



## Cameroon Power Sector Reform Program (P178136)

WESTERN AND CENTRAL AFRICA | Cameroon | Energy & Extractives Global Practice | Requesting Unit: AWCC1 | Responsible Unit: IAWE4  
IBRD/IDA | Program-for-Results Financing | FY 2024 | Team Leader(s): Olayinka Mutiat Edebiri

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**Program Development Objectives**

Program Development Objective (from Program Appraisal Document)

The Program's Development Objective is to improve financial performance and transparency of the electricity sector, and increase access to electricity in Cameroon.

**Overall Ratings**

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	--	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	--	<input type="checkbox"/> Satisfactory

**Implementation Status and Key Decisions**

The Cameroon Power Sector Reform Program was approved by the World Bank in August 2023. The financing is not yet effective and program implementation is yet to begin.

**Data on Financial Performance****Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P178136	IDA-73940	Not Effective	USD	300.00	300.00	0.00	0.00	303.93	0%

**Key Dates (by loan)**

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P178136	IDA-73940	Not Effective	03-Aug-2023	--	--	30-Jun-2028	30-Jun-2028

**Program Action Plan**

<b>Action Description</b>	Approve BIP to improve: (i) accuracy of billing of electricity consumption of public facilities (including supply and installation of smart meters to all facilities); and (ii) metering of electricity consumption of public lighting				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>



Technical		MINEE	Due Date	01-Jul-2024	Not Yet Due
Completion Measurement	Report				
Comments					

Action Description	The MINEE to ensure a Program Operation Manual is maintained current during the program implementation				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MINEE	Recurrent	Yearly	Not Yet Due
Completion Measurement	Report on the internal control issued by the external audit				
Comments					

Action Description	The MINFI to open a sub-account at the Central Bank which will be part of the of the Treasury Single Account (TSA) to receive the the Bank contributions				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MINFI	Other	By the disbursement of funds	Not Yet Due
Completion Measurement	Bank reconciliation statements				
Comments					

Action Description	The Chamber of Accounts to audit the program financial statements on the basis of ToR and MoU with MINEE acceptable to the World Bank.				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		Chamber of accounts	Recurrent	Yearly	Not Yet Due
Completion Measurement	Copy of the audit report				
Comments					

Action Description	The CELCOR/MINEE to inform WB off all credible allegations or other indications of fraud and corruption in connection with the Program that come to their attention, and the investigative actions being taken on the basis of the MoU with the World Bank				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		CELCOR/MINEE	Recurrent	Semi-Annually	Not Yet Due
Completion Measurement	Report from CELCOR/MINEE on information on the allegations of fraud and corruption				



<b>Comments</b>	
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<b>Action Description</b>	The MINEE to ensure key staff positions for the program are held by qualified staff and experienced staff				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
Fiduciary Systems		MINEE	Recurrent	Yearly	Not Yet Due
<b>Completion Measurement</b>	PIU staff performance evaluation report				
<b>Comments</b>					

<b>Action Description</b>	The MINEE to use standard procurement documents, manuals and guides developed with World Bank support under the Public Expenditure and Statistical System Efficiency Project (PEPS) during implementation of the PforR				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
Fiduciary Systems		MINEE	Recurrent	Continuous	Not Yet Due
<b>Completion Measurement</b>	Agreed standard document				
<b>Comments</b>					

<b>Action Description</b>	MINEE to dematerialize all public procurement management procedures; use COLEPS Phase 1 (planning through to reception of bids) for the implementation of the PforR. And the other two phases once finalized and approved by the Government				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
Fiduciary Systems		MINEE	Recurrent	Continuous	Not Yet Due
<b>Completion Measurement</b>	Procurement review				
<b>Comments</b>					

<b>Action Description</b>	Annual screening of subprojects submitted by MINEE				
<b>Source</b>	<b>DLI#</b>	<b>Responsibility</b>	<b>Timing</b>	<b>Timing Value</b>	<b>Status</b>
Environmental and Social Systems	DLI 5	IVA	Other	At the beginning of each calendar year	Not Yet Due
<b>Completion Measurement</b>	Report				
<b>Comments</b>					

<b>Action Description</b>	ARSEL submits ToR of PSIA to the World Bank for approval.
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Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	DLI 1	ARSEL	Other	Thirty (30) days after the Effective Date	Not Yet Due
<b>Completion Measurement</b>	Terms of reference				
<b>Comments</b>					

<b>Action Description</b>					
ARSEL conducts a poverty and social impact analysis (PSIA) of electricity tariffs					
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	DLI 1	ARSEL	Other	Six (6) months after the Effective Date	Not Yet Due
<b>Completion Measurement</b>	Report				
<b>Comments</b>					

<b>Action Description</b>					
MINEE will put in place an E&S Taskforce with qualified E&S specialists & an adequate annual budget. The MINEE E&S Taskforce will cover all infrastructure projects piloted by the MINEE beyond the PforR and strengthen capacity building in Ministry					
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		MINEE	Other	Thirty (30) days after the Effective Date.	Not Yet Due
<b>Completion Measurement</b>	Resolution				
<b>Comments</b>					

<b>Action Description</b>					
The Recipient shall cause each of PforR's PCU and SONATREL, to designate and maintain throughout Program implementation an environmental and a social specialist as further detailed in the ESMS and the POM					
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		All PIU	Other	Within thirty (30) days after the Effective Date	Not Yet Due
<b>Completion Measurement</b>	Resolution				
<b>Comments</b>					

<b>Action Description</b>					
MINEE prepares an Environmental and Social Management System (ESMS) as per validated terms of reference by the World Bank					
Source	DLI#	Responsibility	Timing	Timing Value	Status



Environmental and Social Systems		MINEE	Other	Thirty (30) days after the Effective Date and in any case not before the start of works	Not Yet Due
Completion Measurement	Report				
Comments					

Action Description	MINEE prepares a completion report of livelihoods restoration actions recommended under the ESMS				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	DLI 5	MINEE	Other	Before the start of associated works	Not Yet Due
Completion Measurement	Report				
Comments					

Action Description	The IVA will verify the compliance with the livelihood's restoration chapter of the ESMS				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	DLI 5	VA	Other	Before the start of associated works	Not Yet Due
Completion Measurement	Report				
Comments					

Action Description	MINEE prepares a communication plan				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		MINEE	Other	120 days after the Effective Date	Not Yet Due
Completion Measurement	Report				
Comments					

Action Description	MV customers satisfaction survey				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	DLI 1	ARSEL	Due Date	31-Dec-2025	Not Yet Due
Completion Measurement	Report				



Comments	
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**Risks**

**Systematic Operations Risk-rating Tool**

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	High	--	High
Macroeconomic	Substantial	--	Substantial
Sector Strategies and Policies	High	--	High
Technical Design of Project or Program	Substantial	--	Substantial
Institutional Capacity for Implementation and Sustainability	Substantial	--	Substantial
Fiduciary	Substantial	--	Substantial
Environment and Social	Substantial	--	Substantial
Stakeholders	Moderate	--	Moderate
Other	--	--	--
Overall	Substantial	--	Substantial

**Results**

**PDO Indicators by Objectives / Outcomes**

Improve financial performance of electricity sector				
► Reduction of annual revenue gap between maximum allowed revenues and tariff revenues (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	9.50	--	9.50	5.00
Date	01-Jul-2022	--	14-Nov-2023	31-Dec-2027
Comments	Annual reduction in tariff shortfall in electricity sector			
► Timely payments of public administration's electricity consumption and annual compensation (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Irregular payments of annual compensation and electricity bills of public facilities	--	Irregular payments of annual compensation and electricity bills of public facilities	(a) 100% of the budgeted amount of tariff compensation as estimated by ARSEL for calendar year 2027 has been paid by



				MINFI in quarterly disbursements made no later than three months after the end of each quarter; (b) (i) 100% of the budgeted amount for public lighting bills estimated by ARSEL for calendar year 2027, and (ii) 100% of the budgeted amount for central government's electricity bills estimated by ARSEL for year 2027 have been paid by the end of the first quarter of 2028.
Date	01-Jul-2022	--	14-Nov-2023	31-Mar-2028
Comments	Timely payments of Central government electricity consumption and compensation			
<b>Improve transparency of electricity sector</b>				
▶ Public disclosure of annual audits of ENEO and SONATREL performance reports (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Absence of systematic regulatory audit of performance of ENEO and SONATREL	--	Absence of systematic regulatory audit of performance of ENEO and SONATREL	ARSEL has published a report on technical audit of performance of ENEO and SONATREL in previous year.
Date	01-Jul-2022	--	14-Nov-2023	31-Dec-2027
Comments	Public disclosure of annual audits of ENEO and SONATREL performance reports			
<b>Increase access to electricity</b>				
▶ People provided with new or improved electricity service (Number, Corporate)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	1,055,000.00
Date	01-Jul-2022	--	14-Nov-2023	31-Dec-2027
Comments				
□ People provided with new or improved electricity service - Female (Number, Corporate Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	464,000.00



Intermediate Results Indicators by Results Areas

Improved financial performance of electricity sector				
▶ ARSEL has issued an annual resolution setting MAR of ENEO and SONATREL (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Lack of systematic issuance of resolution setting MAR of SONATREL for the following year	--	Lack of systematic issuance of resolution setting MAR of SONATREL for the following year	ARSEL has issued an annual resolution setting MAR of ENEO and SONATREL for following year
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	ARSEL has issued an annual resolution setting MAR of ENEO and SONATREL for following year			
▶ Annual compensation amount estimated and included into National Budget Law (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Non-regular inclusion of compensation amount in Annual Budget Law	--	Non-regular inclusion of compensation amount in Annual Budget Law	ARSEL has communicated timely to MINFI the estimated value of compensation for 2028 to be included in National Budget Law.
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Annual compensation amount estimated and included into National Budget Law			
▶ Smart meters installed and put in service to record consumption of public facilities (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	15,000.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Smart meters installed and put in service at points of electricity supply to public facilities as per Billing Improvement Plan			
▶ Public lamps with metered consumption (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	150,000.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Public lamps with metered consumption			
Strengthened operational performance, enhanced accountability and transparency of electricity sector				





► Women interns in technical internships (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	15.00	--	15.00	30.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Percentage of women interns in technical			
► Women accessing energy sector jobs/promotion following internship (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	--	5.00	20.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Percentage of women accessing energy sector jobs/promotion following internship			
► Grievances registered and addressed within the GRM timeframe (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	100.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Percentage of project-related grievances registered and addressed within the GRM timeframe			
Increased access to electricity				
► Households provided with new electricity service (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	211,000.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Households provided with new or improved electricity service			
► Increase in renewable electricity supply to grid-connected and mini-grid consumers (Gigawatt-hour (GWh), Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	44.60
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Energy generated by solar photovoltaic plants commissioned after January 1, 2024 and supplied to grid-connected and mini-grid consumers.			
► Increase in transformation capacity in transmission system (Kilovolt-Ampere(KVA), Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2,898,000.00	--	2,898,000.00	3,136,900.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Total installed transformation capacity in transmission system increase.			
<b>► Net greenhouse gas (GHG) emissions (Metric tons/year, Corporate)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	168,000.00
Date	06-Jan-2023	--	14-Nov-2023	31-Dec-2027
Comments	Project net greenhouse gas (GHG) emissions are calculated as an annual average of the difference between project gross (absolute) emissions aggregated over the economic lifetime of the project and the emissions of a baseline (counterfactual) scenario aggregated over the same time horizon. They are reported in metric tons of carbon dioxide equivalent per year.			

#### Disbursement Linked Indicators

<b>► DLI 1 Reduction of annual revenue gap (RG) between maximum allowed revenues (MAR) and tariff revenues (TR), expressed as a percentage of MAR. (Outcome, 40,000,000.00, 0%)</b>				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	9.50	--	9.50	5.00
Date	--	--	14-Nov-2023	--
<b>Comments</b>				

<b>► DLI 2 Timely payments of public administration's electricity consumption and annual compensation by Ministry of Finance to ENEO, as per applicable regulatory framework (Outcome, 40,000,000.00, 0%)</b>				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	Irregular payments of annual compensation and electricity bills of public facilities	--	Irregular payments of annual compensation and electricity bills of public facilities	(a) 100% of the budgeted amount of tariff compensation as estimated by ARSEL for calendar year 2027 has been paid by MINFI in quarterly disbursements made no later than three months after the end of each quarter; (b) (i) 100% of the budgeted amount for public lighting bills estimated by ARSEL for calendar year 2027, and (ii) 100%



				of the budgeted amount for central government's electricity bills estimated by ARSEL for year 2027 have been paid by the end of the first quarter of 2028.
Date	--	--	14-Nov-2023	--
<b>Comments</b>				

► DLI 3 Public facilities with functioning smart meters and public lighting with functioning meters (Output, 40,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	N/A	--	N/A	(a) Smart meters are installed and put in service at points of electricity supply to public facilities as per Billing Improvement Plan; (b) Smart meters are installed and put in service to record consumption of public lighting lamps.
Date	--	--	14-Nov-2023	--
<b>Comments</b>				

► DLI 4 Reports on regulatory audits of performance of ENEO and SONATREL are completed and published annually (Output, 7,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	Absence of systematic regulatory audit of the performance of ENEO and SONATREL	--	Absence of systematic regulatory audit of the performance of ENEO and SONATREL	(a) ARSEL has published a report on technical audit of performance of ENEO for calendar year 2026. (b) ARSEL has published a report on technical audit of performance of SONATREL for calendar year 2026.
Date	--	--	14-Nov-2023	--
<b>Comments</b>				



► DLI 5 Households provided with new electricity service (Outcome, 53,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	0.00	--	0.00	New households are connected through grid densification, and become electricity consumers
Date	--	--	14-Nov-2023	--
<b>Comments</b>				

► DLI 6 Increase in renewable electricity supply to grid-connected and off-grid consumers (Outcome, 34,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	0.00	--	0.00	Energy generated by solar photovoltaic plants commissioned after January 1, 2024, is supplied to grid-connected and mini-grid consumers.
Date	--	--	14-Nov-2023	--
<b>Comments</b>				

► DLI 7 Increase in available transformation capacity in transmission substations operated by SONATREL (Outcome, 66,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	31 December 2027
Value	2,898 MVA	--	2,898 MVA	Increase in the total available transformation capacity in transmission substations operated by SONATREL (target 3,136.9 MVA)
Date	--	--	14-Nov-2023	--
<b>Comments</b>				