for implementation progress, with actions underway to address this situation. Six projects closed over FY17-FY19, with three projects rated moderately satisfactory (MS), one rated moderately unsatisfactory (MU), and two rated unsatisfactory (U) for their Development Objectives by both Independent Evaluation Group (IEG) and Management.

**Table 1: Planned and Actual IDA/IBRD Financing FY17-FY19 (US\$ millions)**

CPF Program	CPF	Actuals	Planned	Status
Grand Total (IDA + IBRD)	Focus	1,785	2,117	
IDA 17 Balance and IDA18	Area	768	630	
Livestock Development Project (P154908)	1	100	100	Active
Mining Sector TA Project (P122153) - AF	1	27	27	Active
Hydropower Development on the Sanaga River Project (TA) (P157733)	3	26.3	23	Pending effectiveness
Inclusive Cities Project (P156210)	1	160	160	Active
PFM for Service Delivery Reform Project (P151155)	3	31	30	Active
Community Development Program Support - Forced Displacement (P144637)- AF (*)	1	48	0	Addition to CPF-Active
Social Safety Nets - Response to Crisis (P128534) -AF (*)	1	60	0	Addition to CPF-Active
Health System Performance Reinforcement (P156679) -AF (*)	1	36	0	Addition to CPF-Active
Education Reform Support Project (P160926)*	1	130	100	Advanced from FY 19 to FY18 - Active
Access to Electricity in Northern Regions (P163881)	1	150	150	Pending Signature
ICT Sector Reform Project	2	0	40	Postponed to FY 21 - under preparation
Regional Lake Chad Recovery and Development Project (P161706) (RI w/Nal IDA contribution - Total cost \$60 mo	1		50	Postponed to FY20 - under preparation
ID for Development Project (RI w/Nal IDA contribution)			20	Dropped
<b>IDA 18 Regional Integration without National IDA contribution (**)</b>		<b>0</b>	<b>0</b>	
Strengthening the Capacity of Regional Financial Institutions and Intermediation in the CEMAC Region (P161368)				Active
Improved Investment Climate within OHADA Project (P126663) - AF				Active
<b>IBRD</b>		<b>1,017</b>	<b>1,417</b>	
Electricity Transmission and Reform Project (P152755)		325	325	Active
Nachtigal Hydropower Project - Guarantee (P157734)		300	300	Active
Transport Sector Development Project (P150999)		192	192	Active
First Fiscal Consolidation and Inclusive Growth DPO (P163657) - IBRD		200	200	Fully disbursed
Second Fiscal Consolidation and Inclusive Growth DPO (P166694)			200	Moved to IDA & planned for FY20
Climate Smart Agriculture/Livestock Development Project			200	Renamed (P168772) - Postponed to FY20 under preparation (***)

**IDA/IBRD Financing FY 17-FY19 (US\$ millions) (as of end FY19)**

(\*) Includes financing from IDA18 Refugee Sub-Window (RSW)

(\*\*) Not included in the total

(\*\*\*) will be delivered under IDA financing

**Table 2: IDA and IBRD Portfolio Trends (as of June 6, 2019)**

Data as of	FY14	FY15	FY16	FY17	FY18	@ May 31
<b>PORTFOLIO AND DISBURSEMENTS</b>						
Active Projects #	13	14	15	15	17	<b>17</b>
Net Commitments Amt US\$ million	754.70	854.70	932.80	1,432.96	2,049.50	<b>1,998.07</b>
Total Disbursements US\$ million	234.19	342.88	361.92	354.40	704.59	<b>584.83</b>
Disbursement Ratio %	16.9	22.8	22.8	21.8	17.9	<b>6.6</b>
<b>PORTFOLIO RISKINESS</b>						
Actual Problem Project #	6	2	5	1	0	<b>4</b>
Problem Project %	46.2	14.3	33.3	6.7	0.0	<b>23.5</b>
Potential Problem Project #	2	3	1	0	3	<b>3</b>

**13. A strong series of Advisory Services and Analytical (ASA) products underpinned a robust policy dialogue and informed the lending program, especially for policy-based lending.** The Public Expenditure Review (P161120) (PER) and dedicated analytical work on State Owned Enterprises (P164253) and Civil Service and Wage Bill Management (P164266) provided the analytical underpinnings for much of the reforms supported by the DPO series and contributed to a robust public dialogue on the importance of social sector expenditures, opportunities for savings and prioritization in public investment, governance of state-owned enterprises, and inefficiencies in the wage bill policy for public servants. Policy notes on Results Based Financing for Improved Education Service Delivery (TFA02094, P133338), Skills for Jobs and Economic Diversification (P152086), and Building Productive Safety Nets (P149564) helped engage the Government in evidence-based dialogue and gave direction to

**Box 1: Impacts from Textbook Policy Reform**

Due to a costly and impractical approach to textbook production and distribution, including an obligatory new textbook every year for every subject, with the cost borne by families, Cameroon's textbook/student ratio was among the worst in the world. After ASA and TA helped build knowledge and provide recommendations, the DPO supported measures to revamp the textbook policy, which has reduced textbook prices and increased their quality. Combined with support from the Equity and Quality for Improved Learning Project (P133338), the textbook/student ratio has increased from 1:12 (1:30 in rural areas) in 2012 to 1:2.3 in 2018 for the three top subjects in the first three grades of basic education.

projects under delivery and preparation. The analysis of the education sector also led to critically important text book policy reform supported by the DPO series. Finally, the findings and conclusions of the Recovery and Peace Building Assessment (RPBA, P160779) related to the specific needs of refugees, internally displaced persons, returnees, and host communities and were critical to determining appropriate activities and interventions in the projects financed through the IDA18 RSW (see Table 3).

**Table 3: ASA Tasks Planned FY17-FY19**

ASA Tasks		Status
P152086	Cameroon: Skills for jobs & economic diversification	Delivered
P126389	Cameroon PBF Impact Evaluation	Delivered
P149564	Building Productive Safety Nets	Delivered
P144132	Cameroon - Country Economic Memorandum	Delivered
P156994	CM - Rural Community-based Land Tenure Models	Delivered
P160779	Cameroon Recovery and Peace Building Assessment	Delivered
P161653	Social Protection Financing Diagnostic	Delivered
P164253	Review of the Commercial State-Owned Enterprises Sector in Cameroon	Delivered
P162998	Increasing Climate Smart Agriculture Productivity in Northern Regions	Delivered
P161120	Cameroon Public Expenditure Review	Delivered
P164266	Civil Service and Wage Bill Management Analysis	Delivered
TFA02094	Results Based Financing for Improved Education Service Delivery	Delivered
P158599	Urban Sector Review and Poverty Assessment/ New Name: Cameroon City Competitiveness Diagnostic Enhancing the Economic Performance of African Cities	Delivered
P165302	Land Administration and Land Use Planning	Ongoing FY20
P151315	Cameroon Results Based Financing Enhanced Program Assessment	Delivered
P160072	Cameroon Secured Transactions and Collateral Registry	Delivered
P167954	Assessment of State-Owned Enterprises with a Focus on the Agriculture Sector/New Name: Diagnostic of Parastatal Involvement in Economic Sectors in Cameroon	Ongoing FY20
TF0A6094/P150999	Harmonization of the legal and institutional framework for PPPs (PPIAF)	Ongoing FY20
	Policy Note on Reforms in the Electricity Sector	Dropped
	Increasing the Competitiveness of the Transport Sector	Dropped
<b>Unplanned Tasks</b>		
P162974	Breaking Down the Barriers to Regional Agricultural Trade in Central Africa	Delivered
P165882	Central African Coastal Fisheries	Delivered
P164253	Review of the Commercial State-Owned Enterprises Sector in Cameroon	Delivered
P165760	Business environment reform support in Cameroon	Delivered
P161946	CMR Index Insurance Feasibility Study	Dropped
P166754	Africa Enterprise Surveys 2018	Ongoing FY20
P168137	CEMAC Trade Facilitation and Trade Corridor Analysis	Delivered
P162552	CEMAC Microfinance and Financial Consumer Protection project	Ongoing FY20
P167839	Cameroon Financial Sector Stability (FIRST Trust Fund)	Ongoing FY20
P167280	Applicability of OBA in Cameroon Irrigation and Cotton Sectors	Delivered
P169400	SPF: Cross-Border collaboration in the Lake Chad Region	Ongoing FY20
P170182	Cameroon Human Capital Plan	Delivered

**14. Under the MFD through the cascade approach, WBG collaboration has leveraged finance, expertise, and solutions to crowd in private sector investment and supported a more sustainable growth model in Cameroon.** The cascade approach is being applied successfully in both agriculture and energy sectors. In agriculture, efforts are designed to increase productivity through advisory services and improving access to finance. The Agriculture Investment Market Development Project (P143417) shows a slow, but satisfactory increase in the number of cooperatives with financing from commercial banks. In the energy sector, the transformational Nachtigal Hydropower Project (P157734) will help

meet increasing demand for electricity by increasing the country's generation capacity by 30 percent and reducing generation costs by 2022. Close coordination of WBG efforts ensured a conducive environment to crowd-in private capital, reducing the need for increased public debt.

### **Box 2: Nachtigal – Transformational WBG engagement in energy sector – MFD in practice**

The 420 megawatt (MW) Nachtigal Hydropower Project, with total financing of Euro 1.2 billion, will increase Cameroon's installed generation capacity by 30 percent at a cost of US\$0.07 kWh, among the lowest-cost generation project of its size in Sub-Saharan Africa (SSA). It will have a transformational impact on Cameroon, while showcasing one of the few hydropower Public-Private Partnerships (PPP) in Sub-Saharan Africa (SSA). Strong support from DFIs and the WBG was instrumental in securing private financing, demonstrating the principles of MFD by working in a complementary and collaborative manner. Building on 20 years of WBG support (see Annex 5), IBRD focuses on the regulatory framework, government capacity building, financial viability of the sector (DPO), as well as provision of critical risk mitigation instruments (payment and loan guarantees). IFC, as the co-developer and senior lender for the project, provides the project company with significant equity and debt, and mobilizes other lenders. MIGA provides its political risk insurance to equity investors to de-risk the project. Together, the WBG brings a unique set of experience, skills and instruments to work with the private sector including the Project developer - Electricity of France (EDF) - local commercial banks, and other development finance institutions to deliver this project in a sustainable way. Other partners (Proparco, European Investment Bank (EIB), and AfDB) also participated. Beyond direct impacts, the project also stretches the commercial bank market in Cameroon – with an unprecedented tenure of 21 years of local commercial bank financing – which paves the way for larger commercial financings and private investments both in the power sector and the infrastructure sector more generally in Cameroon.

**15. International Finance Corporation (IFC) total committed investment portfolio (own account) stands at US\$268.3 million (as of March 31, 2019) including the flagship Nachtigal operation**, where IFC has directly invested Euro 60 million (US\$69.8 million) in equity and lent up to Euro 110 million (US\$124.7 million) for its own account in the project while also mobilizing Euro 806 million (US\$913.9 million) from a lending syndicate of 11 development finance institutions and four commercial banks, and providing an interest rate swap on approximately Euro 300 million of notional, valued at US\$10 million. IFC operations are diversified across financial markets, business environment and infrastructure, especially in agriculture and energy sectors. IFC Advisory Services portfolio totaled US\$8.4 million as of quarter (Q)2 FY19. In financial markets and business environment areas, IFC support consists mainly of advisory services and technical assistance (TA). The objective of projects developed in financial markets is to improve financial inclusion and access to finance for small and medium size enterprises (SMEs) by leveraging digital finance and closing the SMEs finance gap through Risk Sharing Facilities (RSF) that allow commercial banks to increase lending to SMEs. Through its advisory services in agriculture value chains, IFC aimed at developing financing mechanisms for agriculture sector cooperatives and small farmers, including those supported by the World Bank-financed Agriculture Investment and Market Development Project (AIMDP, P143417) as well as TELCAR and SODECOTON. IFC contributes to the promotion of investment climate reforms by assisting the public-private dialogue platform and monitoring execution of the business enabling environment reforms roadmap. During the period FY17-FY18, Cameroon implemented two reforms that: (i) made starting a business easier through an online one-stop shop; and (ii) facilitated contract enforcement thanks to the adoption of a law regulating all aspects of mediation as an alternative dispute resolution mechanism.

**16. Multilateral Investment Guarantee Agency (MIGA) portfolio, totaling US\$457.2 million (as of June 13, 2019), consists of four projects in the energy sector.** Most recently, MIGA provided Euro 164.5 million of political risk insurance (breach of contract) to two equity investors for 15 years in the transformational Nachtigal hydropower project (see Box 2). In addition, MIGA supports, through its breach of contract cover, two additional independent power generation projects and a third project (US\$180 million) in transmission aimed at increasing the reliability and access to electricity.

## ***B. Evolution of Partnerships***

**17. Collaboration with Development Partners (DPs) has helped maximize impact across various sectors and areas.** Besides regular participation in the Multi Partnership Committee that brings together most DPs and the Government, the World Bank maintains a regular dialogue with key development partners, especially the AfDB, AFD, and European Union (EU). This engagement focuses on: DPO, which is also closely coordinated with IMF; public financial management, where a partnership framework with the Government was set up to support reforms related to public financial management, public investment, and state owned enterprises (SOEs); the transformational engagement in the energy sector, including the Nachtigal Hydropower Project (Box 2); and forthcoming support to climate-smart agriculture in the northern regions. The same group maintains a continuous dialogue with the Government on portfolio issues such as procurement, and the compensation process for land acquisition and involuntary displacement.

**18. The collaboration with UN's High Commissioner for Refugees (UNHCR) (and other UN agencies such as United Nations International Children's Emergency Fund (UNICEF) and World Food Program) has been critical to project implementation in the conflict-affected areas, such as the Far North region.** The Recovery and Peace Building Assessment (P160779) was led by Government and supported by the UN, the EU and the WBG. Implementation of the projects financed under the IDA18 RSW benefits from the very close partnership with UNHCR.

## ***C. Summary of Progress Towards Achieving CPF Objectives***

**19. Progress towards CPF objectives has been encouraging, even if uneven and slower than planned.** All CPF objectives are affected by slow project implementation, increasing delays in effectiveness and conflict in the anglophone areas. Nevertheless, there are tangible results to highlight under the three pillars, chief of which would be the transformation of the energy sector (see Box 2).
















- **Pillar 1 - Addressing Multiple Poverty Traps in Rural Areas with Focus on Northern Regions – Progress is largely on track, addressing the root causes of fragility and conflict in the northern regions, and notwithstanding the difficult security situation in the Far North region.** Of the five objectives, one is completed, one is on track, two largely on track, and one partially on track. With the full implementation of the Social Safety Nets Project, approximately 635,000 poor people now have access to a safety nets system in the Adamawa, Far-North, North, East, and North West regions and the cities of Yaoundé and Douala. Foundations of the system have been established and it is able to help poor households manage shocks, invest in better nutrition and school enrollment and even develop income-generating activities. It is also equipping the country with a proper response to security challenges, having provided an effective response for displaced and refugees. In primary education, the textbook/student ratio increased to 1:2.3 for the first three grades, and completion rates increased in the northern priority areas. In health, under-5 deaths declined from 147 per 1,000 in 2014 to 94 in 2018 in the northern and East regions. The Government has started to finance the safety net and health performance-based financing (PBF) systems from its own budget. More than 100,000 people in the Far North region gained access to improved sanitation facilities under the Sanitation Project (P117102). Productivity of crops supported under the AIMDP increased considerably. The Flood Emergency Project (P143940) has ensured the protection of about 60,000 people in the Far North region from the annual risk of floods, while also making possible a second rice harvest every year.
- **Pillar 2 - Fostering Infrastructure and Private Sector Development – Progress is considerably slower than was expected except for the electricity sector.** Of the four objectives, one is on track, and three are partially on track. There has been tangible progress in the objectives related

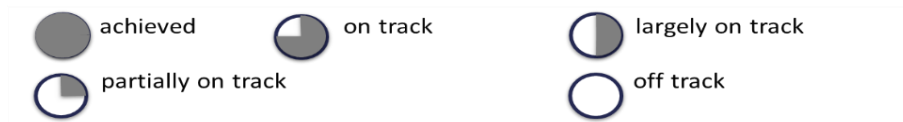
to the electricity sector, with about 120 MW in added generation capacity thanks to the completion of the Lom Pangar Hydropower dam, the regulating features of which will allow the further unlocking of the massive hydropower potential on the Sanaga River, starting with the Nachtigal Hydropower dam, which will add a further 420 MW. The reliability of access to electricity has improved with System Average Interruption Duration Index (SAIDI) reducing from 160 hours in 2015 to 86 in 2018. Progress in improving the relevance of skills, the business environment, and access to financial transport and digital services has all been slower than planned. The creation of credit and collateral registries is underway; the rehabilitation of major road corridors has suffered from security issues; and reform in the information, communication and technology (ICT) sector is stalled.

- **Pillar 3 - Improving Governance - Progress is solid and has benefited from the introduction of a DPO series.** Out of three objectives one is on track and two are largely on track. Local development plans, prepared by municipalities, are increasingly being used to guide local investment. An annual governance score card is produced for every municipality in the country, and the top scorers, or top improvers get access to additional investment funds. Municipal councils are increasingly using user surveys to seek citizen feedback. The successful PBF approach has expanded faster than planned in the health sector, with considerable improvements for quality of care scores, and a similar approach is being piloted in the basic education sector. On the regulatory front, the full unbundling of the power sector has been achieved. The introduction of a DPO series permitted work on several additional governance areas. A new Public Procurement Code has been enacted, clarifying the responsibilities of stakeholders and the independence of the complaint mechanism. Transparency has been increased for State Owned Enterprises. An education textbook policy has been approved, and health centers are now allowed to procure pharmaceuticals from companies other than the national pharmaceuticals store. The improved resourcing of the Road Fund has strengthened road maintenance.



### Box 3: Summary of Progress Against CPF Objectives

<b>Pillar 1: Addressing Multiple Poverty Traps in Rural Areas with focus on Northern Regions</b>	
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	
<b>Pillar 2: Fostering Infrastructure and Private Sector Development</b>	
Objective 6. Increased national availability of electricity	
Objective 7. Improved transport and ICT services	
Objective 8. Improved business environment and access to financial services	
Objective 9. Increased supply of skills demanded by the labor market	
<b>Pillar 3: Improving Governance</b>	
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	



#### IV. EMERGING LESSONS

**20. Lessons have emerged** around addressing conflict and fragility, tackling complex HC challenges, more deliberately addressing gender issues, strengthening the impact of DPOs, extending the MFD through the cascade approach, programming for climate change adaptation, and addressing implementation bottlenecks. These lessons inform the adjustments to the CPF, including the results framework.

**21. While the program is strongly focused on addressing the root causes and impacts of fragility and conflict in the northern regions, a similarly tailored approach is needed to address the conflict in the NW and SW regions while also combating nation-wide sources of fragility.** The program has deliberately emphasized activities that address the abject poverty, poor access to economic and social services, limited empowerment of local administrations, and conflict over natural resources in the northern regions, while also adjusting its operational approach in those areas in the Far North region that are in active conflict (Box 4). Going forward the program will further refine and extend this approach. The program will also adopt a tailored approach to the conflict in the NW and SW. Since the root causes and impacts of that conflict are very different from those in the Far North, the approach will need to be differentiated as well. Moreover, it will need to be dynamic as the situation evolves. For example, so far access to the NW and SW regions is severely limited even for international humanitarian actors. A continued emphasis on citizen engagement at the local level and eliminating inequities in access to social and economic services will address nation-wide sources of fragility.

#### **Box 4: How tailored measures allow continued work in areas in active conflict in the Far North region:**

The case of the Mora – Kousseri road rehabilitation  
under the CEMAC Transport Transit Facilitation Project (P079736)

In 2014, work on the Mora-Dabanga-Kousseri road – a critical segment of the corridor that links the port of Douala in southern Cameroon with the Far North region, Chad and Nigeria – was interrupted after the contractors' workers were kidnapped by Boko Haram (and subsequently released unharmed). In 2016, the Government requested that the work be resumed by the Army Corps of Engineers (ACE) under a Collaboration Framework between the Ministry of Defense and the Ministry of Public Works. The World Bank agreed and supported the Government in devising tailored instruments described below to manage the inherent, mostly social risks:

- A comprehensive social assessment of communities' perceptions – including of the military - conducted by a local non-governmental organizations (NGO);
- Revision of technical specifications for road rehabilitation to avoid involuntary resettlement and especially the destruction of houses and mosques;
- Inclusion of small works such as water points and school rehabilitation, to bring early visible support;
- Dedicated arrangements for monitoring the security situation;
- Deployment of security forces to protect the project sites, the ACE personnel and equipment;
- High standards for the selection of all military staff associated with the works and training of all military staff in international humanitarian law, human rights, and GBV;
- Embedded NGO with focal points in every village along the road to carry out local communication and implement the GRM which relies on pro-active communication with traditional chiefs, youth/women/men representatives, religious leaders, and local associations and committees;
- Tailored disbursement tool with control by an independent financial verifier;
- Third Party Monitoring closely coordinated with the embedded NGO and other stakeholders; and
- Weekly meetings with all stakeholders, and quarterly Directors' reviews of progress.

**22. Dedicated multisector approaches are needed to strengthen HC outcomes, especially for complex problems.** Good progress has been achieved in health, education and social safety nets thanks to strong sectoral programs. PBF has improved the efficiency of health sector financing by switching from traditional ad-hoc allocations to needs-based allocations, an approach now also being piloted in basic education. Yet with an HCI of only 0.39, support needs to shift to addressing key bottlenecks such as the delivery of birth certificates and identification, and complex multisectoral problems such as stunting, early pregnancies, and GBV<sup>12</sup>. Moreover, the success of project-supported activities such as the distribution of textbooks, significant coverage of the social safety net, and the application of PBF methods can only be made sustainable if the Government embraces them more comprehensively as part of its annual budget.

**23. Women's empowerment needs to be addressed more deliberately.** While World Bank-supported programs in health, education, safety nets, agriculture, and access to electricity, are already focusing on gender aspects, a more deliberate approach to empowerment will be adopted going forward. Given that GBV is highly prevalent in Cameroon, the program will incorporate activities to prevent GBV and mitigate the risks across the portfolio. Poor school completion rates for girls need to be addressed with dedicated approaches to prevent early pregnancies and incentivize school retention. These could include safe spaces, cash transfers, and relevant health services, as well as access to civic documentation which is a major bottleneck to transition from primary to secondary education. All projects that occupy women, whether through work or training, can mainstream temporary child care services that offer a light package of integrated health and education services.

**24. ASAs and DPOs have been instrumental in generating a more robust approach to policy, regulatory and institutional reform and can henceforth be tailored to seeking deeper sectoral reforms.** ASAs have been successful at laying the groundwork for reforms subsequently supported by the DPO series. The PER, and analytical work on SOEs, the wage bill, and textbooks have all been followed up with dedicated reforms supported by the DPO. With the Government having gained familiarity with this approach, we can move to support deeper sectoral reforms focused for example on the HC challenges or on MFD, which could be supported by the DPO series.

**25. Dedicated upstream collaboration across the World Bank, IFC, and MIGA to support adequate policy, institutional and regulatory reforms, as well as sufficiently strong institutions, are needed to underpin the MFD through the cascade approach.** Such approach has been successful in the energy and agriculture sectors, namely for the Nachtigal Hydropower and Agriculture Investment and Market Development Projects. Advisory services and TA as well as DPO support (in the case of the energy sector) have been key to support reforms which made the investment environment more attractive to the private sector. Provided there is sufficiently strong commitment to sector reform, similar approaches would be feasible for ICT, railways, and urban transport. Ongoing support for financial sector reform, including the creation of credit and collateral registries, agricultural insurance pilots, and the reform of the CEMAC capital markets, is a transversal enabler for MFD.

**26. Strong climate mitigation and adaptation co-benefits have been delivered and can be further strengthened through project selection.** Good progress has been made on delivering climate co-benefits by linking Cameroon's climate strategies and plans to project design. For example, the Hydropower Development on the Sanaga River TA Project and the Nachtigal Hydropower Project counted 100 percent climate co-benefits. Both were developed to make a strong contribution to achieving Cameroon's NDC mitigation goal of reducing greenhouse gas emissions by 32 percent by 2035. Going forward, the program will seek to finance projects that deliver results along the CPF's strategic objectives while also

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<sup>12</sup> Stunting affects 32 percent of children below 5. The 2011 DHS indicated that 25 percent of all 15 to 19-year-old girls have at least one child or are pregnant. GBV in Cameroon is among the highest in the world – for example 20 percent of women report that their first sexual experience was forced (2011 DHS).

contributing strongly to climate change adaptation or mitigation. Planned projects to support climate-smart agriculture, railway transport, and urban mobility all respond to this approach (See Annex 8).

**27. Addressing slow implementation will require a continued concerted and proactive approach.**

A close collaboration between Government and World Bank teams has addressed bottlenecks, such as resettlement compensation, procurement or disbursement processes. A portfolio team (composed of the fiduciary, safeguards and country management staff) has been set up to coordinate with the project implementation units with a view to solving bottlenecks as they arise. This approach can further be strengthened and rendered more pro-active as an Operations Manager will join the Cameroon Office in Yaounde. The Government has requested assistance from the World Bank in reviewing its legislation and procedures for involuntary resettlement based on a pilot implemented under World Bank-supported projects, which has resulted in shorter and higher quality processes. Even as we implement and strengthen all above technical measures, political issues may continue to affect the speed with which projects achieve effectiveness.

## **V. ADJUSTMENTS TO COUNTRY PARTNERSHIP FRAMEWORK**

**28. The CPF continues to provide an adequate framework for engagement, but some significant adjustments are needed.** The three CPF pillars remain relevant: address poverty gaps – especially in the fragile and conflict-affected areas, foster infrastructure and private sector development, and improve governance. At the same time, the country context has evolved significantly since the start of the CPF period. New political, economic, social, and security trends – as well as the delays in effectiveness and implementation – necessitate an extension of the CPF by one year until FY22 to provide additional time for objectives to be achieved. In addition, the lessons learned also point toward adjustments to the WBG operational approach, as described below.

### ***A. Adjustments to operational approach***

**29. The WBG will further increase its already strong support to development in the northern regions and the Lake Chad region, to address the causes and impacts of fragility and conflict, including abject poverty.** Additional support will focus on empowering girls and women, strengthening livelihoods through climate-smart agriculture and transport connectivity, improving supply of electricity through the connection of the southern and northern electricity transmission networks, and improving trade and transport along the Douala-Ndjamena corridor. Better coordination of development activities among the four countries bordering Lake Chad and stronger empowerment of local communities, including for the resolution of local conflicts, will also be supported. New proposed lending includes a Lake Chad Women's Empowerment and Economic Dividend Project, the Valorization of Investment in the Valley of the Logone Project (P168772), the Valorization of Investment in the Valley of the Benue Project (P166072), the Lake Chad Region Recovery and Development Project (P161706), the Cameroon-Chad Power Interconnection Project (P168185), and the Cameroon-Chad Transport Corridor Project (P167708). The results of this new lending will materialize mostly after FY22, in the next CPF period.

**30. The WBG will help minimize the loss of HC in the NW and SW regions.** Given the very fluid situation in the NW and SW regions with active ongoing conflict and very limited access even for humanitarian actors, a dynamic approach is necessary (Box 5).

**Box 5: A dynamic, tailored approach to WBG support in the NW and SW to help minimize the loss of HC**

Considering the fluid ongoing conflict, a dynamic approach is adopted to help minimize the loss of human capital, around three axes:

- **Focusing on the displaced and their host communities outside the NW and SW regions.** The ongoing Health System Performance Reinforcement (P156679), Education Reform Support (P160926), Social Safety Nets (P128534), and Community Development Program Support (P144637) projects will bring targeted attention to those that have fled the two regions and are displaced in the belt around NW and SW, namely in the West, Littoral, and Center regions, where host community services are strained by the arrivals of the displaced. This can be achieved by re-allocations in the ongoing portfolio.
- **Bringing support to the populations in the NW and SW as the situation allows.** The Social Safety Nets (P128534) and Health System Performance Reinforcement (P156679) projects continue to support beneficiaries in the NW and SW regions after adapting their delivery mechanisms, whereas projects in community driven development and in the education, agriculture, livestock, and roads sectors have had to interrupt their activities.
- **Once the situation has improved sufficiently, the WBG will consider surge support** with heightened attention to the root causes of the conflict, and mostly though AF to the existing portfolio.

An Economic and Social Impact Assessment will be carried out to further underpin the WBG's dialogue with the Government and guide future activities in the NW and SW regions.

**31. Greater focus will be put on HC challenges by capitalizing on successful ongoing reforms, addressing critical bottlenecks, and bringing a multi-sector approach to complex issues.** Access, efficiency and equity of social services will continue to be boosted by further expanding results-based approaches in the health sector and introducing them in basic education; by supporting the decentralization of staffing the health and education sectors; by moving from broad-based subsidies to secure government financing for HC; and by providing advice as Cameroon adopts a Universal Health Coverage approach. We will also start addressing the identification for bottlenecks through a results-based approach, where all public primary schools will be incentivized to ensure that all enrolled children from grade 3 to 6 have birth certificates. Stepping up our approach on HC will focus on four priorities: stunting; learning for all; fertility; and girls/women empowerment. Specifically, on **stunting**, the World Bank will help (i) elevate the priority of the issue and shift the policy approach towards local and community approaches; and (ii) complement existing health-centered nutrition interventions with targeted social safety nets, behavior change for at-risk households and increased provision of rural water and sanitation services. Regarding **learning challenges**, the World Bank will expand its support to include secondary education, while continuing to: (i) improve teacher quality and training, school management, and school inputs in basic education; (ii) strengthen learning measurement; and (iii) highlight innovations, including digital innovations. To address high **fertility** rates, the World Bank will continue to foster availability and use of reproductive health services and increase the emphasis on adolescent health services while moving to a more multisectoral and systematic approach to prevent early pregnancies among young girls. This will be achieved by: (i) boosting girls' and young women's access to secondary education and skills-building opportunities; and (ii) providing a holistic set of interventions at the community level. These activities will benefit from a package of instruments including: (i) an overarching programmatic ASA on Human Capital (P170182); (ii) sector specific ASAs, including the Global Partnership for Education (GPE) for Cameroon Education Sector Plan 2020-2025 (P167867), the Digital Economy for Africa (DE4A) Country Diagnostic (P160170) and the Global Financing Facility (GFF) window (focus on adolescent health); (iii) the ongoing Social Safety Nets (P128534), Health System Performance Reinforcement (P156679), and Education Reform Support (P160926) Projects as well as ongoing and future lending in agriculture, livestock, community development, and infrastructure; and

(iv) the proposed new Secondary Education and Skills (P160926), and Second Sahel Women's Empowerment and Economic Dividend Projects. A potential thematic DPO series on HC will also be explored.

**32. As a critical component of our strategy to boost HC, young girls/women's empowerment and GBV will be addressed through interventions that will tackle gender-based social norms through four channels.** First, the World Bank will boost the socioeconomic empowerment of adolescent girls through a combination of supply-side (upgrading the teaching and learning environment with a gender-sensitive lens) and demand-side (supporting girls through scholarships in targeted areas and communication campaigns) interventions in primary and secondary education, as well as in the skills sector. Close coordination with the social safety nets interventions will be fostered, leveraging targeting tools, community outreach and poverty maps. Second, investments in early years (through health, education and social protection interventions) will use parental practices as entry-point for intra-household conflict resolution and GBV. Third, community approaches involving religious leaders and community stakeholders will be piloted. Finally, systematic GBV prevention training will be included for primary and secondary teachers nationwide while vigilance and support to GBV prevention and response at the level of Project implementation will continue by strengthening project grievance redress mechanisms (GRMs). These specific activities will be supported by: (i) scale-up and mainstreaming of Early Years approaches in the ongoing Social Safety Nets (P128534), Health System Performance Reinforcement (P156679), and Education Reform Support (P160926) Projects; (ii) the forthcoming Secondary Education and Skills Project (P160926); (iii) the proposed Second Sahel Women's Empowerment and Economic Dividend Projects; and (iv) ASAs such as the Rapid Social Response (RSR) TF on GBV and Social Protection.

**33. Going forward, a deeper policy dialogue in selected sectors could inform a reform agenda to be supported by a DPO series.** The current DPO series addresses critical reforms for governance, growth, and HC. As the series concludes, it will be important to consider whether such a broad approach remains relevant, or whether a narrower, deeper focus may be useful going forward. Such an approach could focus on key policy and institutional measures for HC, including subsidy reform in favor of better financed HC programs; decentralization of staffing and other human resource management reforms addressing the lack of education and medical staff in the poorest regions; the expansion of performance-based approaches; and reforms permitting greater access to civic documentation. The ongoing analytical work on governance and on HC could support such a focus. Alternatively, a future DPO series could focus on MFD-enabling measures in sectors such as energy, ICT, transport, or agriculture. The ongoing analytical work on SOEs and the digital economy and the various TA activities in the financial sector could support such a focus. The Strengthening Public Sector Effectiveness and Statistical Capacity Project (P151155) will, in addition to supporting key governance reforms, help the Government implement the upcoming population census, the agriculture and livestock census as well as a new household survey, which will all help overcome current data gaps.

**34. The WBG will further strengthen its approach to MFD in the energy, transport, and possibly ICT sectors.** Building on progress to date, the WBG will continue to intervene along the entire energy sector value chain with the objective of enhancing energy access and reliability and fostering greater use of clean and renewable energy. The World Bank and IFC will further support institutional strengthening to ensure the financial viability of the power sector and service quality. With the Nachtigal Hydropower Project now under construction, support will be provided to identify and prepare the next Hydro Power Project on the Sanaga river. IFC and MIGA will explore opportunities for off-grid solar. In the transport sector, work will focus on MFD through the cascade approaches to urban mobility and railways. MIGA and IFC are exploring PPP opportunities in the transport sector such as a possible Yaounde-Douala toll road project and Douala Bus Rapid Transit project. In the financial sector, IFC will continue expanding access to finance by supporting the digital and housing finance sectors. In agriculture, IFC will focus on raising productivity across agricultural value chains. IFC also intends to leverage Cameroon's economic leadership role to foster competitiveness in the central Africa sub-region. This includes supporting

business reforms with regional institutions, capital markets and financial infrastructure development, trade facilitation, as well as the provision of private solutions in transport and logistics. Depending on the strength of commitment to reform in the ICT sector, a WBG approach will be pursued as well. The instruments supporting strengthened MFD include the ongoing Electricity Transmission and Reform (P152755), Nachtigal Hydropower (P157734), Hydropower Development of the Sanaga River TA (P122153), and Rural Electricity Access for Underserved Regions (P163881) Projects; and the proposed CAPEX for Energy Company of Cameroon (ENEO) (IFC), ENEO Liquidity and Performance Incentivization Guarantee (P169915), Cameroon-Chad Transport Corridor (P167798), Douala Urban Mobility (P1167795) and ICT Sector Reform (P161219) projects; as well as the DPO series.

**35. The lending IDA/IBRD program for the remainder of the CPF period could reach approximately US\$2 billion (including proposed regional IDA lending), depending on the availability of national and regional IDA resources<sup>13</sup> and strong progress in countering ongoing effectiveness and disbursement delays. A robust ASA program will continue to inform lending.** Lending will continue to be framed in support of the three CPF pillars and consider the adjustments laid out above. Moreover, lending is strongly focused on programs that will contribute to climate change adaptation and mitigation. A robust ASA program will continue to examine critical bottlenecks to inclusive growth and poverty reduction and consider options to guide future policy directions (see Tables 4 and 5).

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<sup>13</sup> IDA resources for Cameroon will depend on: (i) total IDA resources available over both IDA18 and IDA19 currently under discussion, and thus some FY20 proposed operations may require reallocations or shift into FY21; (ii) the number of IDA-eligible countries; (iii) the country's performance rating, per capita gross national income (GNI), and population; and (iv) the performance and other allocation parameters for other IDA borrowers.

**Table 4: FY20-FY22 Indicative IDA and IBRD Lending Program (US\$ million)**

US\$ million	CPF Focus Area	TOTAL	IDA			IBRD ***	Other RI, TF, Cofin.
			TOTAL IDA	National IDA	Other IDA windows		
<b>TOTAL FY20-FY22</b>		<b>2,030</b>	<b>1,705</b>	<b>1,281</b>	<b>424</b>	<b>295</b>	<b>30</b>
<b>FY20 - IDA 18 balance (indicative)*</b>		<b>910</b>	<b>835</b>	<b>545</b>	<b>290</b>	<b>75</b>	<b>0</b>
Second Fiscal Consolidation and Inclusive Growth DPO (P166694)	3		200	200	0		
Lake Chad Region Recovery and Development Project (P161706)	1		60	20	40		
Sahel Women Economic Empowerment & Demographic Dividend Project	1		75	25	50		
Cameroon-Chad Power Interconnection Project SOP1 (P168185)-(Fragility)	1		300	100	200		
Valorization of Investments in the Valley of the Logone (P168772) - (Fragility) (**)	1		200	200	0		
Eneo Liquidity and Performance Incentivization Guarantee (P169915)	2		0			75	
<b>FY21 - and Beyond - IDA 19 (Indicative)</b>		<b>845</b>	<b>625</b>	<b>491</b>	<b>134</b>	<b>220</b>	<b>0</b>
Douala Urban Mobility Project (P167795)	2		0	0	0	220	
Cameroon-Chad Transport Corridor SOP1 Cameroon Corridor (Railway) (P167798) - (Fragility)	1		200	66	134		
Valorization of Investments in the Valley of the Benue (P166072) - (Fragility, CC) (**)	1		200	200	0		
Secondary Education and Skills Development Project (P170561)	1 & 2		125	125	0		
Third Fiscal Consolidation and Inclusive Growth DPO 3	3		100	100			
<b>FY22 - and Beyond - IDA 19 (Indicative)</b>		<b>275</b>	<b>245</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>30</b>
Fiscal Consolidation and Inclusive Growth DPO 1- New series	3		100	100	0		
ICT Sector Reform Project (P161219)	2		100	100	0		
AF to the Education Sector Reform Strategy (GPE)	1		45	45	0		30

\* Subject to the availability of IDA18 resources (reallocation or postponement may be needed) and effectiveness of already approved projects.

\*\* Could be accelerated subject to availability of Regional IDA.

\*\*\*IBRD availability depends on the World Bank's financial capacity, country performance and demand from other borrowers.

\*\*\*\* If the situation in the NW/SW improves sufficiently, the program would be adjusted to allow for surge support mostly throu AF.



**Table 5: Tentative ASA Program FY20 and Beyond**

<b>Pillar 1: Addressing Multiple Poverty Traps and Fragility (with focus on northern regions)</b>	
P169400	SPF: Cross-Border Collaboration in the Lake Chad Region
P170182	Programmatic Human Capital Multi-country
P163652	Cameroon Investing in the Early Years
P165705	Cameroon: Scaling up the Safety Net to Respond to Crises
P167867	GPE Cameroon Education Sector Plan 2020-2025
	RSR TF GBV and Social Protection
P171004	Climate Smart Agriculture Investment Plan (CSAIP) for Cameroon
	Economic and Social Impact Assessment of the Conflict in the NW and SW
<b>Pillar 2: Fostering Infrastructure and Private Sector Development</b>	
P167954	Diagnostic of Parastatal Involvement in Economic Sectors in Cameroon
P167839	Cameroon Financial Sector Stability
P165302	Leveraging Urban Land for Development in the CEMAC Region
P167882	CEMAC Housing Finance Market Diagnostic
	Cameroon Private Sector Diagnostic
	Digital Gap Analysis
<b>Pillar 3: Improving Governance</b>	
P167989	Cameroon Civil Service Pay Reform
P167932	Cameroon Deepening Decentralization to Improve Service Delivery
	Continued Debt Policy Management Analysis
	Removing Broad Based Subsidies

### **B. Adjustments to Results Framework**

**36. The strategic refinement of the overall program is reflected in the revised CPF results framework (Annex 1).** Pillar 1 is renamed “Addressing Multiple Poverty Traps and Fragility (with focus on northern regions)” to better capture this pillar’s focus on areas that are both the poorest and the most fragile. Changes to objectives, indicators and targets reflect: (i) work that had not been fully planned at the time of the CPF (refugees, flood protection, local accountability and reforms supported by DPOs); (ii) the strengthened emphasis on HC, gender, and displacement; (iii) slow implementation in some areas; and (iv) an effort to make sure targets are measurable and realistic. Given that it is yet unclear how exactly the WBG program will respond to the NW and SW crisis, a simple process indicator has been added to Pillar 1 to indicate tailored approaches will be put in place. The Results Framework relies mostly on projects already underway.

**37. Under Pillar 1, where good progress has been observed, adjustments to the results framework focus on better capturing fragility and gender aspects.** The pillar is renamed as per above to highlight its focus on fragility. Further adjustments include changes to: (i) better represent the results achieved by WBG operations in the Far North region, especially on flood protection and livelihoods under the Flood Emergency project and on HC with the synergies between safety nets, education and health projects; (ii) better capture refugees and displaced as key beneficiaries; (iii) better reflect gender issues; and (iv) take account of delays in effectiveness and implementation of some projects.

**38. Under Pillar 2, where progress has been slow, but results are in the right direction, Objectives 7 and 9 are reformulated and some indicators revised.** Objective 7 is reformulated to reflect that no progress is expected to be achieved under the ICT Reform Project within the CPF period; and Objective 9 is reformulated to reflect that only very initial results are expected in the skills development area within the CPF period. Other adjustments reflect: (i) the delays in implementation of projects in the transport sector; (ii) the delay in the preparation of the skills project; and (iii) efforts to improve the realism for some targets.

39. Under Pillar 3, where good results were achieved, several indicators were revised to better reflect the results being achieved under the DPO series, which had not been considered in the original CPF results framework. Other adjustments focus on better representing the citizen engagement work at the local level, and on improving the realism for some targets given delays in effectiveness and implementation of some projects.

## VI. RISKS TO CPF PROGRAM

40. The overall risk rating for the extended CPF is increased to high, mainly because of increased political and governance, technical design, and fiduciary risks.

41. The political and governance risk is increased to high. There are several significant risks to social peace and political stability. These include: (i) the violent conflict in the NW and SW regions; (ii) continued Boko Haram attacks in the Far North; and (iii) regional security risks, especially related to Nigeria and CAR; (iv) the upcoming legislative and municipal elections. These risks are mitigated by close monitoring and adapting implementation methods as needed and supporting realistic actions under the DPO that address strong demands from the population, such as reforms for road maintenance, access to textbooks and availability of pharmaceutical supplies.

42. The macroeconomic risk is increased to high. Macroeconomic risks which could affect the CPF objectives include weaker global growth and tighter global financial conditions, further declines in oil prices, the low level of CEMAC foreign exchange reserves and the fact that Cameroon is at “high-risk” of debt distress. These risks are mitigated by Cameroon’s participation in the regional economic reform program supported by the IMF, the WBG, and other development partners.

43. Given the evolving challenges emerging from the NW and SW regions, the risk related to technical design of project/program has been raised to substantial. Designing programs of support for the populations in the NW and SW entails several design challenges, including very limited access (even for humanitarian actors), low trust between the population and the security services, and potential retaliation toward populations that are seen as collaborating with the Government. These risks will be mitigated by carefully choosing the nature of activities as well as implementation partners.

44. Fiduciary risk is raised to high. Recent in-depth financial management reviews revealed significant weaknesses in the internal control systems of some projects that may jeopardize results. To mitigate these risks, the WBG will continue to provide strong support to the teams and clients through close monitoring of the portfolio and capacity building.

**Table 6: Risks to the Cameroon CPF Program**

	Risk Categories	Original rating (H,S,M,L)	Revised Rating
1	Political & and governance	Substantial	High
2	Macroeconomic	Substantial	High
3	Sector strategies and policies	Substantial	Substantial
4	Technical design of project/program	Moderate	Substantial
	Institutional capacity for implementation and sustainability	Substantial	Substantial
6	Fiduciary	Substantial	High
7	Environmental & and social	Moderate	Moderate
8	Stakeholders	Moderate	Moderate
9	Other	-	-
	Overall	Substantial	High

## Annex 1: Revised Results Matrix (FY17-FY22)

CPF Indicators (FY17-FY22)	Milestones	WBG Engagement
<b>CPF PILLAR ONE: ADDRESSING MULTIPLE POVERTY TRAPS AND FRAGILITY (WITH FOCUS ON NORTHERN REGIONS)</b>		
<p><b>Growth and Employment Strategy goals (2020) supported:</b></p> <ul style="list-style-type: none"> <li>· human development: health, education and Technical and Vocational Education and Training (TVET), gender, social security, national welfare</li> <li>· access to water and sanitation infrastructure</li> </ul> <p><b>Issues addressed (with particular focus on northern regions):</b></p> <ul style="list-style-type: none"> <li>· short cropping season; soil degradation</li> <li>· physical and economic isolation/distance of rural producers from markets</li> <li>· health and education outcomes low in relation to income status (particularly maternal health)</li> <li>· lower health and education outcomes in northern regions and for the poorest households</li> <li>· women's education and health outcomes lower in northern regions and for the poorest households</li> <li>· decreasing learning outcomes</li> <li>· insufficient vocational skills and innovation</li> <li>· income insecurity/ multiple poverty traps</li> </ul>		
<b>CPF Objective 1: Increased productivity and access to markets in the agriculture and livestock sectors</b>		
<p><b>SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b></p> <p><i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Increase in the yield of key crops in target areas</li> <li>· Increase in the productivity of target livestock species</li> <li>· Increase in access to agriculture assets or services</li> <li>· Increased access to markets as measured by price premia and higher sales in target value chains</li> </ul>		
<p><b>Indicator 1.1:</b> Increased yields (maize, sorghum, cassava) in target areas</p> <p><b>Baseline:</b> Cassava 8t/ha (2015); Maize 1.5t/ha; Sorghum 1t/ha</p> <p><b>Target:</b> Cassava 24t/ha (2021); Maize 4t/ha (2021); Sorghum 2t/ha (2021<sup>14</sup>)</p>	<p>Milestone 1.1.1: Cooperatives' Sub-Projects implemented</p> <p>Target: 100 (2021)</p>	<p><b>Completed:</b></p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Breaking Down the Barriers to Regional Agriculture Trade in Central Africa (P162974) – FY18</li> <li>- Increasing Climate Smart Agriculture and Productivity in Northern Regions (P162998) - FY18</li> <li>- CM- Rural Community-Based Land Tenure Models (P156994) – FY18</li> </ul>

<sup>14</sup> All references to 2021 refer to end Calendar Year 2021.

<p>Source: Agriculture Investment &amp; Market Development Project - AIMDP</p> <p><b>Indicator 1.2:</b> Increased productivity of targeted livestock species by farmers and pastoralists beneficiaries in target areas Ruminants (mortality rate): <b>Baseline:</b> 20 percent (2016) <b>Target:</b> 12 percent (2021)</p> <p>Broiler (kg of live weight per m2 per year): <b>Baseline (2016):</b> 60 <b>Target (2021):</b> 75</p> <p>Source: Livestock Development Project (LDP)</p> <p><b>Indicator 1.3:</b> Farmers and livestock owners reached with agriculture assets or services <b>Baseline (AIMDP):</b> 0 (2015) <b>Target:</b> 120,000 (2021) o/w women: 50 percent</p> <p><b>Baseline (LDP):</b> 0 (2015) <b>Target:</b> 140,000 (2021) o/w female: 49,000 o/w youth: 49,000</p> <p>Source: AIMDP and LDP</p> <p><b>Indicator 1.4:</b> Price premium of produce sold by beneficiary farmers in targeted value chains (increase in percentage relative to the 2015 price baseline) <b>Target:</b> Sorghum +20 percent (2021); Maize +15 percent (2021); Cassava +10 percent (2021)</p> <p>Source: AIMDP</p>	<p>Milestone 1.2.1: Livestock business plans implemented <u>Target:</u> 50</p> <p>Milestone 1.2.2: New technologies adopted by farmers <u>Target:</u> 15 percent</p>	<p>- Applicability of OBA in Cameroon Irrigation and Cotton Sectors (P167280) – FY19</p> <p><b>Ongoing:</b> <i>Financing:</i> - Agriculture Investment and Market Development Project (AIMDP, P143417) FY15 - Livestock Development Project (P154908) FY17</p> <p><i>IFC</i> - SG Cameroon Agriculture Risk Sharing Facility (34916) FY15 - BICEC SFC Agri (34915) - Cargill Telcar (601329) - Nosa Sarl (28659) FY10</p> <p><i>Knowledge:</i> - Agriculture Index Insurance Feasibility Study (P167638) -FY19 - Land Administration and Land Use Planning (P165302) -FY20 - Assessment of SOEs with a focus on the Agricultural sector / Diagnostic of Parastatal Involvement in Economic Sectors in Cameroon (P167954) - FY20 - Climate Smart Agriculture Investment Plan (CSAIP) for Cameroon (P171004) – FY20</p> <p><b>Pipeline:</b> <i>Financing:</i> - Regional Lake Chad Recovery and Development Project (P161706) FY19 - Valorization of Investments in the Valley of the Logone (P168772) - (Fragility)</p>
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<p><b>(New) Indicator 1.5:</b> Incremental sales in targeted value chains (average of all value chains)  <b>Baseline (AIMDP):</b> Volume of sales (metric ton)  <b>Target:</b> Maize 65,700; Sorghum 10,600; Cassava 14,400</p> <p><b>Baseline (LDP):</b> Value of Sales (2016)  <b>Target:</b> +20percent (2021)</p> <p>Source: AIMDP and LDP</p> <p><b>(New) Indicator 1.6:</b> Increase in rice productivity in the Far North (SEMRY area)  <b>Baseline:</b> 5 tons per ha (2018)  <b>Target:</b> 7 tons per ha (2021)</p> <p>Source: Flood Emergency Project</p>		<p>- Valorization of Investments in the Valley of the Benue (P166072) - (Fragility, CC)</p>
<p><b>CPF Objective 2: Improved maternal and child health, and nutrition</b></p>		
<p><b>SDG 3: Ensure healthy lives and promote well-being for all at all ages</b>  <i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Reduction in maternal mortality rates, with a particular focus on northern regions</li> <li>· Reduction in under-five mortality rates, with a particular focus on northern regions</li> <li>· Reduction in the rate of child malnutrition among children under-five</li> </ul>		
<p><b>Indicator 2.1:</b> Assisted births in the Far North, North, Adamawa and East regions  <u>Baseline:</u> 34.5 percent (2014)  <u>Target:</u> 55 percent (2021)</p> <p><b>Indicator 2.2:</b> Under-5 deaths (per 1,000 lives) in the Far North, North, Adamawa, and East Regions  <u>Baseline:</u> 147 (2014)  <u>Target:</u> 90 (2021)</p>	<p>Milestone 2.2.1: Vaccinations in the Far North, North, Adamawa, regions (under-2 children fully vaccinated): 75 percent in 2021 – up from 62.4 percent in 2014</p>	<p><b>Completed:</b>  <i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Impact Evaluation for Health Sector PBF (P126389)</li> <li>- Public Expenditure Review – P161120 - (FY18)</li> <li>- Cameroon RBF Enhanced Program Assessment (P151315) - FY19</li> <li>- Cameroon Recovery and Peace Building Assessment (P160779) – FY18</li> </ul> <p><i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Health Sector Support Project (P104525) FY08</li> </ul>

<p><b>Indicator 2.3:</b> Rate of chronic malnutrition among children under 5 in the Far North, North, Adamawa, and East Regions  <u>Baseline:</u> 39.6 percent (2018)  <u>Target:</u> 35 percent (2021)</p> <p><b>(New) Indicator 2.4:</b> Percentage of women 15-49 using modern contraceptive methods in the Far North, North, Adamawa, and East Regions  <u>Baseline:</u> 12.8 percent (2016)  <u>Target:</u> 22 percent (2021)</p> <p>Source: MICS or DHS for target year</p> <p><b>(New) Indicator 2.5:</b> Number of refugees who have received healthcare (curative and preventative) at health facilities  <u>Baseline:</u> 0 (2018)  <u>Target:</u> 500,000 (2021)</p> <p>Source: Health project administrative data</p>	<p>Milestone 2.2.2: Health Service Delivery Indicators (SDI) survey implemented by end of 2019</p> <p>Milestone 2.3.1:  Children under 24 months being weighed for growth monitoring in the Far North, North, Adamawa, and East (Number): 989,834 by end of 2019</p>	<p><b>Ongoing:</b>  <i>Financing:</i>  - Health System Performance Reinforcement Project (P156679) FY16  - AF Health System Performance Reinforcement Project (P156679) FY18</p> <p><i>Knowledge:</i></p> <p><b>Pipeline:</b>  <i>Knowledge:</i>  - Programmatic Human Capital ASA (P170182)  - Cameroon Investing in the Early Years (P163652) – FY20  - RSR TF GBV and Social Protection – FY20</p>
<p><b>CPF Objective 3: Enhanced quality of, and more equitable access to, education</b></p>		
<p><b>SDG 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all</b>  <i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Improvement in primary completion rate: overall, by education priority zone, and by gender</li> <li>· Improvement in pupil textbook ratios for grades 1-5</li> <li>· Improvement in pupil teacher ratio for grades 1-5 in northern regions</li> </ul>		
<p><b>Indicator 3.1:</b> Primary completion rate, overall and by ZEP and gender  a). Overall:  <u>Baseline:</u> 74 percent (2014)  <u>Target:</u> 77 percent (2021)</p>	<p>Milestone 3.1: The new Education Sector Plan (2020-2025) includes priority intervention addressing girl’s retention (in primary and secondary education) and transition from primary to secondary.</p>	<p><b>Completed:</b>  <i>Knowledge:</i>  - Textbooks policy note (P157279) complete)  - RBF for Improved Education Service Delivery (TFA02094/P133338) – FY18</p>

<p>b). Education Priority Zones (ZEPs (*), including northern regions):  <u>Baseline</u>: 64 percent (2014)  <u>Target</u>: 70 percent (2021)</p> <p>c). Girls  <u>Baseline</u>: 70 percent (2014)  <u>Target</u>: 75 percent (2021)</p> <p>(* ) Include the Far North, North, Adamawa, East certain "pockets of low levels of school participation in the largest cities", and their border regions</p> <p>Source: Administrative data</p> <p><b>Indicator 3.2:</b>  Pupil textbook ratio Grade 1-5  <u>Baseline</u>: 1:12 (2014)  <u>Target</u>: 1:2 (2021)</p> <p>Source: Administrative Data</p> <p><b>Indicator 3.3:</b> Data Percentage of primary teachers trained in effective and efficient use of new curriculum (including module on GBV) and textbooks  <u>Baseline</u>: 30 percent of primary teachers trained (2019/2020)  <u>Target</u>: 50 percent of primary teachers trained (2020/2021)</p> <p><b>(New) Indicator 3.4:</b> Pre-primary school gross enrollment rate  <u>Baseline</u>: 27 percent (2014)  <u>Target</u>: 50 percent (2021)</p>	<p>Milestone 3.1.2: Comprehensive operational plan (2019-2023) approved for establishment of regular learning assessments system, including (i) unit structure, staffing, and functions; (ii) content and frequency of assessments; and (iii) conducting of evaluations.</p> <p>Milestone 3.1.3: Decision to implement RBF in selected schools/districts in the northern regions by end of 2019.</p> <p>Milestone 3.2.1: Textbook policy, based on principles validated by the Prime Minister in 2017, approved by end 2019.</p> <p>Milestone 3.3.1: Education SDI survey implemented by end of 2021</p>	<p>- Cameroon Recovery and Peace Building Assessment (P160779) – FY18</p> <p><b>Ongoing:</b>  <i>Financing</i>  - Equity and Quality for Improved Learning (P133338) FY14  - Africa Higher Education Centers of Excellence (P126974), Regional, FY14  - Education Reform Support Project (P160926), FY18</p> <p><i>Knowledge:</i>  - Feasibility Study for PBF in Basic Education (trust-funded, FY18)</p> <p><b>Pipeline:</b>  <i>Financing:</i></p> <p><i>Knowledge:</i>  - Programmatic Human Capital ASA (P170182)  - Cameroon Investing in the Early Years (P163652) – FY20  - GPE Cameroon Education Sector Plan 2020-2025 (P167867) – FY20</p>
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<p><b>(New) Indicator 3.5:</b> Number of public primary schools receiving package of grant funding and school level interventions in refugee-affected areas <u>Baseline:</u> 0 (2018) <u>Target:</u> 100 (2021)</p> <p><b>(New) indicator 3.6</b> All children enrolled from grade 3 to 6 in schools under PBF have birth certificates <u>Baseline:</u> No (2018) <u>Target:</u> Yes (2021)</p> <p>Source (for all indicators above): Administrative data</p>		
<p><b>CPF Objective 4: Expanded social safety nets</b></p>		
<p><b>SDG 1: End poverty in all its forms everywhere</b> <i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Increase in the number of direct beneficiaries from the public works program</li> <li>· Increase in the number of households benefiting from cash transfers in the northern regions</li> <li>· Inclusion of refugees in the safety net system</li> </ul>		
<p><b>Indicator 4.1:</b> Direct public works projects beneficiaries (number) <u>Baseline:</u> 30,000 (2018) <u>Target:</u> 45,000 (2021); o/w 50percent female; of which refugees: 7,000 (women among refugees also 50 percent)</p> <p><b>Indicator 4.2:</b> Number of households benefitting from cash transfer program in northern regions (North, Far North) <u>Baseline:</u> 26,000 (2018) <u>Target:</u> 40,000 (2021); o/w 20 percent female-headed households</p> <p>Safety Net project administrative data</p>	<p>Milestone 4.1.1: Direct public works beneficiaries (number): 9,000 in 2018; 35,000 in 2019; 40,000 in 2020 and 45,000 in 2021</p> <p>Milestone 4.2.1: Development and implementation of an effective targeting mechanism for cash transfer programs by end of 2017, dissemination of targeting mechanism to other stakeholders in 2019, adoption of targeting mechanism of the Safety Net Project by at least one other program by end 2020.</p> <p>Milestone 4.2.2: Agreement with Government on scaling up by end of 2018, significant Government</p>	<p><b>Completed:</b> <i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Building Productive Safety Nets (P149564) – FY18</li> <li>- Social Protection Financing Diagnostic (P161653) – FY18</li> <li>- Cameroon Recovery and Peace Building Assessment (P160779) – FY18</li> </ul> <p><b>Ongoing:</b> <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Social Safety Nets Project (P128534) FY13</li> <li>- AF to the Social Safety Nets Project (P128534)</li> </ul> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>-Qualitative evaluation of GBV prevention potential of Accompanying Measures (Current RSR, FY20)</li> </ul>



<p><b>(New) Indicator 4.3:</b> Number of refugees registered in the MIS of the Social Safety Net Project  <u>Baseline:</u> 0 (2019)  <u>Target:</u> 10,000 (2021)</p> <p>Source: Social Safety Nets, Community Development Program Support; Education Reform Support Project; Health System Performance Reinforcement Project)</p> <p><b>(New) Indicator 4.4:</b> Tailored approach in place in response of the crisis in the NW-SW regions  <u>Baseline:</u> No (2019)  <u>Target:</u> Yes (2020)</p> <p>Source: WBG program</p>	<p>budget contribution by end CY 2019, sustainable (multi-year) Government budget contribution from 2021.</p> <p>Milestone 4.3.1: First refugees registered by end CY2019; 5,000 in 2020; 10,000 in 2021.</p>	<p>-Development of new innovative GBV prevention instruments (RSR – awaiting ASA code, FY22)  -Quantitative Evaluation of new instrument’s impact for refugees and hosts (DFID TF, FY21)</p> <p><b>Pipeline:</b>  <i>Financing:</i>  - Regional Lake Chad Recovery and Development Project (P161706) FY19</p> <p><i>Knowledge:</i>  -Programmatic Human Capital ASA (P170182)  - Cameroon: Scaling up the Safety Net to Respond to Crises (P165705) – FY20  - SPF: Cross-Border Collaboration in the Lake Chad Region (P169400) – FY20  - Economic and Social Impact Assessment of the Conflict in the NW and SW – FY20</p>
<p><b>CPF Objective 5: Improved access to local infrastructure</b></p>		
<p><b><i>SDG6: Ensure availability and sustainable management of water and sanitation for all SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</i></b></p> <p><i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Increase in access to drainage</li> <li>· Increase in the number of people with access to improved sanitation facilities</li> <li>· Increase in kilometers of urban and rural roads rehabilitated</li> <li>· Increase in access to electricity in rural areas, particularly in the northern regions</li> </ul>		
<p><b>Indicator 5.1:</b> Roads rehabilitated</p> <p>a) Km of roads rehabilitated in rural areas  <u>Baseline:</u> 465 (2018)  <u>Target:</u> 905 (2021)</p>	<p>Milestone 5.1.1: Procurement for contracts for 30 km of urban roads underway by end of 2019.</p>	<p><b>Completed:</b>  <i>Knowledge:</i>  - Urban Sector Review and Poverty Assessment / New Name: Cameroon City Competitiveness Diagnostic – Enhancing the Economic Performance of African Cities (P158599) - FY18</p>

Source: Agriculture Investment & Market Development Project, Community Development Program - Phase III

b) Additional people provided with access to all-season roads

Baseline: 0 (2017)

Target: 48,000 (2021)

Source: Inclusive and Resilient Cities Project

c) Additional km of national roads rehabilitated

Baseline: 0 (2016)

Target: 195 km (2021)

Source: CEMAC Transit and Transport Facilitation Project, Multimodal Transport Project, Transport Sector Development Project

**(New) Indicator 5.2:** Number of additional people protected from floods in the targeted localities

Source: Flood Emergency Protection Project

Baseline: 0 (2012)

Target: 87,940 (2021)

**(New) Indicator 5.3:** Number of Refugees benefitting directly from local council investments

Baseline: 0 (2018)

Target: 125,000 (2021)

Of which Female Refugees: 62,500

Source: Community Development Program Support Project Phase III (P144637)

**Ongoing:**

*Financing:*

- Community Development Program Support Project Phase III (P144637) FY16 Additional Financing FY18
- Agriculture Investment and Market Development Project (P143417) FY15
- Multimodal Transport Project (P143801) FY14
- CEMAC Transport and Transit Facilitation Project (P079736) FY07
- Transport Sector Development Project (P150999) FY17
- Livestock Development Project (P154908) FY17
- Inclusive Cities Project (P156210) FY18
- Access to Electricity in Northern Regions Project (FY19)

**Pipeline:**

*Financing:*

- Douala Urban Mobility Project (P167795) (FY21)

*Knowledge:*

- Urban Sector Review and Poverty Assessment (FY18)

**CPF PILLAR TWO: FOSTERING INFRASTRUCTURE AND PRIVATE SECTOR DEVELOPMENT**

*Growth and Employment Strategy (2020) goals supported:*

- *infrastructure development: energy, transport, urban development*
- *private sector development: Rural sector, increasing agricultural production, livestock, fisheries and agri-business, forestry, agricultural information*

*Issues addressed:*

- *insufficient, costly, poorly distributed power*
- *high cost and poor quality of transport*

**CPF Objective 6: Increased national availability of electricity**

**SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all Expected Outcomes:**

- *Additional MW of electricity generated, with a focus on renewable energy and public private partnership arrangements*
- *Reduction in annual power outages*

<p><b>Indicator 6.1:</b> a) Additional MWs of renewable electricity generated:  <u>Baseline:</u> 0 MW (2015)  <u>Target:</u> 150 MW (2021)          b) Additional MWs under PPP under construction  <u>Baseline:</u> 0 MW (2015)  <u>Target:</u> 420 MW (2021)</p> <p>Source: Lom Pangar Hydropower Project; Nachtigal Hydropower Project; Hydropower Development on the Sanaga River Project</p>	<p>Milestone 6.1.1: Completion of Lom Pangar Power Station (30 MW) by end of 2020.</p>	<p><b>Completed:</b>  <i>Financing:</i>          - Energy Sector Development Project SIL (P104456) FY08</p> <p><b>Ongoing:</b>  <i>Financing:</i>          - Lom Pangar Hydropower Project (P114077) FY12          - Kribi Gas Power Project (P110177) FY12          - IBRD: Electricity Transmission and Reform Project (P152755) FY17          - IBRD Nachtigal Hydropower Project (P157734, FY17)          - Hydropower Development on the Sanaga River Project (P157733, FY17)          - Access to Electricity in Northern Regions Project (P163881) - FY19</p> <p><i>IFC:</i>          - Kribi Power Development Company SA (25978) FY10          - Dibamba power development company (28529) FY10          - AES Sonel (11579) FY06</p>
<p><b>Indicator 6.2:</b>          Duration as measured by System Average Interruption Duration Index (SAIDI) – TOTAL Value Chain  <u>Baseline:</u> 160 hours (2015)  <u>Target:</u> 35 hours (2021)</p> <p>Source: ENEO/ Agence de Régulation du Secteur de l'Electricité (ARSEL, [Electricity Sector Regulatory Agency])</p>	<p>Milestone 6.2.1: Short term electricity transmission investment program completed by end of 2021</p>	

		<p><b>MIGA:</b></p> <ul style="list-style-type: none"> <li>- Kribi Gas Power Project</li> <li>- Dibamba Power Development Company</li> </ul> <p><i>Knowledge:</i></p> <p><b>Pipeline:</b></p> <p><i>Financing:</i></p> <p><i>IFC</i></p> <ul style="list-style-type: none"> <li>- IFC (CAPEX ENEO)</li> <li>- Nachtigal Hydropower Project (Equity and loan, FY17)</li> </ul> <p><b>MIGA:</b></p> <ul style="list-style-type: none"> <li>- Nachtigal Hydropower Project (Equity cover, FY19)</li> </ul>
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**CPF Objective 7: Improved transport services**

**SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

*Expected Outcomes:*

- Reduction in the costs of road transport between Douala and N'Djamena
- Increase in rail freight volumes between Douala and Ngaoundere
- Further reduction in the average dwell time in Douala port
- Increased access to broadband internet services

<p><b>Indicator 7.1:</b> Road transport prices per container between Douala and N'Djamena and per ton-km in US\$</p> <p><u>Baseline:</u> 6,000 (2014)</p> <p><u>Target:</u> 5,600 (2021)</p> <p>Source: Multimodal Transport Project</p> <p><b>Indicator 7.2:</b> Rail freight volumes transported along the Douala-Ngaoundere corridor by train per year (in million tons/year)</p>	<p>Milestone 7.1.1: 1,600 kms of roads in good condition by end of 2019</p> <p>Milestone 7.1.2: Number of roadblocks/checks reduced to 3 per 100 kms by end of 2019</p> <p>Milestone 7.2.1: 175 kms of railways rehabilitated/extended by 2020</p>	<p><b>Completed:</b></p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>-CEMAC Trade Facilitation and Trade Corridor Analysis (P168137) -FY19</li> </ul> <p><b>Ongoing:</b></p> <p><i>Knowledge:</i></p> <p><i>Financing:</i></p>
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<p><u>Baseline</u>: 1.90 (2014) <u>Target</u>: 2.30 (2021)</p> <p><b>Indicator 7.3:</b> Transaction dwell time in Douala port in days <u>Baseline</u>: 11 (2007) <u>Target</u>: 8 (2021)</p> <p>Source: CEMAC TTFP</p>		<ul style="list-style-type: none"> <li>- CEMAC Transport and Transit Facilitation Project (P079736) FY07</li> <li>- Multimodal Transport Project (P143801) FY14</li> <li>- Transport Sector Development Project (P150999) FY17</li> </ul> <p><b>Pipeline:</b> <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- ICT Sector Reform Project (P161219. FY22)</li> </ul> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Analytical work financed under the ongoing portfolio, e.g.: (i) integrated intermodal Transport Sector Strategy; (ii) trucking industry survey; and (iii) environmental and social strategic assessment for the transport sector.</li> <li>- Increasing the Competitiveness of the Transport Sector (FY18)</li> <li>- Harmonization of the legal and institutional Framework for PPPs (TF0A6094/P150999) – FY20</li> <li>- Digital Economy for Africa (DE4A) for Cameroon (P170160)</li> </ul>
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**CPF Objective 8: Improved business environment and access to financial services**

***SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all***

*Expected Outcomes:*

- *Reduction in the number of days to register an enterprise and to start a business*
- *Reduction in the number of payments of taxes per year*
- *Establishment of a credit bureau, and its coverage in terms of number of firms*

<p><b>Indicator 8.1:</b> Reduction of the number of days to register an enterprise for starting a business  <u>Baseline:</u> 15 days (2016)  <u>Target:</u> 8 days (2021)</p> <p><b>Indicator 8.2:</b> Establishment of a Credit Bureau- Number of firms cover by this credit Bureau  <u>Baseline:</u> 0 (2016)  <u>Target:</u> 10,000 firms and 30,000 individuals (2021)</p> <p>Source: Doing Business Index</p> <p><b>Indicator 8.3:</b> Direct compliance cost savings (US\$) (from simplifying registration, licensing and inspection systems for SMEs)  <u>Baseline:</u> 0 (2014)  <u>Target:</u> US\$25 million (2021)</p> <p>Source: ASOP IFC</p> <p><b>(New) Indicator 8.4:</b> Number of firms that have received loans secured with movable property as reflected in the online movable asset collateral registry  <u>Baseline:</u> 0 (2016)  <u>Target:</u> 1,800 (2021)</p> <p>Source: Bank of Central Africa States (BEAC)</p>	<p>Milestone 8.1.1: One-stop-shop for business entry and e-registration for enterprises fully implemented across Cameroon by end of 2021</p> <p>Milestone 8.2.1: At least one credit bureau operational by end of 2020</p> <p>Milestone 8.2.2: Monitoring of women covered by Credit Bureau in place by end of 2021</p> <p>Milestone 8.4.1 Online moveable asset collateral registry operational by end of 2019</p>	<p><b>Completed:</b>  <i>Knowledge:</i>  Business environment reform support in Cameroon (P165760) – FY19</p> <p>Cameroon Secured Transactions and Collateral Registry (P160072) - FY19</p> <p><b>Ongoing:</b>  <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Improved Investment Climate within OHADA (Regional IDA, P126663) FY12</li> <li>- CEMAC Institutions Capacity Building Project II (P161368)</li> <li>- Improved Investment Climate within OHADA Project II (P126663)</li> </ul> <p><i>IFC:</i></p> <ul style="list-style-type: none"> <li>- Banque Internationale du Cameroun pour l'Épargne et le Crédit (34915) FY15</li> <li>- Activa Finances Ltd (31215) FY13</li> <li>- Société Civile Immobilière Sigs (27923) FY12</li> <li>- EB ACCION Microfinance SA (27966) FY09</li> <li>- Advans Cameroun (25392) FY07</li> <li>- Afriland First Bank Cameroon (600986)</li> </ul> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Doing Business Index TA with IFC</li> <li>- Cameroon IC Project (594287) and Doing Business Advisory Service TA</li> </ul> <p><b>Pipeline:</b>  <i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Land Administration and Land Use Planning (P165302) - FY20</li> </ul>
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		<ul style="list-style-type: none"> <li>- Africa Enterprise Surveys (P166754) – FY20</li> <li>- Cameroon #F011 Financial Stability (P167839) – FY20</li> <li>- CEMAC Housing Finance Market Diagnosis (P167882)</li> <li>- Cameroon Private Sector Diagnostic</li> </ul>
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**CPF Objective 9: Setting up fundamentals for labor market responsive skills development system**

**SDG 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all**

**SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

*Expected Outcome:*  
 · Increase in TVET student enrollment in priority sectors, overall and by gender

<p><b>Indicator 9.1:</b> Establishment of Skills Development Fund</p> <p><u>Baseline:</u> No</p> <p><u>Target:</u> Yes (Fund established by the end of CY2021)</p>		<p><b>Completed:</b>  <i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Cameroon Skills for Jobs &amp; Eco diversification (P152086) – FY18</li> </ul> <p><b>Ongoing:</b>  <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Africa Higher Education Centers of Excellence Project (P126974), Regional, FY14</li> </ul> <p><b>Pipeline:</b>  <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Secondary Education and Skills Development Project (P170561) - FY21</li> </ul>
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**CPF PILLAR THREE: IMPROVING GOVERNANCE**

**Growth and Employment Strategy goals (2020) supported:**

- strengthening the campaign against corruption
- improving citizen access to information
- decentralization

- public sector reform
- results-based management
- production of annual statistics

**Cross-cutting sustainable development goals (SDGs) supported:**

- SDG 1: End poverty in all its forms everywhere
- SDG 5: Achieve gender equality and empower all women and girls
- SDG 10: Reduce inequality within and among countries

**Issues addressed:**

- poor allocation and weak execution of public expenditure
- weak business regulatory environment
- inefficient and ineffective public administration
- lack of transparency and accountability
- weak demand for accountability

**CPF Objective 10: Improved efficiency of public expenditure and service delivery**

**SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**

*Expected Outcomes:*

- Increase in the share of central public investment derived from Local Development Plans
- Increase in the number of local councils publishing annual accounts
- Increase in execution rates of local councils' investment budgets
- Improved performance in health PBF districts
- Improved performance in PBF schools

<p><b>Indicator 10.1: Local plans</b> Share of decentralized Public Investment Budget projects derived from Local Development Plans (percentage) <u>Baseline:</u> 58 percent (2016) <u>Target:</u> 70 percent (by March 2020)</p> <p><b>Indicator 10.2: Local accounts</b> Percent of local councils producing annual accounts on SIM_BA software <u>Baseline:</u> 8 percent (2014) <u>Target:</u> 50 percent (by March 2020)</p>		<p><b>Completed:</b></p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Country Economic Memorandum (P144132) – FY17</li> <li>- Public Expenditure Review (P161120) - (FY18)</li> <li>- Civil Service and Wage Bill Management Analysis (P164266) - (FY19)</li> </ul> <p><b>Ongoing:</b></p> <p><i>Financing:</i></p>
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<p>Source: Community Development Program Support Project Phase III</p> <p><b>Indicator 10.3: Execution rates</b> Share of public investment budgets executed ('ordonnancé') by year end (December 31st) <u>Baseline:</u> 36 percent (2014) <u>Target:</u> 80 percent (FY21)</p> <p>Source: Budget Department, Ministry of Finance - National Committee Report 2018</p> <p><b>Indicator 10.4:</b> Improved performance in health RBF districts Average RBF district score for quality of care <u>Baseline:</u> 30 percent (2014) <u>Target:</u> 70 percent (2021)</p> <p>Source: Ministry of Health (MoH) checklist report from PBF statistics</p> <p><b>Indicator 10.5:</b> Improved performance in schools Number of schools funded through results-based contracts in target areas <u>Baseline:</u> 20 (2018) <u>Target:</u> 900 (2021)</p> <p>Source: Ministry of Education</p> <p><b>(New) Indicator 10.6:</b> Average time between the issuance of tender documents and the signing of respective public contracts</p>	<p>Milestone 10.3.1: List of implementation-ready projects established, and performance contract piloted.</p> <p>Milestone 10.4.1: Percentage of facilities with 100percent tracer drugs available in targeted health facilities on the day of the visit: 35 percent by end of 2021</p> <p>Milestone 10.4.2: Number of health districts covered by RBF: 175 by June 2020</p> <p>Milestone 10.5.1: Government set up a direct payment mechanism to improve school functioning and performance.</p>	<ul style="list-style-type: none"> <li>- Community Development Program Support Project Phase III (P144637) FY16</li> <li>- Health System Performance Reinforcement Project (P156679) FY16</li> <li>- Education Reform Support Project (P160926) FY19</li> <li>- Cameroon – Strengthening Public Sector Effectiveness and Statistical Capacity Project (P151155) FY18</li> </ul> <p><b>Pipeline:</b></p> <p><i>Financing:</i></p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Civil Service Pay Reform (P167989)</li> <li>- Cameroon Deepening Decentralization to Improve Service Delivery (P167932)</li> <li>- Continued Debt Policy Management Analysis</li> <li>- Removing Broad Based Subsidies</li> </ul>
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a. For contracts under Public Procurement Ministry (MINMAP) threshold  
Baseline: 128 days (2016)  
Target: 90 days (2021)

b. For contracts above the MINMAP threshold:  
Baseline: 225 days (2016)  
Target: 150 days (2021)

Source: Value Chain Analysis carried out by the World Bank

**(New) Indicator 10.7:**  
 Percentage of communes having obtained at least the mid-point score in the Performance Based Grant from the CDD operations.  
Baseline: 24 (2017)  
Target: 30 (2021)

Source: Community Development Program Support Project Phase III

**CPF Objective 11: Improved regulatory and institutional framework for key sectors**

***SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all***  
***SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation***  
***SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable***  
***SDG: Take urgent action to combat climate change and its impacts***  
*Expected Outcomes:*

- *Establishment of an operational National Electricity Transmission Operator*
- *Increased use of the Road Fund*
- *Improved transparency in mining sector management*
- *Improved urban management, planning and support to decentralization*
- *Strengthened capacity in REDD+ issues*

<p><b>Indicator 11.1:</b> Increased use of Road Fund Share of annual Road Fund resources collected and spent on road maintenance Source: Transport Sector Development Project" <u>Baseline:</u> 55 percent (2015) <u>Target:</u> 60 percent (2021)</p> <p>Source: Transport Sector Development Project"</p> <p><b>Indicator 11.2:</b> Improved transparency in mining sector management Public online access to historic and newly acquired geo-data information <u>Baseline:</u> No (2012) <u>Target:</u> Yes (2021)</p> <p>Source: Mining Sector TA Project</p> <p><b>Indicator 11.3:</b> Improved urban management, planning and support to decentralization Local Governments that implement asset management plans as specified in the city development contracts <u>Baseline:</u> 0 (2017) <u>Target:</u> 4 (2021)</p> <p>Source: Inclusive Cities Project</p> <p><b>Indicator 11.4:</b> Strengthened capacity in REDD+ issues GOC contribution to joint Congo Basin submission to UNFCCC <u>Baseline:</u> 0 (2014) <u>Target:</u> Submitted (2020)</p>	<p>Milestone 11.1: Road Fund rules revised by end of 2019</p> <p>Milestone 11.3.1: Number of city contracts with municipal management programs signed by end of 2019</p>	<p><b>Completed.</b></p> <p><i>Knowledge:</i> -Review of Commercial SOE sector in Cameroon (P164253) – FY19</p> <p><b>Ongoing:</b> <i>Financing:</i></p> <ul style="list-style-type: none"> <li>- Lom Pangar Hydropower Project (P114077) FY12</li> <li>- Kribi Gas Power Project (P110177) FY12</li> <li>- Multimodal Transport Project (P143801) FY14</li> <li>- CEMAC Transport and Transit Facilitation Project (P079736) FY07</li> <li>- Agriculture Investment and Market Development Project (P143147) FY15</li> <li>- Flood Emergency Project (P143940) FY13</li> <li>- Ngoyla Mintom Project (P118018) FY12</li> <li>- Electricity Transmission and Reform Project (P152755) FY17</li> <li>- Transport Sector Development Project (P150999) FY17</li> <li>- Nachtigal Hydropower Project (P157734 GU) FY18</li> <li>- Inclusive Cities Project (P156210) FY18</li> </ul> <p><i>IFC:</i></p> <ul style="list-style-type: none"> <li>- Kribi Power Development Company SA (25978) FY10</li> <li>- Dibamba Power Development Company (28529) FY10</li> </ul> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> <li>- Doing Business Index TA with IFC</li> <li>- Mining Sector TA Project (P122153) FY12, AF</li> <li>- Mining Sector TA Project (P122153) FY17</li> </ul>
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<p>Source: Enhancing Institutional Capacities on REDD+ Issues for Sustainable Forest Management in the Congo Basin Project</p> <p><b>(New) Indicator 11.5:</b> Number of SOEs publishing their audited annual financial reports within the prescribed deadlines  <u>Baseline:</u> 0 (2016)  <u>Target:</u> The 10 largest public enterprises and the 10 largest public institutions (2021)</p> <p>Source: Ministry of Finance</p>		<p>- Enhancing Institutional Capacities on REDD+ Issues for Sustainable Forest Management in the Congo Basin Project FY12</p> <p><b>Pipeline:</b></p> <p><i>Financing</i></p> <p>- Douala Urban Mobility Project (P166795) -FY21</p> <p><i>Knowledge</i></p> <p>- Hydropower Development on the Sanaga River Project (P157773) FY17 – TA component</p> <p>- Land Administration and Land Use Planning (FY20)</p>
<p><b>CPF Objective 12: Increased citizen engagement at local level</b></p>		
<p><b><i>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</i></b></p> <p><i>Expected Outcomes:</i></p> <ul style="list-style-type: none"> <li>· Increase in the use of users' surveys at local council level</li> <li>· Increase in satisfaction rates of beneficiaries for local investment</li> </ul>		
<p><b>Indicator 12.1:</b> Local facilities  Local councils with at least one user survey over previous 2 years (basic education, local councils' services, water, health)  <u>Baseline:</u> 10 (2015)  <u>Target:</u> 160 (2020)</p> <p>Source: Community Development Program Support Project Phase III</p> <p><b>Indicator 12.2:</b> Multisector user feedback  Share of beneficiaries that feel project investments reflected their needs.  <u>Baseline:</u> 0 (2015)  <u>Target:</u> 70 percent average (2021)</p>		<p><b>Completed:</b></p> <p><i>Financing</i></p> <p>- Health Sector Support Project (P146795) FY08, AF FY14</p> <p><b>Ongoing:</b></p> <p><i>Financing</i></p> <p>- Community Development Program Support Project Phase III (P144637) FY16</p> <p>- Health System Performance Reinforcement Project (P156679) FY16</p> <p>- Livestock Development Project (P154908) FY17</p> <p>- Safety Net Project (P128534) FY13</p>

<p>Source: Community Development Program Support Project Phase III, Inclusive Cities Project, AIMDP, Livestock Development Project, Safety Nets Project, Health System Performance Project, Education Reform Support Project</p> <p><b>(New) Indicator 12.3:</b> All Project Implementation Units have revised their GRMs, reinforced their capacities and implement them in the field.  <u>Baseline:</u> No  <u>Target:</u> Yes</p> <p>Source: Whole active portfolio</p> <p><b>(New) Indicator 12.4:</b> Refugees inclusion Village Development Committee of refugee host villages with at least one refugee represented in the committee/bureau  <u>Baseline:</u> 0 (2018)  <u>Target:</u> 40 (2021)</p> <p>Source: Community Development Program Support Project Phase III (P144637)</p>		<p>AF to Community Development Program Support Project Phase III</p> <ul style="list-style-type: none"> <li>- Education Reform Support Project FY19</li> <li>- Inclusive Cities Project (P156210) FY18</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>- Impact evaluation for health sector PBF</li> </ul>
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## Annex 2: Summary of Changes to Original CPF Results Matrix

Original CPF Results Matrix	Updated CPF Results Matrix	Comments
<b>CPF PILLAR 1 (Revised): ADDRESSING MULTIPLE POVERTY TRAPS AND FRAGILITY (WITH FOCUS ON NORTHERN REGIONS)</b>		
<b>CPF Objective 1: Increased productivity and access to markets in the agriculture and livestock sectors</b>		
Indicator 1.1: Increased yields (maize, sorghum, cassava) in target areas  <i>Target: Sorghum 3t/ha (2021)</i>	Indicator 1.1: Increased yields (maize, sorghum, cassava) in target areas  <i>Target: Sorghum 2t/ha (2021)</i>	For Sorghum, target changed to 2t/ha (2021) due to the delays in implementation of relevant activities.
Indicator 1.1: Increased yields (maize, sorghum, cassava) in target areas o/w in northern regions	Dropped	This indicator is not specifically measured for Northern regions.
<b>Indicator 1.2: Increased productivity of targeted livestock species by farmers and pastoralists beneficiaries in target areas</b> Ruminants (mortality rate): <u>Target</u> : 12 percent (2019) Broiler (kg of live weight per m2 per year): <u>Baseline</u> (2016): 60 <u>Target</u> (2019): 90	<b>Indicator 1.2: Increased productivity of targeted livestock species by farmers and pastoralists beneficiaries in target areas</b> Ruminants (mortality rate): <u>Target</u> : 12percent (2021) Broiler (kg of live weight per m2 per year): <u>Target</u> : 75 (2021)	Target for ruminants (12 percent) still achievable but for 2021, given late effectiveness of the project. Target for broiler revised downward given late effectiveness of project.
<b>Indicator 1.3: Farmers and livestock owners reached with agriculture assets or services</b> <u>Target</u> : o/w women: 70 percent	<b>Indicator 1.3: Farmers and livestock owners reached with agriculture assets or services</b> <u>Target</u> : o/w women: 50 percent	Revised the target for women to a more realistic level of 50percent instead of 70percent.
<b>Indicator 1.5: Incremental sales in targeted value chains (average of all value chains)</b> <u>Baseline</u> (2016): value of sales <u>Target</u> : + 20 percent in value of sales Volume of sales	<b>Indicator 1.5: Incremental sales in targeted value chains (average of all value chains)</b> <u>Target</u> (AIMDP): Volume of sales (metric ton) – Maize 65,700; Sorghum 10,600; Cassava 14,400 (2021)	Adjusted target date to reflect change in unit of measure for agriculture project only (AIMDP)
	<b>(New) Indicator 1.6: Increase in rice productivity in the Far North (SEMRY area)</b> <u>Baseline</u> : 5 tons per ha (2018) <u>Target</u> : 7 tons per ha (2021)	Added indicator reflecting results from the Flood Emergency Project.
<b>CPF Objective 2: Improved maternal and child health, and nutrition</b>		

<p><b>Indicator 2.1: Maternal mortality during birth in the Far North, North, Adamawa, and East Regions (per 100,000 births)</b>  <u>Baseline:</u> 782 (2011)  <u>Target:</u> 590 (2021)</p>	<p><b>Indicator 2.1: Assisted births in the Far North, North, Adamawa, and East regions</b>  <u>Baseline:</u> 34.5 percent (2014)  <u>Target:</u> 55 percent (2021)</p>	<p>The data for the maternal mortality rate is not available with sufficient frequency. Therefore, this indicator is replaced by assisted births.</p>
<p>Milestone 2.1: Assisted births in the northern and East regions: 55 percent in 2021 – up from 34.5 percent in 2014</p>	<p>Milestone 2.1 dropped, converted to indicator 2.1</p>	
<p><b>Indicator 2.2: Under-5 deaths (per 1,000 lives)</b>  <u>Baseline:</u> 103 (2014)  <u>Target:</u> 85 (2021)</p> <p><i>o/w in Northern regions</i>  <u>Baseline:</u> 173 (2014)  <u>Target:</u> 115 (2021)</p>	<p><b>Indicator 2.2: (Source MICS or DHS for target year) Under-5 deaths (per 1,000 lives) in the Far North, North, Adamawa, and East Regions</b>  <u>Baseline:</u> 147 (2014)  <u>Target:</u> 90 (2021)</p>	<p>Reformulated to focus on the northern and east regions</p>
<p>Milestone 2.2.1: Vaccinations in the northern regions (under-2 children fully vaccinated): 80 percent in 2021 – up from 65.7 percent in 2014.</p>	<p>Milestone 2.2.1: Vaccinations in the northern regions (under-2 children fully vaccinated): 75 percent in 2021 – up from 62.4 percent in 2014.</p>	<p>Revised to correct wrong baseline and reflect realistic results as of end of CY 2021, 80 percent being the target for 2022.</p>
<p>Milestone 2.2.2: Health Service Delivery Indicators (SDI) survey implemented by 2018</p>	<p>Milestone 2.2.2: Health Service Delivery Indicators (SDI) survey implemented by the end of 2019</p>	<p>Year changed to reflect slow implementation</p>
<p><b>Indicator 2.3: Rate of chronic malnutrition among children under 5</b>  <u>Baseline:</u> 32 percent (2014)  <u>Target:</u> 25 percent (2021)</p>	<p><b>Indicator 2.3: Rate of chronic malnutrition among children under 5 in the Far North, North, Adamawa, and East Regions</b>  <u>Baseline:</u> 39.6 percent (2018)  <u>Target:</u> 35 percent (2019)</p>	<p>Reformulated to reflect focus on northern regions</p>
	<p><b>New Indicator 2.4: Percentage of women 15-49 using modern contraceptive methods in the Far North, North, Adamawa, and East Regions</b>  <u>Baseline:</u> 12.8percent (2016)  <u>Target:</u> 22percent (2021)</p>	
	<p>(Source MICS or DHS for target year)</p>	<p>To reflect the activities financed under the IDA18 RSW</p>

	<p><b><u>New Indicator 2.5:</u></b> (Health project administrative data)  <b>Number of refugees who have received healthcare (curative and preventative) at health facilities</b>  <u>Baseline:</u> 0 (2018)  <u>Target:</u> 500,000 (2021)</p>	
<b>CPF Objective 3: Enhanced quality of, and more equitable access to, education</b>		
	<p><b><u>New</u></b> Milestone 3.1: The new Education Sector Plan (2020-2025) includes priority intervention addressing girl’s retention (in primary and secondary education) and transition from primary to secondary.</p>	Reflects the need to include operational action in the Education Sector Strategy to address gender gaps in education (access, completion).
New textbook policy approved by end of 2017	Milestone 3.1.2: Comprehensive operational plan (2019-23) approved for establishment of regular learning assessments system, including (i) unit structure, staffing, and functions; (ii) content and frequency of assessments; and (iii) conducting of evaluations.	Updated milestone because the reform took more time to implement than originally planned.
Milestone 3.3: Education SDI survey implemented by end of 2018	Milestone 3.3.1: Education SDI survey implemented by end of 2021	Updated the indicator to reflect the delay in the completion of the survey
<p><b>Indicator 3.3: Pupil teacher ratio (excluding “parent teachers”) at grades 1 to 5 in the northern regions (North, North-West, Far North and Adamawa)</b>  <u>Baseline:</u> 120 (2013/14)  <u>Target:</u> 70 (2021)</p>	<p><b>Indicator 3.3: Percentage of primary teachers trained in effective and efficient use of new curriculum (including GBV module) and textbooks</b>  <u>Baseline:</u> 30 percent of primary teachers trained (2019/2020)  <u>Target:</u> 50 percent of primary teachers trained (2020/2021)</p>	Update the indicator to reflect the latest situation. Under the new Education Reform Support Project, all primary school teachers will be progressively trained in efficient use of new curriculum that includes a module on GVB.
	<p><b><u>New Indicator 3.4: Pre-primary school gross enrollment rate</u></b>  <u>Baseline:</u> 27 percent (2014)  <u>Target:</u> 50 percent (2021)</p>	Considering the importance of preschool for HC, added this indicator.



	<p><b>New Indicator 3.5: Number of public primary schools receiving package of grant funding and school level interventions in refugee affected areas</b></p> <p><u>Baseline:</u> 0 (2018) <u>Target:</u> 100 (2021)</p>	To reflect the activities financed under the IDA18 RSW
	<p><b>New Indicator 3.6: All children enrolled from grade 3 to 6 in schools under PBF have birth certificates</b></p> <p><u>Baseline:</u> No (2018) <u>Target:</u> Yes (2021)</p>	Lack of birth certificates prevents children from taking their final exams in primary educations and thus represents a major bottleneck to transition to secondary education, hence it is important to address this, starting with PBF schools
<b>CPF Objective 4: Expanded social safety nets</b>		
<p><b>Indicator 4.1: Direct public works projects beneficiaries (number)</b></p> <p><u>Baseline:</u> 0 (2015) <u>Target:</u> 30,000 (2018); o/w 45 percent female;</p>	<p><b>Revised Indicator 4.1: Direct public works projects beneficiaries (number)</b></p> <p><u>Baseline:</u> 30,000 (2018) <u>Target:</u> 45,000 (2021); o/w 50 percent female; <u>of which refugees:</u> 7,000 (women among refugees also 50 percent)</p>	<p>Updated to reflect expansion of safety net.</p> <p>Measure inclusion of refugees as beneficiaries under the Additional Financing.</p>
<p>Milestone 4.1: Direct public works beneficiaries (number): 8,000 in 2016, 13,000 in 2017, 9,000 in 2018</p>	<p><b>Revised</b> Milestone 4.1.1: Direct public works beneficiaries (number): 9,000 in 2018, 35,000 in 2019; 40,000 in 2020, and 45,000 in 2021</p>	Updated to reflect expansion of safety net.
<p><b>Indicator 4.2: Number of households benefitting from cash transfer program in northern regions (North, Far North)</b></p> <p><u>Baseline:</u> 4,000 (2015) <u>Target:</u> 26,000 (2018); o/w 20 percent female-headed households</p>	<p><b>Revised Indicator 4.2: Number of households benefitting from cash transfer program in northern regions (North, Far North)</b></p> <p><u>Baseline:</u> 26,000 (2018) <u>Target:</u> 40,000 (2021); o/w 20 percent female-headed households</p>	Updated to reflect expansion of safety net.
<p>Milestone 4.2.1: Development and implementation of an effective targeting mechanism for cash transfer programs by end of 2017</p>	<p><b>Revised</b> Milestone 4.2.1: Development and implementation of an effective targeting mechanism for cash transfer programs by end of 2017, dissemination of targeting mechanism to other stakeholders in 2019,</p>	Reflects and measures progress of targeting dialogue countrywide.

	adoption of the targeting mechanism of the Safety Net Project by at least one other program by end 2020.	
Milestone 4.2.2: Agreement with Government on scaling up by end of 2018	<b>Revised</b> Milestone 4.2.2: Agreement with Government on scaling up by end of 2018, Government budget contribution by end CY 2019, sustainable Government budget contribution from 2021.	Reflect and measure progress of dialogue on Government's sustainable budget commitment to the social safety net.
	<b>New Indicator 4.3: Number of refugees registered in the MIS of the Social Safety Net Project</b> <u>Baseline:</u> 0 (2019) <u>Target:</u> 10,000 (2021)	Indicator added to measure the inclusion of refugees from all programs financed RSW.
	<b>New</b> Milestone 4.3.1: First refugees registered by end CY2019; 5,000 in 2020; 10,000 in 2021	
	<b>New Indicator 4.4: Tailored approach in place in response of the crisis in the NW-SW regions</b> <u>Baseline:</u> No (2019) <u>Target:</u> Yes (2020)	
<b>CPF Objective 5: Improved access to local infrastructure</b>		
Indicator 5.1: Additional people provided with access to drainage	<b>Dropped</b>	Due to late effectiveness of the Inclusive and Resilient Cities Development Project the drainage works will not be completed by the end of the CPF period.
Milestone 5.1: Contracts implemented for 31 km of drains by 2019.	<b>Dropped</b>	Due to late effectiveness of the Inclusive and Resilient Cities Development Project the drainage works will not be completed by the end of the CPF period.
Indicator 5.2: People provided with access to improved sanitation facilities a) in target rural areas <u>Baseline:</u> 0 (2011) <u>Target:</u> 25,000 (2017) b) in target urban areas	<b>Dropped</b>	The project closed with good achievements in rural areas with more than 100,000 people serviced by the Sanitation Project compared to a target of 25,000. Outcome in urban areas (5b) was less successful. Early assessment of the project identified dry latrines as the more suitable and affordable for both urban and rural areas but during implementation, beneficiaries preferred

Baseline: 0 (2011) Target: 85,000 (2017)		water-flushed rather than dry latrines, particularly in the urban areas in Douala. This led to lowered urban participation. In addition to that late effectiveness and slow procurement process also led to dropping of activities.
<b>Indicator 5.3: Roads rehabilitated</b> a) Km of roads rehabilitated in rural areas Baseline: 0 (2014) Target: 1270 (2022)	<b>Renumbered as Indicator 5.1: Roads rehabilitated</b> a) Km of roads rehabilitated in rural areas Baseline: 465 (2018) Target: 905 (2021)	Indicator revised to take into account the restructuring and delays in implementation of Agriculture Investment and Market Development Project.
<b>Indicator 5.3 b) Additional people provided with access to all-season roads</b> Baseline: 0 Target: 660,000 (2022)	<b>Renumbered as Indicator 5.1 b) Additional people provided with access to all-season roads</b> Baseline: 0 Target: 48,000 (2021)	Target revised to take into account that works are under way in only two cities. Works in the other five cities will not be completed by end of CPF period, due to late effectiveness of the Inclusive and Resilient Cities Project.
<b>Indicator 5.3 c) Additional km of national roads rehabilitated</b> Baseline: 0 (2016) Target: 330 km (2021)	<b>Renumbered as Indicator 5.1 c) Additional km of national roads rehabilitated</b> Baseline: 0 (2016) Target: 195 km (2021)	Target revised as it was based on the whole Government program. Target is now based on roads rehabilitated under World Bank financed projects.
Milestone 5.3: Contracts implemented for 16 km of urban roads by 2019.	<b>Revised</b> Milestone 5.1.1: Procurement for contracts for 30 km of urban roads underway by end of 2019	Milestone changed to reflect late effectiveness of the Inclusive and Resilient Cities Project.
<b>Indicator 5.4: Access to electricity</b>	<b>Dropped</b>	Project approved in December 2018 and will take some time to be effective. Indicator and milestone are dropped since the projects is unlikely to achieve results by end of 2021.
Milestone 5.4: 122 localities electrified by 2020 strengthening of the three national transmission networks completed by 2019	<b>Dropped</b>	
	<b>New Indicator 5.2: Number of additional people protected from floods in the targeted localities</b> Baseline: 0 (2012) Target: 87,940 (2021)	Reflects people protected from floods under the Flood Emergency Project.
	<b>(New) Indicator 5.3 Number of Refugees benefitting directly from local council investments</b> Baseline: 0 (2018)	New indicator to reflect activities financed under the Refugee sub-Window.

	Target: 125,000 Of which Female Refugees: 62,500	
<b>CPF Objective 6: Increased national availability of electricity</b>		
<b>Indicator 6.1: Additional MWs of electricity generated</b> <u>Baseline</u> (2015): 0 MWs <u>Target</u> by 2021: 820 MW (2021)  Of which: Renewable: <u>Baseline</u> (2015): 0 MWs <u>Target</u> by 2021: 820 MWs  Under PPP <u>Baseline</u> (2015): 0 MW <u>Target</u> by 2021: 420 MW	<b>Revised Indicator 6.1: a) Additional MWs of renewable electricity generated</b> <u>Target</u> : 150 MW (2021)  <b>Dropped</b>  <b>Revised b) Additional MWs under PPP under construction</b> <u>Baseline</u> : 0 MW (2015) <u>Target</u> : 420 MW (2021)	Target revised to take into account the drop of Phase two of Kribi Gas Power Project (P110177) and delay in delivery of Nachtigal Hydropower Project.  All additional electricity generated is renewable.  Nachtigal hydropower project (420 MW) was approved by the Board in July 2018 and reached financial close in December 2018 under PPP format. Works are to be launched and the Nachtigal Hydropower Project is expected to be commissioned in 2023
<b>Indicator 6.2: Total annual power outages per customer Duration as measured by System Average Interruption Duration Index (SAIDI) due to the Transmission Network</b>	<b>Dropped</b>	Investments under SONATREL will not be completed by the end of the CPF period.
Milestone 6.2.3: Nachtigal Hydropower Project commissioned by end of 2021	<b>Dropped</b>	The first unit of Nachtigal will not be commissioned until after the CPF period.
	<b>New Indicator 6.2: Duration as measured by System Average Interruption Duration Index (SAIDI) – Total Value Chain</b> <u>Baseline</u> : 160 hours (2015) <u>Target</u> : 35 hours (2021)	
	<b>Revised</b> Milestone 6.2.1: Short term electricity transmission investment program completed by end of 2021	
<b>CPF Objective 7: Improved transport and ICT services (Narrowed to “Improved transport services”)</b>		

Milestone 7.2: 500 km of railways rehabilitated/extended by end of 2019	<b>Revised</b> Milestone: 175 Kms of railways rehabilitated/extended by 2020	Original target was not accurate. Revised to reflect actual activities planned under CEMAC TTFP project.
<b>Indicator 7.3: Transaction Dwell time in Douala port in days</b> Baseline: 11 (2007) Target: 6 (2019)	<b>Revised Indicator 7.3: Transaction Dwell time in Douala port in days</b> Baseline: 11 (2007) Target: 8 (2021)	Initial indicator was not realistic. The dwell time has been revised within the framework of DPO1.
<b>Indicator 7.4: Access to broadband Internet services (fixed and mobile)</b>	<b>Dropped</b>	The planned project is proceeding with considerable delays
<b>CPF Objective 8: Improved business environment and access to financial services</b>		
<b>Indicator 8.1: Reduction of the number of days to register an enterprise for starting a business</b> Target: 3 days (2022)	<b>Revised Indicator 8.1: Reduction of the number of days to register an enterprise for starting a business</b> Target: 8 days (2021)	While improvements are expected, the revised target is more realistic, while still representing considerable progress. Only the top performing economies reach a target of 3 days.
<b>Indicator 8.2: Reduction of the number of payments of taxes per year</b>	<b>Dropped</b>	The WBG has no program to support progress against this indicator.
Milestone 8.2: E-declaration and e-payment for paying taxes by 2020	<b>Dropped</b>	The WBG has no program to support this progress against indicator.
	<b>New Indicator 8.2</b> <b>Establishment of a Credit Bureau-Number of firm covered by this credit Bureau</b> Baseline: 0 (2016) Target: 10,000 firms and 30,000 individuals (2021)	
	<b>New</b> Milestone 8.2.1: At least one credit bureau operational by end of 2020	
<b>Indicator 8.3: Direct compliance cost savings (US\$) (from simplifying registration, licensing and inspection systems for SMEs)</b> Baseline: 0 (2014) Target: US\$8 million (2021)	<b>Revised Indicator 8.3: Direct compliance cost savings (US\$) (from simplifying registration, licensing and inspection systems for SMEs)</b> Baseline: 0 (2014) Revised Target: US\$25 million (2021)	Increased direct compliance cost savings (CCS) target from US\$8 million to US\$25 million, since total CCS figures by end of FY18 had already reached US\$17.4 million, well above the original target.
Milestone 8.4: Monitoring of women covered by Credit Bureau in place by end of 2021	<b>Renumbered as</b> Milestone 8.2.2: Monitoring of women covered by Credit Bureau in place by end of 2021	

	<p><b>New Indicator 8.4 Number of firms that have received loans secured with movable property as reflected in the online movable collateral registry</b>  <u>Baseline:</u> 0 (2016)  <u>Target:</u> 1,800 (2021)</p> <p><b>New Milestone 8.4.1 Online moveable asset collateral registry operational by end of 2019</b></p>	To reflect actual commitment of Cameroon. This activity is led by the National Credit Council and with Cameroon driving the reform it would set an example for the other CEMAC members.
<b>Indicator 8.5 Number of SMEs that have received loans secured with movable property (#)</b>	<b>Dropped</b>	
<p><b>Original CPF Objective 9: Increased supply of skills demanded by the labor market</b>  <b>Revised CPF Objective 9: Setting up fundamentals for labor market responsive skills development system</b></p>		
		Objective 9 title updated to reflect the delay in preparation of the relevant project
<p><b>Indicator 9.1: Percent of TVET students (secondary and tertiary levels) enrolled in priority sectors/subject areas.</b>  <u>Baseline:</u> 60 percent (2015)  <u>Target:</u> 70 percent (2021) with at least 25 percent of girls</p>	Dropped	
	<p><b>New Indicator 9.1: Establishment of Skills Development Fund</b>  <u>Target:</u> Established by the end of 2021 (calendar year)</p>	
Milestone 9: Framework for PPPs in TVET established 2019	<b>Dropped</b>	Reflects delay in the preparation of the relevant project
<p><b>CPF Objective 10: Improved efficiency of public expenditure and service delivery</b></p>		
<p><b>Indicator 10.1: Share of decentralized Public Investment Budget projects derived from Local Development Plans (percentage)</b>  <u>Baseline:</u> 65 percent  <u>Target:</u> 77 percent (by March 2020)</p>	<p><b>Revised Indicator 10.1: Share of decentralized Public Investment Budget projects derived from Local Development Plans (percentage)</b>  <u>Baseline:</u> 58 percent (2016)  <u>Target:</u> 70 percent (by March 2020)</p>	The original baseline is incorrect. Revised to 58 percent.

<p><b>Indicator 10.3: Share of public investment budgets executed ('ordonncé') by year end (December 31st)</b>  <u>Baseline:</u> 50 percent (2015)  <u>Target:</u> 80 percent (2021)</p>	<p><b>Revised Indicator 10.3: Share of public investment budgets executed ('ordonncé') by year end (December 31st)</b>  <u>Baseline:</u> 36 percent (2014)  <u>Target:</u> 80 percent (2021)</p>	<p>The original baseline is incorrect. Revised to 36 percent.</p>
<p><b>Indicator 10.4: Improved performance in health RBF districts Average RBF district score for quality of care</b>  <u>Target:</u> 50 percent (2021)</p>	<p><b>Revised Indicator 10.4: Improved performance in health RBF districts Average RBF district score for quality of care</b>  <u>Target:</u> 70 percent (2021)</p>	<p>This indicator is improving very quickly because of rapid scaling up of PBF, which has a great potential to improve the quality of health care.</p>
<p>Milestone 10.4.1: Percentage of facilities with 100 percent tracer drugs available in targeted health facilities on the day of the visit: 40 percent by end of 2021</p>	<p><b>Revised</b> Milestone 10.4.1: Percentage of facilities with 100 percent tracer drugs available in targeted health facilities on the day of the visit: 35 percent by end of 2021</p>	<p>Target changed to 35 percent, because the availability of drugs in CENAME and the right of health facilities to purchase drugs freely from private accredited drugs wholesaler remains a challenge.</p>
<p>Milestone 10.4.2: Number of health districts covered by RBF: 100 by 2018</p>	<p><b>Revised</b> Milestone 10.4.2: Number of health districts covered by RBF: 175 by June 2020</p>	<p>The target can be increased because of rapid scaling up of PBF.</p>
<p><b>Indicator 10.5: Improved performance in schools. Number of schools funded through results-based contracts in target areas</b>  <u>Baseline:</u> 0 (2015)  <u>Target:</u> 400 (2020)</p>	<p><b>Revised Indicator 10.5 Improved performance in schools. Number of schools funded through results-based contracts in target areas</b>  <u>Baseline:</u> 20 (2018)  <u>Target:</u> 900 (2021)</p>	<p>20 primary schools were selected by Ministry of Basic Education as a pre-pilot during 2017-2018 school year: baseline is 20 (pilot 2018); 900 by end of 2021.</p>
<p>Milestone 10.5.1: Number of schools with a functioning management committee led by a community member: 400 by 2020</p>	<p><b>Dropped and replaced</b></p>	<p>This milestone is difficult to monitor as this is not part of the indicators collected by MINEDUB. It will not be possible to disaggregate by region.</p>
	<p><b>New</b> Milestone 10.5.1: Government set up a direct payment mechanism to improve school functioning and performance.</p>	<p>The original indicator is not clearly defined. Propose to replace it with this new one.</p>
	<p><b>New Indicator 10.6: Average time between the issuance of tender documents and the signing of respective public contracts</b>  For contracts under Public Procurement Ministry (MINMAP) threshold  <u>Baseline:</u> 128 days (2016)</p>	<p>To reflect prior actions included in the DPO</p>

	<u>Target:</u> 90 days (2020)  For contracts above the MINMAP threshold <u>Baseline:</u> 225 days (2016) <u>Target:</u> 150 days (2020)	
	<b><u>New Indicator 10.7: Percentage of communes having obtained at least the mid-point score in the Performance Based Grant from the CDD operations</u></b> <u>Baseline:</u> 24 percent (2017) <u>Target:</u> 30 percent (2021)	To adjust to projected results and better reflect communes' accountability.
<b>CPF Objective 11: Improved regulatory and institutional framework for key sectors</b>		
<b>Indicator 11.2: Increased use of Road Fund Share of annual Road Fund resources and spent on road maintenance</b> <u>Target:</u> 70 percent (2019)	<b><u>Renumbered as 11.1 and Revised Indicator: Increased use of Road Fund Share of annual Road Fund resources collected and spent on road maintenance</u></b> <u>Target:</u> 60 percent (2021)	Updated to improve realism of the target.
<b>Indicator 11.3: Improved transparency in mining sector management. Public online access to historic and newly acquired geo-data information</b> <u>Target:</u> Yes (2018)	<b><u>Renumbered as 11.2: Improved transparency in mining sector management. Public online access to historic and newly acquired geo-data information</u></b> <u>Target:</u> Yes (2021)	Geo-data system is operational but not yet online
<b>Indicator 11.4: Improved urban management, planning and support to decentralization. Local Governments that implement asset management plans as specified in the city development contracts</b> <u>Target:</u> 7 (2021)	<b><u>Renumbered as 11.3 and Revised Indicator: Improved urban management, planning and support to decentralization. Local Governments that implement asset management plans as specified in the city development contracts</u></b> <u>Target:</u> 4 (2021)	End Target is revised to reflect the delayed effectiveness of the Inclusive and Resilient Cities Project



<p><b>Indicator 11.5: Strengthened capacity in REDD+ issues GOC contribution to joint Congo Basin submission to UNFCCC</b>  <u>Baseline:</u> 0 (2014)  <u>Target:</u> Submitted (2017)</p>	<p><b>Renumbered and Revised Indicator: Strengthened capacity in REDD+ issues GOC contribution to joint Congo Basin submission to UNFCCC</b>  <u>Baseline:</u> 0 (2014)  <u>Target:</u> Submitted (2020)</p>	<p>Updated to reflect delays in the activities  The planning tool and strategy were adopted in 2018 but contribution to UNFCCC is still pending. The REDD+ additional funding will address it by December 2019.</p>
<p>Milestone 11.5: Number of local development and spatial plans in place by end of FY20</p>	<p><b>Dropped</b></p>	<p>Not supported by the Enhancing Institutional Capacities on REDD + project.</p>
	<p><b>New Indicator 11.6: Number of SOEs publishing their audited annual financial reports within the prescribed deadlines</b>  <u>Baseline:</u> 0 (2016)  <u>Target:</u> The 10 largest public enterprises and the 10 largest public institutions (2021)</p>	<p>Added to reflect program supported by the DPO</p>
<p><b>CPF Objective 12: Increased citizen engagement at local level (new)</b></p>		
	<p><b>New Indicator 12.3: All Project Implementation Units have revised their GRMs, reinforced their capacities, and implement them in the field.</b>  <u>Baseline:</u> No  <u>Target:</u> Yes</p>	<p>Added to reflect a need to improve the GRMs portfolio-wide</p>
	<p><b>New Indicator 12.4: Village Development Committee of refugee host villages with at least one refugee represented in the committee/bureau</b>  <u>Baseline:</u> 0 (2018)  <u>Target:</u> 40 (2021)</p>	<p>To reflect proper inclusion of refugees in the communes</p>
<p>Milestone 12.2: Modification of the simplified budget template used for citizen consultation</p>	<p><b>Dropped</b></p>	<p>Duplication and not relevant</p>

### Annex 3: Summary of Progress toward CPF Objectives

Original CPF Indicators	Progress/Outcome	WBG Program
<b>CPF FOCUS AREA ONE: ADDRESSING MULTIPLE POVERTY TRAPS IN RURAL AREAS (WITH FOCUS ON NORTHERN REGIONS)</b>		
<b>CPF Objective 1: Increased productivity and access to markets in the agriculture and livestock sectors</b>		
<p>Indicator 1.1: (Source: Agriculture Investment &amp; Market Development Project - AIMDP)</p> <p>·Increased yields (maize, sorghum, cassava) in target areas</p> <p><i>Baseline: Cassava 8t/ha (2015); Maize 1.5t/ha; Sorghum 1t/ha</i></p> <p><i>Target: Cassava 24t/ha (2021); Maize 4t/ha (2021); Sorghum 3t/ha (2021)</i></p> <p>o/w in northern regions</p> <p><i>Baseline: Maize 1.5t/ha; Sorghum 1t/ha</i></p> <p><i>Target: Maize 4t/ha (2021); Sorghum 2t/ha (2021)</i></p> <p>Milestone 1.1: Cooperatives' Sub-Projects implemented</p> <p>Target: 100 (2019)</p> <p>Indicator 1.2: (Source LDP)</p> <p>·Increased productivity of targeted livestock species by farmers and pastoralists beneficiaries in target areas</p> <p><i>Ruminants (mortality rate):</i></p> <p><i>Baseline: 20 percent (2016)</i></p> <p><i>Target: 12 percent (2019)</i></p> <p>Milestone 1.2.1: Livestock business plans implemented</p> <p>Target: 50</p> <p>Milestone 1.2.2: New technologies adopted by farmers</p>	<p>Cassava 21.75 t/ha; Maize 3.8 t/ha; Sorghum 1.5 t/ha</p> <p><b>On track</b></p> <p><b>Dropped as it is not measured under PIDMA</b></p> <p>57</p> <p><b>Delayed but largely on track</b></p> <p>No results data yet (project still at an early stage, 1 year after effectiveness)</p> <p><b>Delayed but largely on track</b></p> <p>No results data yet (project still at an early stage, 1 year after effectiveness)</p> <p><b>Delayed but largely on track</b></p>	<p><b>Ongoing:</b></p> <p><i>Financing</i></p> <ul style="list-style-type: none"> <li>• Agriculture Investment and Market - Development Project (AIMDP, P143417) FY15</li> <li>• Livestock Development Project (P154908) FY17</li> </ul> <p><i>IFC</i></p> <ul style="list-style-type: none"> <li>• SG Cameroon Agriculture Risk Sharing Facility (34916) FY15</li> <li>• BICEC SFC Agri (34915)</li> <li>• Cargill Telcar (601329)</li> <li>• Nosa Sarl (28659) FY10</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Rural Community-Based Land Tenure Models (completed)</li> </ul> <p><b>Pipeline:</b></p> <p><i>Financing</i></p> <ul style="list-style-type: none"> <li>• Climate Smart Agriculture/Livestock Development Project (FY19) – <i>Renamed</i></li> <li>• Regional Lake Chad Recovery and Development Project (P161706) FY19</li> </ul>

<p>Target: 15percent</p> <p>Indicator 1.3: (Source AIMDP and LDP) ·Farmers and livestock owners reached with agriculture assets or services</p> <p><i>Source AIMDP: Baseline (2015): 0 Target: 120,000 (2020) o/w women: 70percent</i></p> <p><i>Source LDP: Baseline: 0 Target: 140,000 (2022 o/w female: 20,000 o/w youth: 20,000</i></p> <p>Indicator 1.4: (Source AIMDP) ·Price premium of produce sold by beneficiary farmers in targeted value chains (increase in percentage relative to the 2015 price baseline) <i>Target: Sorghum +20 percent (2021); Maize +15 percent (2021)</i></p> <p>Indicator 1.5 (Source AIMDP/LDP) ·Incremental sales in targeted value chains (average of all value chains) <i>Baseline (2016): value of sales Target by 2021: +20 percent in value of sales Source: Livestock Development Project</i></p>	<p>139,945 <b>Achieved</b></p> <p>No results data yet (project still at an early stage, 1 year after effectiveness) <b>Delayed but largely on track</b></p> <p>Sorghum +20% Maize +13% <b>On track</b></p> <p>No results data yet (project still at an early stage, 1 year after effectiveness) <b>On track</b></p>	<ul style="list-style-type: none"> <li>• Building Climate Resilience in the Niger Basin Project (Regional, FY20) - Renamed</li> <li>• AF to the AIMDP and to the Livestock Development Projects</li> <li>• Easter and Central African Agriculture Transformation Project (P162416, regional) - <i>Dropped</i></li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Climate Smart Agriculture and Livestock Production in Northern Regions (FY18)</li> <li>• Agriculture Index Insurance Feasibility Study (FY19)</li> <li>• Assessment of SOEs with a focus on the Agricultural sector (FY19)</li> <li>• Land Administration and Land Use Planning (FY20)</li> </ul>
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CPF Objective 2: Improved maternal and child health, and nutrition		
<p>Indicator 2.1:</p> <ul style="list-style-type: none"> <li>· Maternal mortality during birth in the Far North, North, Adamawa, and East Regions (per 100,000 births)</li> </ul> <p><i>Baseline: 782 (2011)</i> <i>Target: 590 (2021)</i></p> <p>Milestone 2.1: Assisted births in the Northern and East regions: 55 percent in 2021 – up from 34.5 percent in 2014.</p> <p>Indicator 2.2: (Source MICS or DHS for target year)</p> <ul style="list-style-type: none"> <li>· Under-5 deaths (per 1,000 lives) in the Far North, North, Adamawa, and East Regions</li> </ul> <p><i>Baseline: 103 (2014)</i> <i>Target: 85 (2021)</i> <b>o/w in Northern regions</b> [<i>Dropped in the revised results framework</i>] <i>Baseline: 173 (2014)</i> <i>Target: 115 (2021)</i></p> <p>Milestone 2.2.1:</p> <ul style="list-style-type: none"> <li>· Vaccinations in the northern regions (under-2 children fully vaccinated): 80 percent in 2021 – up from 65.7 percent in 2014</li> </ul> <p>Milestone 2.2.2: Health Service Delivery Indicators (SDI) survey implemented by 2018 [<i>Dropped in the revised results framework</i>]</p> <p>Indicator 2.3: (Source MICS or DHS for target year)</p> <ul style="list-style-type: none"> <li>· Rate of chronic malnutrition among children under 5 in the Far North, North, Adamawa, and East Regions</li> </ul>	<p>No results data available. Demographic and Health Survey results (DHS) expected for beginning of CY19 is delayed</p> <p>49.30 percent <b>On track</b></p> <p>94 <b>On track</b></p> <p>No data available</p> <p>No results data available. Waiting for DHS result</p> <p><b>Not on track</b></p> <p>No results data</p>	<p><b>On-Going:</b></p> <p><i>Financing</i></p> <ul style="list-style-type: none"> <li>• Health Sector Support Project (P104525) FY08, AF FY14 (P146795)</li> <li>• Health System Performance Reinforcement Project (P156679) FY16</li> </ul> <p><b>Pipeline:</b></p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Health financing notes</li> <li>• Public Expenditure Review (FY18)</li> </ul> <p>Enhanced Impact Evaluation for Health Sector PBF (FY19)</p>

<p><i>Baseline: 32 percent (2014)</i> <i>Target: 25 percent (2019)</i></p> <p>Milestone 2.3: ·Children under 24 months being weighed for growth monitoring in the 3 northern regions and East (Number): 989,834 by end of 2019</p>	<p>368,889</p> <p><b>Delayed but largely on track</b></p>	
<b>CPF Objective 3: Enhanced quality of, and more equitable access to, education</b>		
<p>Indicator 3.1: (Source Administrative data) ·Primary completion rate, overall and by ZEP and gender <i>Baseline:</i> <i>Overall: 74percent (2014)</i> <i>Education Priority Zones (ZEPs (*), including northern regions): 64percent (2014)</i> <i>Girls: 70percent (2014)</i> <i>Target:</i> <i>Overall: 77percent (2021)</i> <i>Education Priority Zones (ZEPs (*), including northern regions): 70percent (2021)</i> <i>Girls: 75percent (2021)</i></p> <p>Milestone 3.1.1: Regular administration of large-scale student assessments in selected grades by end of 2018</p> <p>Milestone 3.1.2: Decision to implement RBF in selected schools/districts in the northern regions by end of 2019</p> <p>Indicator 3.2: (Source Administrative Data) ·Pupil textbook ratio Grade 1-5 <i>Baseline: 1:12 (2014)</i> <i>Target: 1:2 (2021)</i></p>	<p>72.1percent (2018) 67.6percent (2018) 64.6percent (2018) <b>Delayed but largely on track</b></p> <p>1 large scale assessments undertaken in 2017 and 1 planned for 2019 <b>On track</b></p> <p>Pilot completed. Scale up planned for 2019-2020 school year <b>On track</b></p> <p>1:7 (2018) <b>On track</b></p>	<p><b>On-Going:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Equity and Quality for Improved Learning (P133338) FY14</li> <li>• Africa higher Education Centers of Excellence (P126974), Regional, FY14</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Textbooks policy note (completed)</li> <li>• Feasibility Study for PBF in Basic Education (trust-funded, FY18)</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Pre-Pilot Results-based Education Project (trust-funded)</li> <li>• Education Reform Support Project (FY19)</li> </ul>

<p>Milestone 3.2: New textbook policy approved by end of 2017</p> <p>Indicator 3.3: Pupil teacher ratio (excluding “parent teachers”) at grades 1 to 5 in the northern regions (North, North-West, Far North and Adamawa) - Source Administrative <i>Baseline: 120 (2013/2014)</i> <i>Target: 70 (2021)</i></p> <p>Milestone 3.3: Education SDI survey implemented by end of 2018</p>	<p>Principles approved. Full policy to be completed in 2019. <b>Delayed but largely on track</b></p> <p>124:1 (2018) <b>Not on track</b> <i>Indicator revised in the revised results framework</i></p> <p>Survey delayed partly due to situation in NWSW, planned for 2021 <b>Delayed but largely on track</b></p>	
<b>CPF Objective 4: Expanded social safety nets</b>		
<p>Indicator 4.1: (Safety net project administrative data) ·Direct public works projects beneficiaries (number) <i>Baseline: 0 (2015)</i> <i>Target: 30,000 (2018); o/w 45percent female</i> <i>Updated Target from Additional Financing: 53,000 nationals and 8,500 refugees (12/2022)</i></p> <p>Milestone 4.1: Direct public works beneficiaries (number): 8,000 in 2016 13,000 in 2017 9,000 in 2018</p> <p>Indicator 4.2: (Safety net project administrative data) ·Number of households benefitting from cash transfer program in northern regions (North, Far North) <i>Baseline: 4,000 (2015)</i> <i>Target: 26,000 (2018); o/w 20 percent female-headed households</i></p>	<p>30,000 (2018); o/w 45percent female <b>Achieved</b></p> <p><b>Achieved</b></p> <p>54,000 (2018); o/w 52percent female including emergency cash transfers <b>Achieved</b></p>	<p><b>On-Going:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Social Safety Nets Project (P128534) FY13</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Building Productive Safety Nets (P149564)</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• AF to the Social Safety Nets Project</li> <li>• Regional Lake Chad Recovery and Development Project (P161706) FY19</li> </ul> <p><i>Knowledge</i> Social Protection PER (regional study)</p>

<p>Milestone 4.2.1: Development and implementation of an effective targeting mechanism for cash transfer programs by end of 2017</p> <p>Milestone 4.2.2: Agreement with Government on scaling up by end of 2018</p>	<p>An effective targeting mechanism for cash transfer programs has been developed and implemented. <b>Achieved</b></p> <p>There is an agreement with the Government on scaling up cash transfer program by end of 2019. <b>Achieved</b></p>	
<p><b>CPF Objective 5: Improved access to local infrastructure</b></p>		
<p>Indicator 5.1: (Source Inclusive and Resilient Cities Project). Additional people provided with access to drainage <i>Baseline: 0 (2016); Target: 500,000 (2021)</i></p> <p>Milestone 5.1: Procurement for contracts for 7 km of drains and 30 km of urban roads (including storm water drainage) underway by end of 2019. Contracts implemented for 31 km of drains by 2019. [<i>Dropped in the revised results framework</i>]</p> <p>Indicator 5.2: (Source Sanitation Project) ·People provided with access to improved sanitation facilities <i>a) In target rural areas: Baseline: 0 (2011); Target: 25,000 (2017)</i></p> <p><i>b) In target urban areas: Baseline: 0 (2011); Target: 85,000 (2017)</i></p> <p>Indicator 5.3: Roads rehabilitated</p>	<p>No results data, to be dropped due to late effectiveness of Inclusive and Resilient Cities Development Project. <i>Dropped</i> <b>Not on track</b></p> <p>No result Data</p> <p>115,153 <b>Achieved</b></p> <p>1,411 <b>Off track – <i>Dropped in the revised results framework</i></b> Component cancelled</p>	<p><b>On-Going:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Community Development Program Support Project Phase III (P144637) FY16</li> <li>• Agriculture Investment and Market Development Project (P143417) FY15</li> <li>• Sanitation Project (P117102) FY11</li> <li>• Multimodal Transport Project (P143801) FY14</li> <li>• CEMAC Transport and Transit Facilitation Project (P079736) FY07</li> <li>• Transport Sector Development Project (P150999) FY17</li> <li>• Livestock Development Project (P154908) FY17</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Inclusive Cities Project (P156210) FY18</li> <li>• Access to Electricity in Northern Regions Project (FY19)</li> <li>• Competitive Cities Project (FY20)</li> </ul> <p><i>Knowledge</i> Urban Sector Review and Poverty Assessment (FY18)</p>

<p>a) Km of roads rehabilitated in rural areas (Source: Agriculture Investment &amp; Market Development Project, Community Development Program - Phase III) Baseline: 0 (2014) Target: 1,270 (2021)</p> <p>b) Additional people provided with access to all-season roads (Source Inclusive and Resilient Cities Development Project) Baseline: 0 (2017) Target: 660,000 (2021)</p> <p>c) Additional km of national roads rehabilitated) [Target reduced in the revised results framework] Baseline: 0 (2016) Target: 330 km (2021)</p> <p>Milestone 5.3: contracts implemented for 16 km of urban roads by 2019.</p> <p>Indicator 5.4: Access to electricity Source: Rural Electricity Access Project for Underserved Regions Baseline: 2016: 69 percent o/w northern regions: 47 percent Target: 88 percent o/w northern regions 75 percent (2021)</p>	<p>561.21 km <b>On track</b></p> <p>Original target not achievable by the end of CPF due to late effectiveness of Inclusive and Resilient Cities Development Project. <b>Not on track</b> <u>Target reduced in the revised results framework</u></p> <p>Original target mainly based on completion of Maroua-Mora-Kousseri that is at an early stage and Babadjou-Bamenda roads on pause due to insecurity in the North West region. <b>Not on track</b></p> <p>Not achieved due to late effectiveness of Inclusive and Resilient Cities Development Project. <b>Not on track</b> <u>Description of milestone changed in the revised results framework</u></p> <p>Relevant project approved only in December 2018 and not yet effective <b>Not on track</b> <u>Dropped in the revised results framework</u></p> <p><b>Not on track</b> <u>Dropped in the revised results framework</u></p>	
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Milestone 5.4: 122 localities electrified by 2020 strengthening of the three national transmission networks completed by 2019		
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Original CPF Indicators	Progress/Outcome	WBG Program
<b>CPF FOCUS AREA TWO: FOSTERING INFRASTRUCTURE AND PRIVATE SECTOR DEVELOPMENT</b>		
<b>CPF Objective 6: Increased national availability of electricity</b>		
<p>Indicator 6.1: ·Additional MWs of electricity generated: Source: Lom Pangar Hydropower Project; Nachtigal Hydropower Project; Hydropower Development on the Sanaga River Project <i>Baseline: 0 MW (2015)</i> <i>Target: 820 MW (2021)</i></p> <p>Of which renewable <i>Baseline: 0 MW (2015)</i> <i>Target: 820 MW (2021)</i></p> <p>Under PPP <i>Baseline: 0 MW (2015)</i> <i>Target: 420 MW (2021)</i></p> <p>Milestone 6.1.1: Completion of Lom Pangar Hydropower Dam by March 2017</p> <p>Milestone 6.1.2: Completion of Lom Pangar Power Station (30 MW) by end of 2018.</p> <p>Indicator 6.2: Total annual power outages per customer (Source ENEO/ARSEL)</p>	<p>Lom Pangar dam commissioned in June 2017, this translates into 120 MW of additional production downstream.</p> <p>120 MW <b>On track</b></p> <p>Same as above (All additional electricity generated is renewable) <u><i>Dropped in the revised results framework</i></u></p> <p>.</p> <p><b>Achieved</b></p> <p><b>Delayed, but largely on track</b></p> <p><u><i>Dropped in the revised results framework</i></u></p>	<p><b>Ongoing:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Lom Pangar Hydropower Project (P114077) FY12</li> <li>• Kribi Gas Power Project (P110177) FY12</li> <li>• Energy Sector Development Project SIL (P104456) FY08</li> <li>• IBRD: Electricity Transmission and Reform Project (P152755) FY17</li> </ul> <p><i>IFC:</i></p> <ul style="list-style-type: none"> <li>• Kribi Power Development Company SA (25978) FY10</li> <li>• Dibamba power development company (28529) FY10</li> <li>• AES Sonel (11579) FY06</li> </ul> <p><i>MIGA:</i></p> <ul style="list-style-type: none"> <li>• Kribi Gas Power Project</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Within the ESDP project</li> <li>• Policy note on reforms in the electricity sector (FY17)</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• IBRD Nachtigal Hydropower Project (P157734, FY17)</li> <li>• Hydropower Development on the Sanaga River Project (P157733, FY17)</li> <li>• Access to Electricity in Northern Regions Project (FY19)</li> </ul>

<p>·Duration as measured by System Average Interruption Duration Index (SAIDI) due to the Transmission Network <i>Baseline: 49 hours (2015)</i> <i>Target: 10 hours (2021)</i></p> <p>·Duration as measured by System Average Interruption Duration Index (SAIDI) – TOTAL Value Chain <i>Baseline: 160 hours (2015)</i> <i>Target: 35 hours (2021)</i></p> <p>Milestone 6.2.1: Short term electricity transmission investment program completed by end of 2021</p> <p>Milestone 6.2.2: Financial closing completed for Nachtigal by end of 2017</p> <p>Milestone 6.2.3: Nachtigal Hydropower Project commissioned by end of 2021</p>	<p>85.54 hours (2018) <b>On track</b></p> <p>Electricity transmission investment program is ongoing and on track to be completed by end of 2021 for the component funded by IBRD. <b>On track</b></p> <p>Financial closing completed in December 2018 <b>Achieved</b></p> <p>Commissioning expected in 2023 beyond CPF period <i>Dropped in the revised results framework</i></p>	<p><i>IFC</i></p> <ul style="list-style-type: none"> <li>• IFC (CAPEX ENEO)</li> <li>• Nachtigal Hydropower Project (Equity and loan, FY17)</li> </ul> <p><i>MIGA:</i> Nachtigal Hydropower Project (Equity cover, FY17)</p>
<p><b>CPF Objective 7: Improved transport and ICT services</b></p>		
<p>Indicator 7.1: (Source Multimodal Transport Project) ·Road transport prices per container between Douala and N'Djamena and per ton-km in US\$ <i>Baseline: 6,000 (2014)</i> <i>Target: 5600 (2021)</i></p> <p>Milestone 7.1.1: 1,600 kms of roads in good condition by end of 2019</p> <p>Milestone 7.1.2: number of roadblocks/checks reduced to 3 per 100 kms by end of 2019</p>	<p>No result data</p> <p><b>Not on track</b></p> <p>No Result data</p>	<p><b>Ongoing:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• CEMAC Transport and Transit Facilitation Project (P079736) FY07</li> <li>• Multimodal Transport Project (P143801) FY14</li> <li>• Transport Sector Development Project (P150999) FY17</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• ICT Sector Reform Project (P161219. FY18)</li> </ul>

<p>Indicator 7.2: (Source CEMAC TTFP) ·Rail freight volumes transported along the Douala-Ngaoundere corridor by train per year (in million tons/year) <i>Baseline: 1.90 (2014)</i> <i>Target: 2.30 (2021)</i></p> <p>Milestone 7.2: 500 kms of railways rehabilitated/extended by end of 2019</p> <p>Indicator 7.3: (Source CEMAC TTFP) ·Transaction dwell time in Douala port in days <i>Baseline: 11 (2007)</i> <i>Target: 6 (2019)</i></p> <p>Indicator 7.4: (Source ICT Reform Project) Access to broadband Internet Services (fixed and mobile) <i>Baseline: 13 percent of population (2016)</i> <i>Target: 40 percent of population (2021)</i></p>	<p>1.4 (December 2018) <b>Not on track</b></p> <p>No results data <b>Off track</b> <i>Target updated in the revised results framework</i></p> <p>No results data <b>Off track</b></p> <p>Relevant project not delivered <b>Off Track</b> <i>Dropped in the revised results framework</i></p>	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>Analytical work financed under the ongoing portfolio, e.g.: (i) integrated intermodal Transport Sector Strategy; (ii) trucking industry survey ; and (iii) environmental and social strategic assessment for the transport sector. Increasing the Competitiveness of the Transport Sector (FY18)</li> </ul>
<p><b>CPF Objective 8: Improved business environment and access to financial services</b></p>		
<p>Indicator 8.1: ·Reduction of the number of days to register an enterprise for starting a business (Source Doing Business Index) <i>Baseline: 15 days (2016)</i> <i>Target: 3 days (2022)</i></p> <p>Milestone 8.1: One-stop-shop for business entry and e-registration for enterprises fully implemented across Cameroon by end of 2020</p> <p>Indicator 8.2: Reduction of the number of payments of taxes per year (Source: Doing Business Index)</p>	<p>13.5 days (13 days for men and 14 days for women) <b>Delayed but largely on track</b></p> <p>One-stop-shop effective in Douala (from Doing Business report) <b>On track</b></p> <p>41 days with 2019 Finance law almost no progress.</p>	<p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>Improved Investment Climate within OHADA (Regional IDA, P126663) FY12</li> <li>(IFC) Banque Internationale du Cameroun pour l'Épargne et le Crédit (34915) FY15</li> <li>(IFC) Activa Finances ltd (31215) FY13</li> <li>(IFC) Société Civile Immobilière Sigs (27923) FY12</li> <li>(IFC) EB ACCION Microfinance SA (27966) FY09</li> <li>(IFC) Advans Cameroun (25392) FY07</li> <li>(IFC) Afriland First Bank Cameroon (600986)</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>Doing Business Index TA with IFC</li> </ul>

<p><i>Baseline: 44 payments (2016)</i> <i>Target: 12 payments (2022)</i></p> <p>Milestone 8.2: E-declaration and e-payment for paying taxes by 2020</p> <p>Indicator 8.3: ·Establishment of a Credit Bureau-Number of firms cover by this credit Bureau (Source: Doing Business Index) <i>Baseline: 0 (2016)</i> <i>Target: 10,000 firms and 30,000 individuals (2021)</i></p> <p>Milestone 8.3: Platform for credit information by 2021.</p> <p>Indicator 8.4: ·Direct compliance cost savings (US\$) (from simplifying registration, licensing and inspection systems for SMEs) (Source: ASOP IFC) <i>Baseline: 0 (2014)</i> <i>Target: US\$8 million (2018)</i></p> <p>Milestone 8.4: Monitoring of women covered by Credit Bureau in place 2021 [<i>Moved to indicator 8.3.2 in the revised results framework</i>]</p> <p>Indicator 8.5: Number of SMEs that have received loans secured with movable property (#) <i>Baseline: 0 (2016)</i> <i>Target: 1800 (2021)</i></p>	<p><b>Off Track</b> <u><i>Dropped in the revised results framework</i></u></p> <p>No progress <b>Off Track</b> <u><i>Dropped in the revised results framework</i></u></p> <p>Credit Bureau Regulation developed. Credit bureau to be created by end of 2021 <b>On track</b></p> <p>No data <u><i>Milestone changed in the revised results framework</i></u></p> <p>US\$17,478,576 (2019) <b>Achieved</b></p> <p>No data</p> <p>The regulation on the collateral registry has been signed by MoF and the online system is now live. <b>On Track</b> <u><i>The description of indicator has been changed in the revised results framework</i></u></p>	<ul style="list-style-type: none"> <li>Cameroon IC Project (594287) and Doing Business Advisory Service TA</li> </ul> <p><b>Pipeline:</b></p> <p><i>Financing</i></p> <ul style="list-style-type: none"> <li>CEMAC Institutions Capacity Building Project II (P161368)</li> <li>Improved Investment Climate within OHADA Project II</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>Secured Transactions Feasibility Study Land Administration and Land Use Planning (FY20)</li> </ul>
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CPF Objective 9: Increased supply of skills demanded by the labor market		
<p>Indicator 9.1: · Percent of TVET students (secondary and tertiary levels) enrolled in priority sectors/subject areas (*)</p> <p>(*) For instance: agriculture, secondary and construction sectors <i>Baseline: 60 percent (2015)</i> <i>Target: 70 percent (2021) with at least 25 percent of girls</i></p> <p>Milestone 9: Framework for PPPs in TVET established 2019</p>	<p>No progress attributable to WBG program</p> <p>This has been currently under development in the MINEFOP with AFD financing. <u><i>Dropped in the revised results framework</i></u></p>	<p><b>Ongoing:</b> <i>Financing:</i></p> <ul style="list-style-type: none"> <li>• Africa Higher Education Centers of Excellence Project (P126974), Regional, FY14</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Skills Development Project (FY20)</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Cameroon Skills Policy Note (P152086)</li> </ul>

Original CPF Indicators	Progress/Outcome	WBG Program
<b>CPF FOCUS AREA THREE: IMPROVING GOVERNANCE</b>		
<b>CPF Objective 10: Improved efficiency of public expenditure and service delivery</b>		
<p>Indicator 10.1: Local plans Share of decentralized Public Investment Budget projects derived from Local Development Plans (percentage) <i>Baseline: 65 percent (2016)</i> <i>Target: 77 percent (by March 2020)</i> Source: Community Development Program Support Project Phase III</p> <p>Indicator 10.2: Local accounts ·Percent of local councils producing annual accounts on SIM_BA software <i>Baseline: 8 percent (2014)</i> <i>Target: 50 percent (by March 2020)</i> (Source: Community Development Program Support Project Phase III)</p> <p>Milestone 10.2: SIM_BA system deployed in all communes by end of 2017.</p> <p>Indicator 10.3: Execution rates Share of public investment budgets executed ('ordonnancé') by year end (December 31st) <i>Baseline: 50 percent (2015)</i> <i>Target: 80 percent (FY21)</i> (Source: Budget Department, Ministry of Finance - National Committee Report 2018)</p> <p>Milestone 10.3: List of implementation-ready projects established, and performance contract piloted.</p>	<p>60.50 percent <b>On track</b> <i>Wrong Baseline updated in revised framework</i></p> <p>52 percent <b>Achieved</b></p> <p><b>Achieved</b></p> <p>70 percent in 2017 <b>On track</b></p>	<p><b>Ongoing:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>Community Development Program Support Project Phase III (P144637) FY16</li> <li>Health System Performance Reinforcement Project (P156679) FY16</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>Public Finance Management for Service Delivery Reform Project (P151155) FY18</li> <li>Education Reform Support Project, FY19</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>Public Expenditure Review (FY18)</li> <li>Civil Service Assessment (FY18)</li> </ul>

<p>Indicator 10.4: Improved performance in health RBF districts Average RBF district score for quality of care Source: MOH checklist report from PBF statistics <i>Baseline: 30 percent (2014)</i> <i>Target: 50 percent (2021)</i></p> <p>Milestone 10.4.1: Percentage of facilities with 100percent tracer drugs available in targeted health facilities on the day of the visit: 40 percent by end of 2021</p> <p>Milestone 10.4.2: Number of health districts covered by RBF: 100 by June 2018</p> <p>Indicator 10.5 Improved performance in schools ·Number of schools funded through results-based contracts in target areas <i>Baseline: 0 (2015)</i> <i>Target: 400 (2020)</i></p> <p>Milestone 10.5.1: Number of schools with a functioning management committee led by a community member: 400 by 2020 [<i>Dropped in the revised results framework</i>]</p> <p>Milestone 10.5.2: Share of RBF schools with required learning facilities and inputs (infrastructures, textbooks for each student, 1 desk for 2, toilets): 50 percent by 2020</p>	<p>No result data</p> <p>68 per cent <b>On track</b></p> <p>10 per cent <b>Not on track</b></p> <p>148 <b>On track</b></p> <p>No result data</p> <p>No result data</p> <p>No result data</p>	
<b>CPF Objective 11: Improved regulatory and institutional framework for key sectors</b>		
<p>Indicator 11.1: ·Energy National Electricity Transmission System Operator fully operational</p>		<p><b>Ongoing:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Lom Pangar Hydropower Project (P114077) FY12</li> </ul>



<p>Source: Lom Pangar Hydropower Project FY12; Hydropower Development on the Sanaga River Project  <i>Baseline: Integrated Power Sector (2015)</i>  <i>Target: Power sector fully unbundled (By September 2017)</i></p>	<p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>• Kribi Gas Power Project (P110177) FY12</li> <li>• Multimodal Transport Project (P143801) FY14</li> <li>• CEMAC Transport and Transit Facilitation Project (P079736) FY07</li> </ul>
<p>Milestone 11.1.1: SONATREL's organizational and ownership structure in place by end of 2017</p>	<p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>• Agriculture Investment and Market Development Project (P143147) FY15</li> <li>• Flood Emergency Project (P143940) FY13</li> <li>• Ngoyla Mintom Project (P118018) FY12</li> </ul>
<p>Milestone 11.1.2: Detailed operationalization road map/action plan completed and approved by end of 2017</p>	<p><b>Achieved</b></p>	<ul style="list-style-type: none"> <li>• Electricity Transmission and Reform Project (P152755) FY17</li> <li>• Transport Sector Development Project (P150999) FY17</li> </ul>
<p>Milestone 11.1.3: Power sector fully unbundled and operational under new model by end of 2017</p>	<p><b>Achieved</b></p>	<p><i>IFC:</i></p> <ul style="list-style-type: none"> <li>• Kribi Power Development Company SA (25978) FY10</li> <li>• Dibamba Power Development Company (28529) FY10</li> </ul>
<p>Indicator 11.2:  Increased use of Road Fund  Share of annual Road Fund resources collected and spent on road maintenance  Source: Transport Sector Development Project"  <i>Baseline: 55 percent (2015)</i>  <i>Target: 70 percent (2019)</i></p>	<p>No result data</p>	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Doing Business Index TA with IFC</li> <li>• Mining Sector TA Project (P122153) FY12</li> <li>• Enhancing Institutional Capacities on REDD+ Issues for Sustainable Forest Management in the Congo Basin Project FY12</li> </ul>
<p>Milestone 11.2: Road Fund rules revised by end of 2019</p>	<p>Road Fund rules are revised  <b>Achieved</b></p>	<p><b>Pipeline:</b></p> <p><i>Financing</i></p> <ul style="list-style-type: none"> <li>• Nachtigal Hydropower Project (P157734 GU) FY18</li> <li>• Inclusive Cities Project (P156210) FY18</li> <li>• Mining Sector Technical Assistance Project, AF (P160917) FY17</li> <li>• Competitive Cities Project (FY20)</li> </ul>
<p>Indicator 11.3:  Improved transparency in mining sector management Public online access to historic and newly acquired geo-data information  Source: Mining Sector TA Project</p>	<p>The geo-data system is operational but is expected to go online when the access to data policy is finalized.  <b>Delayed but largely on track</b></p>	

<p><i>Baseline: No (2012)</i> <i>Target: Yes (2018)</i></p> <p>Milestone 11.3: Set-up of geo-data platform complete by end of 2017</p> <p>Indicator 11.4: Improved urban management, planning and support to decentralization Local Governments that implement asset management plans as specified in the city development contracts <i>Baseline: 0 (2017)</i> <i>Target: 7 (2021)</i> <i>Source: Inclusive Cities Project</i></p> <p>Milestone 11.4: Number of city contracts with municipal management programs signed by end of 2019</p> <p>Indicator 11.5: ·Strengthened capacity in REDD+ issues GOC contribution to joint Congo Basin submission to UNFCCC <i>Baseline: 0 (2014)</i> <i>Target: Submitted</i></p> <p>Milestone 11.5: Number of local development and spatial plans in place by end of FY20</p>	<p>The geo-data system platform has been set up. <b>Achieved</b></p> <p>No result data – Project signing and effectiveness considerably delayed</p> <p>No result data</p> <p>Cameroon’s REDD+ National Strategy was completed and approved <u>Delayed but largely on track</u></p> <p>No data <u>Dropped in the revised results framework</u></p>	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Hydropower Development on the Sanaga River Project (P157773) FY17 – TA component</li> <li>• Urban Sector Review and Poverty Assessment (FY18)</li> <li>• Land Administration and Land Use Planning (FY20)</li> </ul>
<p><b>CPF Objective 12: Increased citizen engagement at local level</b></p>		

<p>Indicator 12.1: Local facilities Local councils with at least one user survey over previous 2 years (basic education, local councils' services, water, health) <i>Baseline: 10 (2015)</i> <i>Target: 160 (by Feb 2020)</i> Source: Community Development Program Support Project Phase III "</p> <p>Milestone 12.1: Simplified citizen scorecard at local council level piloted (by September 2017).</p> <p>Indicator 12.2: Multisector user feedback Share of beneficiaries that feel project investments reflected their needs <i>Baseline: 0 (2015)</i> <i>Target: 70 percent average (2021)</i> Source: Community Development Program Support Phase III, Inclusive Cities Project, AIMDP, Livestock Development Project, Safety Nets Project, Health System Performance Project, Education Reform support Project</p> <p>Milestone 12.2: generalization of consultative groups at village level</p> <p>Milestone 12.2: Modification of the simplified budget template used for citizen consultation</p>	<p>153 <b>On track</b></p> <p><b>Achieved</b></p> <p>No result data</p> <p><b>Achieved</b></p> <p>No data</p>	<p><b>Ongoing:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Health Sector Support Project (P146795) FY08, AF FY14</li> <li>• Community Development Program Support Project Phase III (P144637) FY16</li> <li>• Health System Performance Reinforcement Project (P156679) FY16</li> <li>• Livestock Development Project (P154908) FY17</li> <li>• Safety Net Project (P128534) FY13</li> </ul> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> <li>• Impact evaluation for health sector PBF</li> </ul> <p><b>Pipeline:</b> <i>Financing</i></p> <ul style="list-style-type: none"> <li>• Inclusive Cities Project (P156210) FY18</li> <li>• AF to Community Development Program Support Project Phase III Education Reform Support Project FY19</li> </ul>
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## Annex 4: Key Macro Economic Indicators

### Cameroon General Government Key Macroeconomic Indicators, 2014-2020

	2014	2015	2016	2017	2018e	2019p	2020p
<b>Real economy</b>	(Annual percentage change, unless otherwise indicated)						
Nominal GDP (CFAF, billions)	17,276	18,285	19,345	20,328	21,382	22,538	23,864
Real GDP	5.9	5.7	4.6	3.5	4	4.2	4.5
Per capita GDP (in US\$, constant prices)	1,428	1,470	1497.6	1510.4	1531.3	1555.4	1583.6
Per capita GDP	3.1	2.9	1.9	0.9	1.4	1.6	1.8
Imports	15	-5.0	-5.9	-4.8	7	-0.1	2.5
Exports	20.9	14.6	-4	-1.3	-0.9	4	4.9
GDP deflator	2.1	0.2	1.1	1.5	1.1	1.2	1.3
Consumer Price Index (eop)	2.6	1.5	0.3	0.8	2	2.3	2.2
Oil price (US\$ per bbl)	96.2	50.8	42.8	52.8	68.3	59.2	59.0
<b>Fiscal accounts</b>	(As a percentage of GDP)						
Total expenditure	20.8	20.9	20.9	19.8	18.7	18.2	17.8
Total revenue <sup>1</sup>	16.6	16.5	14.8	15	16.1	16.2	16.3
General Government balance <sup>1</sup>	-4.2	-4.4	-6.1	5.1	-2.5	-2	-1.5
Public and Publicly guaranteed debt (eop) <sup>2,3,4</sup>	21.5	30.9	32.5	36.9	39	39.2	38.6
<b>Selected monetary accounts</b>	(Annual percentage change, unless otherwise indicated)						
Credit to the economy	14.4	11.4	7.2	2.3	4.6	6.1	6.7
Broad money	10.8	9.2	5.5	5.9	9.8	6.1	6.7
<b>External accounts</b>	(Percentage of GDP, unless otherwise indicated)						
Current account balance	-4	-3.8	-3.2	-2.7	-3.7	-3.4	-3.3
Imports of goods and services	-27.7	-25.2	-21.7	-20.6	-21.7	-19.4	-20.2
Exports of goods and services	24.6	21.6	19.2	18.7	19	18.1	17.6
Foreign direct investment (FDI)	2.6	1.9	1.1	2.3	1.8	1.8	2
Gross official reserves imputed to Cameroon (US\$, billions, eop)	3.2	3.5	2.3	3.2	3.2	3.3	3.3
External debt	14.6	19.8	22.4	24.9	28.7	30.1	29.7
Terms of trade (percent change)	-9.9	-11.4	0.2	-1.7	-0.2	-4.3	-2.9

Source: National authorities, IMF, World Bank.

<sup>1</sup> Includes grants.

<sup>2</sup> Includes the cumulative financing gap.

<sup>3</sup> Includes the balance of payment at the treasury level and other debts of SONARA.

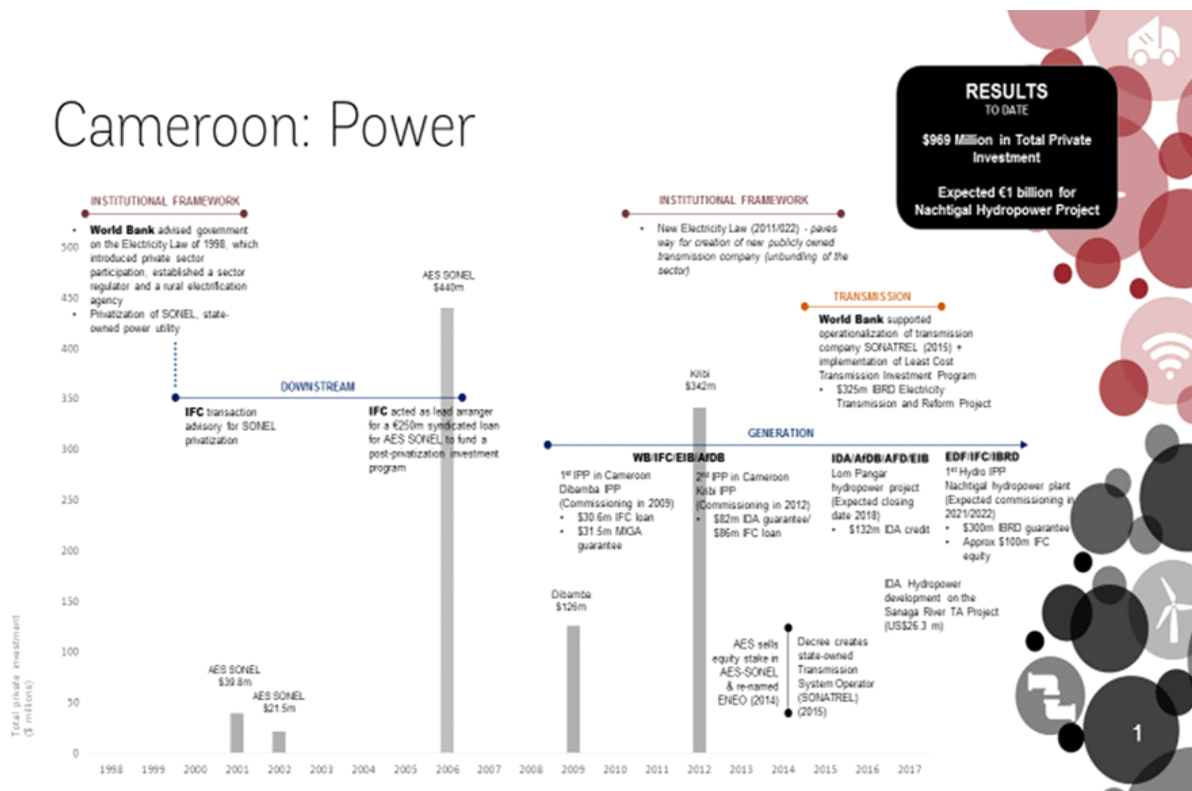
<sup>4</sup> Projections are taken from the DSA, which excludes the stock of debt on which France provided debt relief under the "Contrat de désendettement et de développement" C2D.

## Annex 5: Transformational WBG Engagement in the Energy Sector

- 1. The WBG has been a long-term, strategic partner of Cameroon’s energy sector, with a strong portfolio of projects and consistent support to the Government’s reform agenda.** It has built a close working relationship with all sector stakeholders and has become a trusted partner regarding policy, institutional development, and sector investment. With the support of the WBG Cameroon has, over the past two decades, embarked on a series of sector reforms in the power sector to enhance its financial viability, improve reliability and affordability of services, increase access and attract much needed private sector investments.
- 2. In 1998, the World Bank advised the Government on the Electricity Sector Law of 1998,** which introduced the *Agence de Régulation du Secteur de l’Electricité* (ARSEL [Electricity Sector Regulatory Agency]), as the independent sector regulator, and created a rural electrification agency. In 2001, with IFC as transaction advisor, the vertically-integrated public power utility, *Société Nationale d’Electricité* (SONEL [National Electricity Society]), was privatized under a 20-year concession to the American Electricity Supply Corporation (AES) and was renamed AES-SONEL. In 2014, AES Corporation sold its equity stake to the private equity fund ACTIS Capital LLP (Actis), which became the strategic partner for the remaining period of the concession (2014-2021). The concessionaire was renamed ENEO CAMEROON S.A. (ENEO). In 2018, the Government has indicated its intent to extend the concession for another ten years and is seeking ways to improve the technical and commercial performance of the utility.
- 3. Cameroon has adopted ambitious development goals as laid out in the Growth and Employment Strategy Paper (GESP), which establishes the framework for the first implementation phase (2010–2020) of the “Vision 2035.”** In line with the GESP, the 2014 IDA-financed Least Cost Power Sector Expansion Development Plan forecasts peak demand to quadruple by 2035, with a range from 3,900 MW to 5,500 MW depending on the growth scenario<sup>1</sup> (median or high). Electricity consumption is expected to range from 24,400 GWh (median) to 33,400 GWh (high). The Cameroon IDA-financed Rural Electrification Master Plan intends to increase to 88 percent the population living in electrified localities by 2022 (from 74 percent in 2016) through a mix of grid extension (80 percent) and off-grid solutions (20 percent). In 2016, total installed electricity generation capacity was estimated at 1,286 MW (against only 800 MW in 1998) with hydro representing 59 percent of the total. Of the remaining capacity, about 216 MW relates to the Kribi Gas to Power Project commissioned in 2013, supported by guarantees from IDA and with funding from IFC.
- 4. To further its strategy and lay the foundation for private sector participation, the Government has initiated a second phase of reforms that include:** (a) the transfer of transmission network management from ENEO to a state-owned entity, the National Electricity Transport Company (SONATREL); (b) changes to water storage activities, including the transfer of the water storage concession of the Sanaga Basin reservoirs to the Electricity Development Corporation (EDC);<sup>1</sup> and, (c) the introduction of new penalty charges in the event that ENEO fails to meet agreed performance targets. Given the fiscal constraints for Cameroon to meet its capacity expansion objectives, the GoC has embarked into enabling the development of IPPs, both thermal and hydropower based, which the WBG is supporting.
- 5. The GoC transformation agenda of the energy sector is built on a sustained engagement by the WBG in Cameroon, to accompany the Government in its reform agenda.** Over the past few years, the WBG has financed the following activities: (i) *the Energy Sector Development Project (FY08)* which helped update the sector framework and supported rural electrification; (ii) *the Lom Pangar Hydropower Project (LPHP, FY12)*, which supports the construction of a regulating dam in the Sanaga basin. The dam was successfully commissioned in June 2017. The Project allows Cameroon to (a) improve the production capacity of the two existing hydropower plants downstream—Song Loulou and Edéa; (b) unlock the hydropower potential of the Sanaga River (estimated at up to 6,000 MW) by reducing seasonal variability flow and attract private investments on downstream concessions; and (c) over time, lower electricity production costs with inexpensive hydropower generation; (iii) *the Electricity Transmission and Reform Project (FY17)*, which will help improve the capacity, efficiency, and reliability of the national transmission network. The project is financing investments in transmission, and is supporting the operationalization of SONATREL, which was concluded at the end of 2018; and (iv) *the Hydropower Development on the Sanaga River Technical Assistance Project (FY17)*, which aims to support institutional capacity building and knowledge transfer to the GoC in

refining its tools and strategy to develop its hydropower resources (e.g., on hydrology risks, dam safety, cascade investment optimization, and competitively-bid concessions). Two other projects were respectively approved in July and December 2018: (v) *the Nachtigal Hydropower Project* and (vi) *the Rural Electrification Access Project for Underserved Regions* with the objective to give direct access to electricity to nearly one million new households in the poorest regions of Cameroon.

Figure: 5.1: Evolution of the WBG Engagement in Cameroon’s Energy Sector



## Annex 6: MIGA and IFC Portfolios in Cameroon

IFC (as of March 31, 2019)

### Investment Portfolio (IFC Own Account)

Client Name	Industry Group Sector Level 1	Committed Portfolio - IFC Own Account
Nachtigal HPC	Infrastructure	214.0
KPDC	Infrastructure	24.0
Dibamba	Infrastructure	9.4
Afriland Cameroon	Trade Finance	7.1
SGCam Agri RSF	Financial Markets	4.3
RSF BICEC	Financial Markets	4.3
ENEO	Infrastructure	3.7
Advans Cam	Financial Markets	1.2
EB-Accion CMR	Financial Markets	0.5
<b>Total Committed Portfolio (IFC Own Account)</b>		<b>268.3</b>

### Advisory Portfolio

Project Name	Primary Business Line Name	Total Funds Managed by IFC (US\$m)
Advans Cameroon MCF Cohort TA	Financial Institutions Group	1.3
AFG Agent Banking Cameroon	Financial Institutions Group	1.6
Afriland First Bank Cam AS SME	Financial Institutions Group	0.7
CAMEROON COLLATERAL REGISTRY PROJECT	Equitable Growth, Finance and Institutions	0.5
Cameroon Investment Climate Reform Program	Equitable Growth, Finance and Institutions	2.4
Cargill Cocoa - Cameroon	Manufacturing, Agribusiness & Services	0.8
MTN Cameroon AS DFS MCF	Financial Institutions Group	1.0
Nachtigal Assmt	Infrastructure and Natural Resources	0.04
<b>Total</b>		<b>8.4</b>

### MIGA (as of June 13, 2019)

Management Sector	Effective Date	Expiry Date	Investor Name	Project Name	Business Sector	Host Country	Investor Country	Risk Covers	Gross Exposure (\$USD)	Adjusted Net Exposure (\$USD)
EEI	06/12/2014	07/17/2022	Energy Cameroon Holding B.V.	AES Sonel	Infrastructure	Cameroon	Netherlands	TR;WCD;BOC	180,000,000	120,000,001
EEI	06/13/2014	05/18/2033	Globeleq Energy Holdings (Cameroon) B.V.	Kribi Power Generation Company	Infrastructure	Cameroon	Netherlands	BOC	65,198,958	65,198,958
EEI	06/13/2014	05/10/2031	Globeleq Energy Holdings (Cameroon) B.V.	Dibamba Power Development Company	Infrastructure	Cameroon	Netherlands	BOC	26,269,953	26,269,953
EEI	12/21/2018	12/20/2033	EDF International S.A.S.	Nachtigal Hydro Power	Infrastructure	Cameroon	France	BOC	147,314,925	59,285,746
EEI	12/21/2018	12/20/2033	Stoa SA	Nachtigal Hydro Power	Infrastructure	Cameroon	France	BOC	38,403,477	38,403,477
<b>Grand Total</b>									<b>457,187,312</b>	<b>309,158,133</b>
Management Sector	Effective Date	Expiry Date	Investor Name	Project Name	Business Sector	Host Country	Investor Country	Risk Covers	Gross Exposure (\$USD)	Adjusted Net Exposure (\$USD)
EEI	06/12/2014	07/17/2022	Energy Cameroon Holding B.V.	AES Sonel	Infrastructure	Cameroon	Netherlands	TR;WCD;BOC	180,000,000	120,000,001
EEI	06/13/2014	05/18/2033	Globeleq Energy Holdings (Cameroon) B.V.	Kribi Power Generation Company	Infrastructure	Cameroon	Netherlands	BOC	65,198,958	65,198,958
EEI	06/13/2014	05/10/2031	Globeleq Energy Holdings (Cameroon) B.V.	Dibamba Power Development Company	Infrastructure	Cameroon	Netherlands	BOC	26,269,953	26,269,953
EEI	12/21/2018	12/20/2033	EDF International S.A.S.	Nachtigal Hydro Power	Infrastructure	Cameroon	France	BOC	147,314,925	59,285,746
EEI	12/21/2018	12/20/2033	Stoa SA	Nachtigal Hydro Power	Infrastructure	Cameroon	France	BOC	38,403,477	38,403,477
<b>Grand Total</b>									<b>457,187,312</b>	<b>309,158,133</b>



**Annex 7: World Bank Active Portfolio as of May 21, 2019**

Resp. Unit	Project ID	Project Name	Country	Agreement Type	Project Ratings – Project Development Objective (PDO)	Project Ratings - IP	Board Approval Date	Closing Date	Net Comm. Amt. - Total (US\$ million)	Disbursements - Cum. Disb. (US\$ million)
<b>NATIONAL PROJECTS</b>										
GEE07	P114077	CM - Lom Pangar Hydropower Proj. (FY12)	Cameroon	IDA	MS	MS	27-Mar-2012	28-Jun-2019	132.00	120.49
GEEXI	P122153	Cameroon Mining Sector Technical Assistance Project	Cameroon	IDA	S	S	15-Dec-2011	1-Dec-2021	56.90	26.85
GSP07	P128534	Cameroon Social Safety Nets	Cameroon	IDA	S	S	21-Mar-2013	30-Dec-2022	110.00	45.34
GED13	P133338	CAMEROON--Equity and Quality for Improved Learning Project	Cameroon	RETF	S	MS	24-Feb-2014	28-Jun-2019	51.87	38.08
GFA07	P143417	The Agriculture Investment and Market Development Project	Cameroon	IDA	MS	MU	25-Sep-2014	30-Sep-2019	100.00	61.90
GTR08	P143801	Cameroon - Multimodal Transport Project	Cameroon	IDA	MS	MS	27-May-2014	30-Jun-2021	71.00	32.47
GWA08	P143940	Flood Emergency Project	Cameroon	IDA	S	MS	11-Jun-2013	31-May-2019	108.00	93.64
GSU01	P144637	Community Development Program Support Project-Phase III	Cameroon	IDA	S	S	29-Sep-2015	30-Jun-2022	118.00	62.29
GTR08	P150999	Cameroon Transport Sector Development Project	Cameroon	IBRD	MS	MU	27-Oct-2016	30-Jun-2022	192.00	47.48
GGOAC	P151155	CAMEROON - Strengthening Public Sector Effectiveness and Statistical Capacity Project	Cameroon	IDA	MS	MS	20-Nov-2017	31-Dec-2023	31.00	0.00
GEE07	P152755	Electricity Transmission and Reform Project	Cameroon	IBRD	MS	MU	7-Dec-2016	31-Dec-2022	325.00	12.40
GFA07	P154908	Livestock Development Project	Cameroon	IDA	MS	MS	27-Oct-2016	31-Jan-2023	100.00	15.09
GSU19	P156210	Cameroon: Inclusive and Resilient Cities Development Project	Cameroon	IDA	MS	MS	22-Aug-2017	31-Mar-2024	160.00	0.00

GHN13	P156679	Health System Performance Reinforcement Project	Cameroon	IDA	S	MU	3-May-2016	31-Dec-2022	136.00	27.67
GEE07	P157733	Hydropower Development on the Sanaga River Technical Assistance Project	Cameroon	IDA	MS	MS	11-May-2017	31-Jul-2023	26.30	0.00
GED13	P160926	CAMEROON Education Reform Support Project	Cameroon	IDA	S	S	1-May-2018	29-Dec-2023	130.00	0.00
GEE07	P163881	CM- Rural Electricity Access Project for Underserved Regions	Cameroon	IDA	S	S	13-Dec-2018	30-Jun-2025	150.00	0.00
<b>REGIONAL PROJECTS</b>										
GTR08	P079736	CEMAC - Transport-Transit Facilitation	Central Africa	IDA	MS	MU	26-Jun-2007	30-Jun-2020	409.00	93.07
GED13	P126974	Africa Higher Education Centers of Excellence Project	Western Africa	IDA	S	S	15-Apr-2014	31-Mar-2020	8.00	2.23
GFCAC	P126663	Improved Investment Climate within the Organization for the Harmonization of Business Laws in Africa (OHADA)	Africa	IDA	S	S	26-Jun-2012	30-Dec-2022	30.00	14.81
GFCAC	P161368	Strengthening the Capacity of Regional Financial Institutions in the CEMAC Region	Africa	IDA	S	S	4-May-2018	4-Jul-2023	35.00	3.33

## Annex 8: Delivering Increasing Climate Change Co-Benefits in Cameroon

- 1. Cameroon remains vulnerable to climate variability and change, which acts as a threat multiplier for achieving poverty reduction and shared prosperity, particularly in its northern regions.** As noted in the 2016 SCD<sup>15</sup>, climate change will exacerbate trends including hydrologic and rainfall variability, heavy rainfalls alternating with a six to seven month-dry season, and significant sporadic floods and droughts. An overall decrease in water availability, both in terms of surface and groundwater, combined with increased demand for water, for both domestic and agricultural purposes, would further exacerbate the ongoing water crisis in many rural areas of the north. In addition, coastal areas are vulnerable to flooding and sea level rise, particularly the area around Douala.<sup>16</sup>
- 2. Climate mitigation and adaptation co-benefits have been delivered through operations in various sectors, thereby contributing to national climate priorities.** For example, the energy sector Hydropower Development on the Sanaga River Technical Assistance Project and Nachtigal Hydropower Project counted 100 percent climate co-benefits. The rural development Livestock Development Project (P154908) counted 72 percent climate co-benefits and was well aligned with the World Bank's Africa Climate Business Plan, particularly its first cluster on "strengthening resilience." The project captured climate co-benefits in both mitigation and adaptation and included design elements such as climate smart technologies and practices including sustainable land/landscape management, waste management systems to minimize greenhouse gas emissions, pollution and dissemination of pathogens, and renewable energy supply systems (bio and solar).
- 3. Cameroon has outlined national priorities for building resilience to climate risks and leveraging climate mitigation opportunities.** Cameroon's NDC<sup>17</sup> submitted under the Paris Agreement in 2015 stipulates that with international support, the country commits to reducing greenhouse gas emissions by 32 percent by 2035. Cameroon's National Adaptation Plan for Climate Change (PNACC)<sup>18</sup> sets out the vision on climate change adaptation by 2035: "climate change in Cameroon's five agro-ecological zones is fully integrated with the country's sustainable development, thus reducing its vulnerability, and even turning the climate change problem into a solution / opportunity for development". Going forward, the Cameroon's country program and pipeline projects will continue integrating climate consideration and delivering climate co-benefits, thereby responding to and aligning with national priorities outlined in Cameroon's NDC and PNACC.

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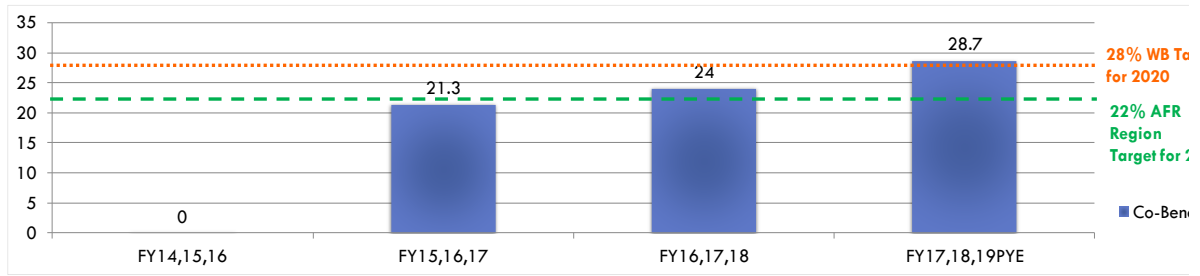
<sup>15</sup> World Bank Group, 2016. Republic of Cameroon (RoC): Priorities for Ending Poverty and Boosting Shared Prosperity <<https://openknowledge.worldbank.org/handle/10986/24697>>

<sup>16</sup> Cameroon Country Page, Climate Change Knowledge Portal. <<https://climateknowledgeportal.worldbank.org/country/cameroon>>

<sup>17</sup> Cameroon Nationally Determined Contribution, 2015. <<https://www4.unfccc.int/sites/submissions/indc/Submissionpercent20Pages/submissions.aspx>>

<sup>18</sup> Cameroon National Adaptation Plan for Climate Change, 2015 <<https://www4.unfccc.int/sites/NAPC/Pages/national-adaptation-plans.aspx>>

### Box 6: Delivering increasing climate change co-benefits in Cameroon



Overall, the climate change co-benefits captured by operations in Cameroon have increased significantly over the first half of the CPF period and averaging 28.7 percent annually between FY17 and FY19 Projected-Year-End. This exceeds both the World BankWB-wide co-benefits targets as part of the Climate Change Action Plan and Africa Region targets for 2020. Delivering good climate mitigation and adaptation co-benefits has been feasible through projects in various sectors over the last two to three fiscal years.

In FY17, four operations counted climate co-benefits, together accounting for 19 percent co-benefits over total IDA/IBRD commitments. In FY18, four operations counted climate co-benefits, together accounting for 25 percent co-benefits over total IDA/IBRD commitments. In FY19, all four operations have thus far counted climate co-benefits, together accounting for 50 percent co-benefits over total IDA/IBRD commitments.

Looking forward, five out of the nine planned operations thus far have been assessed for climate co-benefits, with a preliminary overall co-benefit rating of 45percent. The Valorization of Investments in the Valley of the Benue Project and the Lake Chad Region Recovery and Development Project (P161706) have significant potential to increase climate co-benefits. For the Third Fiscal Consolidation and Inclusive Growth DPO (P168332), climate change-related prior action(s) could be considered for inclusion. The four projects that have not yet been assessed all have potential to achieve climate co-benefits if they integrate climate change considerations into the design.

## Annex 9: Human Capital in Cameroon

1. **Following WBG-IMF 2018 annual meetings, Cameroon joined the second wave of countries participating in Human Capital Project (HCP).** A multisector team was quickly put in place by the MINEPAT with members from the ministries of education, health, agriculture, equipment, finance and other ministries involved in relevant initiatives in Cameroon. Mirroring the client's configuration, the World Bank team mobilized a programmatic ASA (the Cameroon Human Capital Plan ASA) composed of a multisector team focused on social sectors but also cross-sectoral issues, including stunting, human development sectors, and governance. These efforts were leveraged by complementary diagnostics in education and by the recently completed PER.

2. **The HCI for Cameroon is 0.39, meaning that the country is missing almost 60 percent of its potential.** Cameroon is ahead of Nigeria, Cote d'Ivoire and Uganda (0.34-0.38), but below Togo, Senegal, Ghana, Kenya, and Vietnam (0.41-0.67), and the LMIC average (0.48). Among the HCI components, Cameroon fares slightly worse than its comparators on child and adult survival, worse on learning achievement (harmonized test scores) and worst on stunting, where only Nigeria has a higher stunting rate (44 percent vs 32). The comparative components of the HCI for Cameroon are shown below.

Figure 9.1: Comparative Components of the HCI for Cameroon

Component	Boys	Girls	All
HCI	0.4	0.39	0.39
Survival to age 5	0.91	0.92	0.92
Expected years of school	9.5	8.7	9.1
Harmonized test scores	376	383	379
Learning-adj. years of school	5.7	5.3	5.5
Adult survival rate	0.66	0.68	0.67
Not stunted rate	0.67	0.7	0.68

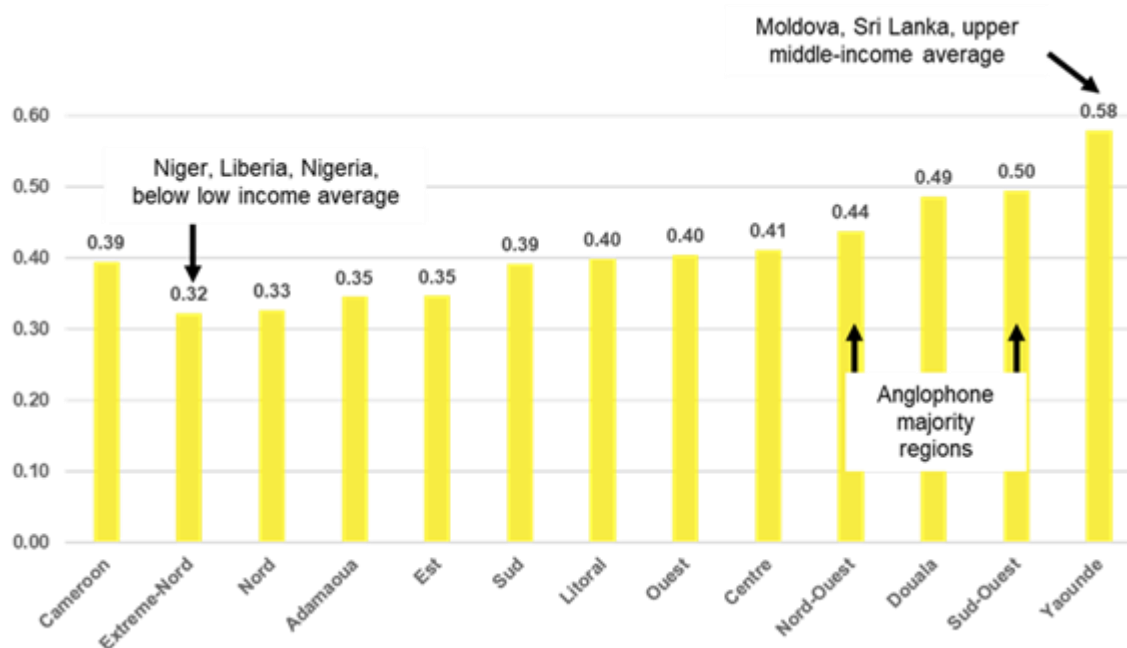
Figure 9.2: Cameroon HCI Compared with Other Low-middle Income Countries

Indicator	Cameroon	Nigeria	Cote d'Ivoire	Uganda	Togo	Senegal	Ghana	Kenya	Vietnam	Lower middle income
HCI	0.39	0.34	0.35	0.38	0.41	0.42	0.44	0.52	0.67	0.48
<b>Comp 1: Survival</b>										
Survival to age 5	0.92	0.90	0.91	0.95	0.93	0.95	0.95	0.95	0.98	0.96
<b>Comp 2: Education</b>										
Expctd years of school	9.1	8.18	7.0	7.0	9.1	7.2	11.6	10.7	12.1	10.4
Harmonized test scores	379	325	373	397	384	412	307	455	519	391
<b>Comp 3: Health</b>										
Adult Survival Rate	0.67	0.65	0.61	0.70	0.74	0.82	0.76	0.79	0.88	0.81
Not Stunted Rate	0.68	0.56	0.78	0.71	0.72	0.83	0.81	0.74	0.75	0.73

Legend: Worse than Cameroon Same as Cameroon Better than Cameroon

3. As part of the HCP development, regional HCI figures were also calculated, as shown below.

Figure 9.3: Regional HCI Figures



4. **Just-in-time TA on stunting was instrumental in raising awareness on the irreversible nature of developmental and cognitive losses in stunted children**, and the low levels of political leadership attributed to the topic, currently located in a sub-directorate in the MoH. Emphasis was put for the first time on community-based approaches which will require a multi-sectoral platform involving communities, local governments (communes) and Government entities to reach children, pregnant and lactating women as well as households with interventions related to community-based nutrition and Integrated Management of Childhood Illness activities. Social and behavior change communication activities would focus on key family and community practices that promote health and nutrition needs of pregnant women and adolescents; education on the benefits of birth spacing through family planning and lactation amenorrhea through exclusive breastfeeding; disease-preventive measures, and home-based care and care-seeking for sick children. To strengthen food and nutrition security, activities could be developed to enhance the capacity of communities to produce, buy and provide adequate food for the household, and promote their health and nutrition status through backyard/community gardens, small livestock husbandry, use of improved seed varieties and animal races, food conservation and transformation technologies, accompanied by enhanced social and behavior change communication. Access to safe water and sanitation, and promotion of best hygiene practices are key to improve the environment for adequate growth of children under five.

5. **Cameroon was one of four countries selected to present at the HCP Focal Points Forum during the WBG-IMF 2019 Spring Meetings.** Cameroon identified its priorities for accelerating the achievement of its human development goals and how the HCP helped the GoC to mobilize efforts around this. Cameroon's priorities focused on three priorities (i) addressing the problem of stunting; (ii) reducing disparities in access to quality education; (iii) engaging in Universal Health Coverage; and (iv) transversal issues related to women's empowerment, addressing consequences of conflict in NW/SW, and the refugee crisis. Ministers of finance and economy were fully mobilized to support these efforts. Furthermore, the GoC is planning on streamlining these efforts with the new Strategy for Growth and Employment in Cameroon which is currently under development. Sustained support through the HC ASA Phase 2 will need to move from identifying policy priorities to undertaking effective concrete actions. Monitorable efforts will be required, as well as further South-South exchange with Senegal and other countries.