

FY 2019 Cameroon Country Opinion Survey Report

THE WORLD BANK GROUP

Public Opinion Research Group



October 2019



Acknowledgements

The Cameroon Country Opinion Survey is part of the Country Opinion Survey Program series of the World Bank Group. This report was prepared by the Public Opinion Research Group (PORG), led by Sharon Felzer (Senior Communications Officer, Head of PORG). Svetlana Markova, Jessica Cameron, Antonina Redko, and Yulia Danilina oversaw design, reporting, and analysis. Dania Mendoza, Noreen Wambui, and Irina Popova provided data support. PORG acknowledges the significant contribution from the Cameroon country team and independent consultants Aziza Sidiki, Aboubakar Hassana, Joel Kenne, and Priscille Mengue. In particular, PORG is grateful for the support from Odilia Hebga (Communications Officer) who coordinated the survey related activities from Yaoundé, Cameroon.



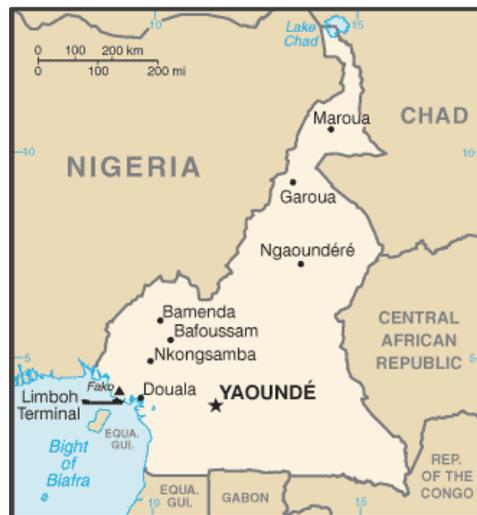
Country Opinion Surveys
THE WORLD BANK GROUP



Table of Contents

I. Objectives	3
II. Methodology.....	3
III. Demographics of the Sample.....	4
IV. General Issues Facing Cameroon.....	8
V. Overall Attitudes toward the World Bank Group.....	15
VI. Sectoral Effectiveness.....	21
VII. How the World Bank Group Operates	24
VIII. World Bank Group’s Knowledge and Instruments	30
IX. The Future Role of the World Bank Group in Cameroon	34
X. Communication and Outreach	39
XI. Appendices.....	43

CAMEROON





I. Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Cameroon perceive the WBG. The survey explored:

- *General Issues Facing Cameroon*
- *Overall Attitudes toward the World Bank Group*
- *World Bank Group's Effectiveness and Results*
- *The World Bank Group's Knowledge Work and Activities*
- *Working with the World Bank Group*
- *The Future Role of the World Bank Group in Cameroon*
- *Communication and Information Sharing*
- *Background Information*

II. Methodology

In April-June 2019, 703 stakeholders of the WBG in Cameroon were invited to provide their opinions on the WBG's work in the country by participating in a Country Opinion Survey. Participants were drawn from the Office of the President, Prime Minister; office of a minister; office of a parliamentarian; ministries/ministerial departments/implementation agencies; Project Management Units (PMUs) overseeing implementation of WBG projects; consultants/contractors working on WBG-supported projects/programs; local governments; bilateral and multilateral agencies; private sector organizations; the financial sector/private banks; private foundations; NGOs and community-based organizations; the media; independent government institutions; trade unions; faith-based groups; youth groups; academia/research institutes/think tanks; the judiciary branch; and other organizations.

A total of 368 stakeholders participated in the survey (52% response rate). Respondents completed the questionnaire with a representative from the local fielding agency or received the questionnaires via the online survey platform Qualtrics.

Every country that engages in the Country Opinion Survey (COS) must include specific indicator questions that will be aggregated for the World Bank Group's annual Corporate Scorecard. These questions are identified throughout the survey report.

The results in this year's Country Survey were compared to those in the Country Survey conducted in FY'16 (response rate was 65%, N=394). Data were weighted to reach the same stakeholder composition in two years, which allows for year comparisons. Stakeholder groups which were not present in both fiscal years were not included in the comparison. Respondents who belonged to the "other" stakeholder category were not included either. As a result, mean ratings, percentages of respondents, and the total number of respondents in both years are slightly different from those of the original data reported in the FY'16 COS report and the non-weighted data presented in appendices A, B, C, D and F. For the weighted stakeholder breakdown and year comparison results, please refer to Appendix E (page 80).

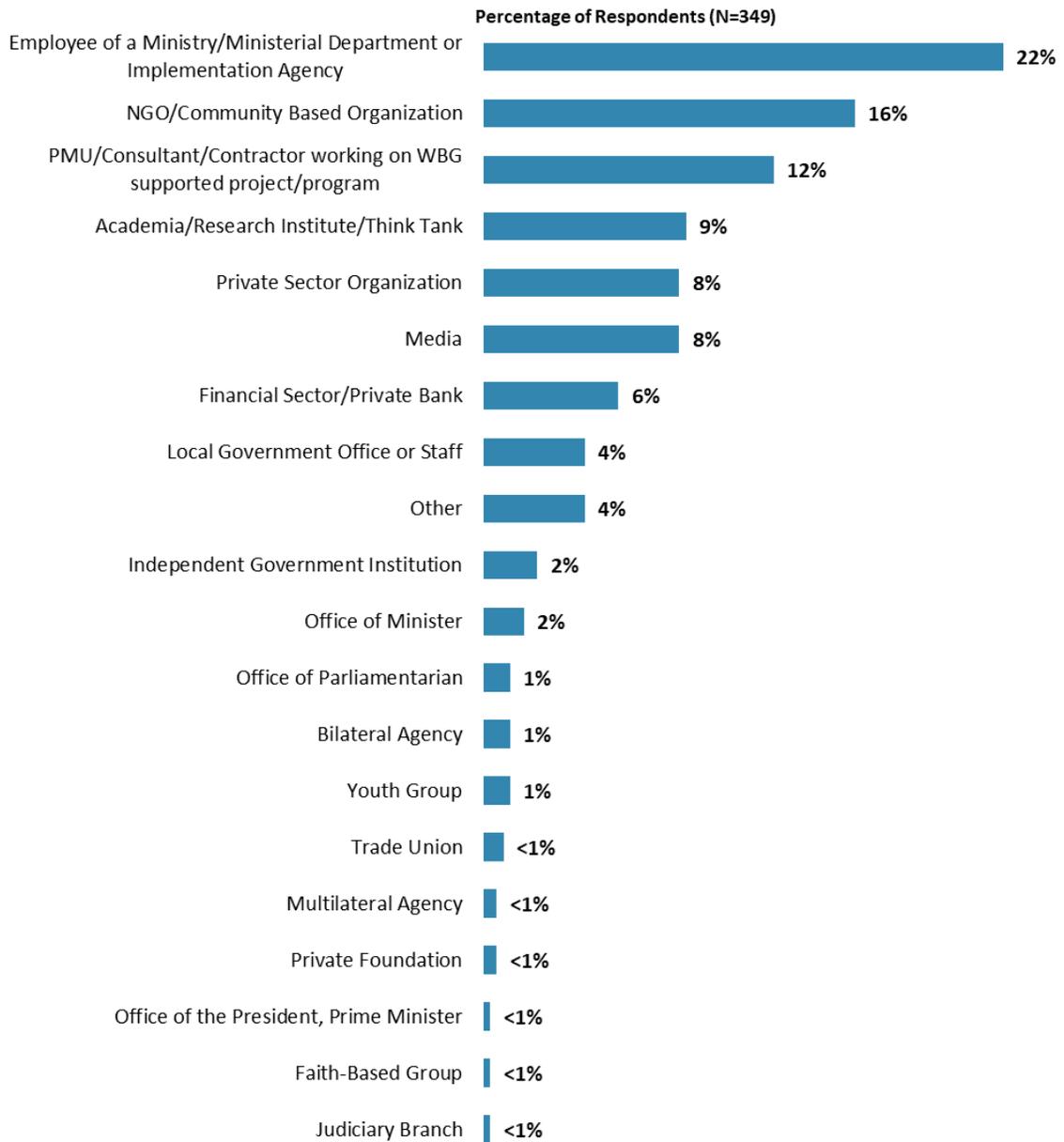
Note that the body of the report presents data on selected questions of the survey questionnaire. Please refer to Appendices A for data on all survey questions. Appendices B, C, D, E, and F present data on selected questions. Additional data breakdowns are available upon request.



III. Demographics of the Sample

Current Position

- Note that for further analyses, some respondent groups were combined.¹



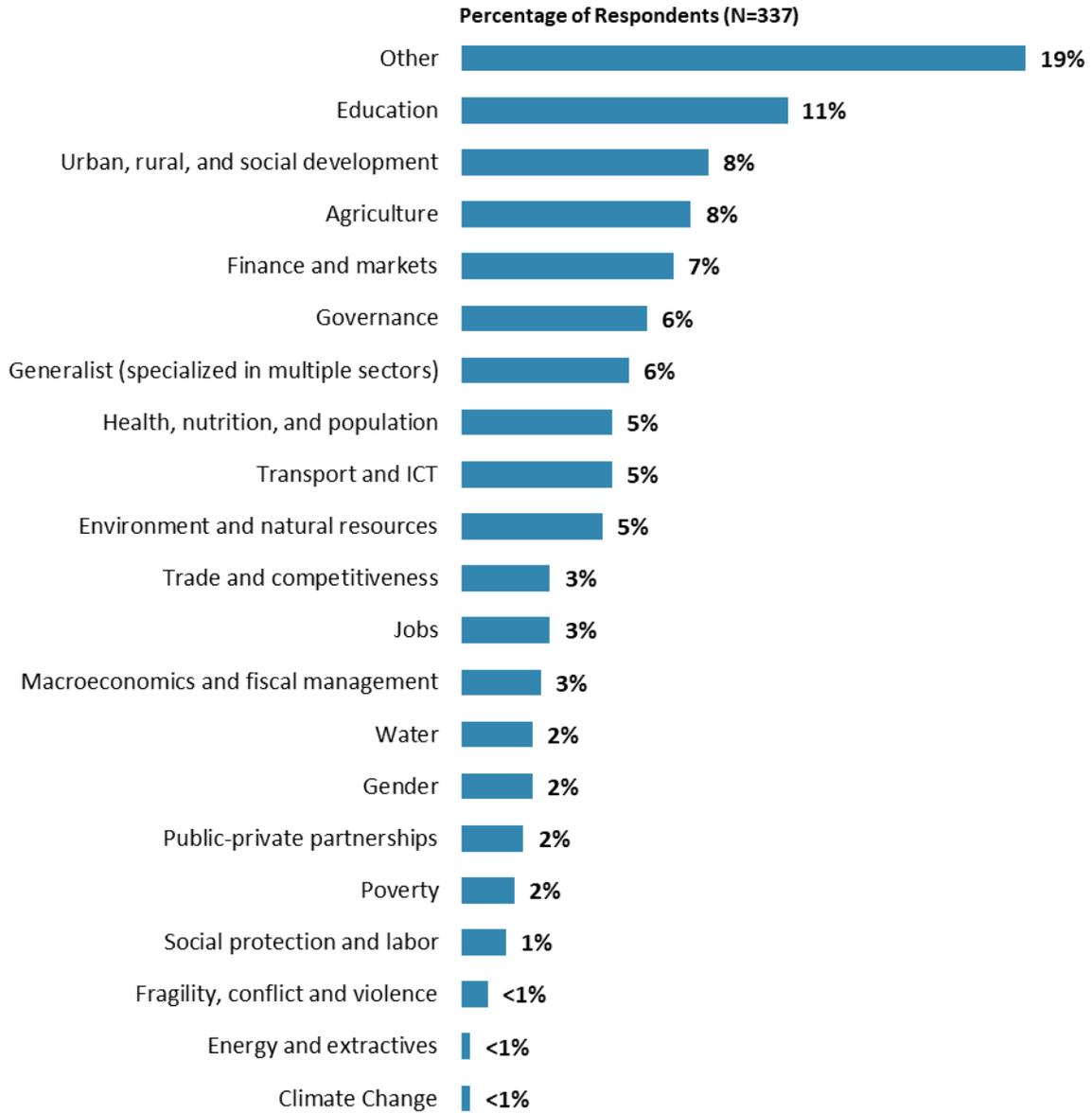
“Which of the following best describes your current position?”
(Respondents chose from a list.)

¹ Respondents from the financial sector/private banks were combined with those from private sector organizations; respondents from private foundations, NGOs/community based organizations, trade unions, faith-based groups, and youth groups were combined in the “CSO” category; and the small number of respondents from the office of the President/Prime Minister, office of a minister, office of a parliamentarian, bilateral and multilateral agencies, independent government institutions, and the judiciary branch were included in the “Other” category.



III. Demographics of the Sample (continued)

Area of Primary Specialization



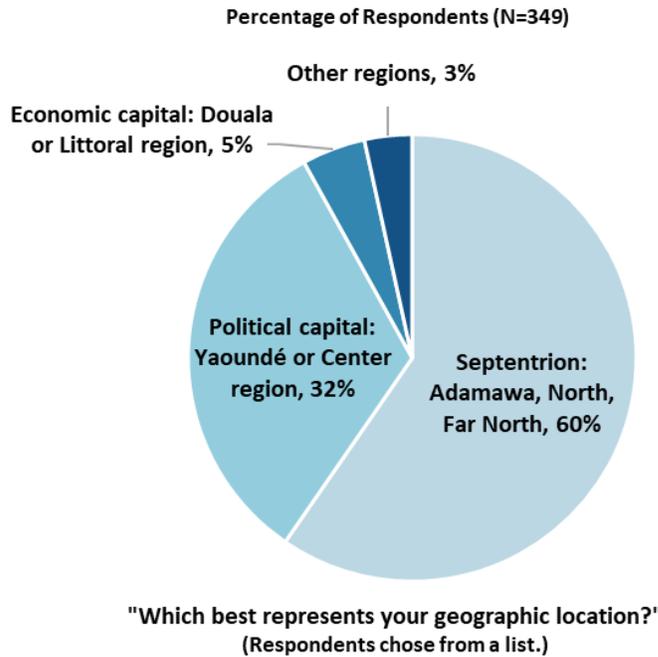
“Please identify the primary specialization of your work.”
(Respondents chose from a list.)



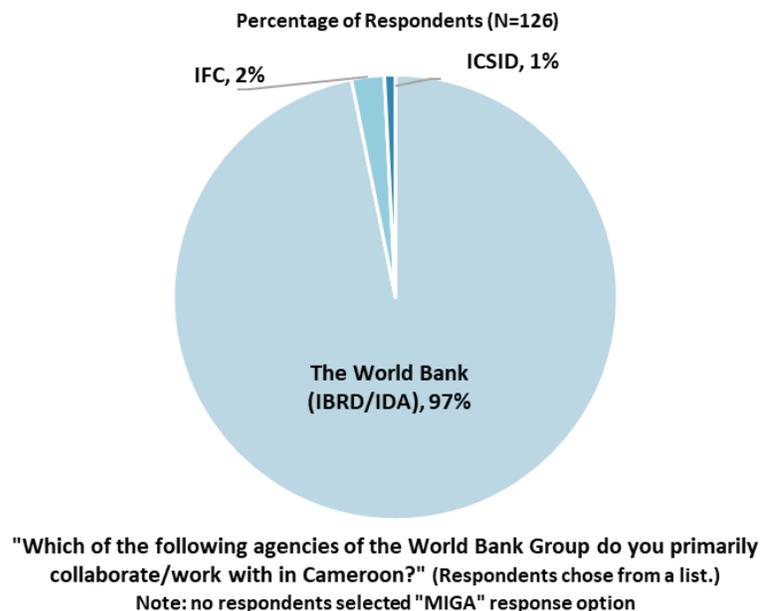
III. Demographics of the Sample (continued)

Geographic Locations

- The small number of respondents from the locations “Economic capital: Douala or Littoral region” and “Other regions” were combined in one category: “Economic capital: Douala, Littoral region, and Other Regions”. Geographic location comparisons can be found in Appendix C (page 70).



Exposure to Agencies within the World Bank Group

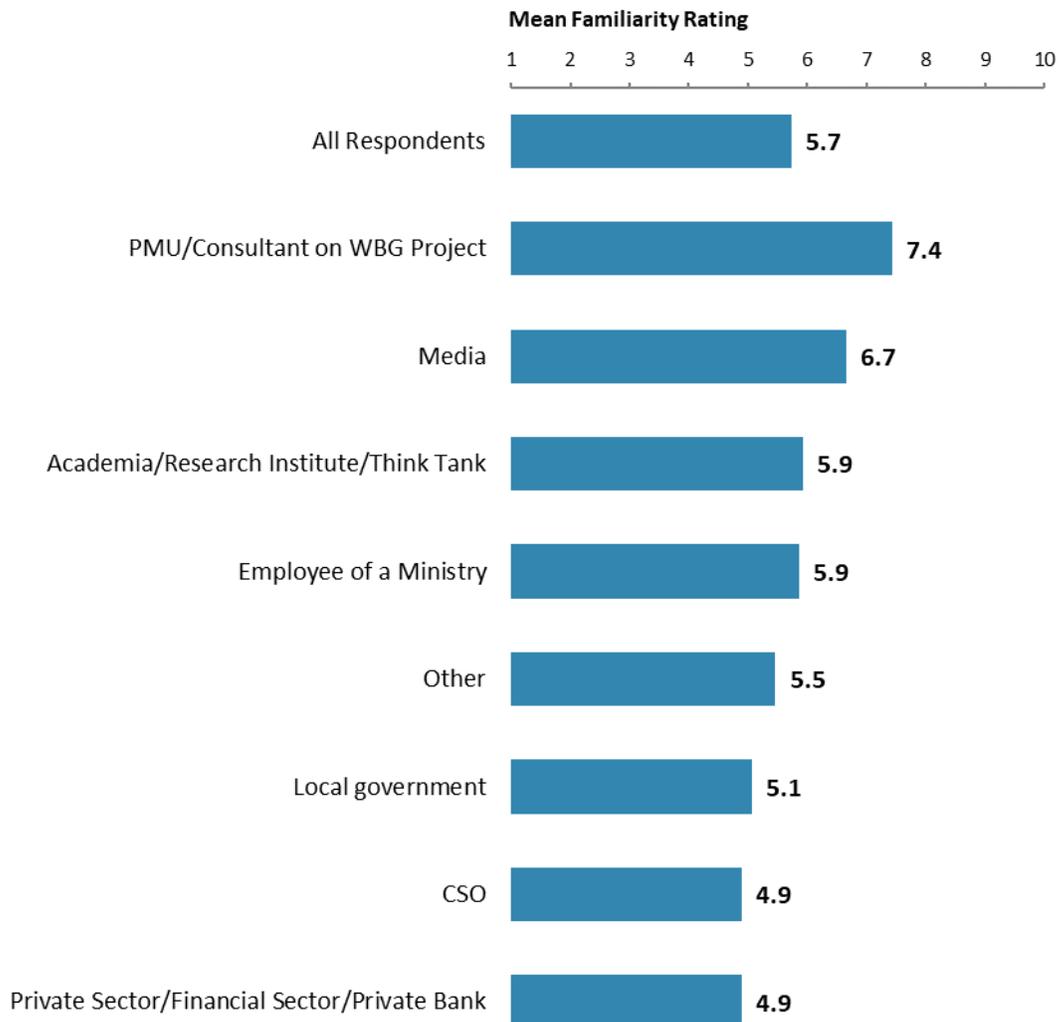




III. Demographics of the Sample (continued)

Familiarity with the World Bank Group

- **Year comparison:** Respondents in this year's Country Survey had statistically similar levels of familiarity with the WBG compared to the FY'16 Country Survey (weighted mean in FY'19 = 5.7; weighted mean in FY'16 = 5.4)².
- **Impact of familiarity:** Respondents' ratings of familiarity with the WBG were significantly, strongly correlated with their ratings for the WBG's overall effectiveness in Cameroon, and significantly, moderately correlated with their agreement that the WBG plays a relevant role in Cameroon's development, and with their ratings of the extent to which the WBG's work helps to achieve development results in Cameroon.



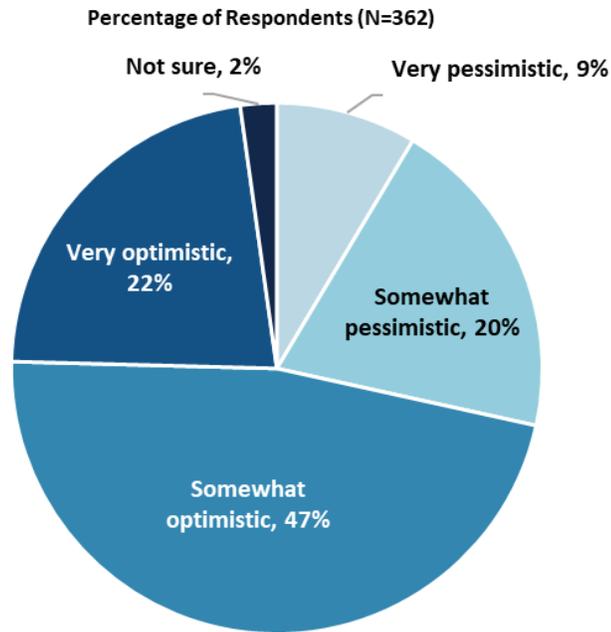
"How familiar are you with the work of the World Bank Group in Cameroon?"
(1-"Not familiar at all", 10-"Extremely familiar")

² The means in the chart were calculated based on un-weighted data. Please refer to Appendix E (page 80) for more details on weighting.



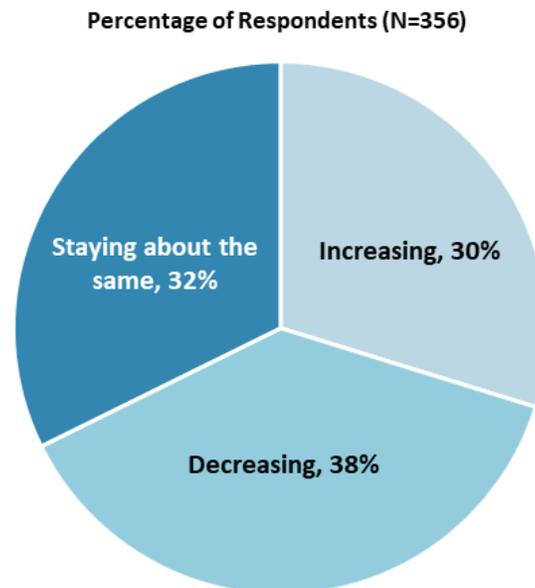
IV. General Issues Facing Cameroon

Optimism for the Future of Cameroon



"When you think about the future in Cameroon, are you ... ?"
(Respondents chose from a list.)

Perceptions of Economic Opportunity

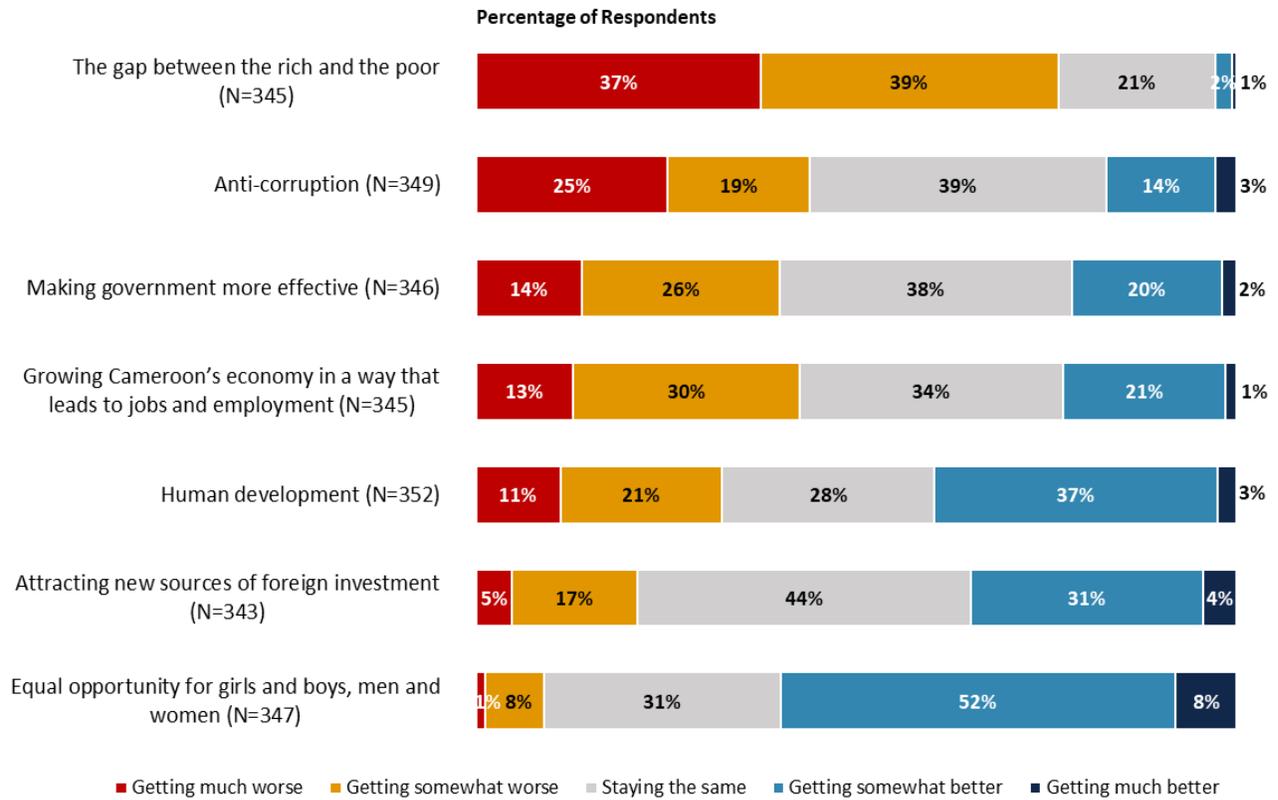


"Do you think that economic opportunity for citizens in Cameroon is ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Cameroon (continued)

Perceptions of Improvement and Decline in Specific Areas



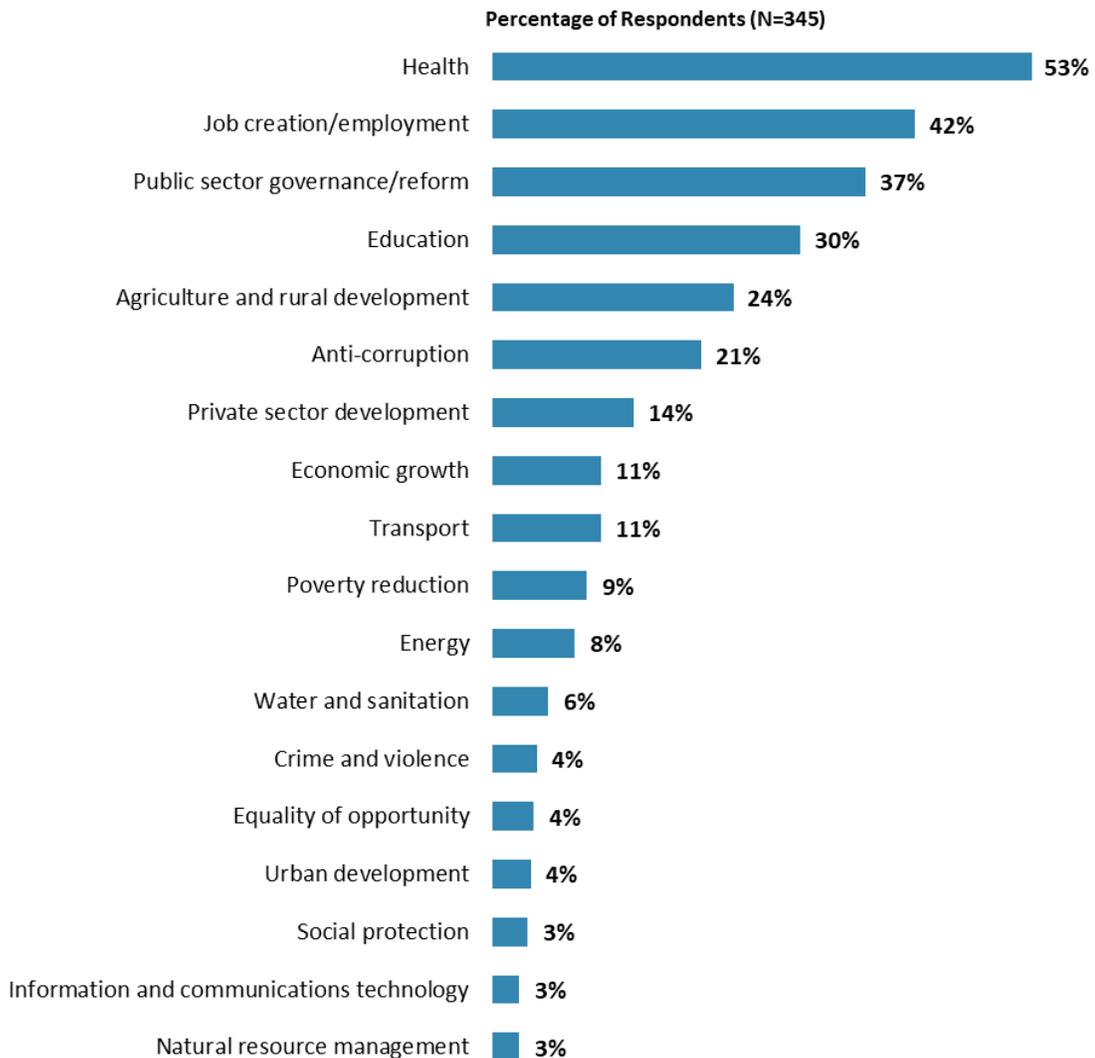
"Please describe the direction Cameroon is moving in, when considering ... ?"
(Respondents chose from a list.)



IV. General Issues Facing Cameroon (continued)

Development Priority

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the most important development priority in Cameroon was “*public sector governance/reform*” (53%).
- **Specialization:** Respondents who identified their primary specialization of work as “*education*” (11% of the sample) were significantly *more* likely to indicate that “*education*” was the most important development priority in Cameroon, compared to the rest of respondents in other areas of work (education specialists = 65%; others = 28%).³



"Listed below are a number of development priorities in Cameroon. Please identify which of the following you consider the most important development priorities in Cameroon. (Choose no more than THREE)"
(Respondents chose from a list. Responses combined. Top 18 of 26 response options shown)

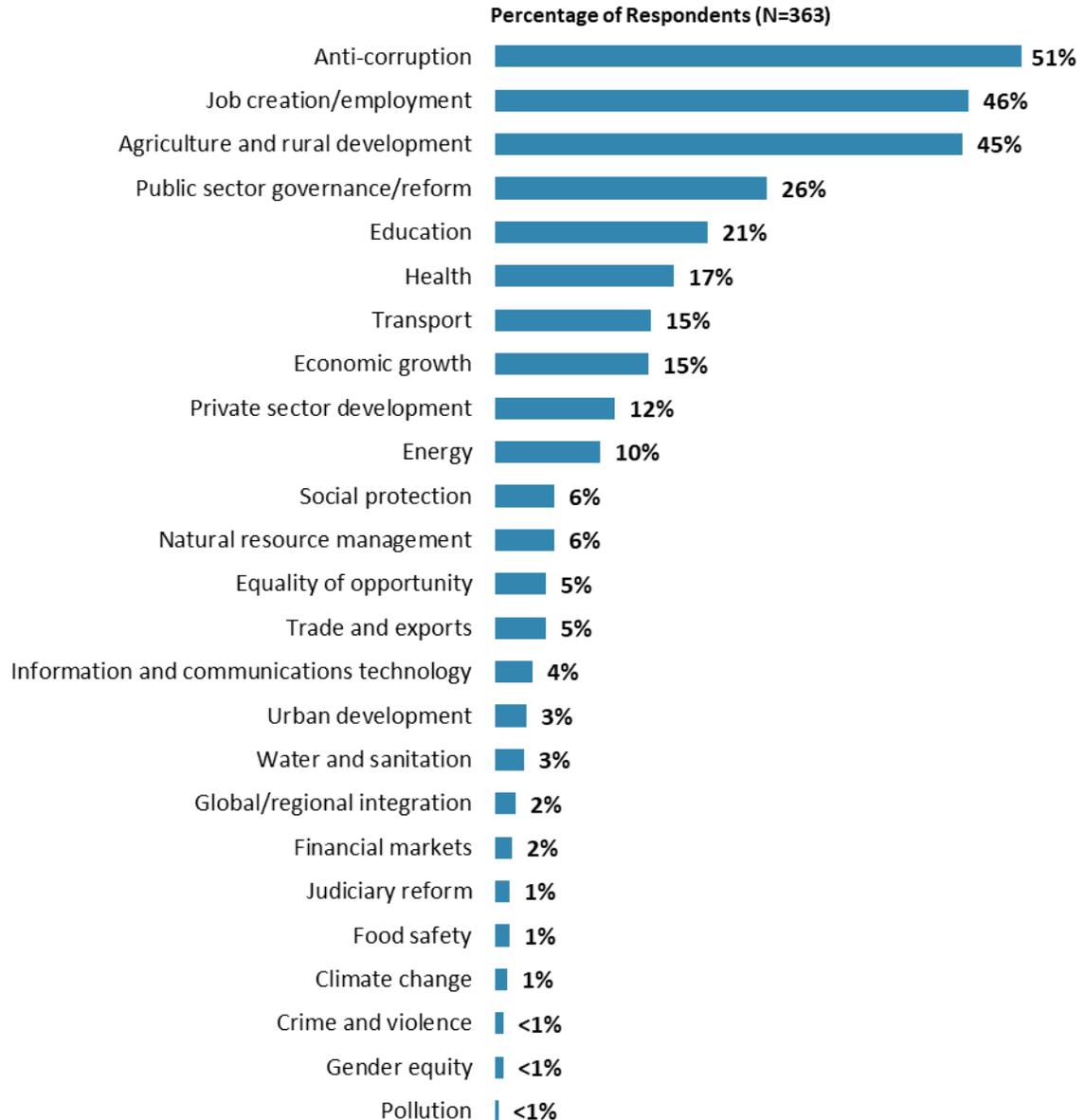
³ When more than 10% of the sample are respondents from a particular sector (see the full list of specialized areas in question H2 in Appendix G), analyses are done to see these respondents' views about the development priorities in the country.



IV. General Issues Facing Cameroon (continued)

What Would Contribute Most to Reducing Poverty

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the biggest contributors to poverty reduction in Cameroon were “*agricultural development*” (41%) and “*rural development*” (30%).



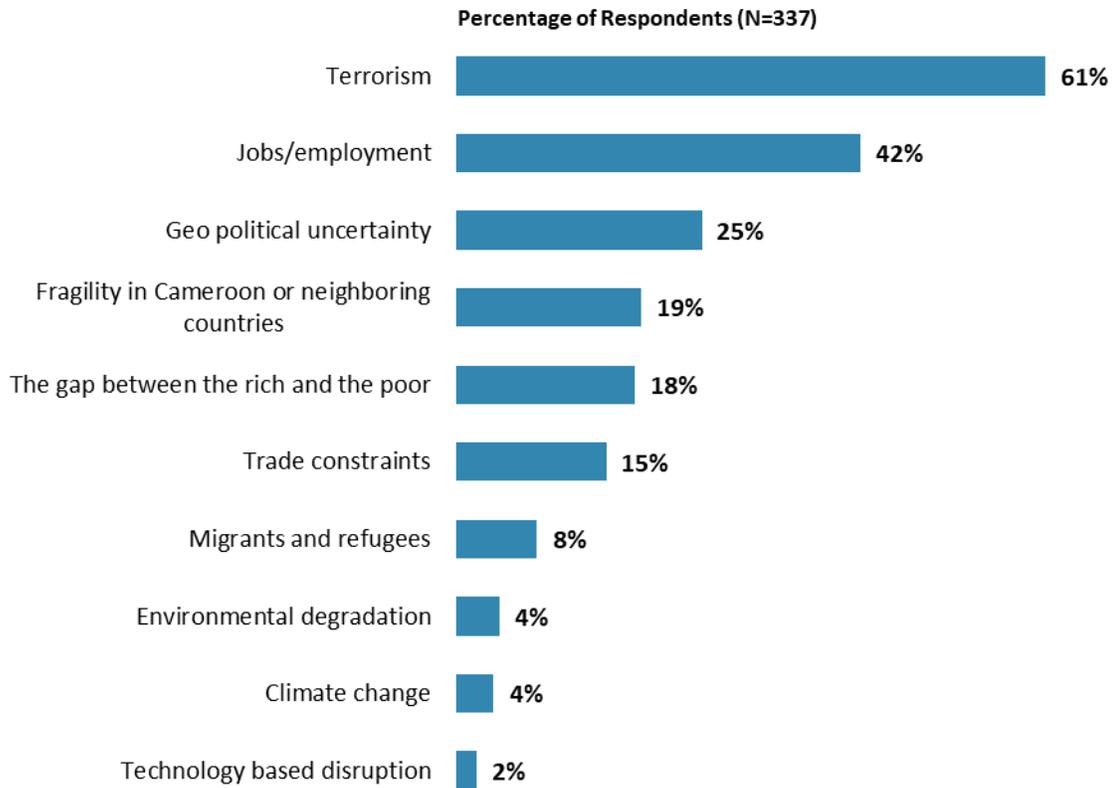
"Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cameroon?
(Choose no more than THREE)"

(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Cameroon (continued)

The Impact of Global Challenges on Cameroon

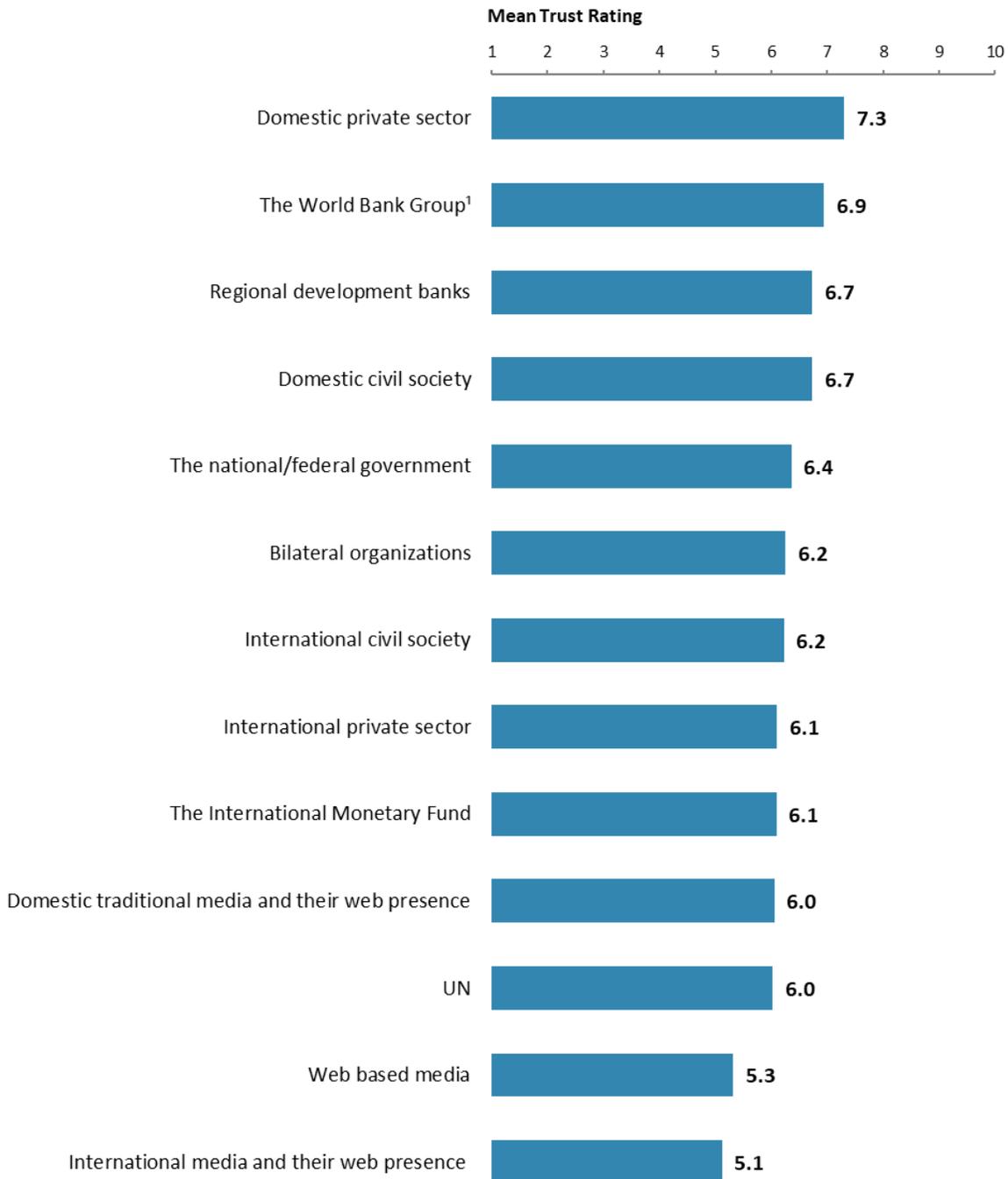


"Listed below are global challenges. Which do you think have the most serious impact on Cameroon? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IV. General Issues Facing Cameroon (continued)

Trust in Institutions

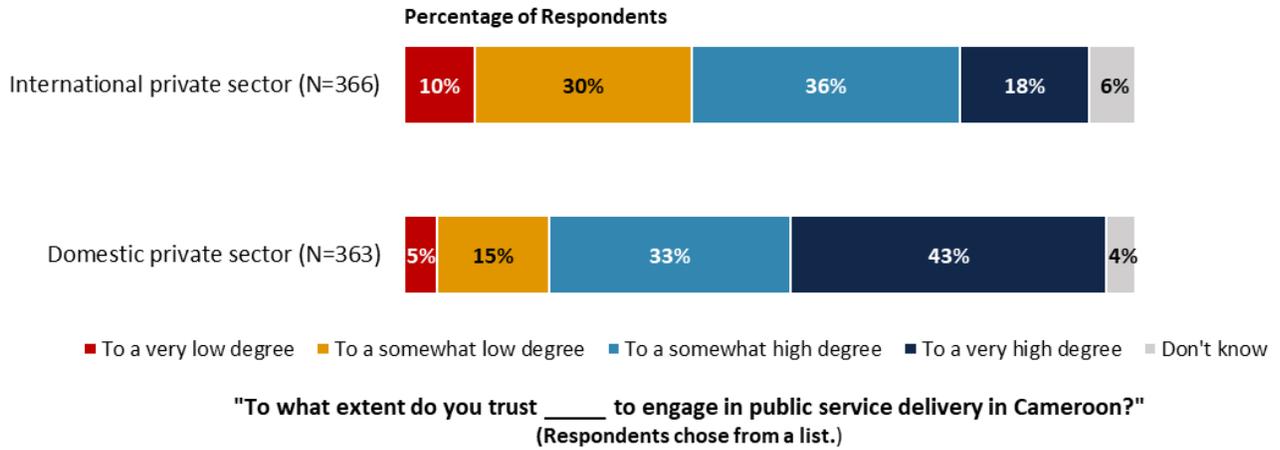


"To what extent do you trust each of the following groups to do what is right? "
(1-"To no degree at all ", 10-"To a very significant degree")
'Indicator Question

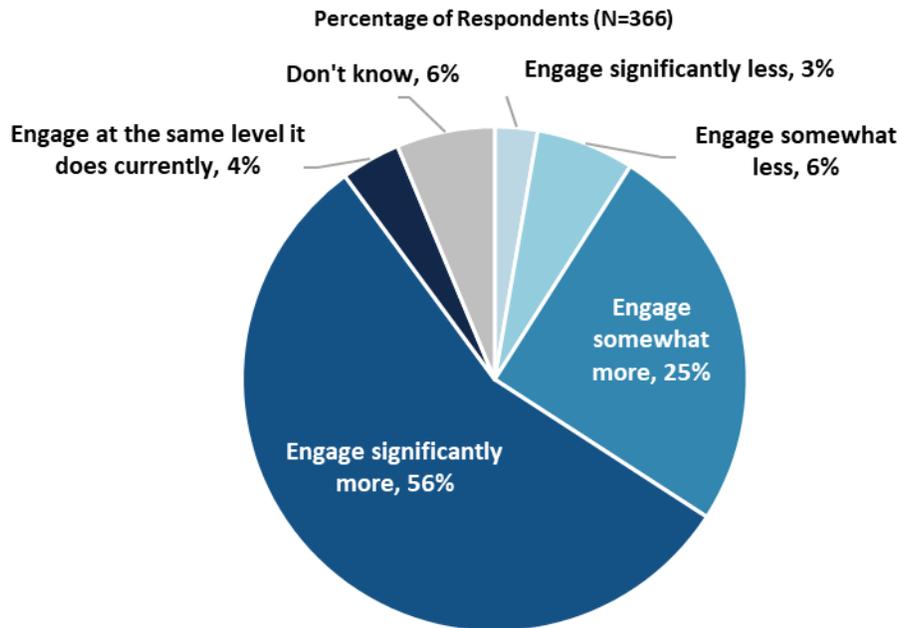


IV. General Issues Facing Cameroon (continued)

Trust in the Private Sector



Civil Society Engagement

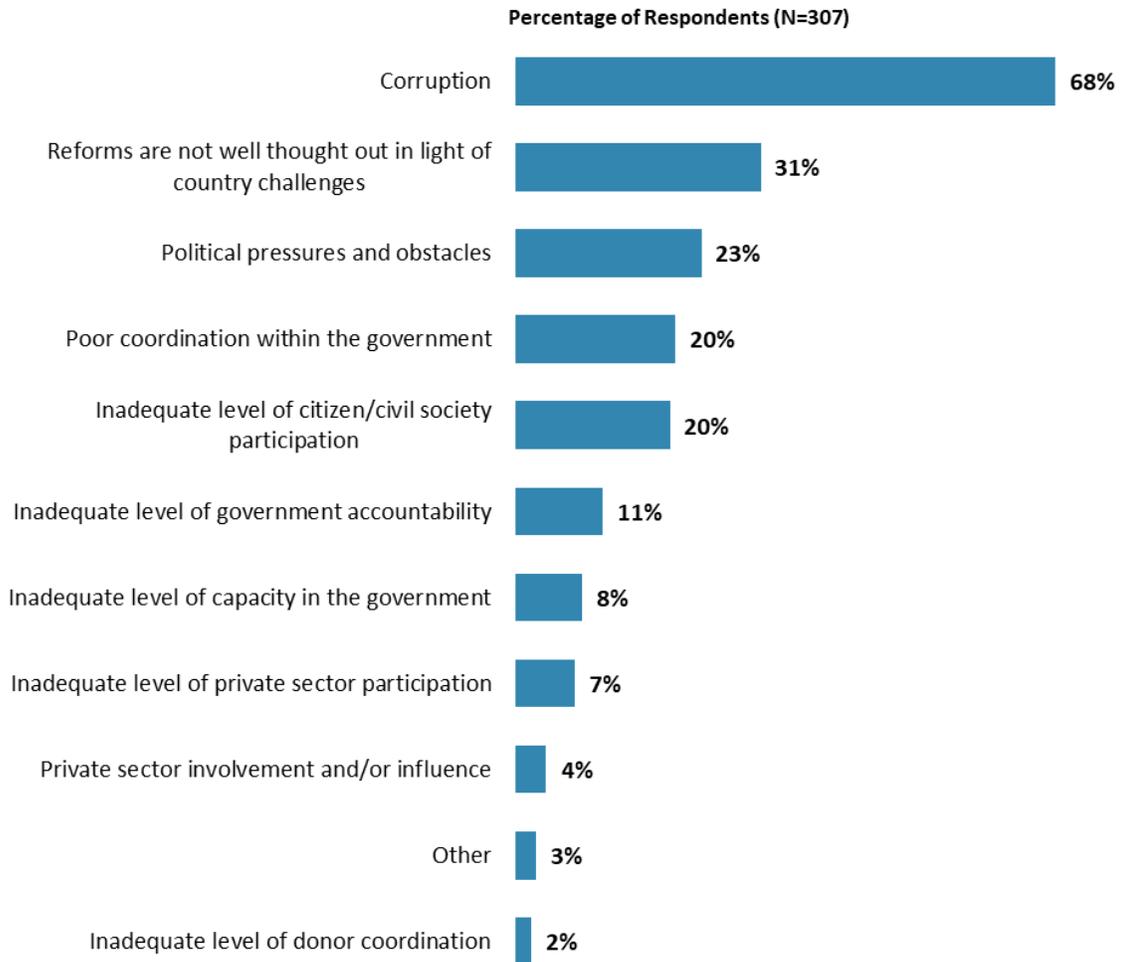


"When thinking about development efforts in Cameroon, do you think that civil society (e.g., NGOs, CBOs) should ... ?"
(Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group

Attributions for Slow/Failed Reform Efforts

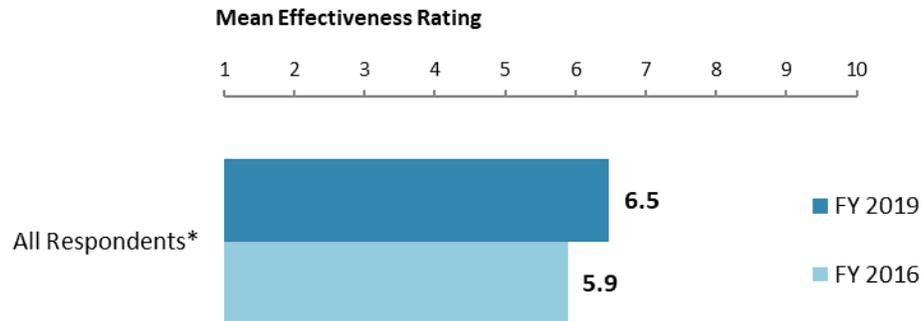


"When economic and/or social reform efforts fail or are slow to take place in Cameroon, which of the following would you attribute this to? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



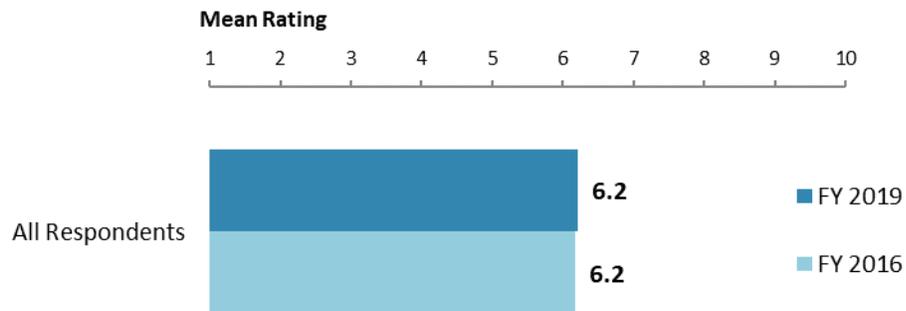
V. Overall Attitudes toward the World Bank Group (continued)

The World Bank Group's Overall Effectiveness⁴ (Indicator Question)



"Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon." (1-"Not effective at all", 10-"Very effective")
(*Significantly different between FY 2019 and FY 2016)

Achieving Development Results (Indicator Question)



"To what extent does the World Bank Group's work help to achieve development results in Cameroon?" (1-"To no degree at all", 10-"To a very significant degree")

⁴ Means presented in the charts on this page were calculated based on weighted data.



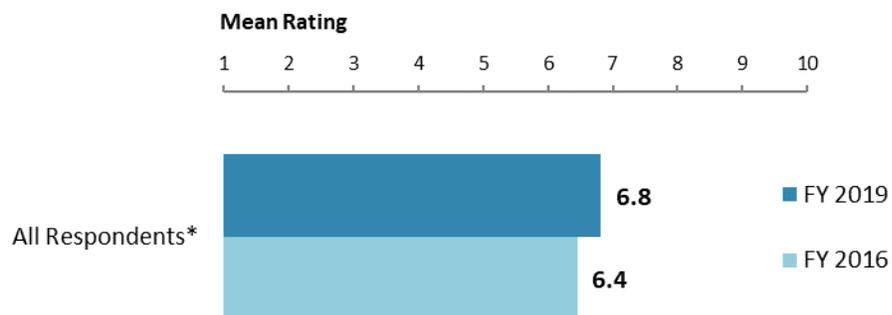
V. Overall Attitudes toward the World Bank Group (continued)

Influence on Cameroon's Development Agenda (*Indicator Question*)



"To what extent does the World Bank Group influence the development agenda in Cameroon?" (1-"To no degree at all", 10-"To a very significant degree")

WBG Staff Preparedness⁵



"To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Cameroon solve its most complicated development challenges?" (1-"To no degree at all", 10-"To a very significant degree")
(*Significantly different between FY 2019 and FY 2016)

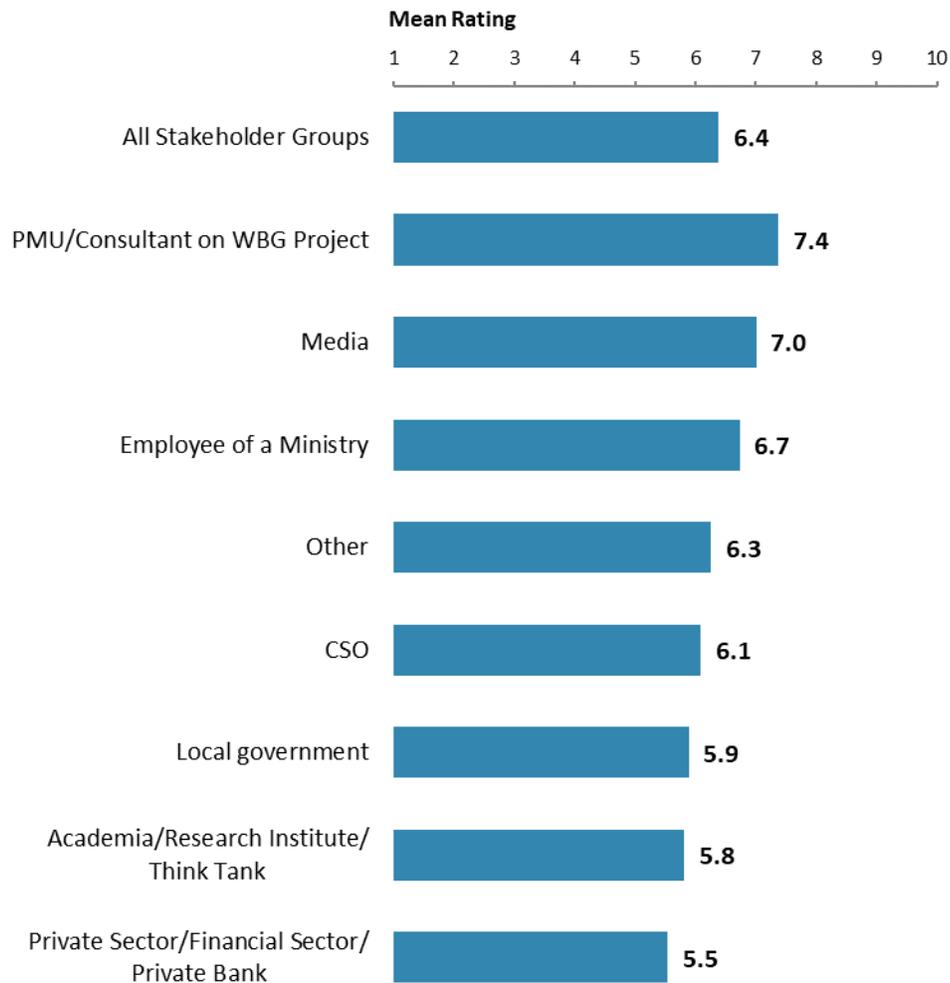
⁵ Means presented in this chart were calculated based on weighted data.



V. Overall Attitudes toward the World Bank Group (continued)

Overall Ratings for Indicator Questions by Stakeholder Groups

- **Stakeholder groups:** Respondents from PMU and consultants on WBG projects had the highest mean ratings for the aggregated responses to the twenty-eight COS indicator questions, whereas respondents from the private sector/financial sector/private banks had significantly lower mean ratings. Responses for individual indicator questions by stakeholder groups can be found in Appendix B (page 59).
- **Collaboration:** Respondents who collaborate with the WBG had significantly higher mean ratings for the aggregated responses to the twenty-eight COS indicator questions (mean rating = 6.9) compared to respondents who do not collaborate with the WBG (mean rating = 6.1). Responses for individual indicator questions by exposure to the WBG can be found in Appendix F (page 85).



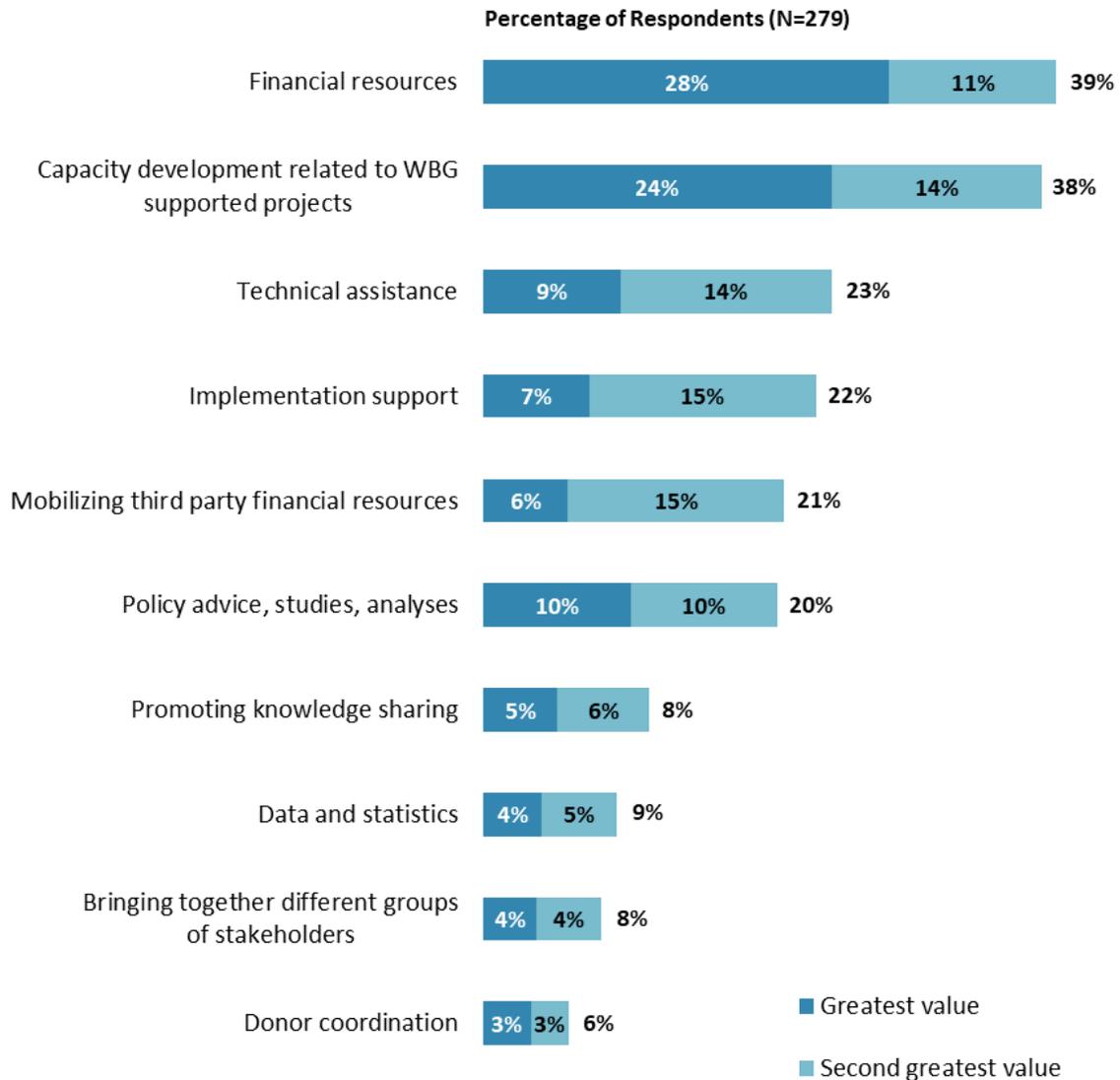
Mean Ratings for All Indicator Questions by Stakeholder Groups on a Scale from 1 to 10



V. Overall Attitudes toward the World Bank Group (continued)

Greatest Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest values to Cameroon were its "*policy advice, studies, analyses*" (37%), "*help to bring discipline/effective supervision to implementation of investment projects*" (37%), "*capacity development*" (34%), and "*financial resources*" (33%).



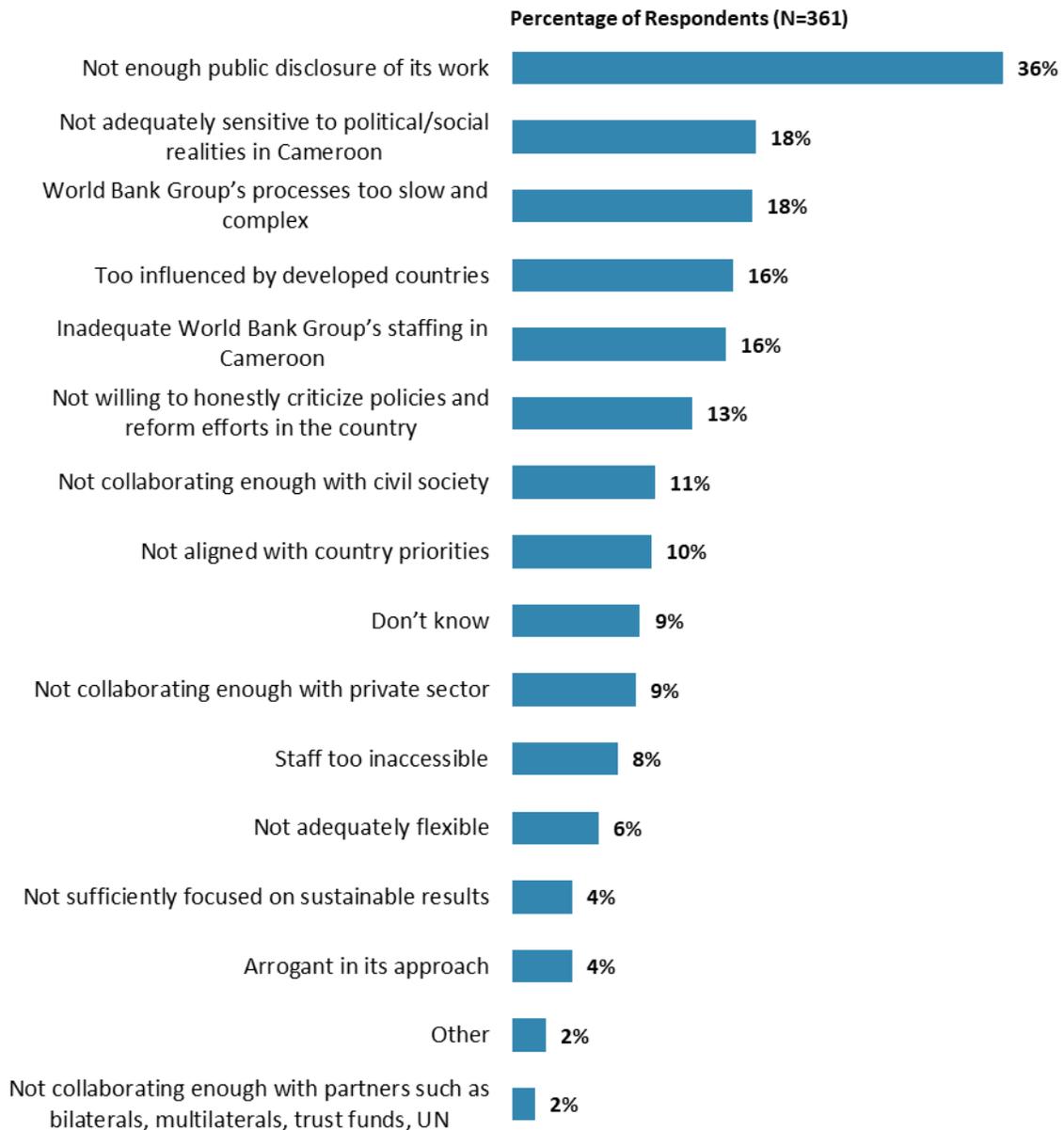
"When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Cameroon?"
(Respondents chose from a list.)



V. Overall Attitudes toward the World Bank Group (continued)

Greatest Weakness

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG's greatest weaknesses in its work in Cameroon were being "*too influenced by developed countries*" (35%) and "*not collaborating enough with stakeholders outside the Government*" (32%).

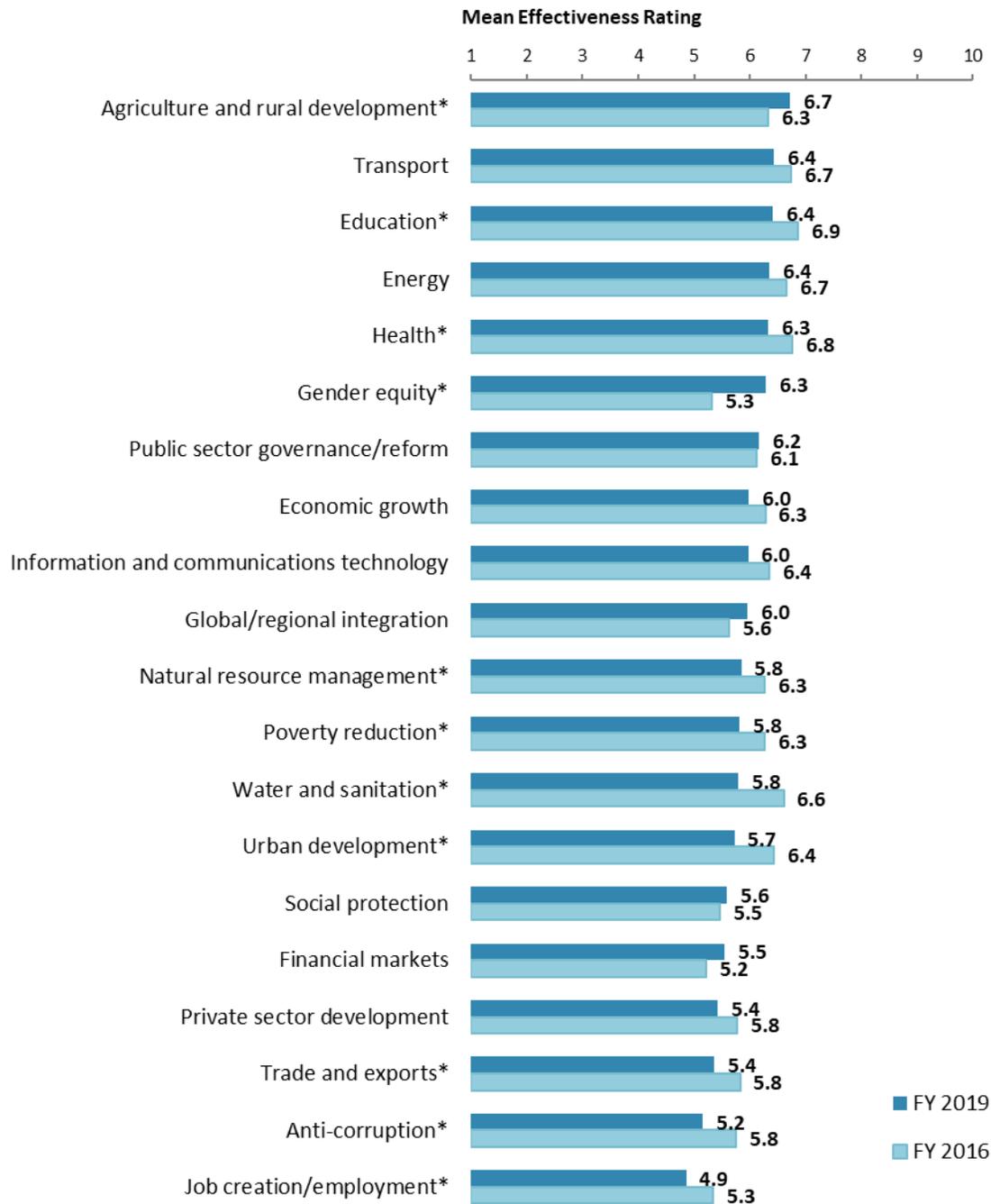


"Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cameroon? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



VI. Sectoral Effectiveness

Effectiveness of WBG's Support in Sectoral Areas: Year Comparison⁶



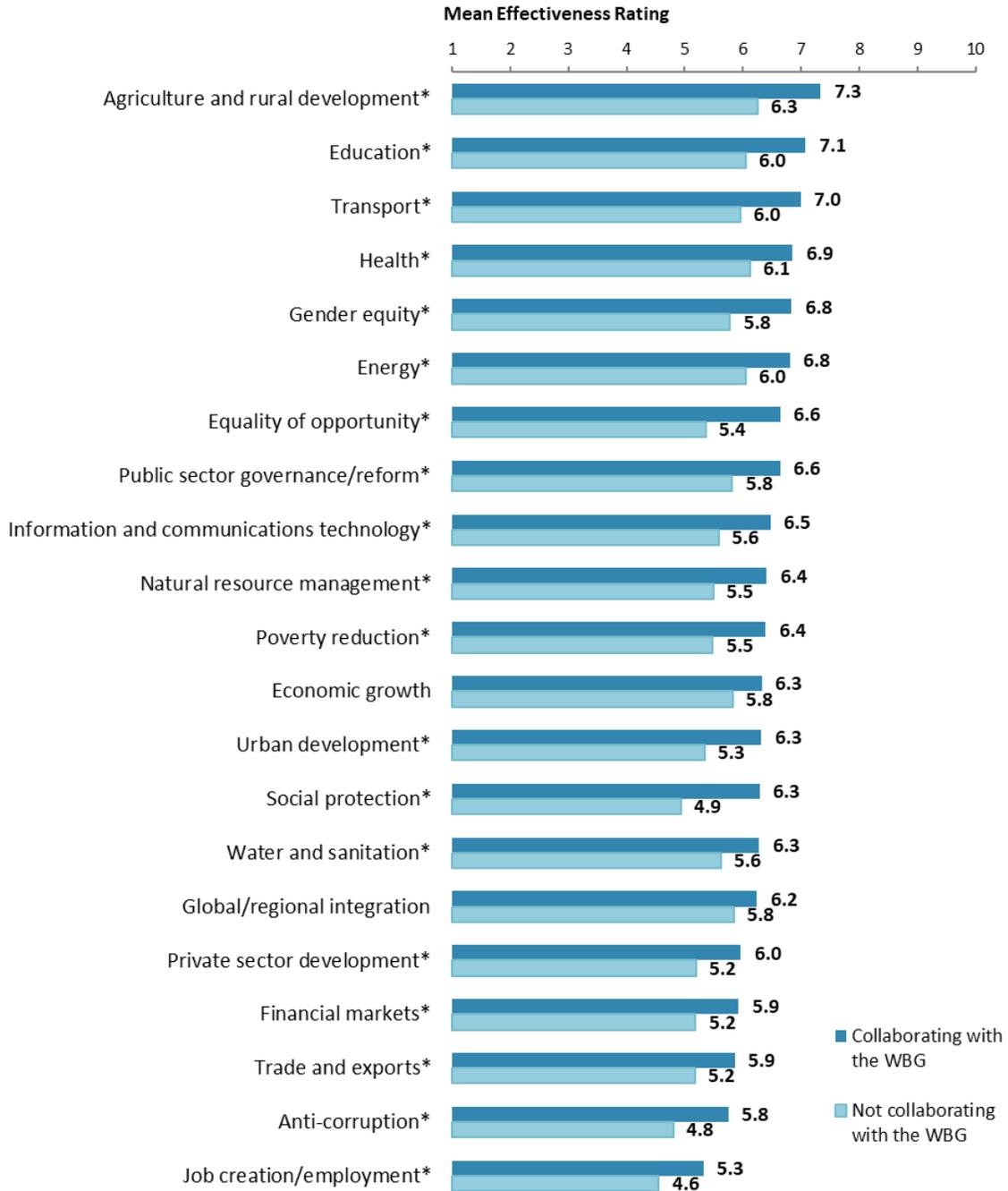
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon?" (1-"Not effective at all", 10-"Very effective")
 (*Significantly different between FY 2019 and FY 2016)

⁶ Means presented in this chart were calculated based on weighted data. See Appendix E for details.



VI. Sectoral Effectiveness (continued)

Effectiveness of WBG’s Support in Sectoral Areas: Collaboration⁷



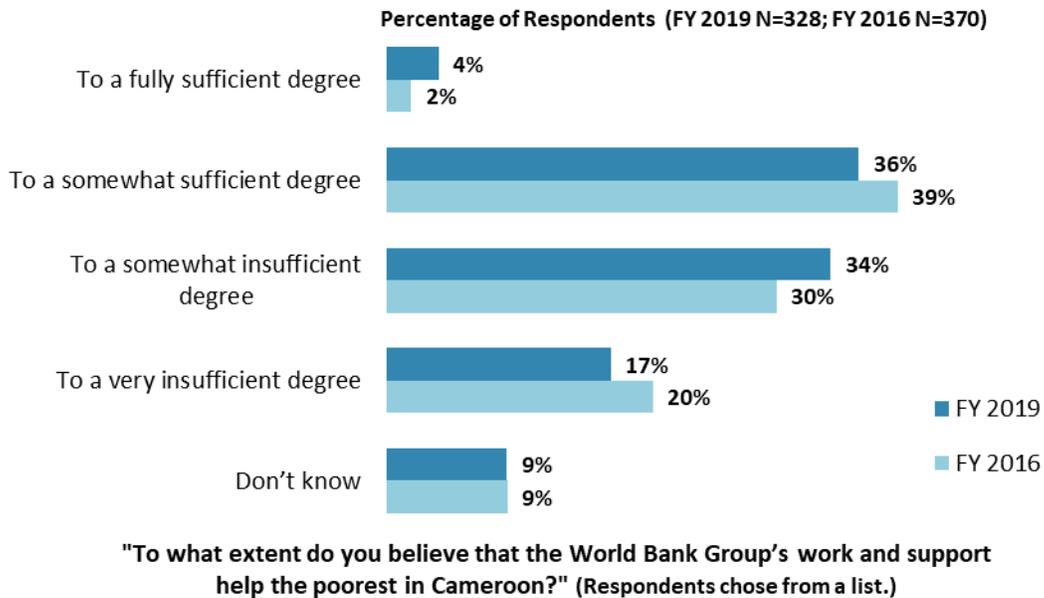
"How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon?" (1-"Not effective at all", 10-"Very effective")
*(*Significantly different between collaborators and non-collaborators)*

⁷ Note in the Appendix on the sectoral effectiveness (Appendix A, page 44) that primarily informed stakeholders responded to this question. Respondents were given the option of "don't know" if they did not have exposure to the WBG's work in certain development areas.

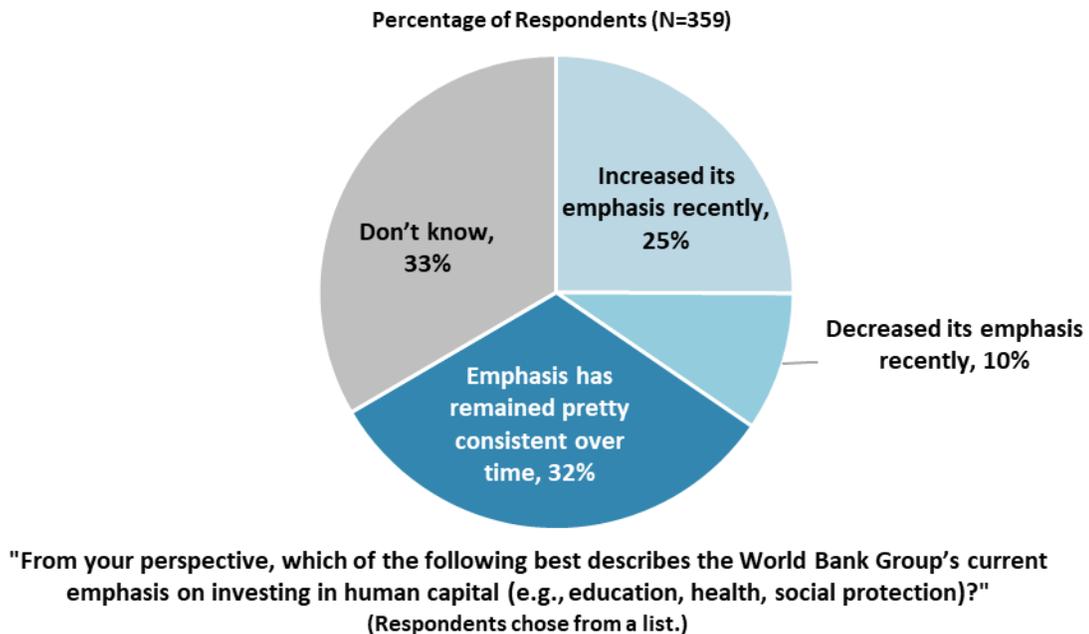


VI. Sectoral Effectiveness (continued)

Helping the Poorest⁸



The WBG's Human Capital Investment

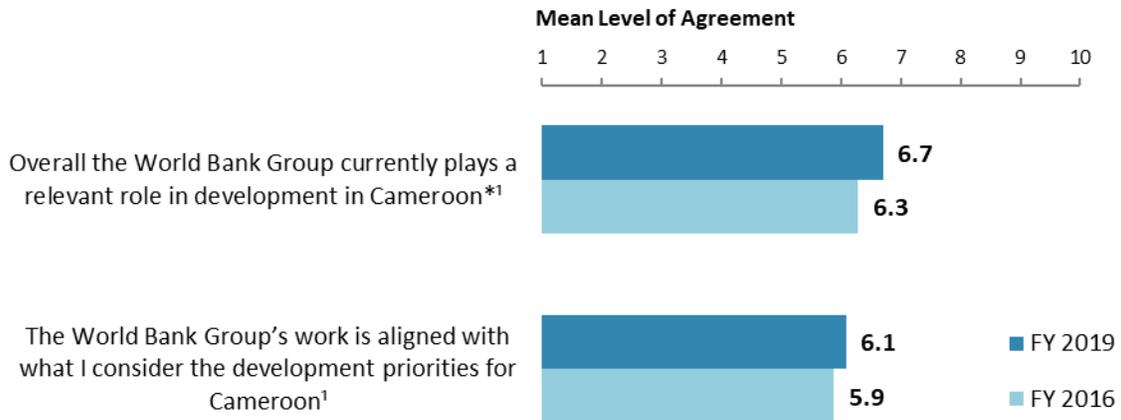


⁸ Percentages presented in the chart were calculated based on weighted data.



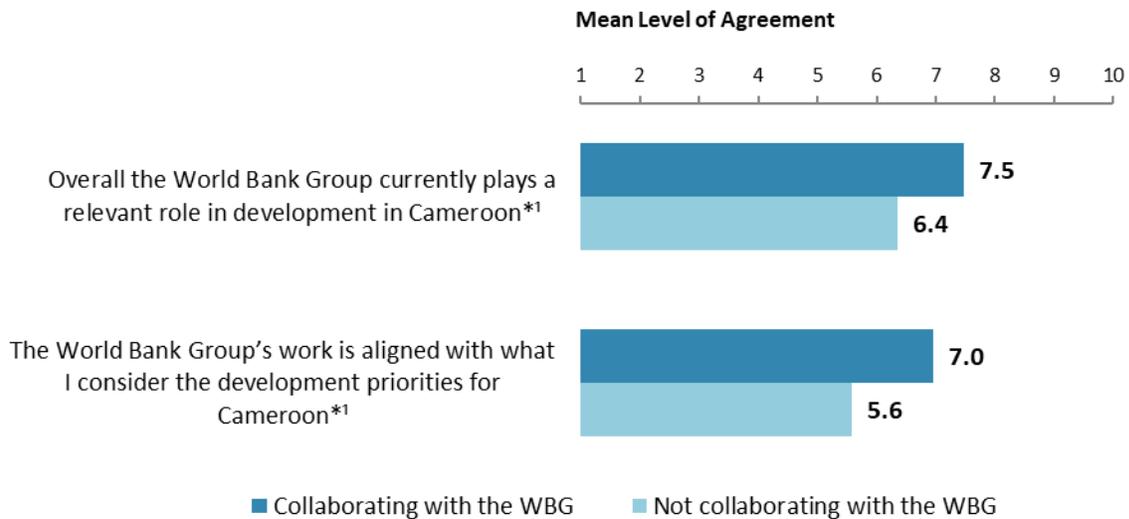
VII. How the World Bank Group Operates

The World Bank Group's Work in Cameroon: Year Comparison⁹



"To what extent do you agree with the following statements about the World Bank Group's work in Cameroon?" (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between FY 2019 and FY 2016)
¹Indicator Question

The World Bank Group's Work in Cameroon: Collaboration



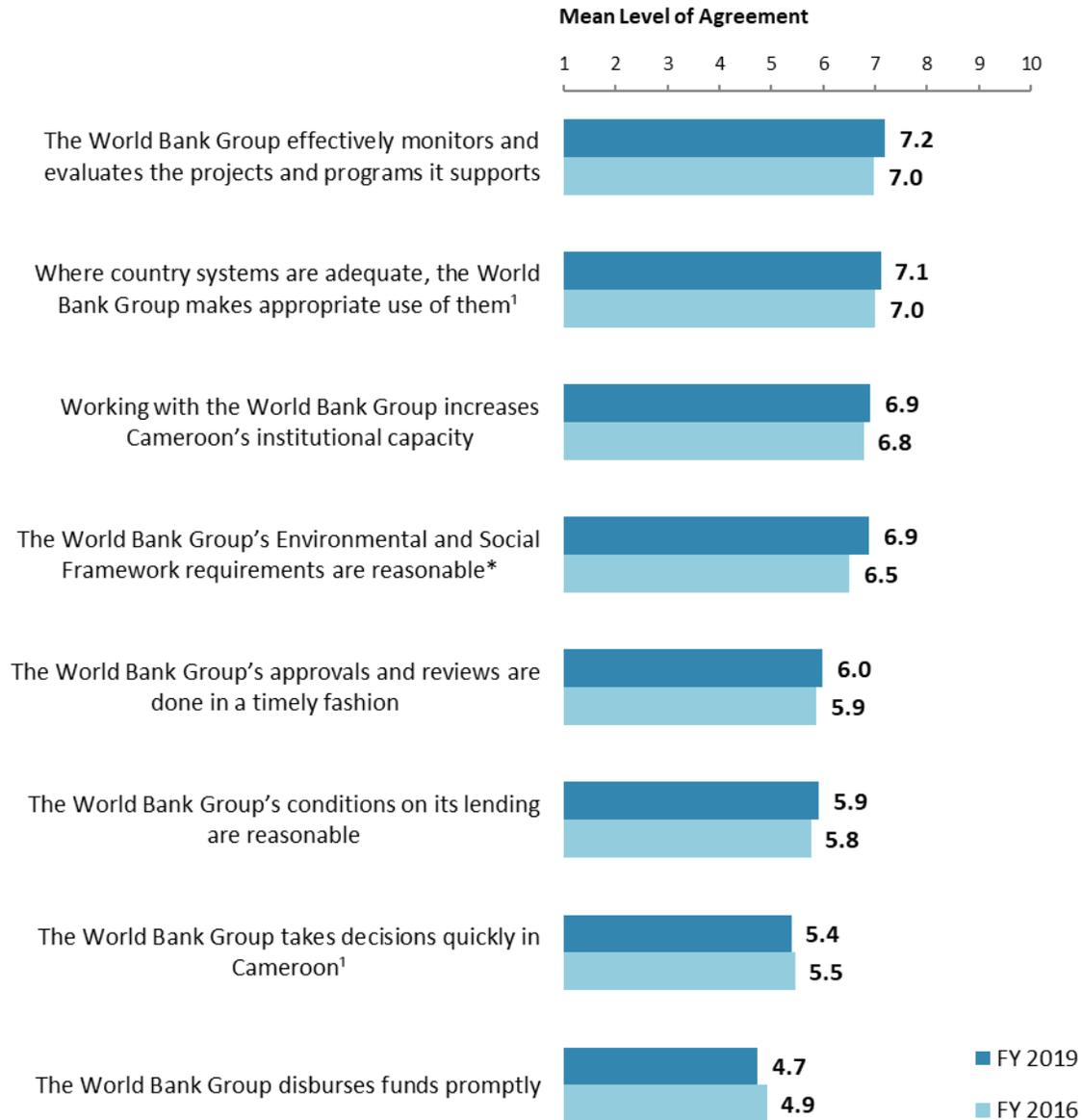
"To what extent do you agree with the following statements about the World Bank Group's work in Cameroon?" (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between collaborators and non-collaborators)
¹Indicator Question

⁹ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Year Comparison¹⁰



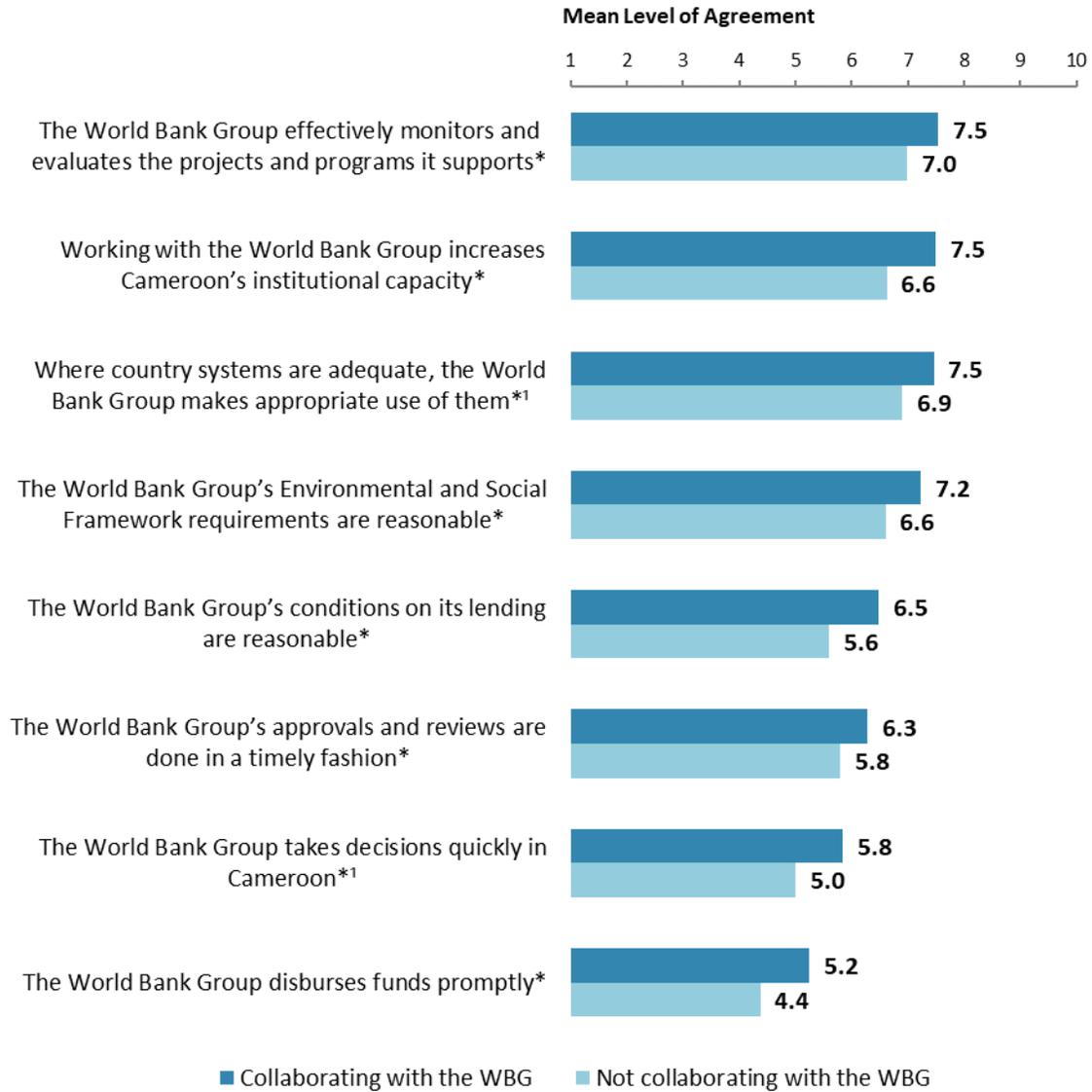
"To what extent do you agree/disagree with the following statements?"
 (1-"Strongly disagree", 10-"Strongly agree")
 (*Significantly different between FY 2019 and FY 2016)
 'Indicator Question

¹⁰ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

Overall Perceptions: Collaboration



"To what extent do you agree/disagree with the following statements?"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between collaborators and non-collaborators)*
¹Indicator Question



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Year Comparison¹¹



"To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")

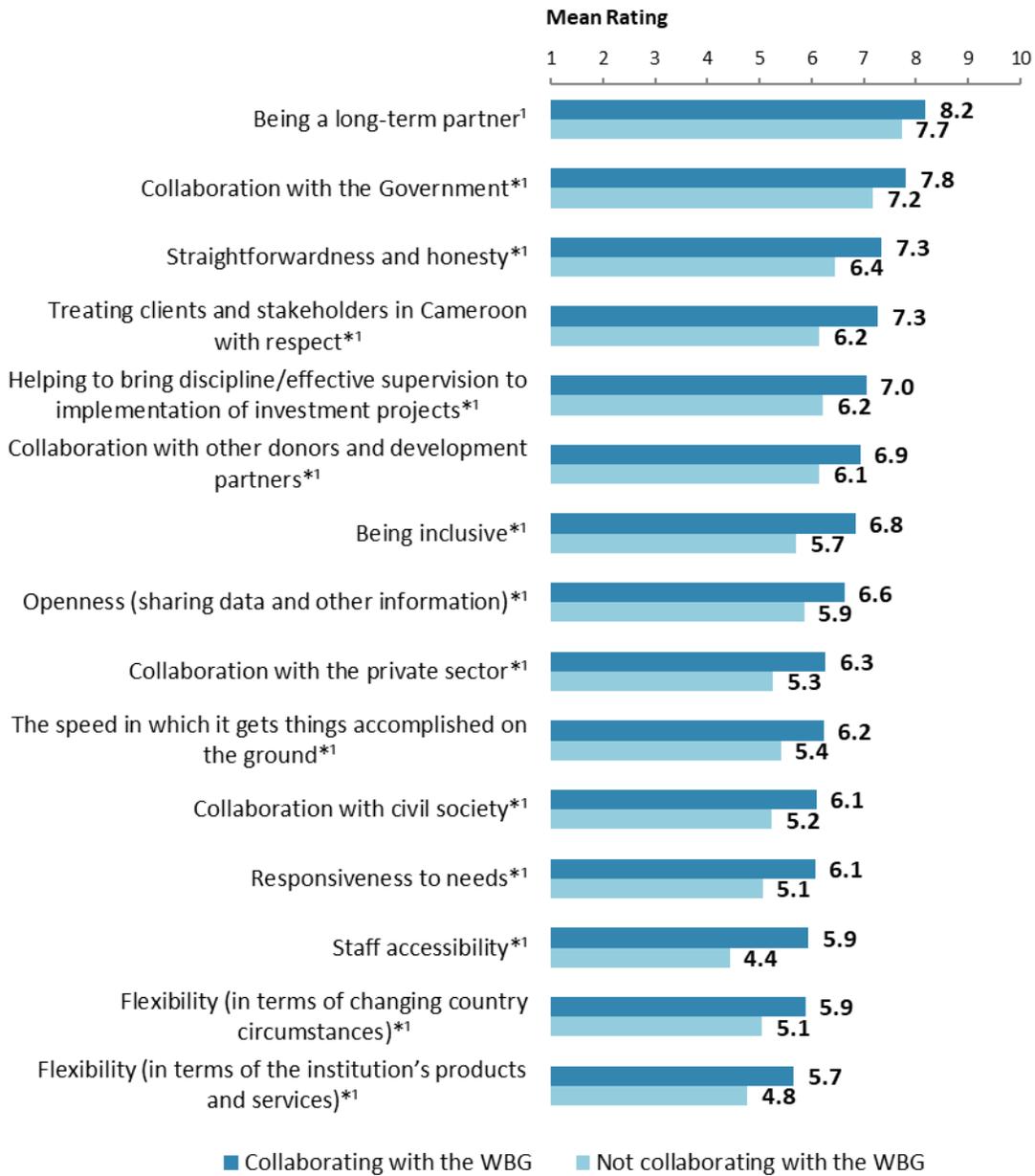
¹Indicator Question

¹¹ Means in the chart were calculated based on weighted data.



VII. How the World Bank Group Operates (continued)

The WBG as an Effective Development Partner: Collaboration

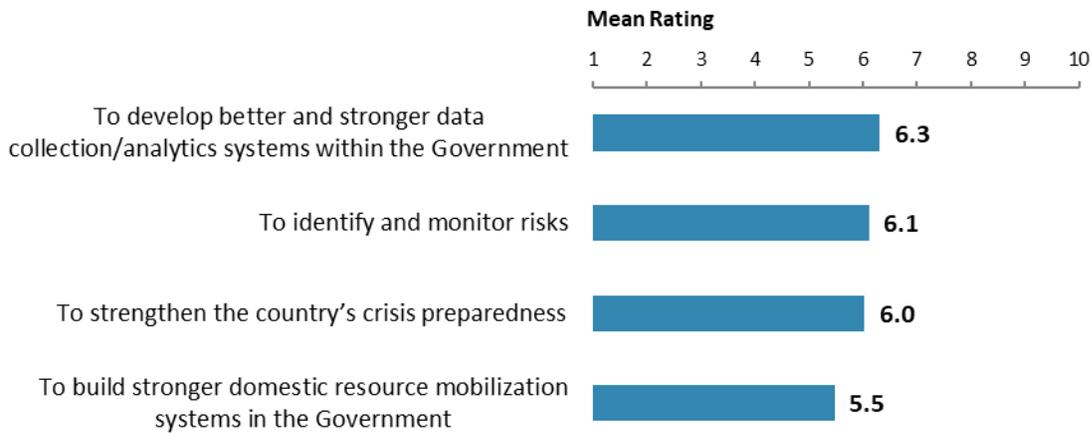


"To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?" (1-"To no degree at all", 10-"To a very significant degree")
 (*Significantly different between collaborators and non-collaborators)
¹Indicator Question



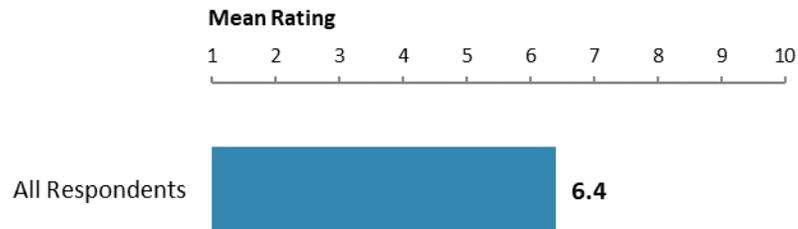
VII. How the World Bank Group Operates (continued)

Effectiveness of WBG's Support



"How effectively does the World Bank Group support Cameroon's efforts ... ?"
(1 - "Not effectively at all", 10 - "Very effectively")

Effectiveness of WBG's Support for Management of Crisis Related Risks



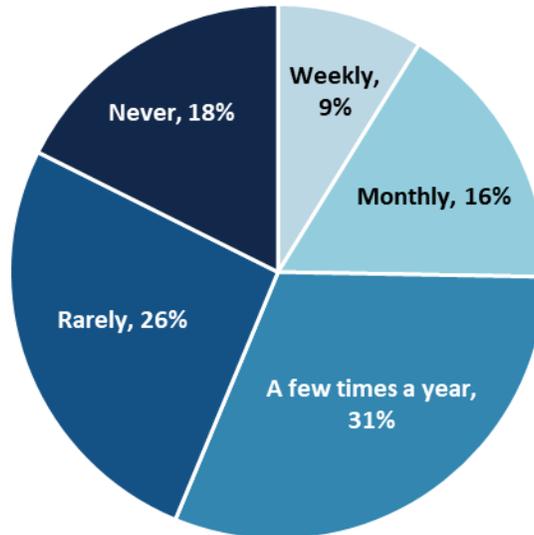
"How effectively does the World Bank Group's SCD and CPF activities support Cameroon's efforts to manage crisis related risks?"
(1-"To no degree at all", 10-"To a very significant degree")



VIII. World Bank Group's Knowledge and Instruments

Frequency of Consulting WBG Knowledge Work and Activities

Percentage of Respondents (N=352)

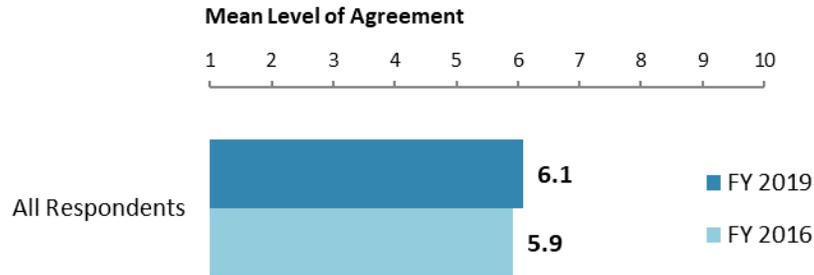


"How frequently do you consult World Bank Group's knowledge work and activities in the work you do?"
(Respondents chose from a list.)



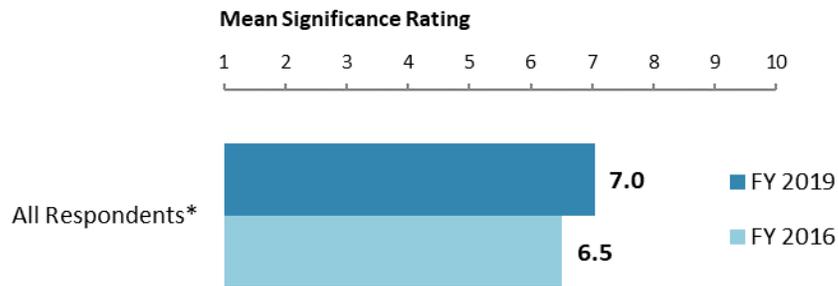
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Cameroon’s Knowledge Needs¹² (Indicator Question)



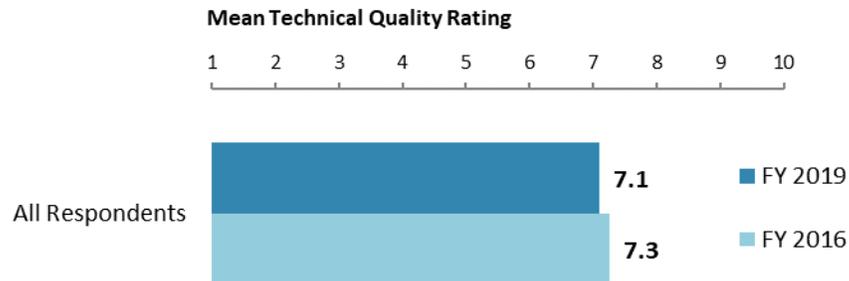
"The World Bank Group meets Cameroon’s needs for knowledge services (e.g., research, analysis, data, technical assistance)"
(1-"Strongly disagree", 10-"Strongly agree")

Contribution of the WBG’s Knowledge Work and Activities (Indicator Question)



"Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?"
(1-"Not significant at all", 10-"Very significant")
*(*Significantly different between FY 2019 and FY 2016)*

Technical Quality of the WBG’s Knowledge Work and Activities (Indicator Question)



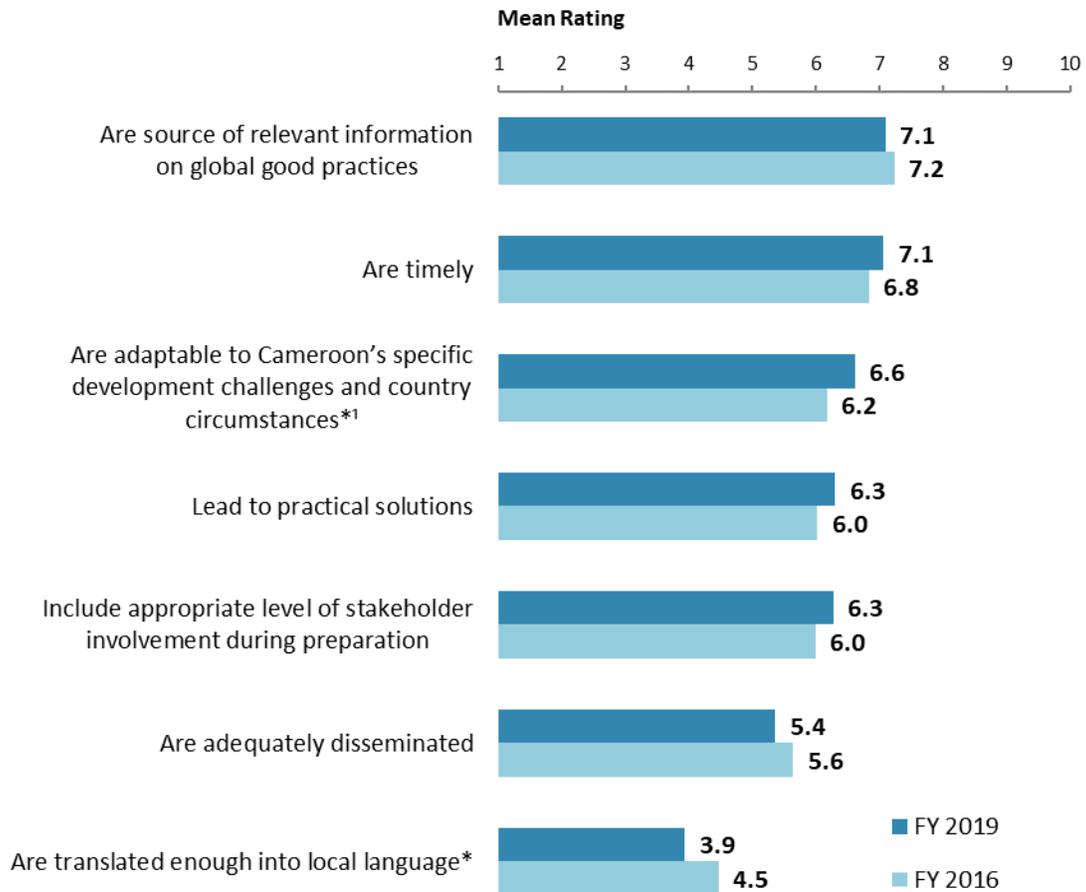
"Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?"
(1-"Very low technical quality", 10-"Very high technical quality")

¹² Means in the charts on this page were calculated based on weighted data.



VIII. World Bank Group's Knowledge and Instruments (continued)

Qualities of the WBG's Knowledge Work and Activities¹³



"In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities:" (1-"To no degree at all", 10-"To a very significant degree")
*(*Significantly different between FY 2019 and FY 2016)*

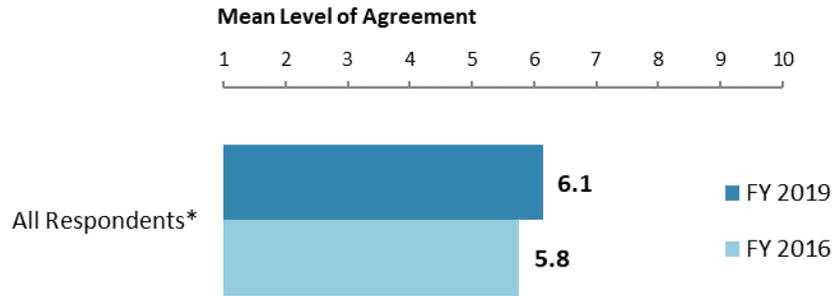
¹Indicator Question

¹³ Means in the chart were calculated based on weighted data.



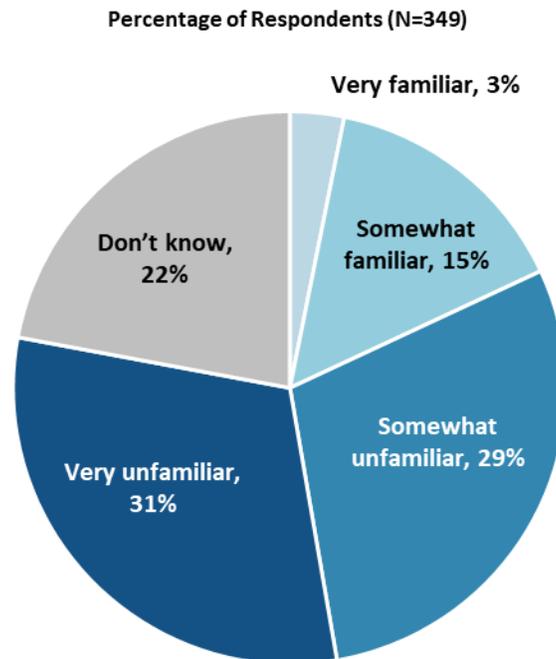
VIII. World Bank Group’s Knowledge and Instruments (continued)

Meeting Cameroon’s Needs for Financial Instruments¹⁴ (Indicator Question)



"The World Bank Group’s financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Cameroon"
(1-"Strongly disagree", 10-"Strongly agree")
*(*Significantly different between FY 2019 and FY 2016)*

Familiarity with WBG’s New Financial Instruments



"As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Cameroon? " (Respondents chose from a list.)

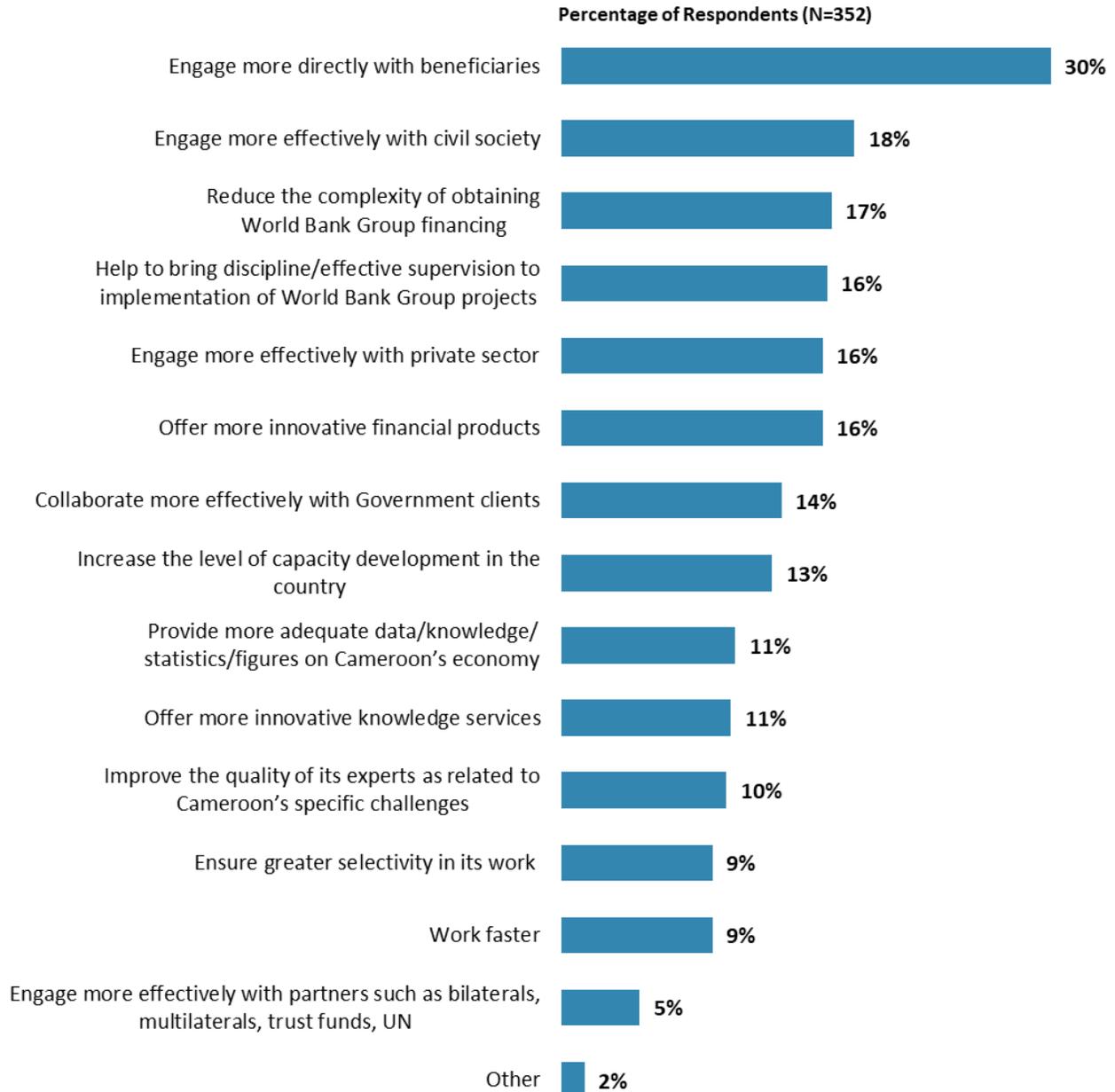
¹⁴ Means in the chart were calculated based on weighted data.



IX. The Future Role of the WBG in Cameroon

Making the World Bank Group of Greater Value

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should “*reach out more to groups outside of Government*” (48%) to make itself of greater value in Cameroon.



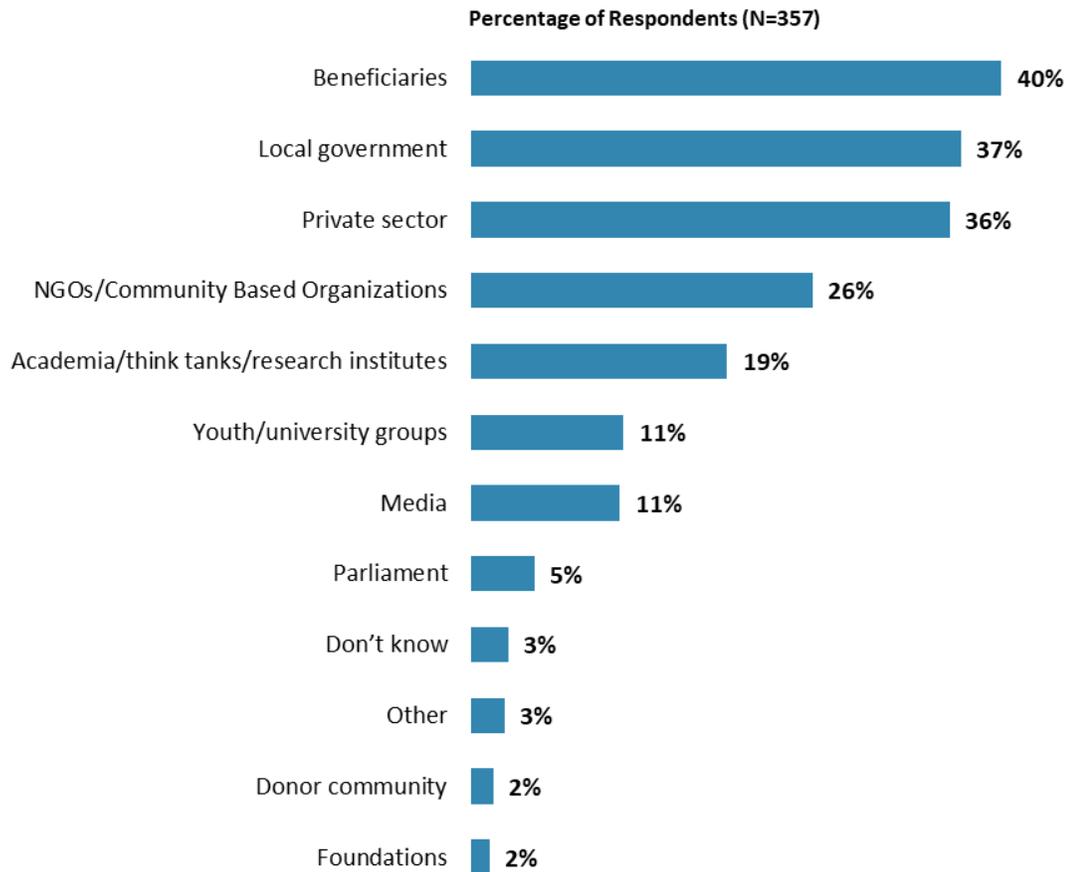
"Which of the following SHOULD the World Bank Group do to make itself of greater value in Cameroon? (Choose no more than TWO)" (Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Cameroon (continued)

The World Bank Group Should Collaborate More with ...

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should work more with “*NGOs/Community Based organizations*” (45%) and with “*private sector*” (40%), to ensure better development results in Cameroon.



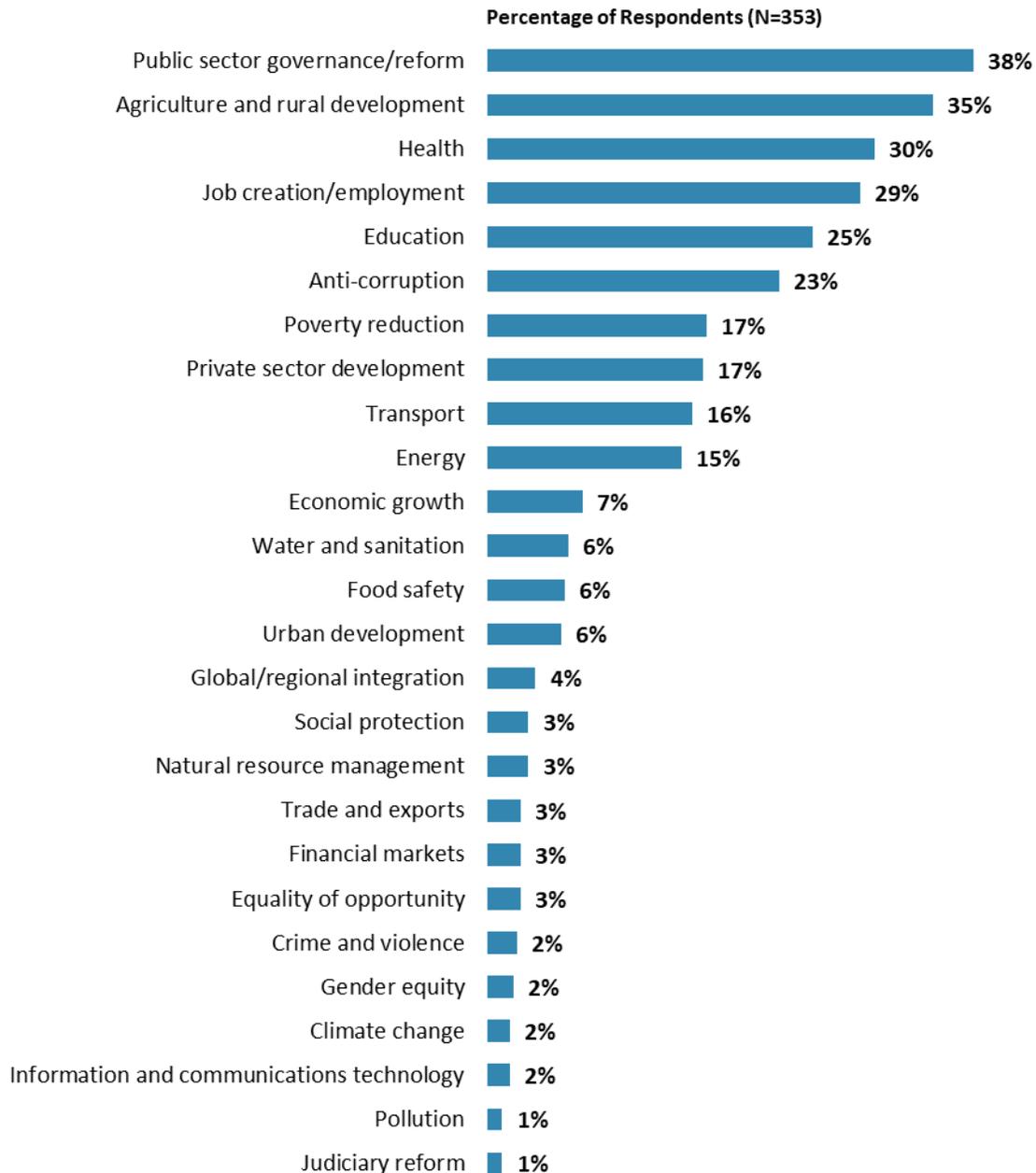
"In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Cameroon (continued)

Where the World Bank Group Should Focus its Resources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that the WBG should focus its resources on “*public sector governance/reform*” (34%) and “*agricultural development*” (32%).

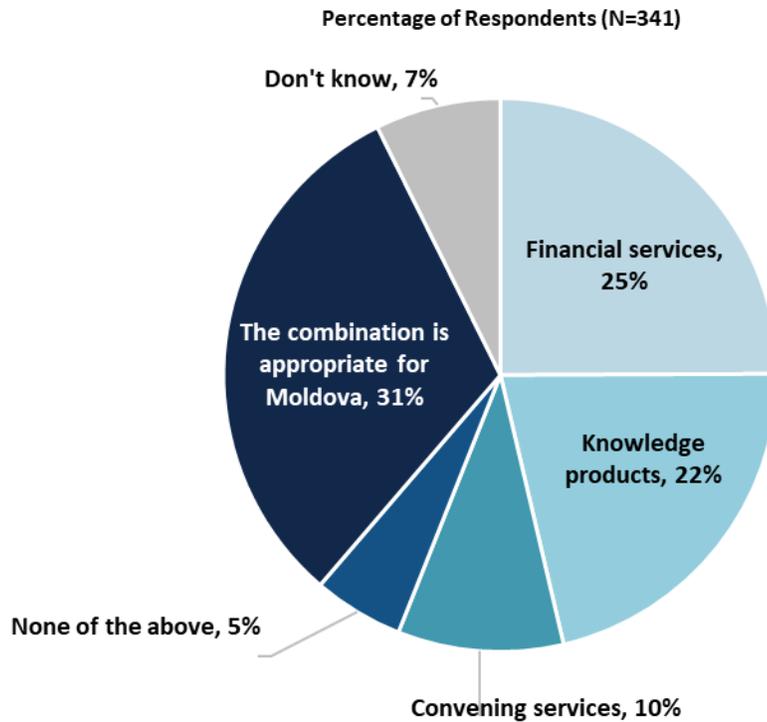


“When thinking about how the World Bank Group can have the most impact on development results in Cameroon, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Cameroon? (Choose no more than THREE)”
(Respondents chose from a list. Responses combined.)



IX. The Future Role of the WBG in Cameroon (continued)

Future Combination of the WBG Services

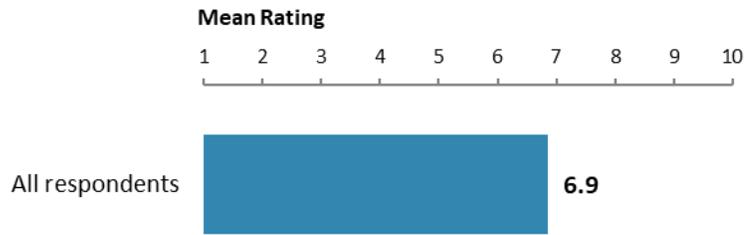


"When considering the combination of services that the World Bank Group offers in Cameroon, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Cameroon?" (Respondents chose from a list.)



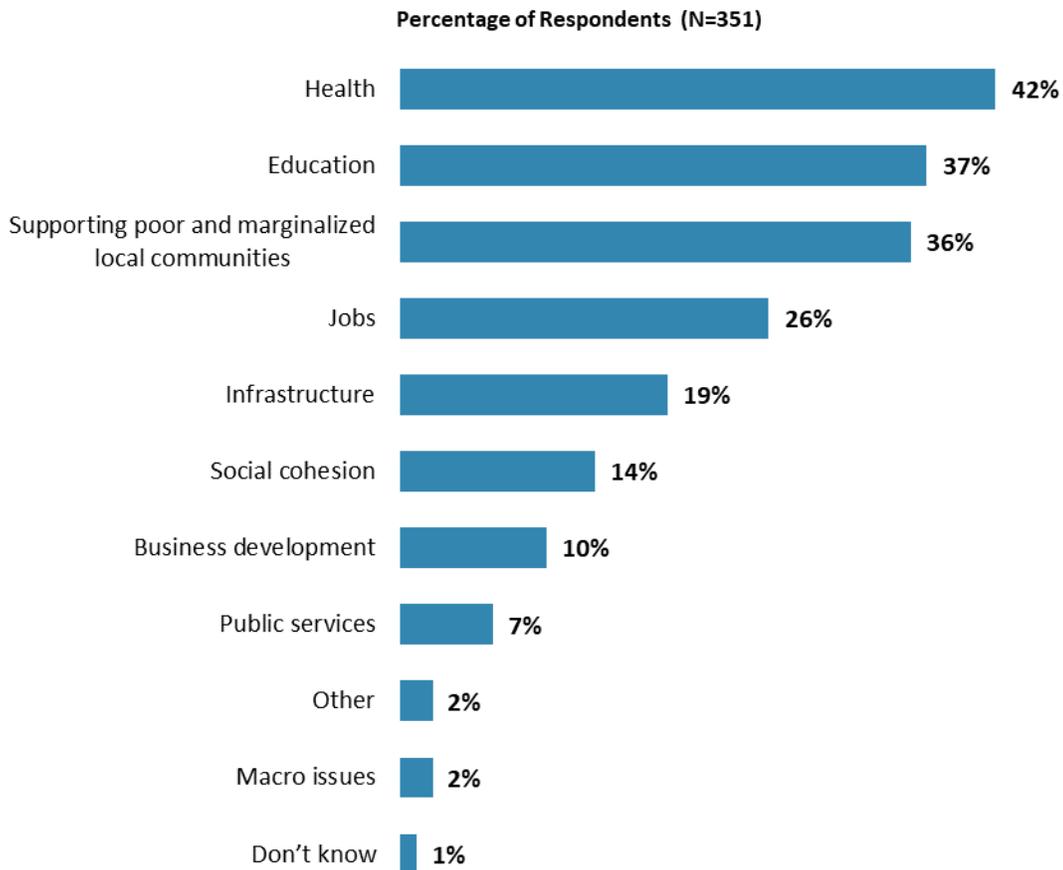
IX. The Future Role of the WBG in Cameroon (continued)

Refugees: Donor Community's Support



"To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Cameroon?"
(1-"To no degree at all", 10-"To a very significant degree")

Refugees: WBG's Support



"In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Cameroon? (Choose no more than TWO)" (Respondents chose from a list.)

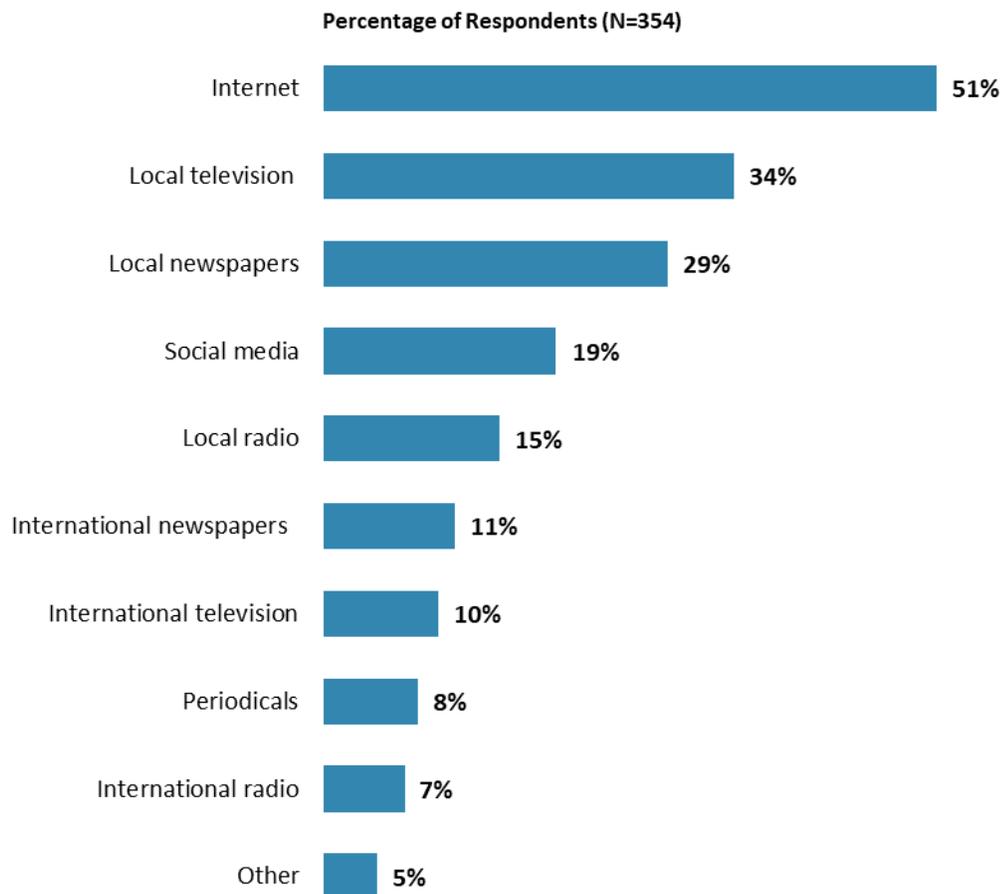


X. Communication and Outreach

Note: When considering the World Bank Group’s future outreach with key constituencies, please see Appendix B (page 59) for all responses by stakeholder groups.

General Information Sources

- **Year comparison:** Respondents in the previous FY’16 Country Survey indicated that they got most of their information about economic and social development issues in Cameroon from the “Internet” (57%).



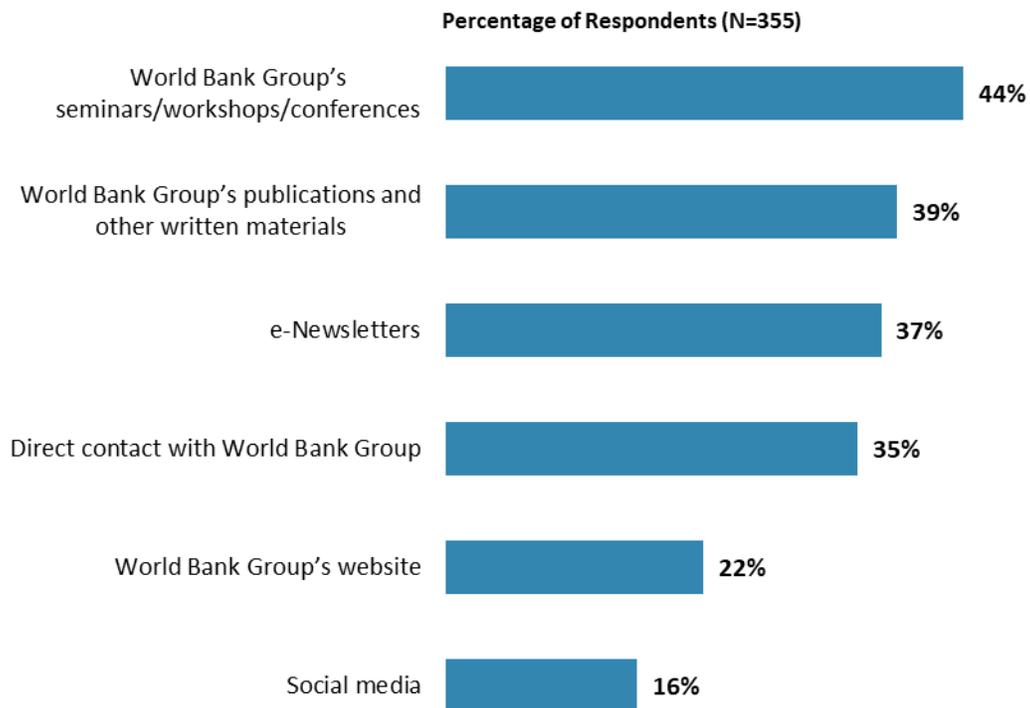
"How do you get most of your information about economic and social development issues in Cameroon? (Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



X. Communication and Outreach (continued)

Preferred Information Sources

- **Year comparison:** Respondents in the previous FY'16 Country Survey indicated that they would prefer to receive information from the WBG through its “*seminars/workshops/conference*” (49%).

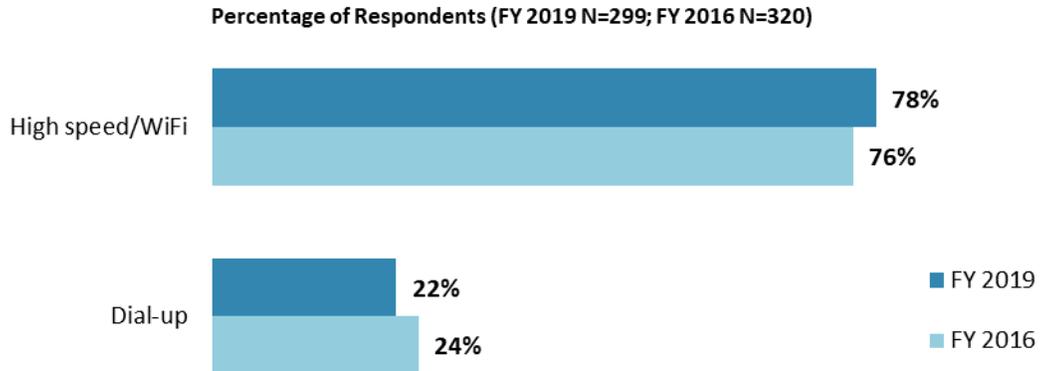


"How would you prefer to receive information from the World Bank Group?
(Choose no more than TWO)"
(Respondents chose from a list. Responses combined.)



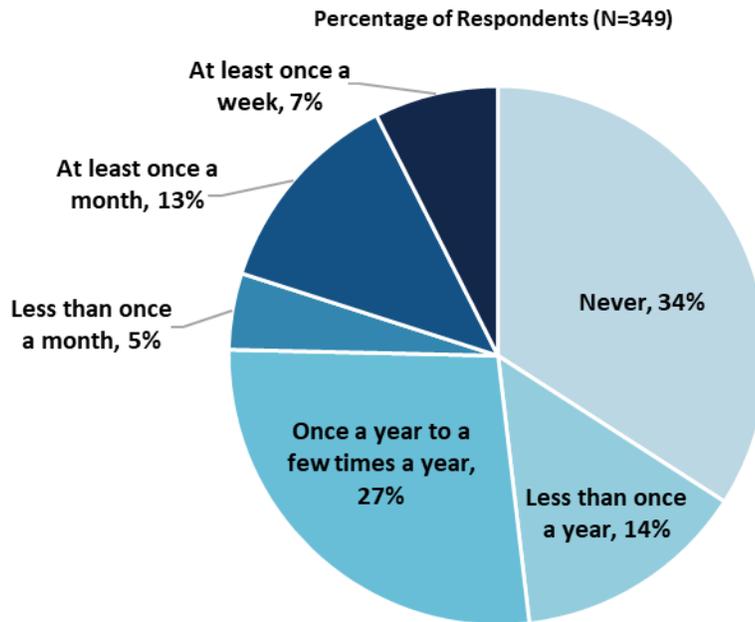
X. Communication and Outreach (continued)

Access to the Internet¹⁵



"Which Internet connection do you use primarily when visiting a World Bank Group website?"
(Respondents chose from a list.)

WBG Interaction Frequency



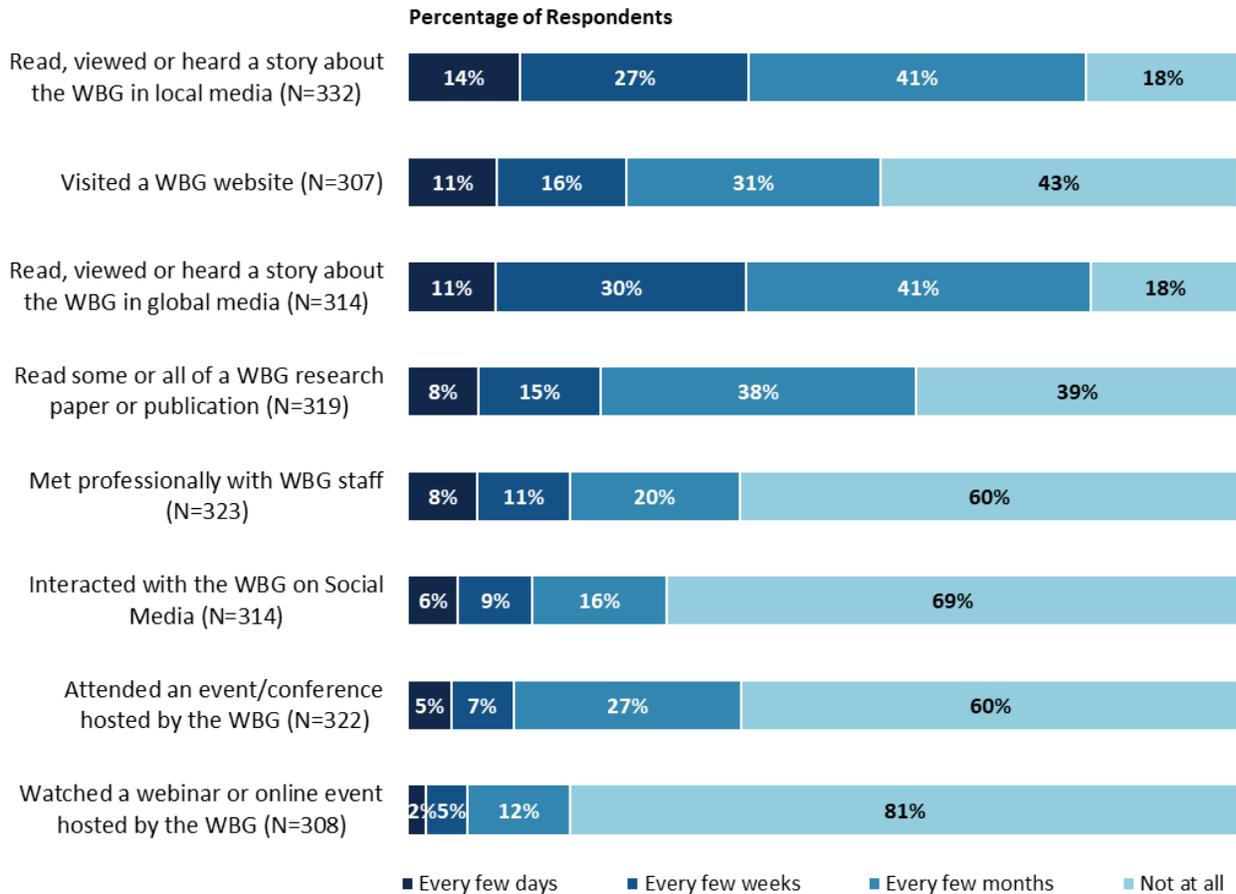
"How frequently do you interact with the World Bank Group now in Cameroon?"
(Respondents chose from a list.)

¹⁵ Percentages presented in the charts on this page were calculated based on weighted data.



X. Communication and Outreach (continued)

Frequency of Specific WBG Interactions



"Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?" (Respondents chose from a list.)



XI. Appendices

A. Responses to All Questions across All Respondents.....	44
B. Responses to Selected Questions by Stakeholder Groups	59
C. Responses to Indicator Questions by Geographic Location	70
D. Responses to Selected Questions by Levels of Collaboration with the World Bank Group.....	73
E. Responses to Selected Questions by Year.....	80
F. Indicator Questions as a Function of Exposure to the WBG.....	85
G. Cameroon FY 2019 COS Questionnaire.....	86

CAMEROON





Appendix A: Responses to All Questions across All Respondents (N=368)

All rating scale questions are presented with the total number of respondents that provided a rating (N), the number of respondents who indicated that they "Don't know" (DK), the mean rating across all respondents (Mean), and the standard deviation of this mean (SD). Indicator questions are noted with an asterisk (*).

A. General Issues Facing Cameroon

1. When you think about the future in Cameroon, are you ... ?	Percentage of Respondents (N=362)
Very pessimistic	8.6%
Somewhat pessimistic	19.9%
Somewhat optimistic	47.0%
Very optimistic	22.4%
Not sure	2.2%

2. Do you think that economic opportunity for citizens in Cameroon is ... ?	Percentage of Respondents (N=356)
Increasing	29.8%
Decreasing	37.9%
Staying about the same	32.3%

**A. General Issues Facing Cameroon (continued)**

3. Listed below are a number of development priorities in Cameroon. Please identify which of the following you consider the most important development priorities in Cameroon. (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=345)
Health	53.3%
Job creation/employment	41.7%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	36.8%
Education	30.4%
Agriculture and rural development	23.8%
Anti-corruption	20.6%
Private sector development	13.9%
Economic growth	10.7%
Transport (e.g., roads, bridges, transportation)	10.7%
Poverty reduction	9.3%
Energy	8.1%
Water and sanitation	5.5%
Crime and violence	4.3%
Equality of opportunity (i.e., social inclusion)	4.1%
Urban development	3.8%
Social protection (e.g., pensions, targeted social assistance)	3.5%
Information and communications technology	2.6%
Natural resource management (renewables)	2.6%
Financial markets	2.3%
Global/regional integration	2.3%
Gender equity (closing the gap between women and men, and boys and girls)	1.7%
Climate change (e.g., mitigation, adaptation)	1.4%
Food safety	1.2%
Judiciary reform	0.9%
Pollution	0.6%
Trade and exports	0.6%

**A. General Issues Facing Cameroon (continued)**

4. Poverty reduction is a broad term that encompasses work in many different areas. Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cameroon? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=363)
Anti-corruption	51.2%
Job creation/employment	46.0%
Agriculture and rural development	45.5%
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	26.4%
Education	20.7%
Health	17.4%
Transport (e.g., roads, bridges, transportation)	15.2%
Economic growth	14.9%
Private sector development	11.6%
Energy	10.2%
Social protection (e.g., pensions, targeted social assistance)	5.8%
Natural resource management (renewables)	5.8%
Equality of opportunity (i.e., social inclusion)	5.0%
Trade and exports	5.0%
Information and communications technology	3.6%
Urban development	3.0%
Water and sanitation	2.8%
Global/regional integration	1.9%
Financial markets	1.7%
Judiciary reform	1.4%
Food safety	1.4%
Climate change (e.g., mitigation, adaptation)	1.1%
Crime and violence	0.8%
Gender equity (closing the gap between women and men, and boys and girls)	0.8%
Pollution	0.3%

5. When economic and/or social reform efforts fail or are slow to take place in Cameroon, which of the following would you attribute this to? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=307)
Corruption	68.1%
Reforms are not well thought out in light of country challenges	30.9%
Political pressures and obstacles	23.5%
Poor coordination within the government	20.2%
Inadequate level of citizen/civil society participation	19.5%
Inadequate level of government accountability	11.1%
Inadequate level of capacity in the government	8.5%
Inadequate level of private sector participation	7.5%
Private sector involvement and/or influence	3.9%
Other	2.6%
Inadequate level of donor coordination	2.0%

**A. General Issues Facing Cameroon (continued)**

6. To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
1. The national/federal government	263	25	6.36	2.65
2. Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	254	26	6.24	2.07
3. The World Bank Group*	266	18	6.94	2.04
4. The International Monetary Fund	256	26	6.09	2.25
5. UN	253	18	6.02	2.32
6. Regional development banks	253	20	6.73	1.94
7. International private sector	241	29	6.10	2.26
8. Domestic private sector	267	14	7.30	2.25
9. International civil society (e.g., NGOs, CBOs)	253	18	6.22	2.14
10. Domestic civil society (e.g., NGOs, CBOs)	263	13	6.73	2.18
11. Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	262	16	6.05	2.39
12. International media and their web presence	254	24	5.11	2.29
13. Web based media (i.e., blogs, social media, other web-based news and information sources)	255	24	5.32	2.34

7. Please describe the direction Cameroon is moving in, when considering ... ?	N	Direction				
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1. Human development (e.g., health, education, and social protection)	352	11.1%	21.3%	27.8%	37.2%	2.6%
2. Equal opportunity for girls and boys, men and women	347	1.2%	7.8%	31.1%	51.9%	8.1%
3. Growing Cameroon's economy in a way that leads to jobs and employment	345	12.8%	29.9%	34.5%	21.4%	1.4%
4. The gap between the rich and the poor	345	37.4%	39.1%	20.6%	2.3%	0.6%
5. Making government more effective	346	13.9%	26.0%	38.4%	19.7%	2.0%
6. Anti-corruption	349	25.2%	18.6%	39.0%	14.3%	2.9%
7. Attracting new sources of foreign investment	343	4.7%	16.6%	43.7%	30.6%	4.4%

8. Listed below are global challenges. Which do you think have the most serious impact on Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=337)
Terrorism	60.5%
Jobs/employment	41.5%
Geo political uncertainty	25.2%
Fragility in Cameroon or neighboring countries	19.0%
The gap between the rich and the poor	18.4%
Trade constraints	15.4%
Migrants and refugees	8.3%
Environmental degradation	4.5%
Climate change	3.9%
Technology based disruption	2.1%

**A. General Issues Facing Cameroon (continued)**

9. When thinking about development efforts in Cameroon, do you think that civil society (e.g., NGOs, CBOs) should ... ?	Percentage of Respondents (N=366)
Engage significantly less	2.7%
Engage somewhat less	6.3%
Engage somewhat more	25.1%
Engage significantly more	55.7%
Engage at the same level it does currently	3.8%
Don't know	6.3%

10. To what extent do you trust domestic private sector to engage in public service delivery in Cameroon?	Percentage of Respondents (N=363)
To a very low degree	4.4%
To a somewhat low degree	15.4%
To a somewhat high degree	33.1%
To a very high degree	43.3%
Don't know	3.9%

11. To what extent do you trust international private sector to engage in public service delivery in Cameroon?	Percentage of Respondents (N=366)
To a very low degree	9.6%
To a somewhat low degree	29.8%
To a somewhat high degree	36.6%
To a very high degree	17.8%
Don't know	6.3%

B. Overall Attitudes toward the World Bank Group

Familiarity	N	DK	Mean	SD
1. How familiar are you with the work of the World Bank Group in Cameroon? (1-Not familiar at all, 10-Extremely familiar)	350	n/a	5.73	2.43

Effectiveness	N	DK	Mean	SD
2. Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.* (1-Not effective at all, 10-Very effective)	312	40	6.51	2.04

Staff Preparedness	N	DK	Mean	SD
3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Cameroon solve its most complicated development challenges? (1-To no degree at all, 10-To a very significant degree)	297	51	6.82	2.08

**B. Overall Attitudes toward the World Bank Group (continued)**

4. When thinking about how the World Bank Group can have the most impact on development results in Cameroon, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Cameroon? (Choose no more than THREE)	Percentage of Respondents (Responses Combined; N=353)
Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	37.7%
Agriculture and rural development	34.6%
Health	30.0%
Job creation/employment	28.9%
Education	25.2%
Anti-corruption	22.7%
Poverty reduction	17.0%
Private sector development	16.7%
Transport (e.g., roads, bridges, transportation)	15.9%
Energy	15.0%
Economic growth	7.4%
Water and sanitation	6.2%
Food safety	5.9%
Urban development	5.7%
Global/regional integration	3.7%
Social protection (e.g., pensions, targeted social assistance)	3.1%
Natural resource management (renewables)	3.1%
Trade and exports	2.5%
Financial markets	2.5%
Equality of opportunity (i.e., social inclusion)	2.5%
Crime and violence	2.3%
Gender equity (closing the gap between women and men, and boys and girls)	2.0%
Climate change (e.g., mitigation, adaptation)	1.7%
Information and communications technology	1.7%
Pollution	1.1%
Judiciary reform	1.1%

5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Cameroon?	Percentage of Respondents (N=279)		
	Greatest Value	Second Greatest Value	Combined
Financial resources	27.6%	11.4%	39.0%
Capacity development related to World Bank Group supported projects	23.7%	14.3%	38.0%
Technical assistance	9.3%	14.3%	23.7%
Implementation support	7.2%	15.4%	22.6%
Mobilizing third party financial resources	5.7%	14.7%	20.4%
Policy advice, studies, analyses	10.0%	9.9%	20.0%
Promoting knowledge sharing	5.0%	6.3%	11.3%
Data and statistics	3.9%	5.1%	9.1%
Bringing together different groups of stakeholders	3.6%	4.4%	8.0%
Donor coordination	3.2%	2.6%	5.8%
Other	0.7%	1.5%	2.2%

**B. Overall Attitudes toward the World Bank Group (continued)**

6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=361)
Not enough public disclosure of its work	36.3%
Not adequately sensitive to political/social realities in Cameroon	18.0%
World Bank Group's processes too slow and complex	17.7%
Too influenced by developed countries	16.3%
Inadequate World Bank Group's staffing in Cameroon	15.8%
Not willing to honestly criticize policies and reform efforts in the country	13.3%
Not collaborating enough with civil society (e.g., NGOs, CBOs)	10.5%
Not aligned with country priorities	10.2%
Don't know	9.4%
Not collaborating enough with private sector	9.1%
Staff too inaccessible	7.8%
Not adequately flexible	6.4%
Not sufficiently focused on sustainable results	4.4%
Arrogant in its approach	4.4%
Other	2.5%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	1.7%

7. To what extent do you believe that the World Bank Group's work and support help the poorest in Cameroon? (Select only ONE response)	Percentage of Respondents (N=360)
To a fully sufficient degree	3.6%
To a somewhat sufficient degree	36.4%
To a somewhat insufficient degree	33.3%
To a very insufficient degree	16.7%
Don't know	10.0%

8. From your perspective, which of the following best describes the World Bank Group's current emphasis on investing in human capital (e.g., education, health, social protection)?	Percentage of Respondents (N=359)
Increased its emphasis recently	25.1%
Decreased its emphasis recently	9.5%
Emphasis has remained pretty consistent over time	32.0%
Don't know	33.4%

**B. Overall Attitudes toward the World Bank Group (continued)**

9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=357)
Beneficiaries	40.1%
Local government	37.0%
Private sector	36.1%
NGOs/Community Based Organizations	25.8%
Academia/think tanks/research institutes	19.3%
Youth/university groups	11.5%
Media	11.2%
Parliament	4.8%
Don't know	2.8%
Other	2.5%
Donor community	1.7%
Foundations	1.4%

To what extent do you agree with the following statements about the World Bank Group's work in Cameroon? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
10. Overall the World Bank Group currently plays a relevant role in development in Cameroon*	308	29	6.78	2.24
11. The World Bank Group's work is aligned with what I consider the development priorities for Cameroon*	280	47	6.13	2.31

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
12. Responsiveness to needs*	237	79	5.51	2.05
13. Flexibility (in terms of the institution's products and services)*	229	82	5.21	1.85
14. Flexibility (in terms of changing country circumstances)*	218	92	5.44	1.91
15. Being inclusive*	190	113	6.17	2.19
16. Openness (sharing data and other information)*	232	76	6.19	2.18
17. Collaboration with the Government*	276	49	7.43	1.91
18. The speed in which it gets things accomplished on the ground*	262	48	5.82	2.02
19. Helping to bring discipline/effective supervision to implementation of investment projects*	273	41	6.57	2.03
20. Collaboration with civil society*	247	69	5.59	2.06
21. Staff accessibility*	248	59	5.07	2.35
22. Collaboration with other donors and development partners*	208	105	6.39	2.16
23. Collaboration with the private sector*	219	93	5.62	2.10
24. Straightforwardness and honesty*	226	88	6.79	2.28
25. Treating clients and stakeholders in Cameroon with respect*	221	93	6.58	2.04
26. Being a long-term partner*	236	81	7.78	2.01

**C. World Bank Group's Effectiveness and Results**

1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon? (1-Not effective at all, 10-Very effective)	Effectiveness			
	N	DK	Mean	SD
1. Social protection (e.g., pensions, targeted social assistance)	169	151	5.51	2.31
2. Gender equity (closing the gap between women and men, and boys and girls)	188	126	6.23	2.05
3. Private sector development	214	96	5.47	1.94
4. Education	253	56	6.42	2.02
5. Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	234	81	6.20	2.10
6. Global/regional integration	183	122	5.98	1.71
7. Urban development	209	91	5.75	1.95
8. Energy	213	100	6.40	2.17
9. Water and sanitation	200	101	5.81	1.98
10. Job creation/employment	211	98	4.86	2.13
11. Health	242	67	6.37	1.98
12. Financial markets	154	137	5.49	2.18
13. Transport (e.g., roads, bridges, transportation)	225	83	6.44	2.22
14. Agriculture and rural development	233	73	6.74	1.91
15. Trade and exports	154	149	5.45	1.94
16. Natural resource management (renewables)	183	123	5.85	1.92
17. Poverty reduction	245	65	5.83	2.13
18. Anti-corruption	213	98	5.21	2.43
19. Economic growth	225	85	5.99	1.93
20. Equality of opportunity (i.e., social inclusion)	190	120	5.84	2.04
21. Information and communications technology	174	134	5.93	2.04

Achieving Development Results	N	DK	Mean	SD
2. To what extent does the World Bank Group's work help to achieve development results in Cameroon?* (1-To no degree at all, 10-To a very significant degree)	290	50	6.19	1.92

Influencing the Development Agenda	N	DK	Mean	SD
3. To what extent does the World Bank Group influence the development agenda in Cameroon?* (1-To no degree at all, 10-To a very significant degree)	296	46	6.47	1.94

To what extent do you agree with the following statements about the World Bank Group in Cameroon? (1-Strongly disagree, 10-Strongly agree)	N	DK	Mean	SD
4. The World Bank Group's financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Cameroon*	286	60	6.15	2.07
5. The World Bank Group meets Cameroon's needs for knowledge services (e.g., research, analysis, data, technical assistance)*	270	68	6.12	2.07

**C. World Bank Group's Effectiveness and Results (continued)**

6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Cameroon? (Select only ONE response)	Percentage of Respondents (N=349)
Very familiar	3.2%
Somewhat familiar	14.9%
Somewhat unfamiliar	29.2%
Very unfamiliar	30.7%
Don't know	22.1%

How effectively does the World Bank Group support Cameroon's efforts ... ? (1-Not effectively at all, 10-Very effectively)	Effectiveness			
	N	DK	Mean	SD
7. To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	210	123	5.48	1.97
8. To develop better and stronger data collection/analytics systems within the Government	230	99	6.31	2.01
9. To strengthen the country's crisis preparedness	228	99	6.02	2.14
10. To identify and monitor risks	217	114	6.11	2.10

Systematic Country Diagnosis and Country Partnership Framework Activities	N	DK	Mean	SD
11. How effectively does the World Bank Group's SCD and CPF activities support Cameroon's efforts to manage crisis related risks? (1-Not effectively at all, 10-Very effectively)	77	235	6.40	1.94

D. The World Bank Group's Knowledge Work and Activities

1. How frequently do you consult World Bank Group's knowledge work and activities in the work you do?	Percentage of Respondents (N=352)
Weekly	8.8%
Monthly	16.5%
A few times a year	31.0%
Rarely	26.1%
Never	17.6%

In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities: (1-To no degree at all, 10-To a very significant degree)	Degree			
	N	DK	Mean	SD
2. Are timely	253	60	7.00	2.03
3. Include appropriate level of stakeholder involvement during preparation	233	88	6.23	1.90
4. Lead to practical solutions	251	66	6.27	1.93
5. Are source of relevant information on global good practices	255	64	7.09	1.92
6. Are adequately disseminated	241	74	5.36	2.18
7. Are translated enough into local language	228	88	3.90	2.44
8. Are adaptable to Cameroon's specific development challenges and country circumstances*	262	60	6.57	2.22

**D. The World Bank Group's Knowledge Work and Activities (continued)**

Overall Evaluations	N	DK	Mean	SD
9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?* (1-Not significant at all, 10-Very significant)	274	67	7.00	1.83
10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?* (1-Very low technical quality, 10-Very high technical quality)	263	79	7.10	1.73

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)	Level of Agreement			
	N	DK	Mean	SD
1. The World Bank Group disburses funds promptly	229	101	4.78	2.46
2. The World Bank Group effectively monitors and evaluates the projects and programs it supports	289	42	7.22	2.03
3. The World Bank Group's approvals and reviews are done in a timely fashion	253	70	5.99	1.88
4. The World Bank Group's Environmental and Social Framework requirements are reasonable	242	84	6.84	1.82
5. The World Bank Group's conditions on its lending are reasonable	208	115	5.90	2.10
6. The World Bank Group takes decisions quickly in Cameroon*	201	126	5.38	2.26
7. Working with the World Bank Group increases Cameroon's institutional capacity	273	60	6.94	2.04
8. Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them*	237	89	7.12	2.07

Donor Support to Refugees	N	DK	Mean	SD
9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Cameroon? (1-To no degree at all, 10-To a very significant degree)	270	71	6.86	1.78

10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=351)
Health	41.9%
Education	37.0%
Supporting poor and marginalized local communities	35.9%
Jobs	25.9%
Infrastructure	18.8%
Social cohesion	13.7%
Business development	10.3%
Public services	6.6%
Other	2.3%
Macro issues (fiscal accounts, balance of payments, etc.)	2.3%
Don't know	1.1%

**F. The Future Role of the World Bank Group in Cameroon**

1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=352)
Engage more directly with beneficiaries	30.4%
Engage more effectively with civil society (e.g., NGOs, CBOs)	18.2%
Reduce the complexity of obtaining World Bank Group financing	16.8%
Help to bring discipline/effective supervision to implementation of World Bank Group projects	16.5%
Engage more effectively with private sector	16.2%
Offer more innovative financial products	16.2%
Collaborate more effectively with Government clients (e.g., national, state, local)	13.6%
Increase the level of capacity development in the country	13.1%
Provide more adequate data/knowledge/statistics/figures on Cameroon's economy	10.8%
Offer more innovative knowledge services	10.5%
Improve the quality of its experts as related to Cameroon's specific challenges	10.2%
Ensure greater selectivity in its work	9.4%
Work faster	9.4%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	4.8%
Other	1.4%

2. When considering the combination of services that the World Bank Group offers in Cameroon, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Cameroon? (Select only ONE response)	Percentage of Respondents (N=341)
Financial services	24.9%
Knowledge products	21.4%
Convening services	9.7%
None of the above	5.3%
The combination is appropriate for Cameroon	31.4%
Don't know	7.3%

G. Communication and Information Sharing

1. How frequently do you interact with the World Bank Group now in Cameroon?	Percentage of Respondents (N=349)
Never	34.1%
Less than once a year	14.0%
Once a year to a few times a year	27.2%
Less than once a month	4.6%
At least once a month	12.6%
At least once a week	7.4%

**G. Communication and Information Sharing (continued)**

2. How do you get most of your information about economic and social development issues in Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=354)
Internet	51.4%
Local television	34.5%
Local newspapers	28.8%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	19.5%
Local radio	14.7%
International newspapers	11.0%
International television	9.6%
Periodicals	7.9%
International radio	6.8%
Other	4.5%

3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=355)
World Bank Group's seminars/workshops/conferences	44.2%
World Bank Group's publications and other written materials	38.6%
e-Newsletters	37.2%
Direct contact with World Bank Group (i.e., face to face meetings/discussions)	35.2%
World Bank Group's website	22.0%
Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	16.3%

4. Which Internet connection do you use primarily when visiting a World Bank Group website?	Percentage of Respondents (N=321)
High speed/WiFi	78.2%
Dial-up	21.8%

5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?	N	Percentage of Respondents			
		Every few days	Every few weeks	Every few months	Not at all
Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	332	13.6%	27.4%	40.7%	18.4%
Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	314	10.5%	30.3%	41.4%	17.8%
Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	314	6.1%	8.9%	16.2%	68.8%
Visited a WBG website (e.g. read a blog, used data)	307	10.7%	15.6%	30.6%	43.0%
Attended an event/conference hosted by the WBG	322	5.3%	7.5%	27.3%	59.9%
Watched a webinar or online event hosted by the WBG	308	2.3%	4.9%	12.3%	80.5%
Read some or all of a WBG research paper or publication	319	8.5%	14.7%	37.9%	38.9%
Met professionally with WBG staff	323	8.4%	11.1%	20.4%	60.1%

**H. Background Information**

1. Which of the following best describes your current position? (Select only ONE response)	Percentage of Respondents (N=349)
Employee of a Ministry, Ministerial Department or Implementation Agency	22.1%
NGO/Community Based Organization	15.8%
PMU overseeing implementation of project/Consultant/Contractor working on World Bank Group supported project/program	12.3%
Academia/Research Institute/Think Tank	8.6%
Private Sector Organization	8.3%
Media (press, radio, TV, web, etc.)	8.3%
Financial Sector/Private Bank	5.7%
Local Government Office or Staff	4.3%
Other	4.3%
Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)	2.3%
Office of Minister	1.7%
Office of Parliamentarian	1.1%
Bilateral Agency	1.1%
Youth Group	1.1%
Trade Union	0.9%
Multilateral Agency	0.6%
Private Foundation	0.6%
Office of the President, Prime Minister	0.3%
Faith-Based Group	0.3%
Judiciary Branch	0.3%

2. Please identify the primary specialization of your work. (Select only ONE response)	Percentage of Respondents (N=337)
Other	19.0%
Education	11.0%
Urban, rural, and social development	8.3%
Agriculture	7.7%
Finance and markets	7.1%
Governance	6.2%
Generalist (specialized in multiple sectors)	5.6%
Health, nutrition, and population	5.0%
Transport and ICT	5.0%
Environment and natural resources	4.7%
Trade and competitiveness	3.0%
Jobs	3.0%
Macroeconomics and fiscal management	2.7%
Water	2.4%
Gender	2.4%
Public-private partnerships	2.1%
Poverty	1.8%
Social protection and labor	1.5%
Fragility, conflict and violence	0.9%
Energy and extractives	0.3%
Climate Change	0.3%

**H. Background Information (continued)**

3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?	Percentage of Respondents (N=333)
Yes	39.3%
No	60.7%

4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Cameroon? (Select only ONE response)	Percentage of Respondents (N=126)
The World Bank (IBRD/IDA)	96.8%
The International Finance Corporation (IFC)	2.4%
International Centre for Settlement of Investment Disputes (ICSID)	0.8%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%

5. Do your projects involve both the World Bank and the IFC?	Percentage of Respondents (N=118)
Yes	29.7%
No	70.3%

6. Which of the following describes most of your exposure to the World Bank Group in Cameroon? (Choose no more than TWO)	Percentage of Respondents (Responses Combined; N=319)
Collaborate as part of my professional duties	39.5%
Observer (i.e., follow in media, discuss in informal conversations, etc.)	34.5%
Use World Bank Group website for information, data, research, etc.	27.9%
Use World Bank Group reports/data	27.9%
Engage in World Bank Group related/sponsored events/activities	24.5%

7. What's your gender?	Percentage of Respondents (N=349)
Female	21.8%
Male	78.2%

8. What's your age?	Percentage of Respondents (N=345)
25 and under	1.7%
26-35	21.7%
36-45	33.0%
46-55	30.7%
56 and above	12.8%

9. Which best represents your geographic location?	Percentage of Respondents (N=349)
Septentrion: Adamawa, North, Far North	59.6%
Political capital: Yaoundé or Center region	32.4%
Economic capital: Douala or Littoral region	4.6%
Other regions	3.4%



Appendix B: Responses to Selected Questions by Stakeholder Groups¹⁶

- Employee of a Ministry N= 77
- Private Sector/Financial Sector/Private Bank N=49
- Academia/Research Institute/Think Tank N=30
- PMU/Consultant on WBG Project N= 43
- CSO N=65
- Other¹⁷ N=41
- Local Government N=15
- Media N=29

A. General Issues facing Cameroon

When you think about the future in Cameroon, are you ... ?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Very pessimistic	2.6%	2.3%	21.4%	12.8%	9.4%	13.8%	0.0%	17.5%
Somewhat pessimistic	17.1%	11.6%	7.1%	23.4%	23.4%	24.1%	30.0%	15.0%
Somewhat optimistic	56.6%	60.5%	42.9%	44.7%	37.5%	48.3%	36.7%	47.5%
Very optimistic	23.7%	20.9%	21.4%	17.0%	25.0%	13.8%	33.3%	20.0%
Not sure	0.0%	4.7%	7.1%	2.1%	4.7%	0.0%	0.0%	0.0%

¹⁶ Only 349 respondents provided information about their current positions. Therefore, only these respondents were included in the across-stakeholder analysis presented in this appendix.

¹⁷ Includes the following categories: Office of the President/Prime Minister (N=1), Office of Minister (N=6); Office of Parliamentarian (N=4); Bilateral/Multilateral Agency (N=6), Independent Government Institution (N=8); Judiciary Branch (N=1), and Other (N=15).

**A. General Issues facing Cameroon (continued)**

Listed below are a number of development priorities in Cameroon. Please identify which of the following you consider the most important development priorities in Cameroon. (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Health	56.9%	46.3%	57.1%	53.3%	63.3%	51.7%	32.1%	59.0%
Job creation/employment	38.9%	34.1%	42.9%	53.3%	35.0%	37.9%	46.4%	43.6%
Pollution	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Social protection	4.2%	2.4%	7.1%	2.2%	3.3%	3.4%	3.6%	2.6%
Gender equity	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	3.6%	2.6%
Private sector development	15.3%	12.2%	7.1%	11.1%	8.3%	24.1%	10.7%	25.6%
Education	34.7%	26.8%	35.7%	26.7%	38.3%	17.2%	25.0%	35.9%
Public sector governance/reform	38.9%	41.5%	50.0%	28.9%	35.0%	48.3%	35.7%	28.2%
Global/regional integration	0.0%	0.0%	0.0%	4.4%	3.3%	0.0%	3.6%	7.7%
Food safety*	0.0%	4.9%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%
Urban development	2.8%	4.9%	0.0%	2.2%	1.7%	3.4%	7.1%	2.6%
Energy	12.5%	12.2%	7.1%	6.7%	5.0%	6.9%	0.0%	10.3%
Water and sanitation	4.2%	9.8%	0.0%	6.7%	1.7%	10.3%	7.1%	5.1%
Information and communications technology	2.8%	0.0%	0.0%	2.2%	3.3%	6.9%	0.0%	0.0%
Equality of opportunity	4.2%	0.0%	0.0%	2.2%	5.0%	10.3%	7.1%	5.1%
Economic growth	9.7%	9.8%	7.1%	13.3%	13.3%	6.9%	14.3%	10.3%
Financial markets	1.4%	0.0%	0.0%	2.2%	3.3%	0.0%	3.6%	5.1%
Transport	15.3%	12.2%	14.3%	11.1%	6.7%	3.4%	10.7%	12.8%
Agriculture and rural development	20.8%	34.1%	28.6%	15.6%	20.0%	37.9%	25.0%	23.1%
Trade and exports	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	2.6%
Crime and violence	0.0%	4.9%	7.1%	11.1%	8.3%	3.4%	0.0%	2.6%
Natural resource management	4.2%	4.9%	0.0%	4.4%	1.7%	0.0%	3.6%	0.0%
Climate change	2.8%	0.0%	0.0%	0.0%	1.7%	0.0%	3.6%	2.6%
Poverty reduction	4.2%	14.6%	0.0%	15.6%	11.7%	3.4%	10.7%	0.0%
Anti-corruption	15.3%	24.4%	28.6%	24.4%	20.0%	24.1%	28.6%	12.8%
Judiciary reform*	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%

*Significantly different between stakeholder groups



A. General Issues facing Cameroon (continued)

When economic and/or social reform efforts fail or are slow to take place in Cameroon, which of the following would you attribute this to? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	
Private sector involvement and/or influence																									
Corruption*	55.1%			70.6%			58.3%			82.9%			83.0%			50.0%			70.8%			65.7%			
Political pressures and obstacles	29.0%			20.6%			25.0%			19.5%			24.5%			29.2%			20.8%			20.0%			
Inadequate level of private sector participation	10.1%			5.9%			0.0%			0.0%			5.7%			16.7%			8.3%			11.4%			
Inadequate level of citizen/civil society participation	18.8%			11.8%			33.3%			14.6%			30.2%			20.8%			25.0%			14.3%			
Inadequate level of donor coordination	4.3%			0.0%			0.0%			0.0%			1.9%			4.2%			0.0%			2.9%			
Reforms are not well thought out in light of country challenges	39.1%			35.3%			25.0%			26.8%			18.9%			45.8%			25.0%			34.3%			
Poor coordination within the government	15.9%			29.4%			16.7%			17.1%			15.1%			8.3%			37.5%			20.0%			
Inadequate level of government accountability	7.2%			5.9%			8.3%			22.0%			13.2%			4.2%			8.3%			14.3%			
Inadequate level of capacity in the government	7.2%			11.8%			8.3%			12.2%			3.8%			20.8%			0.0%			8.6%			
Other	2.9%			2.9%			8.3%			0.0%			3.8%			0.0%			0.0%			0.0%			

*Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?*	65	7.17	2.10	31	7.65	1.76	10	7.10	2.13	30	6.80	2.57	49	6.86	2.01	15	7.47	1.89	28	5.79	1.62	29	6.90	1.82

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

B. Overall Attitudes toward the World Bank Group

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Cameroon?*	75	5.87	2.13	42	7.43	1.97	14	5.07	2.65	44	4.89	2.35	62	4.89	2.46	26	6.65	2.61	30	5.93	1.84	41	5.46	2.31

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between stakeholder groups



B. Overall Attitudes toward the World Bank Group (continued)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.*	69	6.62	2.01	39	7.54	1.50	13	5.62	2.36	39	5.95	2.59	52	6.08	2.11	25	7.24	1.59	27	6.41	1.28	35	6.40	1.90

(1-Not effective at all, 10-Very effective) *Significantly different between stakeholder groups

When thinking about how the World Bank Group can have the most impact on development results in Cameroon, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Cameroon? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Food safety	6.7%	7.1%	0.0%	8.5%	4.8%	3.8%	0.0%	12.2%
Global/regional integration	1.3%	2.4%	0.0%	4.3%	4.8%	3.8%	3.3%	9.8%
Public sector governance/reform	37.3%	31.0%	41.7%	25.5%	33.3%	46.2%	50.0%	46.3%
Energy*	24.0%	19.0%	33.3%	14.9%	3.2%	11.5%	10.0%	17.1%
Water and sanitation	4.0%	9.5%	0.0%	4.3%	9.5%	0.0%	3.3%	7.3%
Pollution	0.0%	2.4%	0.0%	2.1%	1.6%	0.0%	0.0%	0.0%
Job creation/employment	25.3%	19.0%	25.0%	44.7%	30.2%	26.9%	36.7%	19.5%
Health	25.3%	40.5%	33.3%	40.4%	30.2%	30.8%	10.0%	31.7%
Financial markets	1.3%	0.0%	0.0%	2.1%	4.8%	3.8%	6.7%	2.4%
Social protection	4.0%	0.0%	8.3%	2.1%	1.6%	0.0%	6.7%	2.4%
Gender equity	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	3.3%	4.9%
Private sector development*	12.0%	11.9%	8.3%	14.9%	14.3%	42.3%	16.7%	29.3%
Education	32.0%	21.4%	41.7%	27.7%	19.0%	23.1%	23.3%	22.0%
Anti-corruption	17.3%	19.0%	33.3%	29.8%	19.0%	15.4%	33.3%	19.5%
Poverty reduction*	18.7%	16.7%	33.3%	4.3%	23.8%	26.9%	10.0%	9.8%
Climate change	2.7%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%
Urban development	4.0%	7.1%	0.0%	4.3%	7.9%	0.0%	13.3%	4.9%
Judiciary reform	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%
Economic growth	6.7%	0.0%	8.3%	4.3%	14.3%	0.0%	13.3%	7.3%
Equality of opportunity	2.7%	0.0%	0.0%	2.1%	3.2%	3.8%	3.3%	4.9%
Information and communications technology*	1.3%	0.0%	0.0%	0.0%	3.2%	11.5%	0.0%	0.0%
Transport	16.0%	33.3%	16.7%	10.6%	14.3%	7.7%	23.3%	9.8%
Agriculture and rural development	38.7%	54.8%	16.7%	34.0%	33.3%	30.8%	23.3%	29.3%
Trade and exports	2.7%	0.0%	0.0%	4.3%	3.2%	0.0%	0.0%	2.4%
Crime and violence	4.0%	2.4%	0.0%	4.3%	0.0%	3.8%	0.0%	2.4%
Natural resource management	5.3%	2.4%	0.0%	4.3%	1.6%	0.0%	10.0%	0.0%

*Significantly different between stakeholder groups



B. Overall Attitudes toward the World Bank Group (continued)

From your perspective, which of the following best describes the World Bank Group’s current emphasis on investing in human capital (e.g., education, health, social protection)?*

Percentage of Respondents	Employee of a Ministry		PMU/Consultant on WBG Project		Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean
Increased its emphasis recently	34.7%	31.0%	13.3%	10.6%	17.2%	55.2%	16.7%	24.4%															
Decreased its emphasis recently	8.0%	7.1%	6.7%	10.6%	9.4%	0.0%	16.7%	17.1%															
Emphasis has remained pretty consistent over time	33.3%	21.4%	46.7%	38.3%	25.0%	34.5%	43.3%	31.7%															
Don't know	24.0%	40.5%	33.3%	40.4%	48.4%	10.3%	23.3%	26.8%															

*Significantly different between stakeholder groups

In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry		PMU/Consultant on WBG Project		Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other			
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean
Local government*	46.7%	45.2%	53.8%	34.0%	32.8%	17.2%	16.7%	56.1%															
Private sector	24.0%	40.5%	23.1%	46.8%	29.7%	48.3%	46.7%	41.5%															
Beneficiaries	49.3%	50.0%	46.2%	23.4%	34.4%	37.9%	33.3%	43.9%															
Youth/university groups	12.0%	11.9%	23.1%	10.6%	10.9%	10.3%	10.0%	7.3%															
Donor community	0.0%	4.8%	0.0%	0.0%	1.6%	3.4%	0.0%	4.9%															
NGOs/Community Based Organizations*	18.7%	16.7%	7.7%	19.1%	65.6%	24.1%	6.7%	14.6%															
Media*	5.3%	4.8%	7.7%	12.8%	7.8%	44.8%	3.3%	12.2%															
Foundations	1.3%	0.0%	0.0%	2.1%	1.6%	0.0%	0.0%	0.0%															
Academia/think tanks/research institutes*	17.3%	16.7%	7.7%	25.5%	12.5%	13.8%	66.7%	7.3%															
Parliament	8.0%	4.8%	7.7%	2.1%	0.0%	0.0%	6.7%	9.8%															
Other	2.7%	0.0%	7.7%	4.3%	3.1%	0.0%	3.3%	2.4%															
Don't know	2.7%	2.4%	0.0%	8.5%	0.0%	0.0%	3.3%	0.0%															

*Significantly different between stakeholder groups

To what extent do you agree with the following statements about the World Bank Group’s work in Cameroon? (1-Strongly disagree, 10-Strongly agree)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Cameroon*	67	6.85	2.54	38	8.00	1.58	12	6.58	2.28	38	5.97	2.33	55	6.38	2.20	25	8.00	1.76	28	6.14	1.90	35	6.71	2.16
The World Bank Group’s work is aligned with what I consider the development priorities for Cameroon*	64	6.64	2.32	33	7.55	1.99	11	5.36	2.73	35	5.06	2.31	47	5.74	2.02	21	7.38	2.16	26	5.65	2.06	33	5.42	2.22

*Significantly different between stakeholder groups

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following? (1-To no degree at all, 10-To a very significant degree)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	54	5.76	1.98	29	6.83	1.63	10	5.20	2.53	30	4.60	2.03	41	5.22	2.02	19	5.32	2.56	23	5.30	1.89	21	5.57	1.57
Flexibility (in terms of the institution's products and services)*	55	5.56	1.61	26	6.23	1.56	10	4.50	2.46	27	4.63	2.02	38	4.97	1.50	20	5.30	2.49	23	4.65	2.01	21	5.05	1.47
Flexibility (in terms of changing country circumstances)*	48	5.73	1.83	25	6.32	1.60	11	4.91	2.39	26	4.77	2.29	39	5.26	1.79	18	6.39	2.40	23	4.74	1.42	19	5.05	1.51
Being inclusive*	46	6.76	2.01	19	6.84	2.12	8	5.13	2.80	18	4.89	2.19	37	5.68	2.07	14	7.71	1.94	20	5.95	2.26	20	6.40	1.85
Openness (sharing data and other information)*	54	6.67	2.00	26	6.88	2.10	12	6.75	1.82	22	4.82	2.36	40	5.68	2.01	20	7.50	2.01	25	5.76	2.39	26	5.92	2.06
Collaboration with the Government*	60	7.63	1.83	35	8.31	1.45	13	7.38	2.29	28	7.32	2.20	49	7.20	1.81	24	7.88	2.15	25	6.36	1.55	31	7.26	1.88
The speed in which it gets things accomplished on the ground*	59	6.03	1.64	33	6.85	1.89	14	5.36	2.17	30	4.97	2.47	42	5.50	1.95	22	6.41	2.40	25	5.04	1.65	27	5.67	1.78
Helping to bring discipline/effective supervision to implementation of investment projects*	62	7.11	1.78	33	7.58	1.62	14	6.36	2.59	33	5.36	2.30	48	6.04	1.92	20	7.30	2.00	26	6.31	1.93	29	6.45	1.64
Collaboration with civil society*	56	6.27	1.85	23	6.39	1.92	11	5.27	2.69	31	4.81	2.59	50	4.90	1.81	20	6.40	2.19	23	5.22	1.31	26	5.77	1.80
Staff accessibility*	56	5.48	2.43	28	6.57	2.13	13	3.38	1.66	29	3.59	2.31	42	4.50	2.00	20	5.40	2.42	24	5.00	2.30	27	5.78	1.85
Collaboration with other donors and development partners*	48	6.77	2.02	21	7.71	1.38	13	6.31	2.59	26	5.35	2.67	35	6.09	1.88	13	7.23	2.35	20	5.65	2.08	23	6.65	1.70
Collaboration with the private sector*	49	6.33	2.00	21	6.62	2.01	11	5.09	2.63	29	4.69	2.57	36	5.36	1.42	16	6.62	1.89	22	4.95	1.68	26	5.04	2.13
Straightforwardness and honesty*	55	7.05	2.17	30	7.77	2.10	11	6.82	2.14	24	5.46	3.05	35	6.57	2.20	17	7.65	2.21	21	6.10	1.95	24	6.50	1.62
Treating clients and stakeholders in Cameroon with respect*	55	7.11	1.88	24	7.25	1.62	9	7.11	1.83	27	5.26	2.43	35	6.51	1.92	14	7.64	1.91	22	5.50	1.79	25	6.24	1.92
Being a long-term partner*	57	8.19	1.88	33	8.58	1.32	12	8.08	1.51	25	7.04	2.98	39	7.13	1.89	14	8.21	1.42	23	7.83	1.90	25	7.32	2.27

*Significantly different between stakeholder groups



C. World Bank Group's Effectiveness and Results

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Cameroon?*	63	6.92	1.67	35	6.77	1.88	11	5.73	2.20	36	5.31	2.03	49	6.22	1.91	23	6.74	1.91	27	5.48	1.87	37	5.73	1.71

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Cameroon?*	67	7.19	1.69	35	7.17	1.65	11	5.45	2.73	39	5.77	2.17	47	6.06	1.81	22	7.09	2.00	28	5.93	1.59	38	6.29	1.75

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

To what extent do you agree with the following statements about the World Bank Group in Cameroon? (1- Strongly disagree, 10- Strongly agree)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Cameroon*	65	6.52	1.90	35	6.86	2.12	13	5.54	2.03	37	5.70	2.05	42	5.88	2.05	24	7.00	2.36	27	5.93	1.82	35	5.51	2.12
The World Bank Group meets Cameroon's needs for knowledge services*	61	6.26	1.89	30	6.87	1.93	13	6.08	2.29	33	5.18	1.90	42	5.88	1.71	23	8.09	1.83	28	5.54	2.08	32	5.63	2.39

*Significantly different between stakeholder groups

D. The World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?*

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Weekly	11.7%	16.3%	0.0%	0.0%	0.0%	27.6%	7.1%	9.8%
Monthly	13.0%	20.9%	7.1%	10.9%	16.1%	34.5%	17.9%	14.6%
A few times a year	24.7%	37.2%	28.6%	23.9%	35.5%	27.6%	50.0%	31.7%
Rarely	36.4%	14.0%	42.9%	34.8%	29.0%	6.9%	17.9%	17.1%
Never	14.3%	11.6%	21.4%	30.4%	19.4%	3.4%	7.1%	26.8%

*Significantly different between stakeholder groups

**D. The World Bank Group's Knowledge Work and Activities (continued)**

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities are adaptable to Cameroon's specific development challenges and country circumstances*	61	7.18	1.94	29	7.07	2.25	12	7.08	2.58	34	5.82	2.55	42	6.50	1.88	21	7.76	2.34	26	5.65	1.98	29	6.10	1.99

(1-To no degree at all, 10-To a very significant degree) *Significantly different between stakeholder groups

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	60	7.30	1.54	35	7.69	1.89	11	6.55	2.16	35	6.11	2.19	42	7.26	1.59	21	7.38	1.86	28	6.39	1.57	32	6.91	1.59
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	57	7.42	1.49	33	7.79	1.36	10	7.40	1.71	34	6.26	1.93	41	6.73	1.64	20	7.15	2.11	24	6.96	1.65	33	7.27	1.83

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between stakeholder groups

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1- Strongly disagree, 10- Strongly agree)

	Employee of a Ministry			PMU/Consultant on WBG Project			Local Government			Private Sector/ Financial Sector/ Private Bank			CSO			Media			Academia/ Research Institute/ Think Tank			Other		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Cameroon*	47	5.77	2.32	25	6.64	2.08	10	4.70	2.26	27	4.59	2.42	24	5.38	2.00	16	5.13	2.34	21	5.10	2.02	24	5.13	2.25
Where country systems are adequate, the World Bank Group makes appropriate use of them*	52	7.54	2.10	33	8.03	1.47	10	7.00	2.75	28	6.68	2.28	32	6.66	2.12	18	7.56	2.04	23	6.35	2.04	32	6.81	1.91

*Significantly different between stakeholder groups



F. The Future Role of the World Bank Group in Cameroon

Which of the following SHOULD the World Bank Group do to make itself of greater value in Cameroon? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/			Academia/ Research Institute/ Think Tank		Other
				Private Bank	CSO	Media			
Offer more innovative financial products	18.9%	21.4%	21.4%	12.5%	22.2%	11.1%	6.7%	9.8%	
Ensure greater selectivity in its work	13.5%	11.9%	14.3%	6.3%	6.3%	3.7%	10.0%	9.8%	
Provide more adequate data/knowledge/ statistics/figures on Cameroon's economy	9.5%	2.4%	7.1%	10.4%	7.9%	22.2%	20.0%	14.6%	
Offer more innovative knowledge services	9.5%	16.7%	7.1%	14.6%	9.5%	7.4%	13.3%	4.9%	
Collaborate more effectively with Government clients	9.5%	9.5%	28.6%	12.5%	12.7%	11.1%	23.3%	17.1%	
Work faster	9.5%	7.1%	28.6%	6.3%	9.5%	11.1%	3.3%	4.9%	
Reduce the complexity of obtaining World Bank Group financing	21.6%	19.0%	28.6%	10.4%	7.9%	25.9%	16.7%	14.6%	
Help to bring discipline/effective supervision to implementation of World Bank Group projects	18.9%	19.0%	7.1%	25.0%	7.9%	18.5%	13.3%	17.1%	
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	6.8%	4.8%	0.0%	4.2%	4.8%	0.0%	3.3%	7.3%	
Engage more effectively with civil society*	8.1%	7.1%	0.0%	12.5%	61.9%	7.4%	3.3%	12.2%	
Increase the level of capacity development in the country	8.1%	23.8%	14.3%	18.8%	6.3%	7.4%	13.3%	17.1%	
Engage more directly with beneficiaries	36.5%	23.8%	14.3%	35.4%	19.0%	37.0%	36.7%	41.5%	
Improve the quality of its experts as related to Cameroon's specific challenges	16.2%	11.9%	7.1%	10.4%	7.9%	14.8%	6.7%	2.4%	
Engage more effectively with private sector	12.2%	14.3%	0.0%	18.8%	9.5%	18.5%	26.7%	26.8%	
Other	0.0%	0.0%	7.1%	2.1%	3.2%	0.0%	3.3%	0.0%	

*Significantly different between stakeholder groups

G. Communication and Information Sharing

How frequently do you interact with the World Bank Group now in Cameroon?*

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/			Academia/ Research Institute/ Think Tank		Other
				Private Bank	CSO	Media			
Never	39.2%	7.1%	60.0%	47.7%	39.7%	13.8%	31.0%	40.0%	
Less than once a year	12.2%	9.5%	13.3%	22.7%	19.0%	3.4%	20.7%	10.0%	
Once a year to a few times a year	25.7%	19.0%	13.3%	20.5%	33.3%	31.0%	37.9%	30.0%	
Less than once a month	4.1%	0.0%	6.7%	0.0%	3.2%	10.3%	3.4%	5.0%	
At least once a month	10.8%	35.7%	6.7%	9.1%	3.2%	27.6%	3.4%	12.5%	
At least once a week	8.1%	28.6%	0.0%	0.0%	1.6%	13.8%	3.4%	2.5%	

*Significantly different between stakeholder groups

**G. Communication and Information Sharing (continued)**

How do you get most of your information about economic and social development issues in Cameroon? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/		Media	Academia/ Research Institute/ Think Tank		Other
				Private Bank	CSO		Think Tank	Other	
Local radio	16.0%	9.8%	26.7%	16.7%	10.8%	10.7%	13.3%	25.0%	
International radio	4.0%	0.0%	0.0%	10.4%	12.3%	3.6%	3.3%	12.5%	
Social media	17.3%	19.5%	13.3%	20.8%	27.7%	21.4%	20.0%	7.5%	
International newspapers	13.3%	4.9%	6.7%	8.3%	10.8%	0.0%	26.7%	12.5%	
Local television*	34.7%	39.0%	73.3%	37.5%	35.4%	28.6%	20.0%	25.0%	
Internet	46.7%	53.7%	20.0%	56.3%	60.0%	42.9%	56.7%	50.0%	
Periodicals	9.3%	12.2%	6.7%	2.1%	3.1%	0.0%	10.0%	15.0%	
International television	6.7%	17.1%	13.3%	16.7%	6.2%	3.6%	10.0%	7.5%	
Local newspapers*	37.3%	22.0%	33.3%	25.0%	15.4%	46.4%	33.3%	30.0%	
Other*	4.0%	2.4%	0.0%	0.0%	7.7%	21.4%	3.3%	0.0%	

*Significantly different between stakeholder groups

How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/		Media	Academia/ Research Institute/ Think Tank		Other
				Private Bank	CSO		Think Tank	Other	
World Bank Group's publications and other written materials	42.1%	45.2%	33.3%	39.6%	28.6%	32.1%	43.3%	36.6%	
e-Newsletters	35.5%	35.7%	13.3%	31.3%	52.4%	39.3%	40.0%	31.7%	
World Bank Group's seminars/workshops/conferences*	46.1%	42.9%	80.0%	25.0%	50.8%	50.0%	46.7%	39.0%	
Direct contact with World Bank Group	32.9%	23.8%	26.7%	31.3%	31.7%	60.7%	33.3%	43.9%	
World Bank Group's website*	22.4%	28.6%	13.3%	37.5%	12.7%	7.1%	26.7%	22.0%	
Social media	11.8%	16.7%	26.7%	29.2%	15.9%	7.1%	6.7%	22.0%	

*Significantly different between stakeholder groups

Which Internet connection do you use primarily when visiting a World Bank Group website?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/		Media	Academia/ Research Institute/ Think Tank		Other
				Private Bank	CSO		Think Tank	Other	
High speed/WiFi	77.9%	87.2%	70.0%	85.0%	77.2%	63.0%	80.0%	78.9%	
Dial-up	22.1%	12.8%	30.0%	15.0%	22.8%	37.0%	20.0%	21.1%	

**H. Background Information**

Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?*

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Yes	47.1%	88.1%	30.8%	22.0%	15.9%	53.6%	13.8%	39.5%
No	52.9%	11.9%	69.2%	78.0%	84.1%	46.4%	86.2%	60.5%

*Significantly different between stakeholder groups

If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Cameroon?

Percentage of Respondents	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
The World Bank (IBRD/IDA)	93.8%	100.0%	100.0%	88.9%	100.0%	100.0%	100.0%	93.3%
The International Finance Corporation (IFC)	6.3%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%
The Multilateral Investment Guarantee Agency (MIGA)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
International Centre for Settlement of Investment Disputes (ICSID)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%

Which of the following describes most of your exposure to the World Bank Group in Cameroon? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Employee of a Ministry	PMU/Consultant on WBG Project	Local Government	Private Sector/ Financial Sector/ Private Bank	CSO	Media	Academia/ Research Institute/ Think Tank	Other
Observer*	30.4%	11.9%	60.0%	52.6%	43.3%	28.0%	34.5%	33.3%
Use World Bank Group reports/data*	20.3%	23.8%	10.0%	18.4%	36.7%	36.0%	51.7%	22.2%
Engage in World Bank Group related/sponsored events/activities*	21.7%	23.8%	10.0%	7.9%	30.0%	64.0%	10.3%	27.8%
Collaborate as part of my professional duties*	55.1%	73.8%	20.0%	28.9%	18.3%	20.0%	24.1%	47.2%
Use World Bank Group website for information, data, research, etc.*	24.6%	11.9%	40.0%	23.7%	35.0%	20.0%	51.7%	27.8%

*Significantly different between stakeholder groups



Appendix C: Responses to Indicator Questions by Geographic Location¹⁸

- Political capital: Yaoundé or Center region N=113
- Economic capital: Douala or Littoral region and Other Areas N=28
- Septentrion: Adamawa, North, Far North N=208

A. General Issues Facing Cameroon

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent do you trust the World Bank Group to do what is right?	88	6.93	1.88	22	6.36	2.11	147	7.06	2.11

(1-To no degree at all, 10-To a very significant degree)

B. Overall Attitudes toward the World Bank Group

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.	100	6.89	1.73	24	6.58	1.56	177	6.32	2.21

(1-Not effective at all, 10-Very effective)

To what extent do you agree with the following statements about the World Bank Group's work in Cameroon?

(1-Strongly disagree, 10-Strongly agree)

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Cameroon*	98	7.49	2.02	22	6.91	1.85	179	6.38	2.34
The World Bank Group's work is aligned with what I consider the development priorities for Cameroon*	86	6.70	2.31	19	6.32	1.70	165	5.81	2.37

*Significantly different between geographic locations

¹⁸ 349 respondents provided information about their geographic location (question H9 in the questionnaire).

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?
(1-To no degree at all, 10-To a very significant degree)

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	68	6.03	1.87	17	5.29	1.99	146	5.27	2.14
Flexibility (in terms of the institution's products and services)	72	5.39	1.84	17	5.18	1.81	134	5.11	1.86
Flexibility (in terms of changing country circumstances)	67	5.84	1.78	19	4.95	1.58	126	5.29	2.02
Being inclusive*	56	6.80	2.07	19	5.42	1.61	110	6.01	2.30
Openness (sharing data and other information)	76	6.67	2.17	19	6.11	2.47	131	5.92	2.12
Collaboration with the Government*	85	7.82	1.56	17	7.47	1.77	165	7.19	2.09
The speed in which it gets things accomplished on the ground	83	6.18	1.94	22	5.77	1.41	151	5.60	2.12
Helping to bring discipline/effective supervision to implementation of investment projects*	86	7.00	1.81	21	6.14	1.53	159	6.34	2.18
Collaboration with civil society	70	6.01	1.90	20	5.35	1.93	152	5.45	2.15
Staff accessibility*	82	6.17	2.24	18	5.06	2.13	142	4.42	2.19
Collaboration with other donors and development partners*	61	7.20	1.79	18	6.50	1.92	124	5.96	2.28
Collaboration with the private sector	62	5.97	2.16	19	5.74	1.94	133	5.44	2.12
Straightforwardness and honesty	72	7.14	2.10	19	6.84	2.27	130	6.55	2.39
Treating clients and stakeholders in Cameroon with respect*	69	7.33	1.79	18	6.83	2.12	128	6.12	2.06
Being a long-term partner*	71	8.39	1.55	20	7.80	1.88	137	7.47	2.20

*Significantly different between geographic locations

C. World Bank Group's Effectiveness and Results

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Cameroon?*	94	6.50	1.83	24	5.46	1.93	165	6.12	1.96

(1-To no degree at all, 10-To a very significant degree) *Significantly different between geographic locations

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Cameroon?	94	6.57	1.91	23	6.35	1.50	170	6.41	2.03

(1-To no degree at all, 10-To a very significant degree)

**C. World Bank Group's Effectiveness and Results (continued)**

To what extent do you agree with the following statements about the World Bank Group in Cameroon?

(1-Strongly disagree, 10-Strongly agree)

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Cameroon	86	6.48	2.21	23	6.09	2.00	167	5.96	2.02
The World Bank Group meets Cameroon's needs for knowledge services*	85	6.66	2.20	20	6.20	1.54	157	5.78	2.05

*Significantly different between geographic locations

D. The World Bank Group's Knowledge Work and Activities

In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities:

(1-To no degree at all, 10-To a very significant degree)

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Are adaptable to Cameroon's specific development challenges and country circumstances*	81	7.10	1.93	18	5.11	2.03	155	6.47	2.31

*Significantly different between geographic locations

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	84	7.26	1.72	20	6.85	1.69	161	6.91	1.89
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	83	7.39	1.69	19	6.89	1.94	152	6.99	1.71

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality)

E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Political capital: Yaoundé or Center region			Economic capital: Douala or Littoral region and Other Regions			Septentrion: Adamawa, North, Far North		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
The World Bank Group takes decisions quickly in Cameroon	67	5.81	2.28	14	5.29	2.49	114	5.17	2.18
Where country systems are adequate, the World Bank Group makes appropriate use of them	77	7.30	2.03	18	6.67	1.75	135	7.02	2.16



Appendix D: Responses to Selected Questions by Level of Collaboration with the World Bank Group¹⁹

Note that this appendix presents comparative analysis of the data from those respondents who collaborate with the WBG vs. those respondents who do not collaborate with the WBG and covers the following selected questions from the FY19 Cameroon COS questionnaire: All 10-point scale questions and questions B4, B6, B7, and F1.

- Collaborating with the WBG N=131
- Not collaborating with the WBG N=202

A. General Issues Facing Cameroon

To what extent do you trust each of the following groups to do what is right? (1-To no degree at all, 10-To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The national/federal government*	96	6.74	2.46	148	6.05	2.75
Bilateral organizations	94	6.38	2.05	143	6.20	2.11
The World Bank Group*	97	7.35	1.81	151	6.79	2.12
The International Monetary Fund	95	6.16	2.14	143	6.14	2.35
UN	94	6.09	2.32	141	6.10	2.36
Regional development banks	89	6.83	1.85	146	6.73	1.95
International private sector	85	6.07	2.35	137	6.13	2.22
Domestic private sector	96	7.51	2.19	154	7.14	2.26
International civil society	90	6.06	2.18	144	6.35	2.10
Domestic civil society	94	6.70	2.16	151	6.72	2.22
Domestic traditional media and their web presence	93	5.67	2.37	151	6.17	2.37
International media and their web presence*	90	4.73	2.14	147	5.35	2.38
Web based media	91	5.03	2.31	147	5.56	2.41

*Significantly different between collaborators and non-collaborators

B. Overall Attitudes toward the World Bank Group

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Cameroon?*	125	6.73	2.10	196	5.13	2.43

(1-Not familiar at all, 10-Extremely familiar) *Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.*	118	7.08	1.65	166	6.16	2.19

(1-Not effective at all, 10-Very effective) *Significantly different between collaborators and non-collaborators

¹⁹ Only 333 respondents provided information about their level of collaboration with the World Bank Group (question H3 in the questionnaire). Therefore, only these respondents were included in the analysis presented in this appendix.

**B. Overall Attitudes toward the World Bank Group (continued)**

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Cameroon solve its most complicated development challenges?*	116	7.21	1.76	155	6.55	2.22

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

When thinking about how the World Bank Group can have the most impact on development results in Cameroon, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Cameroon? (Choose no more than THREE)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Food safety	4.0%	6.1%
Global/regional integration*	0.8%	6.1%
Public sector governance/reform	36.0%	38.9%
Energy*	20.0%	11.1%
Water and sanitation	7.2%	6.1%
Pollution	0.8%	0.5%
Job creation/employment	22.4%	29.8%
Health*	36.0%	25.3%
Financial markets	0.8%	3.0%
Social protection	1.6%	3.5%
Gender equity	1.6%	2.5%
Private sector development	21.6%	15.7%
Education	23.2%	28.3%
Anti-corruption	26.4%	18.7%
Poverty reduction	18.4%	16.7%
Climate change	0.8%	2.5%
Urban development	4.0%	7.1%
Judiciary reform	0.8%	1.5%
Economic growth	4.0%	9.6%
Equality of opportunity	2.4%	3.0%
Information and communications technology	0.8%	2.0%
Transport	19.2%	13.6%
Agriculture and rural development	38.4%	34.3%
Trade and exports	1.6%	3.5%
Crime and violence	1.6%	3.0%
Natural resource management	1.6%	4.0%

*Significantly different between collaborators and non-collaborators

**B. Overall Attitudes toward the World Bank Group (continued)**

Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cameroon? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Inadequate World Bank Group's staffing in Cameroon	18.5%	13.1%
Arrogant in its approach	5.4%	3.5%
Not enough public disclosure of its work*	26.9%	43.2%
Not willing to honestly criticize policies and reform efforts in the country	17.7%	10.6%
Staff too inaccessible	6.9%	9.5%
Not collaborating enough with private sector	8.5%	9.5%
Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN	2.3%	0.5%
Not aligned with country priorities	9.2%	11.1%
Not adequately sensitive to political/social realities in Cameroon*	13.1%	21.6%
Too influenced by developed countries	13.8%	17.1%
World Bank Group's processes too slow and complex	20.8%	16.1%
Not adequately flexible	7.7%	4.5%
Not sufficiently focused on sustainable results	4.6%	5.0%
Not collaborating enough with civil society*	6.2%	14.6%
Other	2.3%	2.5%
Don't know*	13.1%	6.5%

*Significantly different between collaborators and non-collaborators

To what extent do you believe that the World Bank Group's work and support help the poorest in Cameroon?* (Select only ONE response)

Percentage of Respondents	Collaborating with the WBG	Not collaborating with the WBG
To a fully sufficient degree	3.1%	4.5%
To a somewhat sufficient degree	56.3%	24.9%
To a somewhat insufficient degree	28.9%	34.8%
To a very insufficient degree	9.4%	20.9%
Don't know	2.3%	14.9%

*Significantly different between collaborators and non-collaborators

To what extent do you agree with the following statements about the World Bank Group's work in Cameroon?

(1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Cameroon*	115	7.48	1.88	170	6.35	2.34
The World Bank Group's work is aligned with what I consider the development priorities for Cameroon*	105	6.96	2.01	154	5.58	2.38

*Significantly different between collaborators and non-collaborators

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?
(1-To no degree at all, 10-To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs*	90	6.07	1.94	130	5.06	2.01
Flexibility (in terms of the institution's products and services)*	92	5.65	1.84	120	4.78	1.67
Flexibility (in terms of changing country circumstances)*	85	5.88	1.75	114	5.05	1.92
Being inclusive*	72	6.83	2.01	105	5.70	2.24
Openness (sharing data and other information)*	93	6.62	2.07	125	5.86	2.25
Collaboration with the Government*	102	7.81	1.57	152	7.17	2.07
The speed in which it gets things accomplished on the ground*	104	6.23	1.83	138	5.41	2.01
Helping to bring discipline/effective supervision to implementation of investment projects*	108	7.05	1.81	147	6.22	2.13
Collaboration with civil society*	89	6.09	1.97	141	5.24	2.07
Staff accessibility*	99	5.94	2.28	131	4.43	2.17
Collaboration with other donors and development partners*	74	6.93	1.99	118	6.14	2.20
Collaboration with the private sector*	80	6.26	1.99	122	5.26	2.06
Straightforwardness and honesty*	93	7.33	2.12	119	6.45	2.32
Treating clients and stakeholders in Cameroon with respect*	86	7.27	1.68	119	6.15	2.13
Being a long-term partner	92	8.18	1.54	130	7.72	2.10

*Significantly different between collaborators and non-collaborators



C. World Bank Group's Effectiveness and Results

How **EFFECTIVE** do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon? (1-Not effective at all, 10-Very effective)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Social protection*	62	6.29	2.04	93	4.94	2.34
Gender equity*	73	6.84	1.77	102	5.77	2.11
Private sector development*	74	5.96	1.80	125	5.19	1.99
Education*	93	7.08	1.73	143	6.05	2.10
Public sector governance/reform*	88	6.64	1.97	129	5.81	2.16
Global/regional integration	67	6.24	1.81	103	5.84	1.58
Urban development*	79	6.32	1.74	114	5.34	2.05
Energy*	83	6.81	1.87	112	6.04	2.37
Water and sanitation*	76	6.28	1.79	107	5.62	2.10
Job creation/employment*	77	5.32	1.94	118	4.55	2.16
Health*	91	6.86	1.74	134	6.12	2.08
Financial markets*	54	5.93	2.06	88	5.18	2.21
Transport*	91	6.99	1.82	117	5.96	2.42
Agriculture and rural development*	90	7.33	1.57	126	6.25	2.01
Trade and exports*	56	5.86	1.88	85	5.18	2.01
Natural resource management*	71	6.41	1.73	97	5.48	2.00
Poverty reduction*	90	6.39	1.93	137	5.48	2.18
Anti-corruption*	77	5.75	2.40	119	4.80	2.37
Economic growth	81	6.32	1.84	127	5.83	2.00
Equality of opportunity*	72	6.64	1.80	106	5.36	2.10
Information and communications technology*	65	6.48	1.80	95	5.58	2.16

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Cameroon?*	114	6.60	1.78	157	5.83	1.96

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group influence the development agenda in Cameroon?*	114	6.96	1.72	160	6.09	2.02

(1-To no degree at all, 10-To a very significant degree) *Significantly different between collaborators and non-collaborators

To what extent do you agree with the following statements about the World Bank Group in Cameroon?

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Cameroon*	110	6.59	2.00	153	5.95	2.07
The World Bank Group meets Cameroon's needs for knowledge services*	104	6.77	1.92	144	5.65	2.08

(1- Strongly disagree, 10- Strongly agree) *Significantly different between collaborators and non-collaborators

**C. World Bank Group's Effectiveness and Results (continued)**

How effectively does the World Bank Group support Cameroon's efforts ... ? (1-Not effectively at all, 10-Very effectively)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To build stronger domestic resource mobilization systems in the Government*	74	5.81	2.03	118	5.13	1.90
To develop better and stronger data collection/analytics systems within the Government*	82	6.85	1.90	129	5.95	2.06
To strengthen the country's crisis preparedness*	81	6.64	1.95	130	5.64	2.22
To identify and monitor risks*	81	6.77	1.98	120	5.73	2.13

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
How effectively does the World Bank Group's SCD and CPF activities support Cameroon's efforts to manage crisis related risks?*	32	7.19	1.86	36	5.61	1.89

(1-Not effectively at all, 10-Very effectively) *Significantly different between collaborators and non-collaborators

D. The World Bank Group's Knowledge Work and Activities

In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities: (1- To no degree at all, 10- To a very significant degree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Are timely*	100	7.48	1.82	135	6.76	2.06
Include appropriate level of stakeholder involvement during preparation*	93	6.80	1.69	122	5.88	1.93
Lead to practical solutions*	98	6.64	1.69	133	6.02	2.02
Are source of relevant information on global good practices	102	7.33	1.75	136	6.96	2.00
Are adequately disseminated*	99	5.99	2.21	126	4.92	2.05
Are translated enough into local language*	87	4.52	2.42	123	3.46	2.35
Are adaptable to Cameroon's specific development challenges and country circumstances*	98	7.03	2.05	144	6.30	2.29

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	104	7.40	1.63	148	6.75	1.93

(1- Not significant at all, 10- Very significant) *Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?*	96	7.45	1.57	142	6.85	1.76

(1- Very low technical quality, 10- Very high technical quality) *Significantly different between collaborators and non-collaborators



E. Working with the World Bank Group

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly*	97	5.25	2.37	115	4.37	2.42
The World Bank Group effectively monitors and evaluates the projects and programs it supports*	119	7.54	1.90	149	6.98	2.13
The World Bank Group's approvals and reviews are done in a timely fashion*	107	6.28	1.96	130	5.79	1.84
The World Bank Group's Environmental and Social Framework requirements are reasonable*	99	7.22	1.83	127	6.60	1.75
The World Bank Group's conditions on its lending are reasonable*	84	6.48	2.03	111	5.60	2.09
The World Bank Group takes decisions quickly in Cameroon*	90	5.84	2.27	97	5.00	2.20
Working with the World Bank Group increases Cameroon's institutional capacity*	108	7.49	1.89	146	6.62	2.10
Where country systems are adequate, the World Bank Group makes appropriate use of them*	98	7.46	1.88	125	6.90	2.16

*Significantly different between collaborators and non-collaborators

	Collaborating with the WBG			Not collaborating with the WBG		
	N	Mean	SD	N	Mean	SD
To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Cameroon?*	93	7.26	1.63	156	6.62	1.85

*Significantly different between collaborators and non-collaborators

F. The future role of the World Bank Group in Cameroon

Which of the following SHOULD the World Bank Group do to make itself of greater value in Cameroon? (Choose no more than TWO)

Percentage of Respondents (Responses combined)	Collaborating with the WBG	Not collaborating with the WBG
Offer more innovative financial products	18.8%	13.7%
Ensure greater selectivity in its work	9.4%	9.1%
Provide more adequate data/knowledge/statistics/figures on Cameroon's economy	9.4%	12.2%
Offer more innovative knowledge services	11.7%	9.1%
Collaborate more effectively with Government clients	10.9%	15.7%
Work faster	11.7%	6.6%
Reduce the complexity of obtaining World Bank Group financing	21.1%	14.2%
Help to bring discipline/effective supervision to implementation of World Bank Group projects*	21.1%	12.2%
Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN	6.3%	4.1%
Engage more effectively with civil society*	12.5%	23.9%
Increase the level of capacity development in the country	15.6%	11.2%
Engage more directly with beneficiaries*	22.7%	36.0%
Improve the quality of its experts as related to Cameroon's specific challenges	10.2%	10.7%
Engage more effectively with private sector	15.6%	15.7%
Other	0.0%	2.5%

*Significantly different between collaborators and non-collaborators



Appendix E: Responses to Selected Questions by Year²⁰

All data presented in this appendix are weighted. As a result, means of the FY 2019 data and the total number of respondents indicated will be slightly different from the aggregated responses in Appendix A. Similarly, responses from FY 2016 respondents and the total number of respondents indicated may differ from those reported in the FY 2016 COS report.

- FY 2016 Number of comparable respondents = 376
- FY 2019 Number of comparable respondents = 334

By weighting, the FY 2016 and FY 2019 samples have the same stakeholder composition and thus are comparable. The weighted percentage of a stakeholder group is determined by the extent to which the World Bank Group interacts with them in the country and the percentage this group usually makes up in the past aggregated annual global data. The weighted stakeholder breakdown is presented below:

Percentage of Respondents	FY 2016	FY 2019
Office of the President/Prime Minister/Minister	2%	2%
Office of Parliamentarian	1%	1%
Government Institutions	33%	33%
Local Government	4%	4%
Bilateral/Multilateral Agencies	3%	3%
Civil Society	25%	25%
Private Sector	12%	12%
Academia	11%	11%
Media	9%	9%

B. Overall Attitudes toward the World Bank Group

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
How familiar are you with the work of the World Bank Group in Cameroon? (1-Not familiar at all, 10-Extremely familiar)	363	5.38	2.42	319	5.70	2.39

(1-Not familiar at all, 10-Extremely familiar)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.*	306	5.89	2.04	287	6.48	2.01

(1-Not effective at all, 10-Very effective) *Significantly different between FY2016 and FY2019

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent do you believe the World Bank Group's staff is well prepared to help Cameroon solve its most complicated development challenges?*	295	6.45	2.28	273	6.82	2.09

(1-To no degree at all, 10-To a very significant degree) *Significantly different between FY2016 and FY2019

²⁰ Only those questions that were asked in the FY 2016 and FY 2019 country opinion surveys, with similar response scales/options, are presented in this appendix.

**B. Overall Attitudes toward the World Bank Group (continued)**

To what extent do you believe that the World Bank Group's work and support help the poorest in Cameroon?
(Select only ONE response)

Percentage of Respondents	FY 2016	FY 2019
To a fully sufficient degree	1.9%	4.0%
To a somewhat sufficient degree	38.9%	36.0%
To a somewhat insufficient degree	29.7%	33.8%
To a very insufficient degree	20.3%	17.1%
Don't know	9.2%	9.1%

To what extent do you agree with the following statements about the World Bank Group's work in Cameroon?
(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall the World Bank Group currently plays a relevant role in development in Cameroon*	321	6.29	2.22	288	6.70	2.26
The World Bank Group's work is aligned with what I consider the development priorities for Cameroon	305	5.89	2.30	259	6.09	2.34

*Significantly different between FY2016 and FY2019

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?
(1-To no degree at all, 10-To a very significant degree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Responsiveness to needs	281	5.36	2.06	222	5.50	2.05
Flexibility (in terms of the institution's products and services)	272	5.12	2.22	216	5.18	1.83
Flexibility (in terms of changing country circumstances)	267	5.33	2.00	207	5.42	1.91
Being inclusive	261	5.91	2.17	180	6.18	2.18
Openness (sharing data and other information)	297	6.38	2.28	219	6.17	2.18
Collaboration with the Government	311	7.64	1.80	253	7.36	1.94
The speed in which it gets things accomplished on the ground	283	5.78	2.03	242	5.70	2.01
Helping to bring discipline/effective supervision to implementation of investment projects ¹				254	6.51	2.02
Collaboration with civil society	286	5.49	2.20	233	5.57	2.02
Staff accessibility	270	5.04	2.43	230	5.00	2.32
Collaboration with other donors and development partners	250	6.73	2.09	191	6.36	2.13
Collaboration with the private sector	261	5.47	2.17	203	5.55	2.09
Straightforwardness and honesty	263	6.47	2.42	208	6.75	2.27
Treating clients and stakeholders in Cameroon with respect	283	6.84	2.14	202	6.50	2.05
Being a long-term partner	290	7.64	1.94	217	7.70	2.02

¹ Only FY 2019 questionnaire had this response option.



C. World Bank Group's Effectiveness and Results

How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon? (1-Not effective at all, 10-Very effective)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Social protection	201	5.46	2.16	158	5.59	2.25
Gender equity*	188	5.33	2.34	175	6.29	2.03
Private sector development	244	5.77	2.24	198	5.43	1.91
Education*	258	6.86	2.04	238	6.41	2.01
Public sector governance/reform	251	6.13	2.26	216	6.16	2.09
Global/regional integration	188	5.63	1.95	171	5.95	1.64
Urban development*	234	6.43	2.07	196	5.72	1.93
Energy	245	6.65	2.16	196	6.36	2.18
Water and sanitation*	241	6.61	1.96	188	5.79	1.99
Job creation/employment*	222	5.33	2.25	194	4.86	2.10
Health*	258	6.76	2.09	228	6.32	1.94
Financial markets	181	5.21	1.96	141	5.54	2.10
Transport	255	6.74	2.09	211	6.43	2.16
Agriculture and rural development**	275	6.32	2.07	220	6.72	1.85
Trade and exports*	178	5.82	1.71	144	5.36	1.85
Natural resource management*	232	6.27	2.16	170	5.84	1.88
Poverty reduction*	280	6.27	2.27	226	5.81	2.12
Anti-corruption*	256	5.76	2.34	195	5.16	2.39
Economic growth	239	6.28	2.02	206	5.97	1.89
Equality of opportunity"				175	5.84	2.00
Information and communications technology	185	6.36	1.97	159	5.97	2.06

*Significantly different between FY2016 and FY2019

' In FY 2016, there were two categories related to agriculture and rural development: "Rural development" and "Agricultural development." A mean score of responses to these two categories was calculated and included in a separate variable that then was compared to FY 2019 "Agriculture, irrigation, and rural development" category.

" Only FY 2019 questionnaire had this response option.

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
To what extent does the World Bank Group's work help to achieve development results in Cameroon?	299	6.18	1.89	271	6.20	1.94

(1-To no degree at all, 10-To a very significant degree)

**C. World Bank Group's Effectiveness and Results (continued)**

To what extent do you agree with the following statements about the World Bank Group in Cameroon?

(1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group's financial instruments meet the needs of Cameroon*	300	5.76	2.06	264	6.14	2.08
The World Bank Group meets Cameroon's needs for knowledge services	294	5.92	2.08	254	6.09	2.11

*Significantly different between FY2016 and FY2019

D. The World Bank Group's Knowledge Work and Activities

How frequently do you consult World Bank Group's knowledge work and activities in the work you do?*

Percentage of Respondents	FY 2016	FY 2019
Weekly	20.7%	9.3%
Monthly	20.4%	17.3%
A few times a year	34.7%	31.2%
Rarely	16.9%	25.9%
Never	7.3%	16.4%

*Significantly different between FY2016 and FY2019

In Cameroon, to what extent do you believe that the World Bank Group's knowledge work and activities:

(1-To no degree at all, 10-To a very significant degree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Are timely	294	6.83	2.12	234	7.06	2.00
Include appropriate level of stakeholder involvement during preparation	280	5.99	2.01	213	6.28	1.87
Lead to practical solutions	295	6.02	2.01	232	6.30	1.90
Are source of relevant information on global good practices	291	7.24	2.10	234	7.09	1.91
Are adequately disseminated	302	5.64	2.41	221	5.36	2.19
Are translated enough into local language*	280	4.47	2.71	208	3.94	2.49
Are adaptable to Cameroon's specific development challenges and country circumstances*	306	6.17	2.22	243	6.62	2.18

*Significantly different between FY2016 and FY2019

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?*	293	6.51	1.91	251	7.04	1.78
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	294	7.25	1.85	239	7.10	1.70

(1-Not significant at all, 10-Very significant; 1-Very low technical quality, 10-Very high technical quality) *Significantly different between FY2016 and FY2019

**E. Working with the World Bank Group**

To what extent do you agree/disagree with the following statements? (1-Strongly disagree, 10-Strongly agree)

	FY 2016			FY 2019		
	N	Mean	SD	N	Mean	SD
The World Bank Group disburses funds promptly	255	4.91	2.38	209	4.74	2.47
The World Bank Group effectively monitors and evaluates the projects and programs it supports	307	6.98	2.21	263	7.19	2.03
The World Bank Group's approvals and reviews are done in a timely fashion	265	5.87	2.18	231	5.98	1.86
The World Bank Group's Environmental and Social Framework requirements are reasonable**	248	6.51	2.05	223	6.89	1.80
The World Bank Group's conditions on its lending are reasonable	264	5.76	2.37	189	5.92	2.06
The World Bank Group takes decisions quickly in Cameroon	242	5.45	2.12	183	5.38	2.22
Working with the World Bank Group increases Cameroon's institutional capacity	299	6.78	2.15	249	6.91	2.03
Where country systems are adequate, the World Bank Group makes appropriate use of them	248	7.01	2.12	215	7.11	2.09

*Significantly different between FY2016 and FY2019

' In FY 2016, the category was "The World Bank Group's 'Safeguard Policy' requirements are reasonable".

F. The Future Role of the World Bank Group in Cameroon

When considering the combination of services that the World Bank Group offers in Cameroon, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Cameroon?* (Select only ONE response)

Percentage of Respondents	FY 2016	FY 2019
Financial services	20.2%	25.0%
Knowledge products	20.4%	21.5%
Convening services	10.1%	9.5%
None of the above	3.0%	6.0%
The combination is appropriate for Cameroon	39.8%	30.4%
Don't know	6.5%	7.6%

G. Communication and Information Sharing

Which Internet connection do you use primarily when visiting a World Bank Group website?

Percentage of Respondents	FY 2016	FY 2018
High speed/WiFi	75.6%	78.3%
Dial-up	24.4%	21.7%



Appendix F: Indicator Questions as a Function of Exposure to the World Bank Group

Indicator Question	Currently, do you professionally collaborate/work with the World Bank Group in your country?		Which of the following describes most of your exposure to the World Bank Group in Cameroon? (Choose no more than TWO)									
	Not collaborating with the WBG	Collaborating with the WBG	Observer		Use WBG reports/data		Engage in WBG activities		Collaborate		Use WBG website	
			No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean	No Mean	Yes Mean
To what extent do you trust The World Bank Group to do what is right?	6.71	7.29	6.92	6.77	6.80	7.04	6.84	6.95	6.88	6.86	6.99	6.63
Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.	6.10	7.05	6.73	6.21	6.62	6.44	6.41	7.00	6.33	6.91	6.64	6.41
Overall the World Bank Group currently plays a relevant role in development in Cameroon	6.27	7.45	7.05	6.19	6.82	6.66	6.57	7.36	6.49	7.19	7.04	6.15
The World Bank Group's work is aligned with what I consider the development priorities for Cameroon	5.54	6.98	6.52	5.57	6.27	6.10	6.03	6.80	5.99	6.57	6.36	5.90
Responsiveness to needs	5.06	6.07	5.66	5.13	5.63	5.19	5.41	5.73	5.24	5.92	5.67	5.12
Flexibility (in terms of the institution's products and services)	4.76	5.63	5.22	4.94	5.22	4.93	5.12	5.17	4.88	5.52	5.17	5.05
Flexibility (in terms of changing country circumstances)	5.04	5.87	5.40	5.31	5.36	5.40	5.30	5.56	5.21	5.62	5.50	5.12
Being inclusive	5.72	6.86	6.44	5.52	6.06	6.38	5.94	6.77	5.98	6.45	6.40	5.67
Openness (sharing data and other information)	5.84	6.59	6.42	5.65	6.12	6.35	5.94	6.82	6.12	6.28	6.20	6.14
Collaboration with the Government	7.13	7.79	7.57	7.03	7.30	7.58	7.20	7.82	7.26	7.56	7.51	7.06
The speed in which it gets things accomplished on the ground	5.31	6.17	5.77	5.59	5.83	5.45	5.72	5.69	5.54	5.96	5.72	5.70
Helping to bring discipline/effective supervision to implementation of investment projects	6.14	7.04	6.68	6.13	6.60	6.27	6.38	6.87	6.36	6.72	6.52	6.47
Collaboration with civil society	5.27	6.04	5.63	5.47	5.68	5.35	5.59	5.53	5.41	5.88	5.61	5.50
Staff accessibility	4.41	5.84	5.49	4.21	5.16	4.93	4.96	5.49	4.68	5.66	5.12	5.04
Collaboration with other donors and development partners	6.14	6.83	6.72	5.81	6.27	6.77	6.24	6.89	6.33	6.53	6.44	6.35
Collaboration with the private sector	5.14	6.25	5.86	5.34	5.63	5.84	5.68	5.71	5.51	5.96	5.80	5.48
Straightforwardness and honesty	6.47	7.29	7.00	6.15	6.72	6.82	6.60	7.13	6.69	6.84	6.74	6.77
Treating clients and stakeholders in Cameroon with respect	6.11	7.20	6.69	6.04	6.53	6.36	6.38	6.79	6.21	6.84	6.65	6.09
Being a long-term partner	7.67	8.09	8.02	7.02	7.58	8.09	7.66	7.92	7.67	7.79	7.69	7.78
To what extent does the World Bank Group's work help to achieve development results in Cameroon?	5.86	6.63	6.33	6.16	6.42	5.93	6.16	6.59	6.13	6.51	6.45	5.88
To what extent does the World Bank Group influence the development agenda in Cameroon?	6.06	6.97	6.61	6.22	6.54	6.38	6.39	6.78	6.42	6.60	6.56	6.34
The World Bank Group's financial instruments meet the needs of Cameroon	5.89	6.62	6.35	5.88	6.12	6.39	6.13	6.39	6.03	6.46	6.26	6.06
The World Bank Group meets Cameroon's needs for knowledge services	5.60	6.82	6.35	5.68	6.10	6.25	5.92	6.73	5.95	6.45	6.26	5.89
The World Bank Group's knowledge work and activities are adaptable to Cameroon's specific development challenges and country circumstances	6.38	7.04	6.71	6.40	6.47	6.90	6.54	6.78	6.59	6.64	6.71	6.38
Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?	6.82	7.40	7.15	6.87	7.05	7.09	7.01	7.20	6.98	7.19	7.23	6.68
Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?	6.90	7.40	7.37	6.77	7.04	7.49	7.11	7.32	7.05	7.35	7.19	7.12
The World Bank Group takes decisions quickly in Cameroon	5.05	5.83	5.59	5.09	5.46	5.45	5.40	5.58	5.22	5.73	5.59	5.06
Where country systems are adequate, the World Bank Group makes appropriate use of them	6.89	7.45	7.17	6.72	7.20	6.62	6.96	7.23	6.83	7.32	7.10	6.86

Yellow highlight indicates significant difference between Yes and No means.



Appendix G: Cameroon FY19 COS Questionnaire



World Bank Group Country Survey FY 2019 – Cameroon

The World Bank Group is interested in gauging the views of clients and partners who are either involved in development in Cameroon or who observe activities related to social and economic development. The following survey will give the World Bank Group’s team that works in Cameroon, greater insight into how the Bank’s work is perceived. This is one tool the World Bank Group uses to assess the views of its stakeholders, and to develop more effective strategies that support development in Cameroon.

A local independent firm has been hired to oversee the logistics of this survey. This ensures anonymity and confidentiality. We hope you’ll be candid.

Finally, the survey relates to the World Bank Group’s work. The World Bank Group consists of IBRD, IDA, IFC, MIGA, and ICSID. When responding to the survey, please consider the area of the World Bank Group with which you are most familiar.

To complete the survey, please circle/check the response that most accurately reflects your opinion. If you prefer not to answer a question, please leave it blank. If you feel that you do not have an adequate amount of information on a subject, please check “Don’t know”.

PLEASE NOTE: IN SOME CASES THE SURVEY WILL ASK FOR A SPECIFIC NUMBER OF RESPONSES. PLEASE DO NOT CHOOSE ANY MORE THAN REQUESTED. IF MORE RESPONSES ARE CHOSEN, DATA CANNOT BE INCLUDED IN ANALYSIS.

**SECTION A: GENERAL ISSUES FACING CAMEROON**

A1. When you think about the future in Cameroon, are you ... ?	
1	Very pessimistic
2	Somewhat pessimistic
3	Somewhat optimistic
4	Very optimistic
5	Not sure

A2. Do you think that economic opportunity for citizens in Cameroon is ... ?	
1	Increasing
2	Decreasing
3	Staying about the same

A3. Listed below are a number of development priorities in Cameroon. Please identify which of the following you consider the most important development priorities in Cameroon. (Choose no more than THREE)			
1	Health	14	Information and communications technology
2	Job creation/employment	15	Equality of opportunity (i.e., social inclusion)
3	Pollution	16	Economic growth
4	Social protection (e.g., pensions, targeted social assistance)	17	Financial markets
5	Gender equity (closing the gap between women and men, and boys and girls)	18	Transport (e.g., roads, bridges, transportation)
6	Private sector development	19	Agriculture and rural development
7	Education	20	Trade and exports
8	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	21	Crime and violence
9	Global/regional integration	22	Natural resource management (renewables)
10	Food safety	23	Climate change (e.g., mitigation, adaptation)
11	Urban development	24	Poverty reduction
12	Energy	25	Anti-corruption
13	Water and sanitation	26	Judiciary reform

**SECTION A: GENERAL ISSUES**

A4. Poverty reduction is a broad term that encompasses work in many different areas.			
Which THREE areas of development listed below do you believe would contribute most to reducing poverty in Cameroon? (Choose no more than THREE)			
1	Anti-corruption	14	Urban development
2	Energy	15	Food safety
3	Transport (e.g., roads, bridges, transportation)	16	Global/regional integration
4	Economic growth	17	Pollution
5	Equality of opportunity (i.e., social inclusion)	18	Job creation/employment
6	Information and communications technology	19	Health
7	Social protection (e.g., pensions, targeted social assistance)	20	Financial markets
8	Agriculture and rural development	21	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)
9	Trade and exports	22	Gender equity (closing the gap between women and men, and boys and girls)
10	Crime and violence	23	Private sector development
11	Climate change (e.g., mitigation, adaptation)	24	Education
12	Judiciary reform	25	Natural resource management (renewables)
13	Water and sanitation		

A5. When economic and/or social reform efforts fail or are slow to take place in Cameroon, which of the following would you attribute this to? (Choose no more than TWO)	
1	Private sector involvement and/or influence
2	Corruption
3	Political pressures and obstacles
4	Inadequate level of private sector participation
5	Inadequate level of citizen/civil society participation
6	Inadequate level of donor coordination
7	Reforms are not well thought out in light of country challenges
8	Poor coordination within the government
9	Inadequate level of government accountability
10	Inadequate level of capacity in the government
11	Other (please specify): _____

**SECTION A: GENERAL ISSUES**

A6. To what extent do you trust each of the following groups to do what is right?												
		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
1	The national/federal government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
2	Bilateral organizations (e.g., DFID, JICA, GIZ, USAID)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
3	The World Bank Group	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
4	The International Monetary Fund	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
5	UN	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
6	Regional development banks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
7	International private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
8	Domestic private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
9	International civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
10	Domestic civil society (e.g., NGOs, CBOs)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
11	Domestic traditional media and their web presence (e.g., newspapers, TV stations, radio)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
12	International media and their web presence	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
13	Web based media (i.e., blogs, social media, other web-based news and information sources)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

A7. Please describe the direction Cameroon is moving in, when considering ... ?						
		Getting much worse	Getting somewhat worse	Staying the same	Getting somewhat better	Getting much better
1	Human development (e.g., health, education, and social protection)	<input type="checkbox"/>				
2	Equal opportunity for girls and boys, men and women	<input type="checkbox"/>				
3	Growing Cameroon's economy in a way that leads to jobs and employment	<input type="checkbox"/>				
4	The gap between the rich and the poor	<input type="checkbox"/>				
5	Making government more effective	<input type="checkbox"/>				
6	Anti-corruption	<input type="checkbox"/>				
7	Attracting new sources of foreign investment	<input type="checkbox"/>				

**SECTION A: GENERAL ISSUES**

A8. Listed below are global challenges. Which do you think have the most serious impact on Cameroon? (Choose no more than TWO)			
1	Terrorism	6	Environmental degradation
2	Trade constraints	7	Geo political uncertainty
3	Climate change	8	The gap between the rich and the poor
4	Migrants and refugees	9	Fragility in Cameroon or neighboring countries
5	Jobs/employment	10	Technology based disruption

A9. When thinking about development efforts in Cameroon, do you think that civil society (e.g., NGOs, CBOs) should ... ?	
1	Engage significantly less
2	Engage somewhat less
3	Engage somewhat more
4	Engage significantly more
5	Engage at the same level it does currently
6	Don't know

A10. To what extent do you trust domestic private sector to engage in public service delivery in Cameroon?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

A11. To what extent do you trust international private sector to engage in public service delivery in Cameroon?	
1	To a very low degree
2	To a somewhat low degree
3	To a somewhat high degree
4	To a very high degree
5	Don't know

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

B1. How familiar are you with the work of the World Bank Group in Cameroon?									
1	2	3	4	5	6	7	8	9	10
Not familiar at all					Extremely familiar				

B2. Overall, please rate your impression of the World Bank Group's effectiveness in Cameroon.										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
Not effective at all									Very effective	Don't know

B3. To what extent do you believe the World Bank Group's staff is well prepared (e.g., skills and knowledge) to help Cameroon solve its most complicated development challenges?										
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
To no degree at all					To a very significant degree					Don't know

B4. When thinking about how the World Bank Group can have the most impact on development results in Cameroon, in which sectors do you believe the World Bank Group should focus most of its resources (financial and knowledge services) in Cameroon? (Choose no more than THREE)			
1	Food safety	14	Anti-corruption
2	Global/regional integration	15	Poverty reduction
3	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	16	Climate change (e.g., mitigation, adaptation)
4	Energy	17	Urban development
5	Water and sanitation	18	Judiciary reform
6	Pollution	19	Economic growth
7	Job creation/employment	20	Equality of opportunity (i.e., social inclusion)
8	Health	21	Information and communications technology
9	Financial markets	22	Transport (e.g., roads, bridges, transportation)
10	Social protection (e.g., pensions, targeted social assistance)	23	Agriculture and rural development
11	Gender equity (closing the gap between women and men, and boys and girls)	24	Trade and exports
12	Private sector development	25	Crime and violence
13	Education	26	Natural resource management (renewables)

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

B5. When thinking about the World Bank Group's role, which activity do you believe is of greatest VALUE and which activity is of second greatest value in Cameroon?			
		Greatest Value (Choose only ONE)	Second Greatest Value (Choose only ONE)
1	Bringing together different groups of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>
2	Capacity development related to World Bank Group supported projects	<input type="checkbox"/>	<input type="checkbox"/>
3	Technical assistance	<input type="checkbox"/>	<input type="checkbox"/>
4	Policy advice, studies, analyses	<input type="checkbox"/>	<input type="checkbox"/>
5	Financial resources	<input type="checkbox"/>	<input type="checkbox"/>
6	Data and statistics	<input type="checkbox"/>	<input type="checkbox"/>
7	Promoting knowledge sharing	<input type="checkbox"/>	<input type="checkbox"/>
8	Implementation support	<input type="checkbox"/>	<input type="checkbox"/>
9	Mobilizing third party financial resources	<input type="checkbox"/>	<input type="checkbox"/>
10	Donor coordination	<input type="checkbox"/>	<input type="checkbox"/>
11	Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following do you identify as the World Bank Group's greatest WEAKNESSES in its work in Cameroon? (Choose no more than TWO)	
1	Inadequate World Bank Group's staffing in Cameroon
2	Arrogant in its approach
3	Not enough public disclosure of its work
4	Not willing to honestly criticize policies and reform efforts in the country
5	Staff too inaccessible
6	Not collaborating enough with private sector
7	Not collaborating enough with partners such as bilaterals, multilaterals, trust funds, UN
8	Not aligned with country priorities
9	Not adequately sensitive to political/social realities in Cameroon
10	Too influenced by developed countries
11	World Bank Group's processes too slow and complex
12	Not adequately flexible
13	Not sufficiently focused on sustainable results
14	Not collaborating enough with civil society (e.g., NGOs, CBOs)
15	Other (please specify): _____
16	Don't know

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

B7. To what extent do you believe that the World Bank Group’s work and support help the poorest in Cameroon? (Select only ONE response)

1	To a fully sufficient degree
2	To a somewhat sufficient degree
3	To a somewhat insufficient degree
4	To a very insufficient degree
5	Don’t know

B8. From your perspective, which of the following best describes the World Bank Group’s current emphasis on investing in human capital (e.g., education, health, social protection)?

1	Increased its emphasis recently
2	Decreased its emphasis recently
3	Emphasis has remained pretty consistent over time
4	Don’t know

B9. In addition to the regular relations with the national government, which TWO of the following groups should the World Bank Group collaborate with more in your country? (Choose no more than TWO)

1	Local government	7	Media
2	Private sector	8	Foundations
3	Beneficiaries	9	Academia/think tanks/research institutes
4	Youth/university groups	10	Parliament
5	Donor community	11	Other (please specify): _____
6	NGOs/Community Based Organizations	12	Don’t know

To what extent do you agree with the following statements about the World Bank Group’s work in Cameroon?

		Strongly disagree										Strongly agree	Don't know
		1	2	3	4	5	6	7	8	9	10		
B10	Overall the World Bank Group currently plays a relevant role in development in Cameroon												<input type="checkbox"/>
B11	The World Bank Group’s work is aligned with what I consider the development priorities for Cameroon												<input type="checkbox"/>

**SECTION B: OVERALL ATTITUDES TOWARD THE WORLD BANK GROUP**

To what extent is the World Bank Group an effective development partner in Cameroon, in terms of each of the following?		To no degree at all					To a very significant degree					Don't know
		1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B12	Responsiveness to needs	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B13	Flexibility (in terms of the institution's products and services)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B14	Flexibility (in terms of changing country circumstances)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B15	Being inclusive	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B16	Openness (sharing data and other information)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B17	Collaboration with the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B18	The speed in which it gets things accomplished on the ground	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B19	Helping to bring discipline/effective supervision to implementation of investment projects	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B20	Collaboration with civil society	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B21	Staff accessibility	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B22	Collaboration with other donors and development partners	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B23	Collaboration with the private sector	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B24	Straightforwardness and honesty	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B25	Treating clients and stakeholders in Cameroon with respect	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
B26	Being a long-term partner	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>



SECTION C: WORLD BANK GROUP’S EFFECTIVENESS AND RESULTS

C1. How EFFECTIVE do you believe the World Bank Group is in terms of the work it does in the following areas of development in Cameroon? (If you have NO exposure to/experience in working in any of the sectors listed below, please respond “Don’t know”)

		Not effective at all										Very effective	Don't know
		1	2	3	4	5	6	7	8	9	10		
1	Social protection (e.g., pensions, targeted social assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
2	Gender equity (closing the gap between women and men, and boys and girls)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
3	Private sector development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
4	Education	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
5	Public sector governance/reform (i.e., government effectiveness, public financial management, public expenditure, fiscal system reform)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
6	Global/regional integration	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
7	Urban development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
8	Energy	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
9	Water and sanitation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
10	Job creation/employment	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
11	Health	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
12	Financial markets	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
13	Transport (e.g., roads, bridges, transportation)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
14	Agriculture and rural development	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
15	Trade and exports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
16	Natural resource management (renewables)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
17	Poverty reduction	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
18	Anti-corruption	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
19	Economic growth	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
20	Equality of opportunity (i.e., social inclusion)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
21	Information and communications technology	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

C2. To what extent does the World Bank Group’s work help to achieve development results in Cameroon?

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all										To a very significant degree	Don't know

C3. To what extent does the World Bank Group influence the development agenda in Cameroon?

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all										To a very significant degree	Don't know



SECTION C: WORLD BANK GROUP’S EFFECTIVENESS AND RESULTS

To what extent do you agree with the following statements about the World Bank Group in Cameroon?												
		Strongly disagree								Strongly agree		Don't know
C4	The World Bank Group’s financial instruments (i.e., investment lending, Development Policy Loan, Trust Funds, Program-for-Results, etc.) meet the needs of Cameroon	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C5	The World Bank Group meets Cameroon’s needs for knowledge services (e.g., research, analysis, data, technical assistance)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C6. As part of IDA18, the World Bank Group has expanded (or developed) a number of financial instruments to respond to challenges in IDA countries. These include the Crisis Response Window (CRW), Pandemic Emergency Finance Facility (PEF), Catastrophe Deferred Draw Down Option (CAT-DDO), and the Private Sector Window (PSW). In general, how familiar are you with these new or expanded financial instruments in Cameroon? (Select only ONE response)

1	Very familiar
2	Somewhat familiar
3	Somewhat unfamiliar
4	Very unfamiliar
5	Don’t know

How effectively does the World Bank Group support Cameroon’s efforts ... ?

		Not effectively at all								Very effectively		Don't know
C7	To build stronger domestic resource mobilization systems in the Government (e.g., tax collection)	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C8	To develop better and stronger data collection/analytics systems within the Government	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C9	To strengthen the country’s crisis preparedness	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
C10	To identify and monitor risks	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>

C11. How effectively does the World Bank Group’s SCD and CPF activities support Cameroon’s efforts to manage crisis related risks? [Please only respond if you are familiar with the WBG’s Systematic Country Diagnosis (SCD) and Country Partnership Framework (CPF)]

1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
Not effectively at all										Very effectively	Don't know



SECTION D: THE WORLD BANK GROUP’S KNOWLEDGE WORK AND ACTIVITIES (i.e., ANALYSIS, STUDIES, RESEARCH, DATA, REPORTS, CONFERENCES)

D1. How frequently do you consult World Bank Group’s knowledge work and activities in the work you do?	
1	Weekly
2	Monthly
3	A few times a year
4	Rarely
5	Never

In Cameroon, to what extent do you believe that the World Bank Group’s knowledge work and activities:													
		To no degree at all					To a very significant degree					Don't know	
D2	Are timely	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D3	Include appropriate level of stakeholder involvement during preparation	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D4	Lead to practical solutions	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D5	Are source of relevant information on global good practices	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D6	Are adequately disseminated	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D7	Are translated enough into local language	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
D8	Are adaptable to Cameroon’s specific development challenges and country circumstances	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

D9. Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Not significant at all									Very significant		Don't know	

D10. Overall, how would you rate the technical quality of the World Bank Group's knowledge work and activities?												
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>		
Very low technical quality									Very high technical quality		Don't know	



SECTION E: WORKING WITH THE WORLD BANK GROUP

To what extent do you agree/disagree with the following statements?													
		Strongly disagree										Strongly agree	Don't know
E1	The World Bank Group disburses funds promptly	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E2	The World Bank Group effectively monitors and evaluates the projects and programs it supports	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E3	The World Bank Group's approvals and reviews are done in a timely fashion	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E4	The World Bank Group's Environmental and Social Framework requirements are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E5	The World Bank Group's conditions on its lending are reasonable	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E6	The World Bank Group takes decisions quickly in Cameroon	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E7	Working with the World Bank Group increases Cameroon's institutional capacity	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
E8	Where country systems (e.g., procurement, financial management, etc.) are adequate, the World Bank Group makes appropriate use of them	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	

E9. To what extent do you believe that the donor community is doing enough to support the government's efforts related to refugees in Cameroon?											
1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	
To no degree at all									To a very significant degree		Don't know

E10. In which of the following areas do you believe the World Bank Group should provide most of its resources when it comes to providing support to the refugee crisis in Cameroon? (Choose no more than TWO)	
1	Jobs
2	Business development
3	Infrastructure
4	Education
5	Health
6	Supporting poor and marginalized local communities
7	Social cohesion
8	Public services
9	Macro issues (fiscal accounts, balance of payments, etc.)
10	Other (please specify): _____
11	Don't know

**SECTION F: THE FUTURE ROLE OF THE WORLD BANK GROUP IN CAMEROON**

F1. Which of the following SHOULD the World Bank Group do to make itself of greater value in Cameroon? (Choose no more than TWO)	
1	Offer more innovative financial products
2	Ensure greater selectivity in its work
3	Provide more adequate data/knowledge/statistics/figures on Cameroon's economy
4	Offer more innovative knowledge services
5	Collaborate more effectively with Government clients (e.g., national, state, local)
6	Work faster
7	Reduce the complexity of obtaining World Bank Group financing
8	Help to bring discipline/effective supervision to implementation of World Bank Group projects
9	Engage more effectively with partners such as bilaterals, multilaterals, trust funds, UN
10	Engage more effectively with civil society (e.g., NGOs, CBOs)
11	Increase the level of capacity development in the country
12	Engage more directly with beneficiaries
13	Improve the quality of its experts as related to Cameroon's specific challenges
14	Engage more effectively with private sector
15	Other (please specify): _____

F2. When considering the combination of services that the World Bank Group offers in Cameroon, and taking into account its limited level of resources, which ONE of the following do you believe the World Bank Group should offer more of in Cameroon? (Select only ONE response)	
1	Financial services
2	Knowledge products
3	Convening services
4	None of the above
5	The combination is appropriate for Cameroon
6	Don't know

**SECTION G: COMMUNICATION AND INFORMATION SHARING**

G1. How frequently do you interact with the World Bank Group now in Cameroon?	
1	Never
2	Less than once a year
3	Once a year to a few times a year
4	Less than once a month
5	At least once a month
6	At least once a week

G2. How do you get most of your information about economic and social development issues in Cameroon? (Choose no more than TWO)			
1	Local radio	6	Internet
2	International radio	7	Periodicals
3	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)	8	International television
4	International newspapers	9	Local newspapers
5	Local television	10	Other (please specify): _____

G3. How would you prefer to receive information from the World Bank Group? (Choose no more than TWO)			
1	World Bank Group's publications and other written materials	4	Direct contact with World Bank Group (i.e., face to face meetings/discussions)
2	e-Newsletters	5	World Bank Group's website
3	World Bank Group's seminars/workshops/conferences	6	Social media (e.g., blogs, Facebook, Twitter, YouTube, Flickr)

G4. Which Internet connection do you use primarily when visiting a World Bank Group website?	
1	High speed/WiFi
2	Dial-up

G5. Over the past SIX MONTHS, on average how often did you do any of the following related to the World Bank Group (WBG)?					
		Every few days	Every few weeks	Every few months	Not at all
1	Read, viewed or heard a story about the WBG in local media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Read, viewed or heard a story about the WBG in global media (newspaper, magazine, TV, radio)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interacted with the WBG on Social Media (e.g. read a post or tweet, liked, commented, shared, retweeted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Visited a WBG website (e.g. read a blog, used data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Attended an event/conference hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Watched a webinar or online event hosted by the WBG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Read some or all of a WBG research paper or publication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Met professionally with WBG staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION H: BACKGROUND INFORMATION**

H1. Which of the following best describes your current affiliation? (Select only ONE response)			
1	Office of the President, Prime Minister	11	Private Foundation
2	Office of Minister	12	NGO/Community Based Organization
3	Office of Parliamentarian	13	Media (press, radio, TV, web, etc.)
4	Employee of a Ministry, Ministerial Department or Implementation Agency	14	Independent Government Institution (i.e., Regulatory Agency, Central Bank/oversight institution)
5	Project Management Unit (PMU) overseeing implementation of project/ Consultant/Contractor working on World Bank Group supported project/program	15	Trade Union
6	Local Government Office or Staff	16	Faith-Based Group
7	Bilateral Agency	17	Youth Group
8	Multilateral Agency	18	Academia/Research Institute/Think Tank
9	Private Sector Organization	19	Judiciary Branch
10	Financial Sector/Private Bank	20	Other (please specify): _____

H2. Please identify the primary specialization of your work. (Select only ONE response)			
1	Water	12	Gender
2	Social protection and labor	13	Transport and ICT
3	Fragility, conflict and violence	14	Urban, rural, and social development
4	Environment and natural resources	15	Governance
5	Public-private partnerships	16	Poverty
6	Education	17	Jobs
7	Health, nutrition, and population	18	Agriculture
8	Energy and extractives	19	Climate change
9	Macroeconomics and fiscal management	20	Generalist (specialized in multiple sectors)
10	Trade and competitiveness	21	Other (please specify): _____
11	Finance and markets		

H3. Currently, do you professionally collaborate/work with the World Bank Group (IBRD/IDA, IFC, MIGA, ICSID) in your country?	
1	Yes
2	No

H4. If yes, which of the following agencies of the World Bank Group do you primarily collaborate/ work with in Cameroon? (Select only ONE response)	
1	The World Bank (IBRD/IDA)
2	The International Finance Corporation (IFC)
3	The Multilateral Investment Guarantee Agency (MIGA)
4	International Centre for Settlement of Investment Disputes (ICSID)

**SECTION H: BACKGROUND INFORMATION**

H5. Do your projects involve both the World Bank and the IFC?	
1	Yes
2	No

H6. Which of the following describes most of your exposure to the World Bank Group in Cameroon? (Choose no more than TWO)	
1	Observer (i.e., follow in media, discuss in informal conversations, etc.)
2	Use World Bank Group reports/data
3	Engage in World Bank Group related/sponsored events/activities
4	Collaborate as part of my professional duties
5	Use World Bank Group website for information, data, research, etc.

H7. What's your gender?	
1	Female
2	Male

H8. What's your age?	
1	25 and under
2	26-35
3	36-45
4	46-55
5	56 and above

H9. Which best represents your geographic location?	
1	Political capital: Yaounde or Center region
2	Economic capital: Douala or Littoral region
3	Septentrion: Adamawa, North, Far North
4	Other regions

Thank you for completing the survey!