

REPUBLIC OF CAMEROON  
Peace - Work - Country  
MINISTRY OF ECONOMY, PLANNING AND LAND USE  
CENTRAL SECRETARIAT  
DIRECTION GENERALE DE LA COOPERATION ET DE  
L'INTEGRATION REGIONALE  
DIRECTORATE FOR NORTH-SOUTH COOPERATION  
AND MULTILATERAL ORGANIZATIONS  
SUB-DIRECTORATE FOR COOPERATION WITH  
NORTH AMERICA AND ASIA



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## Report of the Validation Workshop on the Roadmap of the Action Dialogue for Effective Development Cooperation

" In the framework of the preparatory activities of the 3<sup>rd</sup> Reunion High Level Meeting of the Global Partnership for Effective Development Cooperation, scheduled for 12-14 December 2022 in Geneva, Switzerland, it was agreed that held on 8 December 2022 from 10 a.m., at the Mont Fébé Hotel in Yaoundé, a workshop for the strategic validation of the sheet for improving the effectiveness of cooperation for development. This workshop was chaired by Mr. ABOLO MBITA Christian, Technical Adviser No. 2 at the Ministry of Economy, Planning and Regional Development, representing the Minister of Economy, Planning and Regional Development, in the presence of Mr. Paul COUSTERE, UNESCO Regional Representative for Central Africa, representing the Resident Coordinator of the United Nations System in Cameroon.

This workshop was attended by several development partners, representatives of private sector and civil society organisations as well as Decentralised Territorial Authorities (see attached attendance sheet).

The exchanges focused on the validation of the roadmap on improving the effectiveness of development cooperation, with a view to its validation.

In his opening remarks, the Resident Coordinator of the United Nations System (UNS), reaffirmed the commitments of Development Partners in general and the United Nations System in particular, to work hand in hand with the Government, for a more effective support to the Cameroonian people. To this end, the partners are ready to accompany the Government in achieving the collective results of the National Strategy for

He stressed the importance of the 2020-2030 Development Agenda (NDS30) and the Sustainable Development Goals (SDGs), which he said remain common goals, focusing on the transition from aid effectiveness to development effectiveness. He therefore emphasised the central and catalytic role of an effective, efficient and sustainable partnership in achieving the MDGs.

Following the UNS Resident Coordinator, the MINEPAT representative commended the constant commitment of the TFPs alongside the Government. He stressed the interest that the Government of Cameroon has in improving the effectiveness of aid and development cooperation relations within the framework of economic and financial governance as set out in the NDS30. He also expressed the wish that the recommendations made at the end of the sectoral diagnostics of the partnership situation would enable the Government and its development partners to better exploit the full potential of development cooperation while improving its effectiveness, in order to better rebuild after COVID-19 and accelerate progress towards the achievement of the 2030 Sustainable Development Programme.

The presentation of the roadmap for partnership effectiveness by the Technical Secretariat of the Preparation, Organisation and Follow-up Committee of the Recommendations of the Action Dialogue, which was the high point of this workshop, was followed by very fruitful exchanges between the participants. The main issues covered were

- " the lack of distinction between cross-cutting problems and sector-specific problems (e.g. the problem of coordination and the problem of counterpart funds which are not limited to one sector);
- the lack of consistency between the problems identified and the actions proposed; weak synergy between sectors and weak coordination within sectors in the implementation of cooperation projects;
- the absence of an action in the roadmap on the overall evaluation of development cooperation, and more specifically of technical assistance;
- the absence of a global federating framework allowing for better harmonisation of SFFP interventions through joint programming, to support the government in the implementation of the NDS30 ;
- the lack of a strengthened dialogue framework between all TFPs and the government during the preparation of the budget law, which could improve the predictability and programming of external resources in the state budget;
- failure to take into account constraints related to the unavailability of data for monitoring the effectiveness of development cooperation at the governance sector level;
- the predominance of process indicators in the roadmap to the detriment of performance indicators for monitoring and impact assessment;
- the poor breakdown of actions into objectives, projects, activities and tasks;

- the lack of precision on the exact horizon of the roadmap; the presence of several officials for the same action; the low efficiency of recruitment policies for staff in charge of managing cooperation projects; poor implementation of cooperation projects, resulting in the accumulation of SENDS, or even the cancellation and repayment of aid and cooperation funds (case of the cancellation of a humanitarian grant of US\$130 million under the IDA 2018 window due to insufficient consumption of resources after 4 years); problems due, among other things, to procedures, the time limit on the duration of financing agreements and the existence of debt ceilings; The government's choice to set a concessional debt ceiling (which is not an IMF requirement like the non-concessional loan ceiling), creates a crowding out of capital expenditure in favour of recurrent expenditure such as wages and fuel subsidies; insufficient capacity of human resources recruited in project management units/cells in public procurement and disbursement of external funding; the low use of qualified local staff in large cooperation projects;
- the absence of a good mechanism for monitoring and evaluating the performance of the staff assigned to the project units " . staff assigned to project units ; the insufficient publication of administrative data, which is a great source of information that could enable TFPs to better plan and align their interventions with the government's needs.

In reaction to the various remarks made by the participants, the Chairperson of the session reassured the development partners and the representatives of the private sector and civil society that some of the concerns raised are already being addressed by the Government. He mentioned in particular the reactivation of the Planning-Programming-Budgeting-Monitoring-Evaluation chain in all public administrations, which places particular emphasis on monitoring-evaluation. He also welcomed the "**Learning by Doing**" approach proposed by the World Bank to support SMEs instead of ordinary capacity building actions, indicating that this proposal fits well with some initiatives undertaken by the Government through the National Office for Business Upgrading.

With regard to the difficulties in mobilising counterpart funds (CPF) for the implementation of jointly financed projects, the MINEPAT Technical Adviser reminded participants that there is a basket fund for CPFs set up by MINFI but that it may be subject to constraints linked in particular to the delay in payment.

With regard to the problems related to the non-publication of the abundant sources of administrative data, Mr ABOLO MBITA welcomed, following the

The representative of the World Bank highlighted the enormous amount of work that the administration is doing in terms of carrying out studies to improve economic and financial governance, such as the studies on fiscal expenditure and the work on improving the accounting and repatriation of export earnings. He particularly highlighted the numerous studies and surveys that the NSO is conducting to improve access to data, despite the delay in carrying out the population and agricultural censuses according to the desired periodicity. Similarly, the Technical Adviser indicated that there has been an improvement in the publication of statistics on the quality of the award and execution of public contracts by the Public Contracts Regulation Agency (ARMP), as well as the ongoing revision of texts on partnership contracts to improve the management of Public-Private Partnership (PPP) projects.

While recognising the difficulty that a country under construction like Cameroon may have in dealing with the multiple development priorities, the Technical Advisor, solicited the indulgence and sincerity of the PTFS in the formulation of projects, in order to align them fully with the national priorities defined by the government.

As a result of the discussions, the roadmap on improving the effectiveness of the development cooperation has been validated. It will be further developed in the context of the ongoing policy dialogue to better take into account the following relevant observations and recommendations from the parties

)stakeholders

1. Better specify the problems by making a clear distinction between cross-cutting and sector-specific problems;
2. Empower a small group to review the formulation of actions in line with the problems identified;
3. Emphasize inter and intra sectoral coordination actions to better improve synergies between and within sectors;
4. Break down the actions of the roadmap into objectives, projects, activities, tasks, with performance indicators, including the identification of PTFS that can support a particular project/activity;
5. Define appropriate indicators for each proposed action and harmonise the overall formulation of indicators;
6. Define a monitoring and evaluation mechanism for the roadmap,
7. Establish a federating framework for the PTFS to improve the overall coordination of their interventions and reduce fragmentation, through a global framework for joint programming of their interventions in the different sectors;
8. Advocate for the definition of a joint TFP assistance strategy for the implementation of the NDS30 or a Medium Term Resource Framework;
9. Define an action linked to development cooperation support for information systems and statistical data production, particularly large-scale operations such as the RGPH, the EDS, the RGAE;

10. Accelerate the finalisation and operationalisation of all sectoral strategies;
11. Strengthen the operationalisation of sectoral coordinations ;
12. Provide for specific partnership dialogues with the UNS around the United Nations Development Cooperation Framework (UNDCF);
13. Evaluate the effectiveness of capacity building actions carried out by the TFPs;
14. Systematise the evaluation of partnership actions to better assess the effects and impacts on the improvement of the living conditions of the populations
15. Continue to work towards increasing the health budget in order to meet, as far as possible, the Abuja commitments, which recommend that African states devote at least 15% of their budget to health;
16. Strengthen the framework for multi-stakeholder dialogue that is the Multi-Stakeholder Committee (MSC) with sectoral and thematic variations for discussions on budget support, for example;
17. Conducting the evaluation of PPPs in the infrastructure sector ;
18. In addition to the NDS30 review, introduce a budgetary review with the PTFS so that the results can feed into the process of preparing the Finance Act
19. Ensure better involvement of TFPs, CSOs and the private sector in budget orientation debates ;
20. Have an effective monitoring and evaluation system for each project at the level of the administrations and publish the results of the studies and administrative data collection;
21. Extend to all sectors the results-based financing initiatives started in the health, education and energy sectors, which are suitable for institutional and structural reforms in countries with high human resource capacities like Cameroon;
22. Rethinking the concept of capacity building, with a focus on the  
This can be seen in the "learning by doing" approach, for example in the technical and financial support of SMEs;
23. Propose a single manager per action and provide a separate column for other stakeholders;
24. Strengthen the use of local staff in the implementation of cooperation projects;
25. Conduct an in-depth reflection on the low absorption capacity of external financing and the reduction of the Undisbursed Commitment Balances (UCB);
26. Rethink the policy of recruiting staff for projects or give civil servants greater responsibility for managing project units in order to limit the use of contract staff within PMUs, as is the case in some other countries;
27. Define a targeted strategy for better use of humanitarian grant resources

After the validation of the roadmap, the Chairman of the meeting reiterated, on behalf of the Minister of the Economy, Planning and Regional Development, the government's thanks to the partners for their financial, technical and advisory support to the government for the proper conduct of public policies. He reassured them of the government's availability and determination to spare no effort to facilitate the implementation of projects and improve the quality and effectiveness of development cooperation. However, he requested the flexibility of the TFPs to avoid the suspension or cancellation of financing credits. Finally, he thanked all the participants for their rich contributions to improve the quality of the roadmap, while inviting the technical secretariat to integrate the observations and remarks formulated in the matrix of the roadmap, in collaboration with the technical secretariat.

The project will be implemented by a pool of experts, including sectoral focal points and those from development partners, the private sector and civil society.

As the workshop agenda was exhausted, the proceedings were closed at 1.30 pm with a family photo and a closing cocktail.

Done in Yaoundé, 13 DEC 2022

Rapporteur :



Mr LAO Emmanuel

**Global Partnership Focal Point  
MINEPAT**

The President de séance



Mr **ABOLO MBITA Christian**

Technical Advisor N°2