

REPUBLIQUE DU CAMEROUN  
*Paix – Travail – Patrie*

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REPUBLIC OF CAMEROON  
*Peace – Work - Fatherland*

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# NDS30

## NATIONAL DEVELOPMENT STRATEGY 2020-2030

***For structural transformation and  
inclusive development***



**EMERGENT CAMEROON**



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**EMERGENT CAMEROON**

First printing 2020

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## LIST OF ACCRONYMS

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<b>ACFTA</b>	African Continental Free Trade Area
<b>AIDS</b>	Acquired Immune-deficiency Syndrome
<b>ALUCAM</b>	Aluminium du Cameroun
<b>APEX</b>	Exports Promotion Agency
<b>AU</b>	African Union
<b>B&amp;C</b>	Building and Construction
<b>BEAC</b>	Bank of Central African States
<b>BEM</b>	Council Employment Offices
<b>BOD</b>	Budget Orientation Debate
<b>BOP</b>	Balance of Payment
<b>BUCREP</b>	Central Bureau for Census and Population Studies
<b>CAMPHIA</b>	Cameroon Population based HIV Impact Assessment
<b>CDC</b>	Cameroon Development Corporation
<b>CEMAC</b>	Economic and Monetary Community of Central Africa
<b>CFAF</b>	Africa Financial Community Francl
<b>CFCE</b>	Business Creation Formality Centre
<b>CIG</b>	Common Initiative Group
<b>CIPK</b>	Kribi Industrial-Port Complex
<b>CMP</b>	Multi-partner Committee
<b>CNAM</b>	National Health Insurance Fund
<b>CNDP</b>	National Public Debt Committee
<b>CNPE</b>	National Fund for State Personnel
<b>CNS</b>	National Statistics Council
<b>CNSS</b>	National Social Security Fund
<b>COBAC</b>	Central African Banking Commission
<b>CONAFE</b>	National Trade Facilitation Committee
<b>CONSUPE</b>	Ministry in charge Supreme State Audit
<b>COP</b>	Conferences of the Parties
<b>COPPE</b>	Physical Counting of Government Personnel
<b>CSO</b>	Civil Society Organizations
<b>ECAM</b>	Cameroonian Household Survey
<b>ECCAS</b>	Economic Community of Central African States
<b>ECF</b>	Extended Credit Facility
<b>EDS</b>	Population and Health Survey
<b>EFA</b>	Household Farming
<b>ENAM</b>	National School of Administration and Magistracy
<b>EPA</b>	Economic Partnership Agreements
<b>FAO</b>	United Nations Food and Agriculture Organisation
<b>FDI</b>	Foreign Direct Investment
<b>FOSA</b>	Health Facility
<b>GBV</b>	Gender-based Violence
<b>GDP</b>	Gross Domestic Product

<b>GES</b>	Growth and Employment Strategy
<b>GESP</b>	Growth and Employment Strategy Paper
<b>GFP</b>	Management of Public Finances
<b>GNI/capita</b>	Gross National Income per capita
<b>GSIS</b>	Geographical Statistical Information System
<b>HCDI</b>	Human Capital Development Index
<b>HCI</b>	Human Capital Index
<b>HDI</b>	Human Development Index
<b>HIMO</b>	High Labour Intensity
<b>HIPC</b>	Highly Indebted Poor Countries
<b>HIV</b>	Human Immunodeficiency Virus
<b>HT</b>	High Tension
<b>ICT</b>	Information and Communication Technologies
<b>ILO</b>	International Labour Organisation
<b>IMF</b>	International Monetary Fund
<b>IMP</b>	Industrialisation Master Plan
<b>INTOSAI</b>	International Organisation of Supreme Audit Institutions
<b>IPU</b>	Informal Production Unit
<b>ISO</b>	International Standardization Organization
<b>MADIBA</b>	Model for Analysis of Development by Inter-Sectorial Branch Approach
<b>MAP</b>	Priority Action Matrix
<b>MAV</b>	Manufacturing Added Value
<b>MICS</b>	Multiple Indicator Cluster Surveys
<b>MILDA</b>	Long-lasting Impregnated Mosquito Nets
<b>MINAC</b>	Ministry of Arts and Culture
<b>MINADER</b>	Ministry of Agriculture and Rural Development
<b>MINAS</b>	Ministry of Social Affairs
<b>MINAT</b>	Ministry of Territorial Administration
<b>MINCOM</b>	Ministry of Communication
<b>MINCOMMERCE</b>	Ministry of Commerce
<b>MINDCAF</b>	Ministry of State Property, Surveys and Land Tenure
<b>MINDLEVEL</b>	Ministry of Decentralization and Local Development
<b>MINEDUB</b>	Ministry of Basic Education
<b>MINEE</b>	Ministry of Water Resources and Energy
<b>MINEFOP</b>	Ministry of Employment and Vocational Training
<b>MINEPAT</b>	Ministry of Economy, Planning and Regional Development
<b>MINEPDED</b>	Ministry of the Environment, Protection of Nature and Sustainable Development
<b>MINEPIA</b>	Ministry of Livestock, Fisheries and Animal Industries
<b>MINESEC</b>	Ministry of Secondary Education
<b>MINESUP</b>	Ministry of Higher Education
<b>MINFI</b>	Ministry of Finance
<b>MINFOF</b>	Ministry of Forestry and Wildlife
<b>MINFOPRA</b>	Ministry of Public Service and Administrative Reform
<b>MINHDU</b>	Ministry of Housing and Urban Development
<b>MINJEC</b>	Ministry of Youth Affairs and Civic Education

<b>MINJUSTICE</b>	Ministry of Justice
<b>MINMAP</b>	Ministry in charge of Public Contracts
<b>MINMIDT</b>	Ministry of Mines, Industry and Technological Development
<b>MINPOSTEL</b>	Ministry of Posts and Telecommunications
<b>MINPROFF</b>	Ministry Women Empowerment and the Family
<b>MINRESI</b>	Ministry of Scientific Research and Innovation
<b>MINREX</b>	Ministry of External Relations
<b>MINSANTE</b>	Ministry of Public Health
<b>MINSEP</b>	Ministry of Sports and Physical Education
<b>MINT</b>	Ministry of Transport
<b>MINTOUL</b>	Ministry of Tourism and Leisure
<b>MINTP</b>	Ministry of Public Works
<b>MINTSS</b>	Ministry of Labour and Social Security
<b>MIPMEESA</b>	Ministry of Small and Medium sized Enterprises, Social Economy and Handicrafts
<b>MND</b>	Major National Dialogue
<b>MW</b>	Mega Watt
<b>NCHRF</b>	National Commission on Human Rights and Freedoms
<b>NCPBM</b>	National Commission for the Promotion of Bilingualism and Multiculturalism
<b>NDS</b>	National Development Strategy
<b>NEF</b>	National Employment Fund
<b>NIS</b>	National Institute of Statistics
<b>NSDS</b>	National Strategy for the Development of Statistics
<b>NSIF</b>	National Social Insurance Fund
<b>OHADA</b>	Organisation for the Harmonisation of Business Law in Africa
<b>PAJER-U</b>	Support Programme for Rural and Urban Youth
<b>PANEJ</b>	National Action Plan for Youth Employment
<b>PCD</b>	Council Development Plans
<b>PEFA</b>	Public Expenditure and Financial Accountability
<b>PEZ</b>	Priority Education Zones
<b>PIAASI</b>	Integrated Support Project for Informal Sector Actors
<b>PIB</b>	Public Investment Budget
<b>PLANUT</b>	Three-year Emergency Plan for Accelerated Growth
<b>PMO</b>	Prime Minister's Office
<b>PPBS</b>	Planning-Programming-Budgeting-Monitoring and Evaluation
<b>PPP</b>	Public-Private Partnership
<b>PR</b>	Presidency of the Republic
<b>PRRD</b>	Recovery, Reconstruction and Development Plan
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>RBM</b>	Results-based Management
<b>RDP</b>	Regional Development Plan
<b>RDP</b>	Regional Development Plans
<b>RLA</b>	Regional and Local Authorities
<b>RNTU</b>	National Network of Emergency Telecommunication
<b>SBGBE</b>	Overall Budget Balance Basis Commitment
<b>SCC</b>	Special Criminal Court

<b>SCD</b>	Development Cooperative Societies
<b>SDG</b>	Sustainable Development Goals
<b>SEMRY</b>	Corporation for the Expansion and Modernisation of Rice Farming of Yagoua
<b>SEND</b>	Balance of Undisbursed Committed Funds
<b>SIC</b>	Cameroon Real Estate Corporation
<b>SIPAE</b>	Integrated Economic Aggregate Projection System
<b>SME</b>	Small and Medium sized Enterprises
<b>SMI</b>	Small and Medium sized Industries
<b>SNADDT</b>	National Regional Planning and Sustainable Development Scheme
<b>SOCAPALM</b>	Cameroon Palm Corporation
<b>SODECOTON</b>	Cotton Development Corporation
<b>SONATREL</b>	National Electric Power Transmission Company
<b>STEM</b>	Sciences, Technology, Engineering and Mathematics
<b>SVP</b>	Socially Vulnerable Persons
<b>TFA</b>	Trade Facilitation Agreement
<b>TFP</b>	Technical and Financial Partners
<b>UNCTD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNVDA</b>	Upper Noun Valley Development Authority
<b>USD</b>	United States Dollar
<b>VSE</b>	Very Small Enterprise

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## PREFACE

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With the adoption of this National Development Strategy 2020-2030 (NSD30), the country now has a new reference framework for its development action for the next decade. The strategy enunciates the country's domestic and international economic, social and environmental commitments.

The National Development Strategy 2020-2030 is based on lessons learned in the implementation of the Growth and Employment Strategy Paper (GESP), which it takes over from and will run until 2030, with a view to achieve the objectives of Vision 2035 that aims to make Cameroon **“an emerging and democratic country united in its diversity”**.

The NDS30 is the outcome of a broad-based consultative process, including the involvement and participation of various development actors and grassroot populations. It also takes into account the recommendations of the Major National Dialogue (MND) convened by the Head of State, in which the various components of the national community actively took part. This is in a shared desire to find final solutions to the various crises that are rocking the country, particularly in the North-West and South-West Regions.

More structurally, this new strategy incorporates the need for greater social cohesion, so that the fruits of growth benefit all Cameroonians as the product of a collective effort, in a spirit of national solidarity. That is why the cherished principle of equity and balanced development has guided all the orientations and priorities indicated in this document.

**With the Sustainable Development Goals (SDGs), the country is committed to "leaving no one behind" in its march towards emergence. Moreover, the President of the Republic, His Excellency Paul BIYA, in his oath-taking speech on 6 November 2018, invited all Cameroonians to make the emergence of the country a national cause by declaring that: "the objective of emergence must be established as a major national cause that rallies all our fellow citizens in order to make Cameroon a modern and socially advanced country".**

**With the aim of raising the country to the rank of Newly Industrialized Countries (NICs) in 2035, sectoral strategies have been structured around the development of industries and services in line with the Industrialization Master Plan (IMP). In this wise, industrial development is considered as the focal point of the country's medium- and long-term economic challenges.**

This strategy therefore outlines the guidelines that will orientate development efforts to achieve the objectives set out in Vision 2035. It is the expression of a renewed call to rally sons and daughters of this country, from within and from the diaspora, to positively support this impetus of national construction, to which the President of the Republic, His Excellency Paul BIYA, invites all his countrymen. Also, Development Partners will find through this strategy, a clear baseline to align and synchronise their joint efforts with Cameroon.

Conscious of the scope of the reforms and investments planned in this strategy, which marks a decisive step in the country's progress towards emergence, the Government intends to devote itself fully to it by relying on the dynamism of the private sector, the involvement of civil society, the mobilization of the population and the support of economic, technical and financial partners.

**Chief Dr. Joseph DION NGUTE**



**PRIME MINISTER,  
HEAD OF GOVERNMENT**



## EXECUTIVE SUMMARY

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For its economic and social development, Cameroon adopted in 2009 a long-term development Vision, which aims to make Cameroon "an emerging country, democratic and united in its diversity by 2035". Through this proactive Vision, the Government proposes: (i) to achieve close to double-digit economic growth; (ii) to reach the 25% threshold as the share of manufacturing production in GDP; (iii) to reduce significantly poverty by reducing its incidence to less than 10% in 2035; (iv) to consolidate the democratic process and strengthen national unity while respecting the country's diversity. The first phase of implementation of this Vision was operationalized by the Growth and Employment Strategy Paper (GESP), which thus constituted the reference framework for the period 2010-2019.

As the GESP ended on 31 December 2019, this strategy constitutes the new reference framework for the period 2020-2030. The context in which it was drawn up is marked by the implementation of an economic and financial programme with the IMF under the Extended Credit Facility (ECF), following the unfavourable fluctuation in the prices of raw materials, including oil. The country is also facing a security crisis in the North-West and South-West Regions as a result of socio-political problems, on the one hand, and in the Far-North Region, which has been the victim of attacks by the Boko-Haram terrorist sect, on the other.

In terms of methodology, the NDS30 is the result of a combination of technical exercises (evaluation of the GESP, review of sectoral strategies, prospective work, sectoral planning meetings, etc.) involving experts and officials from sectoral administrations and numerous consultative meetings (grassroot populations, parliamentarians, the private sector, academics and researchers, Technical and Financial Partners, certain commissions such as the NCPBM and the NCHRF, etc.).

## 1. DEVELOPMENT POLICY REVIEW

### 1.1. Overall evaluation of the GESP

as part of the post-GESP planning process highlighted the resilience of the Cameroonian economy thereby leading to a positive growth dynamic, in a domestic and external environment that is nevertheless unfavourable. However, the underemployment situation has deteriorated further and the income poverty rate has only fallen slightly.

#### a. MACROECONOMIC SITUATION

**Economic growth.** The GESP evaluation highlights in particular the scale of the development planned under the first generation of major projects (Kribi Industrial-Port Complex, Lom Pangar Dam, Memve'ele Hydroelectric Dam, Mekin Dam, Second Bridge over the Wouri River, etc.), which have substantially reinforced the country's infrastructure base, particularly in terms of ports, energy and roads. In addition, the implementation of the GESP has made it possible to boost growth from 3.0 percent during the PRSP period to 4.5 percent during the 2010-2019 period. This average growth, which was nonetheless 0.8 points below the 5.5% target set in the GESP, nevertheless affirms the resilience of the Cameroonian economy in the face of various economic and security shocks. As regards the inflation rate, it remained under control at around 2% on average per year, below the CEMAC convergence threshold of 3%.

**Sectoral evolution of GDP.** The overall structure of the distribution of GDP per sector has not evolved favourably. In fact, the share of the primary sector which stood at 26.8% and ought to move to 33.2% rather settled at less than 20%. At the same time, the secondary sector, which accounted for 33% in 2010, also experienced a significant decline to 28.2% in 2018. On the other hand, the tertiary sector is gaining greater proportions, rising from 41.2% to 57.1% over this period.

**Public Finance.** The GESP projected that despite the declining outlook of oil production and the entry into force of Economic Partnership Agreements (EPAs), total

oil revenues would remain above 15% of GDP by 2020. This ratio stood at an annual average of 16.1% over the review period. Non-oil revenues averaged 13.5% of GDP above the 13.1% target. On the other hand, there is an average decline of 8.2 points in the share of oil revenues in the government's own revenues over the 2010-2017 period, compared to the PRSP implementation period. In fact, this share decreased from 30.8% to 22.6% between the two periods.

As regards debt in particular, after a long period of debt reduction as a result of the HIPC initiative, the GESP period has seen a gradual increase in the stock of public debt. The debt-to-GDP ratio thus rose from 16.3% in 2010 to 31.3% of GDP in 2017 and to 36.8% at the end of July 2019. This pace of indebtedness calls for greater caution, although Cameroon's public debt sustainability ratios remain below the normative ceilings according to the CEMAC convergence criterion. In fact, the ratios of public debt (domestic and external) to GDP and external debt to GDP remained below 70% and 40%, respectively.

**External balance.** For most of the PRSP period, the trade balance was in surplus. Since 2009, it has been in deficit and reached 6% of GDP in 2018. This situation stems from the increase in imports of consumer goods (rice, frozen fish, wheat, corn, etc.) and capital goods for the implementation of structural projects (dams, bridges, ports, highways, etc.).

## **b. SOCIO-ECONOMIC SITUATION, EMPLOYMENT AND POVERTY**

**Education.** Due to population pressure, the education system should meet an increasingly strong demand in all educational modes. In basic education, the gross pre-school enrolment rate increased to 36.8% in 2018. In primary education, the completion rate in the cycle increased from 73% in 2012 to 76.7% in 2017. In secondary education, the admission rate to the first year of secondary education experienced an almost linear growth from 52.4% in 2011 to 69.7% in 2016, before falling significantly in 2017 to 55.4%, due to the security crisis in some parts of the country, particularly in the North-West, South-West and Far-North Regions. The relative weight of technical and vocational education recorded a decrease from 22.2% in 2014 to 18.81% in 2017. Finally, higher education has experienced significant growth since 2000. In general, higher education enrolment increased from 196,461 in 2010/2011 to 353,840 in 2016/2017.

**Health.** In the area of health, efforts made by the Government, especially with regard to immunization coverage for children aged 12 to 23 months and free malaria care for all children under 5 years of age, have made it possible to improve certain key indicators in this sector. For example, life expectancy at birth increased from 51.4 years in 2009 to 56 years in 2017; infant mortality rate (0 to 1 year) improved from 62 per 1,000 in 2011 to 48 per 1,000 in 2018. Infant and child mortality rate (0-5 years) improved from 122 per 1,000 in 2011 to 79 per 1,000 in 2018, and the maternal mortality rate that also improved from 782 deaths per 100,000 live births for the period 1997-2004 to 484 deaths per 100,000 live births in 2018. As for the proportion of assisted deliveries, it increased from 63.6% in 2011 to 69% in 2018. In addition, HIV/AIDS prevalence declined from 5.5% in 2004 to 3.4% in 2018.

**Social facilities.** The proportion of households with access to drinking water rose from 45.3% in 2007 to 61.0% in 2014, an increase of 15.7 points. In the same, the proportion of households with access to electric lighting increased from 48.8% in 2007 to 62.1% in 2014 for the country as a whole but remained low in rural areas (35.1%). With regard to sanitation, there is a decline in the proportion of the population with access to improved sanitation facilities (44.7% in 2001 and 40.4% in 2014). Depending on the place of residence, it is 58% in urban areas against 29% in rural areas.

**Employment.** With the employment strategy contained in the GESP, the Government intended to reduce the informal sector's share of national economic activity and generate tens of thousands of jobs in the formal sector each year. However, all these efforts have not led to an overall improvement in the employment situation. The underemployment rate has rather worsened from 75.8% in 2005 to 77% in 2014. In addition, the share of jobs created by the formal private sector declined from 4.8% in 2005 to 3.8% in 2010.

**Poverty and income inequality.** With regard to poverty, there has been a slight decrease in the poverty rate, which fell by 2.4 points to 37.5% in 2014, compared to 39.9% in 2007. However, this performance falls short of the expectations of the GESP, which forecasted a poverty rate of 28.7% in 2020. According to the place of residence, the poverty rate has significantly decreased in urban areas from 12.2% in 2007 to 8.9% in 2014, while it has

increased in rural areas from 55.7% to 56.8% over the same period. In addition, 9 out of 10 poor people live in rural areas. Regionally, the Far-North (74.3%), North (67.9%), North-West (55.3%) and Adamawa (47.1%) Regions are the poorest. Data also show that, as measured by the GINI index, inequalities have increased. The value of this index rose from 39% in 2007 to 44% in 2014; thereby reflecting an increase in the gap between rich and poor.

### **c. GOVERNANCE SITUATION**

**Institutional governance and decentralization.** During the period of implementation of the GESP, major progress has been made at the institutional level. In fact, the Senate, the upper house of parliament, has been established and is fully functional. The same applies to the Constitutional Council. In addition, several legal instruments were promulgated notably Law No. 2016/007 of 12 July 2016 on the Penal Code and Law No. 2019/024 of 24 December 2019 to institute the general code of regional and local authorities. In terms of local governance, the first powers were transferred to the councils by the central government in 2010. In accordance with the principle of progressiveness, in 2018, 63 powers were transferred by 21 ministries. With regard to offences against public assets, the mechanism was enhanced with the creation of the Special Criminal Court (SCC) by Law No. 2011/028 of 14 December 2011, which has been operational since 2012.

**Public finances.** Among the major developments pertaining to public finances, we can cite the following: introduction of programme-based budgeting; establishment of a legal and institutional framework aimed at improving the quality of expenditure and strengthening control of public funds management, such as the promulgation of laws on the code of transparency and good governance in the management of public finances in Cameroon and the financial regime of the State and other public entities. Thus, the Budget Orientation Debate (DOB) was introduced in the process of preparing the State budget through the signing of Decree No. 2019/281 of 31 May 2019 to set the budget timetable. There has also been an improvement in accessibility of information on individual administrative procedures and clean-up of the state personnel database. However, there is still weak internalisation of programme budgeting and inadequacies in the monitoring of budgetary risks and access to public

financial management information. As for debt, its management framework has improved with the setting up of the National Public Debt Committee (NPDC) whose opinion should be sought on all issues concerning public debt and granting guarantees.

**Economic governance.** According to the rankings of some rating agencies, Cameroon is among the lowest rated countries in terms of governance. According to Doing Business, for example, Cameroon was ranked 167th out of 190 countries in 2019, after occupying the 158th position out of 189 countries in 2015. From this point of view, concerns about the business climate warrant greater attention.

### **1.2. Participatory evaluation**

As part of the process of preparing the NDS30, the Government organized participatory consultations with various components of Cameroonian society. They were frameworks for open discussions on all subjects relating to economic and social development. They took place with the grassroot populations and the active forces in each Region, then with each of the parliamentary houses, Technical and Financial Partners, members of the National Commission for the Promotion of Bilingualism and Multiculturalism and the Human Rights Commission, the Private Sector, and the National Scientific Community.

Generally, the various stakeholders consulted, particularly the population and all the active forces, recognize and testify to the effectiveness of a large number of achievements at national and regional levels during the period of implementation of the GESP (since 2010). Nevertheless, opinions remained mixed on the impact of these achievements on improving the livelihoods of the population.

Among the main concerns raised during these meetings were (i) difficulties to access information for young people and their low level of involvement in development projects at local level; (ii) problems of compensation; (iii) release of right-of-way; (iv) administrative bottlenecks; (v) lack of cushioning measures for certain projects; (vi) inadequacy of human capital; (vii) existence of a certain inconsistency in the granting and implementation of certain projects at local level; (viii) energy deficit; (ix) the technology gap; (x) isolation of some localities; (xi) poor maturing of projects; (xii) poor choice of certain service providers; (xiii) difficulties in paying service providers; (xiv) corruption; (xv) lack of patriotic spirit; (xvi)

favouritism and poor governance in general; (xvii) security problems; (xviii) low involvement of local populations, particularly young people and women, in the choice, execution and monitoring of development projects, etc..

Specific consultative sessions with the NCPBM and the NCHRF made it possible to put forward proposals for enhancing living together and respect for human rights and freedoms, and the promotion of bilingualism and multiculturalism. The scientific conference, organized with the academic and scientific community, provided an opportunity to discuss not only on paradigms and theoretical frameworks, but also on major economic, social and governance issues of the country.

### 1.3. Challenges, strengths, opportunities and threats

**Challenges and strengths.** The country is facing several challenges, including revitalizing the economy, improving the security climate, strengthening the sociological fabric and improving the livelihoods of the population in a sustainable manner. To do this, it can count on a young and dynamic population, capable of capturing information and communication technologies to generate a growth dynamic in the medium and long term. In addition, Cameroon has natural potentials that have earned it the status of Africa in miniature. These potentials, properly developed for the purposes of national prosperity and within a coherent logic of land use planning and sustainable development, could bring the country to its full growth potential and enable a lasting improvement in the livelihoods of the population.

**Opportunities.** The country must make use of its strategic location in the Gulf of Guinea to consolidate its position not only as a hub for the sub-region's economy (CEMAC), but also benefit from a large market of more than 300 million inhabitants within the framework of the Economic Community of Central African States (ECCAS) and its proximity to Nigeria. The African Continental Free Trade Area reinforces this opportunity for access to a much larger market.

**Threats.** The persistence of the crisis in the South-West and North-West Regions could seriously compromise the country's development ambitions. In fact, peace is a prerequisite and an indispensable condition for the people's aspirations for emergence. Hence, the need to put an end to this crisis. Beyond that, it will be necessary to eradicate the abuses of the BOKO

HARAM terrorist sect on Cameroonian territory and work for peace and security in the Gulf of Guinea and in the sub-region. On the economic front, the country needs to further strengthen its resilience to commodity price fluctuations and the negative consequences of international economic and financial crises.

## 2. GENERAL ORIENTATIONS AND DEVELOPMENT GOALS 2030

### 2.1. Basic orientations

The NDS30 is based on 3 (three) fundamental orientations, namely: (i) a mix between import/substitution and export promotion based on the comparative advantages of the national economy; (ii) a strategic and pragmatic State that sets up facilities for the emergence of the private sector as the main engine of economic growth and carries out targeted interventions in highly strategic sectors; (iii) an articulation between indicative and imperative planning combining the rather restrictive format of five-year planning and the indicative format of strategic planning.

### 2.2. Vision 2035 and objectives

In order to maintain the course of emergence by 2035, the NDS30 aims to carry out structural transformation of the economy by making fundamental changes in economic and social structures in order to promote endogenous, inclusive development while preserving opportunities for future generations. The aim is to make the country a New Industrialized Country. To this end, efforts will be articulated around the industrialization strategy, which is therefore the focus of this national strategy.

The overall objectives pursued by the NDS30 are: (i) to establish conditions favourable to economic growth and accumulation of national wealth and ensure that the structural changes indispensable for the industrialization of the country are achieved; (ii) to improve on the living conditions of the population and their access to basic social services by ensuring a significant reduction in poverty and underemployment; (iii) to strengthen climate change adaptation and mitigate the effects of climate change and ensure environmental management that assures sustainable and inclusive economic growth and social development; and (iv) to improve on governance to enhance policy performance towards achieving development goals.

### 2.3. Pillars and key considerations

In order to achieve the above-mentioned objectives, the Government will rely on 4 (four) main pillars, namely: (i) structural transformation of the national economy; (ii) development of human capital and well-being; (iii) promotion of employment and economic integration; (iv) governance, decentralization and strategic management of the State.

Key considerations have been identified for the implementation of the NDS30, viz.: (i) increase, the share of resources transferred to the Regional and Local Authorities to at least 15% of the State revenue; (ii) increase to at least 60% the share of public procurement of goods and services produced locally; (iii) complete all ongoing projects and finalize all the modalities for the full commissioning of infrastructure resulting from the 1st generation major projects; (iv) give priority to Project-Finance and Public-Private Partnership approaches in the implementation of major projects; (v) finalize the land tenure reform; (vi) promote the emergence and support of national champions; (vii) give priority to the maintenance of existing equipment and infrastructure.

## 3. STRUCTURAL TRANSFORMATION OF THE ECONOMY

This pillar addresses the issue of structural transformation of the national economy. It deals with economic planning, which must lead to the resolution of well-identified problems such as low productivity of household farms in rural areas (by dealing very precisely with the determinants and factors of production), the dynamics of industrialization by going directly towards the efforts that need to be made on key aspects (cf. IDPs), and productive infrastructure on which priorities must be clear and very precise.

### 3.1. Development of industries and services

For the development of this sector, two main orientations are retained, namely: the promotion of manufacturing industry and technological catch-up. These orientations will make it possible on the one hand to facilitate Cameroon's global economic integration and on the other hand accelerate import/substitution. In terms of objectives, these will be: (i) increase the share of the secondary sector in GDP to 36.8% by 2030; (ii) increase the Manufacturing Value Added (MVA) from 14.5% in 2017 to 25% in 2030;

and (iii) increase the share of manufacturing exports to 54.5%. This model of economic growth driven by manufacturing requires a total shift in factor productivity from an average contribution of 5-16% in recent years to a target of 30-40% of GDP growth rate in the medium to long term. To achieve these objectives, the Government's priorities will focus on: the energy industry, agro-industry, digital technology, Forest-Wood, Textile-Clothing-Leather, Mines-Metallurgy-Siderurgy, Hydrocarbons-Petrochemicals-Refining, Chemistry-Pharmaceuticals and Construction-Services-Professional-Scientific-Technical and non-financial services.

**Energy industry.** The objective is to produce energy in abundant quantities to satisfy industrialization and to become an energy exporting country. Three orientations are retained: (i) develop the huge national hydroelectric potential; (ii) develop alternative energies to better meet specific needs such as cooking, transport, especially urban transport, urban electrification, manufacturing industries, etc.; (iii) strengthen and optimize the use of biomass.

**Agro-industry.** Cameroon's ambition is to ensure its food self-sufficiency and conquer the markets of the ECCAS and ECOWAS sub-regions. The achievement of this objective necessarily implies the compliance of: (i) agro-industrial production; (ii) modernization of agriculture, livestock, fisheries and aquaculture; and (iii) marketing of agro-industrial production to the external market. To this end, the priority sectors of agro-industrial development will be exploited particularly: cotton, cocoa-coffee, palm oil, sugar, rubber, rice, maize, plantain, fish, milk and meat. They will be subject to specific development plans.

**Digital technology.** It will consist of: (i) reconfiguring the national digital ecosystem, in particular by restructuring the sector by strengthening the management of a digital infrastructure heritage company; (ii) building the required digital infrastructure; (iii) securing the networks generally. In addition, the Government is considering the creation of digital parks and technological complexes with a view to: (iv) develop digital content production; (v) increase and diversify digital uses and services; (vi) develop the manufacture and assembly of digital parts and devices.

**Forest-Wood.** The actions envisaged for the development of this sector will concern: (i) developing

forest plantations; (ii) strengthening of the wood-processing industry up to third level processing, with a view to the manufacture of furniture, onstruction of houses and buildings and industrial uses.

**Textile-Clothing-Leather.** The actions targeted in this area consist of : (i) increasing national cotton production to the threshold of 600,000 tons/year by 2025; (ii) integrating the industrial processing of local fibre to reach a minimum rate of 50% by 2030; (iii) developing an industry for the manufacture and production of clothing, particularly sportswear (jerseys, tracksuits, baskets, etc.); capable of satisfying at least 50% of national demand; and (iv) supplying the major State corps (military, police and civil) with clothing and equipment incorporating at least 60% of Cameroonian cotton. In addition, the State will explore the possibilities of reviving tanneries and leather goods manufacturing industry (boots, bags, belts, etc.).

**Mining-Metallurgy-Siderurgy.** For the development of the mining-metallurgy-Siderurgy sector, six lines of action have been adopted: (i) securing mining agreements; (ii) actively supporting the best local enterprises; (iii) systematically supporting inter-professional organizations supervising artisanal sectors; (iv) increasing the use of construction materials from the local mining sector; (v) continuing the inventory of national geological potential through the production and updating of large-scale maps; (vi) strengthening institutional capacities by completely upgrading the equipment of national research laboratories in the sector.

**Hydrocarbons-Refining-Petrochemicals.** It will be to: (i) enhance oil and gas potential, in order to maintain the flow of oil revenues, which is of interest for financial balance of the State budget and its contribution to the development of Cameroon; (ii) develop exploration and enhanced recovery on the current productive basins; (iii) update and develop the oil potential of the Bakassi peninsula; and (iv) increase geophysical prospecting effort.

**Chemistry-Pharmaceuticals.** The objective is to build a competitive local chemical and pharmaceutical industry, integrated into the Cameroonian economy, to serve the national and regional market. Four orientations have been adopted: (i) promote, through public procurement and other appropriate means, an industrial fabric of innovative, dynamic and growing SMEs in the chemical-pharmaceutical sector and foster their synergies by grouping them into sectoral and

territorial clusters ; (ii) develop a downstream segment for the production of basic chemicals and polymers at competitive costs within the integrated oil and gas-refining sector; (iii) develop segments within the integrated palm oil and rubber sectors to supply the cosmetics and oil-chemical industries with basic products; and (iv) develop the pharmaceutical industry.

#### **Construction-Services-Professional-Scientific-**

**Technical.** The following four guidelines have been adopted: (i) structure, articulate and optimize the operational and functional link between the construction industry and professional, scientific and technical activities; (ii) build an efficient and competitive construction industry; (iii) build a strong national capacity for the management of industrial and infrastructure projects and programmes; (iv) create conditions that foster the development of national councils of critical professional disciplines.

**Transport services.** It will entail to: (i) develop and implement a national road safety plan; (ii) liberalize the national air transport market in view of the single African air transport market; (iii) set up a railway heritage company as part of the railway network development programme; and (iv) develop urban mass transport services (skytrains, metro, tramway, etc.)

**Trade.** In order to ensure healthy and fair competition in the domestic market, the Government intends to: (i) pursue the implementation of the National Export Strategy; (ii) irradiate the national, sub-regional and regional market with products stamped "Made in Cameroon"; (iii) develop e-commerce; (iii) improve the foreign trade statistical system to strengthen trade intelligence; and (iv) develop a trade defence strategy. In addition, export policy will be strengthened through the creation and organization of the Export Promotion Agency (APEX).

**Tourism.** The Government intends to: (i) define and organize investment priorities (public and private) around two or three flagship tourism products; (ii) gradually disengage from the management of hotel establishments and provide incentives for the development of Public-Private Partnerships in tourism, craft and cultural services; (iii) strengthen the tourism potential (iv) structuring actors in the tourism sector; (v) set up an information system on tourism products; (vi) develop education of the population in tourism culture; and (vii) ensure the application of standards in hotel services.

**Art and culture.** In this field, the following measures will be taken: (i) continuing the inventory of the cultural heritage and enhancing its value; (ii) structuring artistic corporations and crafts; (iii) developing the film industry; (iv) intensifying the teaching of the arts in school curricula; (v) creating, under the supervision of RLAs, structures for the training and promotion of arts and culture (houses of culture, conservatories, etc.).

**Sports.** The Government intends to develop a strategy on the sports economy, especially through the organization of mass and elite sports, the promotion of cultural activities and the permanent organization of competitions at all levels (national, regional and local communities) in various disciplines.

### 3.2. Development of agricultural productivity and production

With regard to the development of the rural sector, the Government reaffirms its option to carry out an agricultural revolution. The objective is to significantly reduce rural poverty through increased productivity by intensifying agro-industrial activities and modernizing farms driven by demand from agribusiness industries. Emphasis will be placed on the rice, maize, cocoa/coffee, cotton, sugar cane, palm nuts, rubber, sorghum, cassava, potato, plantain, milk, honey, fish, meat, timber and non-timber forest products sub-sectors. This will be done by: (i) increasing the productivity, production and competitiveness of agricultural products (plant, forestry, animal and fishery products); (ii) facilitating access to land, equipment and production infrastructure; (iii) structuring and building the capacities of actors in the sector.

**Increased productivity and competitiveness of agricultural products.** The Government intends to further promote sub-sector approach structured around value chains and clusters while taking into account the specificities of the various agro-ecological zones, improve access to inputs and promote the most innovative technologies. For medium and large farms, it intends to develop hyperspaces to be granted to them in accordance with the zoning plan and land use planning schemes. Regarding Household Farming (FFS), in order to address the issue of inputs, the Government intends to set up industrial systems of high yield nurseries that will deal directly with Cooperative Development Societies (SCDs). In a cross-cutting manner, the Government will provide facilities for greater popularization of the fruits of research.

**Facilitation of access to land and to production equipment and infrastructure.** It is envisaged that production basins are opened up and minimum social and economic infrastructure set up in councils located in rural areas. In the same vein, mechanisms to facilitate access to mechanisation equipment at the level of the said councils will be envisaged. With regard to access to land, the Government will complete the process of land reform with the aim of facilitating agricultural and industrial investment while providing project promoters with the legal security necessary for a payback on investment.

**Structuring and capacity building of actors in the sector.** It will be a question of encouraging the creation, under the impetus of the RLAs, in the main production basins, of Cooperative Development Societies, setting up an adequate financing system for agriculture and developing new financing methods adapted to agriculture such as warrantage.

### 3.3. Development of productive infrastructure

In order to stay on the path of emergence by 2035, the infrastructure gaps, identified within the framework of the implementation of the GESP, will need to be filled while aiming at the targets of the Vision. More specifically, it will entail: (i) finalizing the execution of major first-generation projects as a matter of priority; (ii) ensuring the optimal functionality of existing infrastructure; (iii) rehabilitating public facilities destroyed or rendered obsolete by their non-use; (iv) rationalizing the initiation of new projects by complying with project preparation standards; (v) formulating projects in an integrated manner in order to optimize their impact on the economy; (vi) systematizing counter-expertise for the evaluation of the costs of major infrastructure; (vii) establishing a cost benchmark; and (viii) strengthening the project prioritization and selection process. The measures to be undertaken will thus cover the following areas: energy, transport, telecommunications, water and sanitation, urban modernization and land and property management.

**Energy infrastructure.** The objective is to increase installed power generation capacity to 5000Mw by 2030. To this end, the Government will pursue its policy of developing an energy mix based on: (i) hydroelectric power; (ii) photovoltaic power; (iii) gas-based thermal power; and (iv) energy from biomass. With regard specifically to hydroelectric power, the Government will continue to develop power

generating facilities through the execution of projects, giving priority to the Public-Private Partnerships approach and independent production of electricity.

**Transport infrastructure.** In order to improve the level of transport services in accordance with the standards indicated and reduce the deficits and gaps recorded in this area, the Government's interventions will be mainly directed towards the construction, maintenance or rehabilitation of road, rail, maritime, river, lake and air transport infrastructures. Thus, priority activities will focus on: (i) strengthening infrastructure maintenance and rehabilitation programmes; (ii) extending and densifying of road, rail, river, sea and air transport infrastructure and networks; and (iii) strengthening governance in the sector. The development of these infrastructures should make it possible to open up the industrial basins, supply factories with raw materials (particularly of mining origin), ensure the flow of production to domestic and foreign markets, as well as transportation of people. In concrete terms, this will involve tarring of at least 6,000 km of roads (with priority for the 4,800 km of untarred national roads), increasing the density of the rail network to 5,500 km by 2030, with the support of private partners, and building 1,000 km of new roads. 500 km of additional railways, to continue the implementation of the port master plan with, in particular, the construction of the deep-sea port of Limbe and the construction of specialized terminals at the port of Kribi, build a new terminal at the Douala International Airport with a new runway and upgrade the Garoua International Airport.

**Telecommunications infrastructure.** The objective is to facilitate access to ICTs for the greatest number of people by ensuring high-performance and secure digital space with an average access index above 0.4. More specifically, it will involve the development of a latest-generation digital ecosystem by completing laying works for the optical fibre, in particular, the National Broadband Network II Project, the National Emergency Telecommunications Network (RNTU) project and the Central African Backbone project, as well as the continued deployment of the hinterland optical fibre network to enable users to be connected to the infrastructure already completed and protect data transactions.

**Water and sanitation infrastructure.** The Government's objective in this area is to significantly improve the population's access to drinking water and achieve a sanitation rate of 60 percent by 2035. In

the field of water supply, it will entail: (i) initiating the process of decentralization of public drinking water supply; (ii) creating a favourable framework for the installation of private drinking water production and distribution companies in localities not covered by the public network; and (iii) putting in place an investment programme to improve access to drinking water in rural areas. With regard to sanitation, measures to be carried out will be directed towards the rehabilitation of existing infrastructure and modernization of systems for the treatment, decontamination and drainage of waste water and rainwater in urban areas.

**Urban modernization.** With a view to ensuring quality and controlled urbanization, the Government intends to set up an Urban Renewal Programme to develop connected, inclusive and resilient cities, facilitate access to land and property ownership, promote social housing programmes throughout the country, and ensure compliance with town planning tools (urbanization plan, land-use plan, sectors plan, etc.).

**Land and cadastral management.** In this area, the Government intends to pursue the modernization of state, cadastral and land management through the implementation of a vast programme to digitize surveys, strengthen the security of state property and land documents by digitizing them and setting up a computerized network between land registries at national level, with a view to securing land transactions and developing economic activities. The Government also intends to finalize the state land reform and continue implementing the programme for the establishment of land reserves and the creation and development of state-owned housing estates.

### 3.4. Regional integration and trade facilitation

**Regional integration.** Cameroon's development policy will be aligned to a perspective of strengthening regional integration in order to stimulate the development of national markets, increase trade and investment flows and mitigate infrastructural insufficiencies. With this in mind, the Government intends to give significant impetus to the acceleration of genuine integration at sub-regional and regional levels through the removal of related obstacles, with a view to benefitting from international trade, mobility and the dissemination of factors (capital, labour, etc.).

**Facilitation of trade.** The Government intends to carry out actions aimed at: (i) rationalizing measures for

accommodating ships and other means of transport; (ii) simplifying import and import formalities with the help of logistics platforms; (iii) making flexible transit and transshipment procedures; (iv) strengthening governance and the implementation of the African Continental Free Trade Agreement (ACFTA).

### 3.5. Private sector revitalization

Cameroon's Vision in this area is to build the structural transformation of the national economy by giving priority and a central role to the private sector. This priority is given to the private sector through three avenues for active promotion of the initiative. The first has to do with technological development through massive public investment for accelerated development of technological infrastructure at both national and regional levels and by building an integrated, efficient and competitive quality infrastructure. The second concerns encouraging business development where the objective is to have a critical mass of "national champion" companies representing flagships or leaders in key sectors of the economy. Finally, protecting the national economic landscape will be strengthened with an economic intelligence strategy that links economic defence with military and civil defence.

### 3.6. Nature protection and adaptation to climate change

As part of the implementation of the NDS30, the authorities plan to: (i) strengthen actions relating to sustainable management of natural resources (soil, flora, fauna, water); and (ii) take adequate measures to adapt to and mitigate the effects of climate change. In addition, in order to address the noticeable consequences of climate change, including floods and landslides in some cities and rural areas, the Government is committed to: (i) ensure that climate change concerns are taken into account in sectoral strategies and policies, both in formulation and implementation; (ii) build the capacity of institutions responsible for climate surveillance (iii) operationalize the system for monitoring, preventing and responding to the effects of climate change; (iv) develop and implement a national waste management strategy while promoting corporate social responsibility.

### 3.7. Transformation of the financial system

In this area, the Government's objective is to make Cameroon, through a series of reforms, a country with

a first-rate financial hub, capable of actively supporting industrialization and thus the structural transformation of the national economy. More specifically, it will entail: (i) increasing the share of the financial sector in GDP from about 3% at present to 7-10% in 2030; (ii) increasing the density of banking and complete financial intermediation (iii) creating an appropriate legal, regulatory, prudential and fiscal framework for each segment or sector of the financial system; (iv) attracting capital carriers (investors and diaspora) and professionals in the various sectors of the financial ecosystem; (v) supporting the structuring of companies and developing their capacity to raise funds locally and internationally; and (vi) developing the Islamic finance sector.

## 4. DEVELOPMENT OF HUMAN CAPITAL AND WELL-BEING

Human capital is a key factor in a country's economic development and in particular its industrialization. In fact, it is essential for a country that aims to boost its industrial sector to have sufficient and good quality workforce. This requires the implementation of suitable policies in the areas of education, health, access to basic social facilities and social protection.

### 4.1. Education, training and employability

In the education and training sector, the Government's vision is to promote an educational system in which every young graduate is sociologically integrated, bilingual and competent in an area that is crucial to the country's development.

The strategic objectives pursued are to: (i) ensure access to primary education for all school-age children; (ii) achieve a 100% completion rate at primary level (iii) reduce regional disparities in terms of school infrastructure and teaching staff and (iv) increase the supply of vocational and technical training from 10 to 25% at secondary level and from 18% to 35% at tertiary level.

In support of the country's industrialization strategy, the Government's interventions will focus on three areas, particularly: (i) improving access and equity by correcting geographical disparities, improving textbook policy and gradually extending universal education; (ii) improving quality and employability, with emphasis on, inter alia, increasing the supply of

technical and vocational training, building the capacities of workers of the informal sector in innovative techniques and technologies, and strengthening civic-mindedness; (iii) strengthening the educational system through better management of the education system's personnel, a complete transfer of resources within the framework of decentralization and the promotion of private investment in the education and training sector.

With regard specifically to vocational training, the Government intends to institute a certified mass training and capacity-building programme for workers in the informal sector (Train my generation).

#### 4.2. Health and Nutrition

With a view to contributing to the development of a healthy, productive human capital capable of generating strong, inclusive and sustainable growth, the authorities intend to guarantee all segments of the population equitable and universal access to basic health services and care and prioritize specialized health care of good quality, with the full participation of the community.

To this end, in connection with SDG 3 on health, it will be concerned with: (i) reducing the maternal mortality ratio to below 70 per 100,000 live births; (ii) reducing neonatal mortality to not more than 12 per 1,000 live births and under-five mortality to not more than 25 per 1,000 live births; (iii) reducing the prevalence and mortality of major communicable and non-communicable diseases by at least 30%; (iv) reducing malnutrition in children under five by two-thirds; and (v) making 80% of intermediate and peripheral health facilities viable.

To achieve these objectives, interventions will be articulated around four avenues, namely: (i) promotion of health and nutrition (ii) disease prevention; (iii) case management; and (iv) strengthen the health system.

More specifically, the authorities plan to: (i) improve the efficiency of the health system by taking advantage of decentralization; (ii) put in place Universal Health Coverage; (iii) promote the development of a local pharmaceutical industry; (iv) foster hospital performance and quality approach in health facilities; (v) strengthen geographical accessibility to health care; (vi) have qualified and motivated health personnel; and (vii) improve health governance.

Furthermore, three fundamental principles specifically guide the Government's interventions: improving governance in the health system, strengthening the technical platform of central and referral hospitals, and enhancing local therapeutic potential.

#### 4.3. Access to basic social amenities

In order to reduce inequalities and foster a peaceful social climate conducive to the implementation of development activities, the Government proposes, within the framework of the NDS30 to improve the population's access to basic social services, in general, and to housing, water and electricity, in particular.

With regard to **access to housing**, the Government is committed to promoting access to housing through, inter alia, the development and provision of 10,000 hectares of building plots, intensification of the production and promotion of local materials, facilitation of access to land and real estate credit and encouraging the establishment of private real estate companies.

With regard to **access to drinking water**, the aim will be to ensure universal and equitable access to drinking water at an affordable cost for all households; to ensure proper planning of the extension of the drinking water network in accordance with demographic evolution and develop technical capacities (in particular for the construction of small drinking water networks) by mobilizing the private sector in a competitive manner.

As concerns **household access to electricity**, the aim will be to electrify remote localities using solar energy and/or mini hydroelectric power stations; facilitating the mobilization of national private investors through attractive legal provisions for the purchase of energy, and to connect all councils to the electricity grid; set up a subsidy programme for the connection of disadvantaged households to the electricity grid and continue rural electrification programmes through the extension of interconnected distribution networks.

#### 4.4. Social protection

With a view to strengthening the social function of the State and promoting the well-being of the population, especially the most vulnerable, the Government intends to consolidate the achievements and extend the scope of social protection to the greatest number, gradually integrating all social categories hitherto on the fringes of the system, through the reduction of social

inequalities, taking measures to protect against all forms of vulnerability, and social cohesion and inclusion. In order to achieve these objectives, the authorities intend to articulate their interventions around three main avenues: (i) social security; (ii) social transfers; and (iii) social welfare.

**Social security.** It will be to: (i) revitalize the voluntary insurance system through its promotion and extension to persons currently not covered, particularly small farmers, stockbreeders and workers in the informal sector; (ii) extend the personal and material scope of the formal social security system to liberal professions; (iii) improve the management of social security through the establishment of a National Fund for State Employees (CNPE); and (iv) put in place Universal Health Coverage (UHC).

**Social transfers.** Interventions will focus on: (i) diversification, strengthening, and expansion of direct transfer programmes; (ii) establishment of a national system of social transfers (iii) strengthening and extension of indirect transfer mechanisms for free services and targeted subsidies benefitting the poor/vulnerable.

**Social action.** The Government intends to: (i) ensure the effective application of existing texts on social protection, particularly for children; (ii) continue to implement support and assistance programmes for young people; (iii) set up support mechanisms for medical care of the elderly; (iv) introduce measures to encourage the issuing of official documents such as civil status certificates, national identity cards, etc. to populations that are socially vulnerable or geographically remote from administrative services.

#### 4.5. Research, development and innovation

In order to improve the contribution of research to the country's development, the Government plans to: (i) set up a National Innovation System; (ii) pool the infrastructural and scientific capacities of research centres and universities by ensuring the upgrading of technical platforms; (iii) create a mechanism for sustainable financing of research in all sectors; (iv) define a strategy for international partnership in the field of research in order to capture technologies and knowledge that would have significant added value for the country's development.

## 5. PROMOTION OF EMPLOYMENT AND ECONOMIC INTEGRATION

In this area, the overall objective is to promote full and decent employment through the expansion and enhancement of job creation opportunities in the economy. This development policy is articulated around five avenues, namely: (i) promoting employment in public investment projects; (ii) improving productivity, employment and incomes in rural areas; (iii) promotion of the migration from the informal to the formal sector; (iv) encouraging job creation and preservation in large enterprises in the formal private sector; (v) matching training to employment and improving vocational integration system; and (vi) regulating the labour market.

**Promotion of employment in public investment projects.** The Government intends to make greater use of the leverage of public procurement, particularly in the area of investment, to promote employment through the development of labour-intensive projects, including projects benefitting from external financing.

**Improvement of agricultural productivity, rural employment and income.** In order to capitalize as much as possible on the expected benefits of increased agricultural productivity and production, the Government has set itself the objective of assisting in the creation of cooperative development societies in all the country's councils and making them the preferred instruments for involving elected municipal councils in economic and social development of their councils.

**Promotion of the migration from the informal to the formal sector.** In this area, the Government intends to carry out a number of actions, including the following: (i) encouraging massive migration of workers from the informal sector to VSEs in the formal sector; (ii) providing specific support for VSEs in terms of taxation and access to micro-credit, in order to enhance the attractiveness of this status; (iii) encouraging VSEs to transform themselves into SMEs; (iv) consolidating the provisions on reserved access for SMEs to certain public contracts; (v) reforming subcontracting arrangements; (vi) accelerating the setting of business incubators in educational establishments.

**Creation and preservation of decent jobs in big companies.** The policy to promote employment in large companies will focus on: (i) consolidating existing jobs and encouraging the creation of new and qualified jobs; (ii) stimulating and encouraging social dialogue; (iii) making big companies to increasingly respect the general principle of 'cameroonizing' management; (iv) better exploiting and developing job opportunities offered by "green" and "blue" economies.

**Matching training and employment and improving the vocational integration system.** The Government's interventions in this area will focus mainly on matching the supply of training to the needs of the productive sector in terms of manpower and the establishment of an apprenticeship system.

**Regulating the labour market.** In this area, the Government intends to (i) increase the transparency of the labour market in order to facilitate the qualitative match between supply and demand for employment, in particular, by increasing the number of private placement agencies; and (ii) reform the National Employment Fund (FNE) so as to refocus its activities on observing the labour market, intermediation between supply and demand for employment and orientation of vocational training (definition of occupations and associated training curricula).

## 6. GOVERNANCE, DECENTRALIZATION AND STRATEGIC MANAGEMENT OF THE STATE

This pillar focuses on governance, decentralization and strategic management of the State, which constitute the basis for structural transformation of the Cameroonian economy, development of human capital and improvement of the employment situation. This pillar addresses the following: (i) decentralization and local development (i) strengthening the rule of law and security of persons and property; (iii) improvement of the State's public service; (iv) economic and financial governance; (v) regional development. It also includes issues related to bilingualism, multiculturalism and citizenship that are central to the third dimension of Vision 2035, namely "unity in diversity".

### 6.1. Decentralization and local development

The main orientation is to complete and deepen the decentralisation process and strengthen local governance to make RLAs poles of growth and

development at regional and local level. To this end, the authorities undertake to: (i) establish special status for the North-West and South-West Regions in accordance with the resolutions of the Major National Dialogue (MND) (ii) strengthen effective empowerment of other regions and councils (iii) transfer in full to RLAs the resources related to the competences devolved to them; (iv) supervise the process of setting up a local administration; (v) encourage RLAs to make the most of inter-municipality, decentralized cooperation, territorial diplomacy and various forms of partnership offered by the scope of local development.

More specifically, the government will: (i) hold regional elections and set up regional executives; (ii) carry out a thorough reform of the modalities for exercising supervision to lighten its impact on the functioning of RLAs and refocus its activities on missions not transferred from the State; (iii) substantially increase the resources transferred to RLAs; (iv) reform local taxation to diversify and improve its performance, on the one hand, and consolidate the mobilization and modalities of effective transfer of proceeds from the said taxation to RLAs, on the other hand; (v) review the mechanism for making funds available to RLAs; and (vi) ensure better equalization in the transfer of resources to RLAs, in order to take better account of local disparities.

### 6.2. Strengthening the rule of law and security of persons and property

In order to improve political and institutional governance, priority will be given over the next ten years to: (i) strengthening the rule of law and protection of human rights; (ii) completing the reform of the justice system with a view to consolidating the judiciary; (iii) stepping up the fight against insecurity, crime and terrorism; (iv) strengthening crisis prevention and management; and (v) improving institutional communication.

**Strengthening the rule of law and protection of human rights.** The Government's interventions will focus on: (i) improving the institutional and legal framework, through the establishment of regulatory bodies for State institutions; (ii) guaranteeing a level playing field in politics; (iii) promoting transparency and accountability in public action; and (iv) protecting human rights. The Government also intends to improve the representativeness of various components of society (diaspora, vulnerable persons, indigenous people, etc.) at parliamentary and political-institutional levels.

**Consolidation of the judiciary and access to fair justice for all.** This will involve taking all initiatives aimed at: (i) improving the accessibility of justice; (ii) strengthening the protection of litigants and improving their confidence in the justice system; (iii) guaranteeing the independence and transparency of the judiciary; (iv) improving the quality of justice; (v) ensuring legal security of investments; (vi) improving the enforcement of court decisions; and (vii) combatting prison overcrowding.

### **6.3. Improvement of the State's public service**

With regard to this avenue, the Government intends to pursue the modernization of the management of the Administration by strengthening the legitimacy of public action; strengthening discipline in the civil service so that public officials are models of patriotism, integrity and probity; and optimizing the use of public assets within public administrations. The strategic management of the administration will also be deepened with the drafting of a law to provide a framework for strategic planning exercise with a view to strengthening the coordination and coherence of public action; creating platforms for collaboration and information sharing between administrations, streamlining programmes and actions to promote greater coherence in public interventions; and greater devolution of power in management.

The authorities are also committed to improving the quality of public service, through the establishment of a charter for the reception of users in public services; overseeing the time taken to process files and further development of the dematerialisation of administrative procedures with the implementation of "e-government" reform. In addition, it will address improving the working conditions and working environment of public officials; enhancing transparency in the promotion process by focusing on the performance of officials and experience gained; harmonizing the retirement age of government workers and ensuring the inclusion of minorities and persons with disabilities in the public service.

The fight against corruption and misappropriation of public funds will also be pursued: by intensifying the prevention of damage to public assets; reducing cash handling; establishing an effective warning system for corruption and misappropriation of public funds; systematizing accountability in the management of public affairs; and preventing conflicts of interest.

### **6.4. Economic and financial governance**

To improve economic governance, the government will take the following vigorous measures: (i) modernization of public finance management; (ii) improvement of debt management; (iii) rationalization of the management of public institutions and corporations; (iv) improvement of the business climate; (v) strengthening of cooperation and partnership for development; (vi) contribution of the diaspora to development; (vii) regulation and monitoring of the national economic landscape.

More specifically, this will include, among other things: (i) strengthening investment promotion mechanisms; (ii) giving priority to "Project-Finance" approaches; (iii) increasingly involving the Cameroonian diaspora more in the financing of national development; (iv) creating a risk centre or guarantee fund to give SMEs better access to credit; (v) promoting the use of local products, notably through public procurement and the "Made in Cameroon" label; (vi) promoting reforms of the banking sector with a view to lightening the procedures and conditions for obtaining loans.

Moreover, debt control is an important aspect of the country's long-term economic stability. To this end, the Government will pursue a prudent debt policy based on a debt strategy consistent with the macroeconomic framework and medium-term budgetary objectives. With this in mind, the State will focus more on concessional loans to finance, as a priority, projects with proven economic profitability. In addition, the Government intends to ensure better monitoring of domestic debt.

### **6.5. Regional development**

Within the framework of the implementation of the NDS30, the Government, together with RLAs, will take all measures that guarantee spatial equity and regional and local balance, while taking into account the need to effectively manage migratory movements, on the one hand, and to create conditions conducive to the development of economic activities, on the other hand. More specifically, it will be a question of continuing the development of regional land development plans; promoting development of secondary towns in regional urban frameworks to make them emerge as poles of regional balance; making border areas genuine poles of economic development; and ensuring compliance with regional development standards.

## 6.6. Promotion of Bilingualism, Multiculturalism and Citizenship

In order to strengthen national unity and consolidate the democratic process, the Government intends to carry out actions aimed at: promoting bilingualism and multiculturalism; developing a culture of synthesis; and reappropriating citizenship and patriotism. Specifically, it will be about: (i) compulsory training in both official languages for all Cameroonians from primary school onwards; (ii) promoting the learning and mastery of cultures by citizens; (iii) ensuring equitable representation of all segments of society in national life; (iv) carrying out activities aimed at safeguarding national identity, in particular, through the promotion of national cultural heritage and continued introduction of the arts and national languages into school curricula; (v) mobilizing main social actors and secure their support for a shared vision of development; and (vi) promoting republican values, such as patriotism, solidarity and meritocracy.

## 7. MACROECONOMIC AND BUDGET FRAMEWORK

The macroeconomic and budget framework makes it possible to analyse the implications in figures of the guidelines adopted in the NDS30 on the following issues: (i) profile of overall growth as well as sectoral contributions; (ii) profile of public expenditure resulting from the allocation of budget resources to sectors to finance identified priority actions; and (iii) implications for major development goals.

### 7.1. Macroeconomic framework

**Reference scenario.** This scenario takes into account the Government's priorities while considering structural constraints in terms of financing (domestic and external resources), budget absorption and physical implementation of programmes and projects in the various target areas. Under this scenario, the average annual growth rate is around 5.6% over the period 2021-2030. Non-oil GDP is projected at an annual average of 5.9% over the period 2021-2030 compared to 4.7% over the last ten years, i.e. a gain of 1.2 growth points. The ratio of non-oil revenue to GDP is projected at 14.8% in 2030 against 13.6% in 2019, an improvement of about 1.2 percentage points, thereby reflecting the increased revenue mobilisation efforts of tax authorities. Thus, the primary

balance excluding oil will improve by 1.4 points, from -3.8% in 2019 to -2.4% of GDP in 2030.

**Scenario vision.** that the Government should make not only to remove current structural rigidities, but also to ensure better monitoring and evaluation with a view to achieving the objectives of the Vision. The average growth rate in the Vision scenario is expected to be around 8%, 2.4 points above the reference scenario. However, over the first three years of implementation of the NDS30, the growth profiles obtained in the two scenarios will not be significantly different, given the time required for the effective implementation of the various reforms and investment programmes, as well as for appropriation by all the players involved in the major orientations and fundraising. On the other hand, over the period 2023-2026, and with the initial impact of the implementation of the various projects, the gap in non-oil GDP growth will begin to be perceptible with a deviation of nearly 2.4% on average per year between the two scenarios. Moreover, between 2027 and 2030, the average annual growth rate is expected to be around 10 per cent, 3.6 per cent higher than in the reference scenario.

Over the period 2021-2030, the primary sector will grow at an average annual rate of 7.9%, 2.2 points above that of the reference scenario. This will be driven mainly by the agriculture sub-sector, which will experience an average growth of 8.5%, necessary to address the additional demand from industries. This gap will be justified by more sustained efforts to modernise the production apparatus through the development of more intensive agriculture in sectors with high growth potential, improving yields with an emphasis on better supply of agricultural inputs. The evolution of the sector will also be due to the good performance of the livestock sub-sector. In fact, it will record an average growth rate of 7.4% over the period compared to 5.5% in the reference scenario. Growth in the sector is based, on the one hand, on the development of short-cycle species and, on the other hand, on the development of medium and large ranches for cattle breeding.

The secondary sector, thanks to the momentum provided by manufacturing and construction, will achieve annual growth of 7.5% between 2021 and 2030, 2.4 points higher than in the reference scenario. In the manufacturing sector, agro-food industries will grow by an average of 8.0% compared to 5.8% in the reference scenario. This performance will be due in particular to the development of industries

processing local products (plantain banana, sugar, palm oil, corn, soy, cocoa, cotton, etc.). Other manufacturing industries are expected to benefit from the development of woodwork, furniture manufacturing, building materials and the intensification of leather processing, basic metallurgy, etc. This will enable an average growth rate of 6.4% to be achieved over the period 2021-2030 compared with 4.7% in the reference scenario. In the construction sector, the implementation of major infrastructure projects in the transport, energy and road sectors will contribute to an acceleration of growth in this sector. The difference between the two growth profiles will be clearly perceptible as early as 2024. Thus, over the period 2021-2030, an average growth rate of 11.8% will be observed compared to 7.9% in the reference scenario.

The tertiary sector will record an average annual rate of 8.3% compared to 5.9% in the reference scenario. This performance will be mainly due to developments in the commerce, hotel and catering sector and the transport, warehousing and communications sector. In the field of services, particular attention will be paid to developing the country's great tourism potential. Transport activity will be intensified by the implementation of the extensive road rehabilitation and extension programme. Also, the digital economy should have a prominent place.

Risk analysis. Impact analyses are based on the Vision scenario. The risks identified include: (i) persistence of security crisis in the North-West, South-West and Far-North regions; (ii) delays in the implementation of agricultural, energy and infrastructure projects; (iii) consequences of pronounced climate disruption.

## 7.2. Budget allocation profile

In line with the sectoral priorities defined by the NDS30, the share of the budget earmarked for each sector would evolve almost continuously over the period. The social sector, which is the framework for action to improve human capital, sees its share of the budget allocated to it increase continuously from 2020 to 2030. This share rises from 20.3% in 2019 to 29.0% in 2030. The increase in health expenditure, which will be particularly noticeable from 2020 onwards, corresponds to the effective implementation of Universal Health Coverage (UHC). The infrastructure sector remains almost stable due to the strategy of giving priority to public-private partnership financing in the execution of major public investment projects.

The share of the industry and services sub-sector, on the other hand, is increasing significantly due to the priority given to this sector in the implementation of the NDS30. It goes from single to triple over the period. The share of the governance sector rises from 15.2% in 2019 to 133% in 2030, but that of defence and security, on the other hand, decreases progressively with the assumption that the security and socio-political crises to which a large part of the expenditure in this sector is directed are resolved.

## 7.3. Impact on development goals

Simulations were carried out on the impact of economic growth generated according to the two main scenarios (Reference and Vision) of the National Development Strategy 2020-2030 on some development indicators, notably the poverty rate, the combined net school enrolment ratio, life expectancy at birth, the mortality rate of children under 5 years of age, the maternal mortality rate, the number of net jobs created, and the proportion of decent jobs. These simulations show that by 2030, the poverty rate would fall to 30.8 percent in the reference scenario, compared to 25.3 percent in the Vision scenario. The combined net school enrolment rate (the proportion of the 6-24 age group enrolled in school) should reach 72.0 percent (baseline) as against 81.2 percent (Vision). Life expectancy at birth would be 62.1 years (reference) compared to 65.2 years (Vision). The under-five mortality rate is estimated at 54.2 per 1,000 (baseline) compared to 36.2 (Vision). The maternal mortality rate is estimated at 311.2 per 100,000 live births (baseline) or a reversal to 197.1 (Vision). It is estimated that there will be a net creation of approximately 363,889 jobs on average per year (baseline) against 536,661 (Vision). In terms of job quality, a moderate decline in the overall underemployment rate is estimated at 55.2% and a more optimistic 50.1%.

## 8. FINANCING, STEERING, MONITORING AND EVALUATION OF THE STRATEGY

### 8.1. Financing of the strategy

In order to ensure the implementation of the NDS30, especially the structural transformation of the economy as envisaged, the Government, aware that the volume of investment required to carry out this strategy is such that it is likely to generate over-indebtedness in the

medium or long term, will have to resort to various levers, in particular: its own budgetary resources through adequate fiscal policy; financial market resources; bilateral and multilateral cooperation resources; private sector's own resources; Public-Private Partnerships (PPPs); mobilization of domestic savings; and remittances from the diaspora.

## **8.2. Mechanism for implementing the strategy**

strategic planning instruments, on the one hand, and to better coordinate development actions, on the other, a National Council for Planning, a steering and monitoring and evaluation body for the National Development Strategy and sectoral and thematic strategies will be set up.

The Council, chaired by the Prime Minister, Head of Government, would include members of Government, representatives of the private sector and civil society organisations. Its main tasks would be to: supervise the implementation of the strategy; decide on broad development guidelines, projects of national economic interest, strategic options for economic cooperation, and assess development options for reorientation.

As an operational body, it is proposed that a National Committee for monitoring and evaluation of the implementation of the strategy be set up, under the authority of the Minister in charge of Planning and to

which will be attached a coordination unit and secretariats dedicated to sectoral strategies in the current formats. These secretariats would be coordinated by officials from key sectoral ministries.

Within public administrations, monitoring of the implementation of the national development strategy will be carried out according to the Planning-Programming-Budgeting-Monitoring and Evaluation (PPBS) approach.

For statistical monitoring, it is envisaged to establish a statistical calendar that is strictly adhered to and developed by a national statistical system in accordance with the National Strategy for the Development of Statistics.

## **8.3. Communication and promotion of emergence**

The implementation of a communication plan will make it possible to identify information needs of various stakeholders and formats adapted to each user. Similarly, communication will strengthen dialogue on key issues of the strategy and promote the dissemination of information at all levels. Within this framework, the websites of the Government, the Ministry in charge of Planning and the NIS could be used as a medium to facilitate information sharing.

# INTRODUCTION

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## a. FOUNDATIONS OF CAMEROON'S NATIONAL DEVELOPMENT STRATEGY 2030

1. From independence until 1986, development planning in Cameroon was carried out through five-year plans. Six plans were developed over this period; the first five were implemented but the sixth was interrupted due to the economic crisis of the mid-1980s, which lasted for more than a decade. Following the wind of structural adjustments and within the framework of the Heavily Indebted Poor Countries (HIPC) Initiative, the Government produced a Poverty Reduction Strategy Paper (PRSP) in 2003. The attainment of the HIPC completion point and the unsatisfactory results on poverty, following the third Cameroonian household survey (ECAM) in 2007, led to the revision of the PRSP. Thus, a 25-year development Vision was adopted in 2009, with the Growth and Employment Strategy Paper (GESP) as the instrument for implementing the first phase of this Vision that concerned the 2010-2019 period.

2. Since the GESP has come to an end, the NDS30 is the new reference framework for the 2020-2030 period. This periodicity was chosen not only to better align the strategy with the global agenda of the Sustainable Development Goals, but also to stabilize planning timelines and include the delays recorded in the implementation of the GESP.

## b. MAJOR CONTEXTUAL ELEMENTS

3. This strategy has been developed in a context characterized by the momentum of completing first-generation major projects supported by the Growth and Employment Strategy Paper, the continuation of investments under the Three-Year Emergency Plan for Accelerated Growth (PLANUT) and high-level sports infrastructure projects.

4. The context was also characterized by the effects of the crisis in commodity prices, which compromised the implementation of many major private projects, for which some government infrastructure built at high cost by the State were prerequisites. In fact, the unfavourable evolution of these prices from 2014 onwards has led to adjustments of investment plans of

private partners involved in these projects. In addition, this crisis has led to a reduction in the sub-region's foreign currency stock, accentuated by massive import of day-to-day consumer goods. Given these circumstances, in 2017, Cameroon concluded an Economic and Financial Programme under the Extended Credit Facility (ECF) with the International Monetary Fund (IMF).

5. In addition to these socio-economic aspects, the national environment was also characterized by security challenges that the country still faces. These are the persistence of attacks by the BOKO-HARAM terrorist group in the Far-North Region and the repercussions of successive crises in the Central African Republic (CAR), including the influx of refugees. The security crisis in the North-West and South-West Regions however remains the major contextual element for which the President of the Republic convened the Major National Dialogue, for which the current strategy constitutes one of the vectors for implementing the recommendations of this important gathering.

## c. METHODOLOGICAL APPROACH IN THE FORMULATION OF THE NDS30

6. This strategy is the result of a combination of technical exercises involving government sector experts, external national consultants, the nation as a whole and development actors, through participatory consultations. Among the main outputs of this process are:

- ▶ **Production of the report of the review of development policies** carried out during the 2010-2018 period, which made it possible to evaluate the implementation of the Growth and Employment Strategy, learn key lessons and evaluate efforts to be made to accelerate the country's progress towards emergence.
- ▶ **Prospective work** on the sources of growth, analysis of social change in Cameroon, identification of promising sectors and simulation of the potential impacts of planned major structural projects.

- ▶ **Operational transcription of the Vision in order to identify relevant sectoral indicators to monitor and evaluate the objectives of the Vision.** This exercise made it possible to carry out a quantitative translation of the emergence targets, based on international standards.
- ▶ **Review of sectoral strategies** which made it possible to conduct a participatory diagnosis and identify strategic orientations and reforms in various planning sectors: education, health, social services, rural areas, industries and services, infrastructure and governance.
- ▶ **Organization of participatory consultations** with various segments of society (administrations, members of parliament, elected local officials, the private sector, civil society, technical and financial partners, RLAs, academics/researchers, grassroots populations, etc.). These meetings provided an opportunity to discuss with participants have their appraisal of the implementation of the GESP and gather their contributions to support the country in its progress towards emergence. Specific consultation meetings were also held on specific themes such as social cohesion, bilingualism, multiculturalism and human rights.
- ▶ **Holding of a workshop to brainstorm on the development of a plan for the modernization of Cameroon's major cities** which made it possible to take stock of town planning for metropolitan areas and identify strategic areas for the development of major cities and transformative projects.
- ▶ **Organization of sectoral planning meetings** that served as a framework for convergence, discussions and technical validation of sectoral strategic orientations, by secretaries general of ministries and heads of public corporations and institutions.
- ▶ **Conduct of scoping and costing work** involving experts from PPBS sectoral chains which made it possible to establish growth estimates in line with reforms and projects planned in the strategy. This was an iterative convergence approach between the costs of proposed policies and additional resources generated by the levels of growth obtained.

- ▶ **Process of validation and adoption of the strategy**, which culminated with the Prime Minister, Head of Government, signing the Preface to the Document, following the validation of the main orientations by Cabinet Meeting of the Government, and on the very high instructions of the President of the Republic, Head of State.

#### d. CHARACTERISTICS OF THE STRATEGY

7. It should be understood that this national development strategy is the consolidation of sectoral strategies. The process of reviewing the latter was conducted alongside the preparation of the national strategy which therefore constitutes the core of national development priorities. In its format, it is a mix between imperative planning, because it is accompanied by a legal and regulatory framework, and indicative planning, because of the requirement for intelligent flexibility that accompanies it.

8. The NDS30, which operationalizes the second phase of the Vision, is consistent with the goals of Agenda 2030 on sustainable development and also takes into account the main orientations of other supranational agendas (African Union Agenda 2063, CEMAC Vision 2025, COP21, etc.). Specifically with regard to the SDGs, they are addressed in such a way as to give them a sufficient content of sectoral actions. Thus, as with previous national strategies, the NDS30 is the empirical expression of an integrated framework for sustainable economic and human development for Cameroon, which proposes a progressive path for the country towards achieving the Sustainable Development Goals and Vision 2035. The NDS30 contains a number of salient characteristics and functionalities, which were already valid for the PRSP and the GESP, and which the Government reaffirms. Thus, the NDS30 is:

- ◊ **An integrated development framework.** The NDS30 provides an empirical framework for development where macroeconomic, sectoral and social policies are enunciated to: (i) transform the national economic production system; (ii) generate income and decent jobs to reduce poverty; and (iii) promote the development of human capital (education, health, social security, culture, etc.), in a backdrop of sustainable development.
- ◊ **A financial coherence framework.** The NDS30 also provides a framework for short and

medium-term "financial coherence" for the Government. It aligns the evolution of its own resources generated by growth with the financing needs of sectoral strategies, ensuring in return that the pace of implementation of strategies also affects the path of economic growth. In the same vein, the NDS30 provides a framework ensuring that the Government's fiscal and budget policies are consistent with the objectives of supporting productive and social sectors. This short- and medium-term financial coherence is ensured in the strategy thanks to a rigorous macroeconomic and budget framework.

- ◇ **A framework for coordinating Government action.** The objectives of the NDS30 can only be achieved if public will and resources are effectively mobilized and directed towards the implementation points of the strategy, according to their priorities and if associated programmes are effectively implemented.
- ◇ **A framework for consultation and discussion with the private sector, civil society and development partners.** The NDS30 is the product of an intense participatory and

consultative process. The Government intends to maintain this approach for monitoring and possible revision of the strategy and/or its action plan.

- ◇ **A framework for aligning all Partner interventions.** In the spirit of the Paris Declaration, the Government, while assuming its leadership, has implemented a consultation process with development partners and involved them throughout the process of developing the strategy. Thus, all the interventions of these partners must first find anchoring points in the national strategy, thus enabling them to respond fully to the country's development needs.
- ◇ **A framework for guiding analytical work to inform development management.** The formulation of the NDS30 was underpinned by a series of extensive analytical work aimed at informing choices, defining priorities and aligning objectives and resources. These activities include the review of sectoral strategies, work on the sources of growth, characterization of emergence, etc.

## **BOX 1: African Union Agenda 2063**

Agenda 2063 is a plan for the structural transformation of Africa which was approved by the Heads of State and Government of the African Union (AU) in January 2015. The AU's Vision to "build an integrated, prosperous and peaceful Africa, an Africa led and managed by its own citizens and representing a dynamic force on the international scene" was reaffirmed.

Agenda 2063 is divided into seven Aspirations : (i) a prosperous Africa based on inclusive growth and sustainable development; (ii) an integrated, politically united continent based on the ideals of pan-Africanism; (iii) an Africa of good governance, respect for human rights, justice and the rule of law; (iv) a peaceful and secure Africa; (v) an Africa with a strong cultural identity, values and ethics; (vi) an Africa whose development is people-centred, drawing in particular on the potential of youth and women; and (vii) an Africa as a strong and influential actor and partner on the world stage.

### **Objectives:**

1. High standard of living, quality of life and well-being for all on science, technology and innovation;
2. Educated citizens and a skills revolution based on science, technology and innovation;
3. Healthy and well-nourished citizens;
4. A transformed economy and secure jobs;
5. Modern agriculture for increased productivity and output;
6. A blue/maritime economy for increased economic growth;
7. Climate resilient and ecologically sustainable economies and communities;
8. A united Africa (federation or confederation);
9. Primary financial and monetary institutions established and operational;
10. Africa with excellent infrastructure everywhere;
11. Democratic values and practices, universal human rights, principles of justice and the rule of law entrenched;
12. Capable institutions and transformed leadership are in place at all levels;
13. Peace, security and stability preserved;
14. A stable and peaceful Africa;
15. A fully functional and operational African Peace and Security Architecture (APSA);
16. A primordial African cultural renaissance;
17. Full equality between men and women in all spheres of life;
18. Involved and empowered youth and children;
19. Africa as a major partner in world affairs, and peaceful coexistence;
20. Africa that takes full responsibility for financing its development.

## e. MAIN ENUNCIATIONS OF THE DOCUMENT

**9.** The NDS30 is divided into three parts, namely: (i) review of development policies, orientations and objectives of the strategy; (ii) pillars of the strategy; and (iii) macroeconomic implications and steering mechanism.

**10.** Part I is divided into two chapters:

- The first chapter, entitled Review of Development Policies, assesses the implementation of policies over the 2010-2019 period. It highlights the main outcomes and lessons learned from the implementation of the GESP;
- The second chapter presents the main orientations on which the formulation of the strategy, objectives, guiding principles and key considerations are based.

**11.** As for the second part, it develops the strategy itself and is made up of four chapters corresponding to the various pillars.

- The first pillar addresses the issue of structural transformation of the national economy which is the main driver of this strategy. It deals with economic planning which must lead to the resolution of well-identified problems such as low productivity of family farms in rural areas (by dealing very precisely with determinants and factors of production), the dynamics of industrialization by directly embracing efforts to be made on key aspects (cf. PDI), and productive infrastructures on which priorities must be clear and very precise. It also addresses aspects relating to regional integration and trade facilitation, private sector development, environmental protection and transformation of the financial system.
- The second pillar is related to human capital development. It addresses sectoral strategies with a social vocation (education and vocational

training, health, social protection, access to other basic social services, etc.) with a view to building a more productive workforce.

- The third pillar deals with the promotion of employment and economic integration, in particular, underemployment, matching training to jobs, matching training supply to demand of the productive sector in terms of manpower and support to companies in the sector.
- As for the fourth pillar, it focuses on governance, decentralization and strategic management of the State. It deals with the rule of law, human rights protection, decentralization and local development, the judicial system, law enforcement and security, the role of the state in the economy, etc. This pillar also includes issues related to multiculturalism and bilingualism which are central to the third dimension of Vision 2035, "unity in diversity".

**12.** The third part covers macroeconomic implications and the steering mechanism. It is divided into two chapters, viz.:

- Macroeconomic and budget framework of the strategy which analyses the implications for macroeconomic aggregates of the implementation of the strategy. It also describes the impact of the implementation of recommended global and sectoral reforms on the profile of overall growth, sectoral developments, investment levels and financing of the economy as a whole in relation to the reference scenario.
- Steering, monitoring and evaluation and financing of the strategy.

**13.** The document also includes annexes, including the scoreboard of indicators for monitoring the strategy, flagship projects, main reforms, a matrix of priority actions, as well as tables resulting from the scoping work.



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PART ONE :

**REVIEW OF DEVELOPMENT POLICIES, ORIENTATIONS  
AND OBJECTIVES OF THE STRATEGY**

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## CHAPTER 1

# REVIEW OF DEVELOPMENT POLICIES

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**14.** The Growth and Employment Strategy Paper (GESP) was prepared in a HIPC initiative post-completion point national context, characterised by a significant inflow of public resources released to the country through the cancellation of a large part of its external debt. In addition, the international environment was also marked by an increase in the prices of some mass consumer goods, coupled with a global financial crisis. Under these conditions, the development strategy is hinged on a logic of expanding public investment, to provide the national economy with a set of basic economic infrastructures, making it possible to facilitate access to factors of production. The idea was that the private sector would use these structuring infrastructures for its expansion by generating decent formal employment, which would redistribute income and reduce poverty, in an environment of improved governance.

**15.** The GESP was built around three pillars: a growth strategy; an employment strategy; and a governance and strategic management strategy for the State. This baseline framework had as target: (i) achieving an annual average growth rate of 5.5% over the period of the strategy; (ii) improving the employment situation by reducing the underemployment rate from 75% in 2007 to less than 50% in 2020; (iii) reducing poverty, to bring the poverty rate down at the end of the period to 28.7%, from 39.9% in 2007. Key considerations had also been identified as general orientations to keep the strategy on track.

**16.** Moreover, it should be underscored that the GESP was only the first phase of implementation of the Vision adopted in 2009 which aims to make Cameroon an emerging and democratic country united in its diversity by 2035. In this wise, Cameroon will have to reach the level of New Industrialised Country by the time it emerges. In order to formulate the strategy for operationalizing the second phase of the Vision, it was necessary to conduct a review of development policies

implemented during the first phase. This evaluation then fed into the vitality of the entire consultative process of preparing this strategy.

**17.** This chapter includes a summary of: (i) the general evaluation of the GESP; (ii) the qualitative evaluation resulting from the participatory consultations; and (iii) the assets-opportunities-challenges-threats analysis resulting from the prospective work carried out.

### 1.1. OVERALL EVALUATION OF THE GESP

**18.** The review of development policies carried out as part of post-GESP planning work highlighted the capacity of the Cameroonian economy to generate a positive growth dynamic in an unfavourable domestic and external environment. Yet, the situation of underemployment has worsened and the income-poverty rate has fallen only marginally.

#### a. GROWTH AND MACROECONOMIC SITUATION

**19.** The evaluation of the GESP highlights in particular the importance of developments planned under the first generation of major projects (Kribi Industrial and Port Complex, Lom Pangar Dam, Memve'ele Hydroelectric Dam, Mekin Dam, Second Bridge over the Wouri, etc.) which would substantially strengthen the country's infrastructure base in terms of ports, energy and roads, in particular. In addition, the implementation of the GESP has enabled a substantial increase in the path of growth from 3% under the PRSP period to 4.5% under the 2010-2019 period. This average growth, which nevertheless fell by 0.8 points compared to the 5.5% target set in the GESP, still reflects the resilience of the Cameroonian economy to various economic and security shocks. As for the inflation rate, it remained under control at around 2% on average per year, below the CEMAC convergence threshold of 3%.

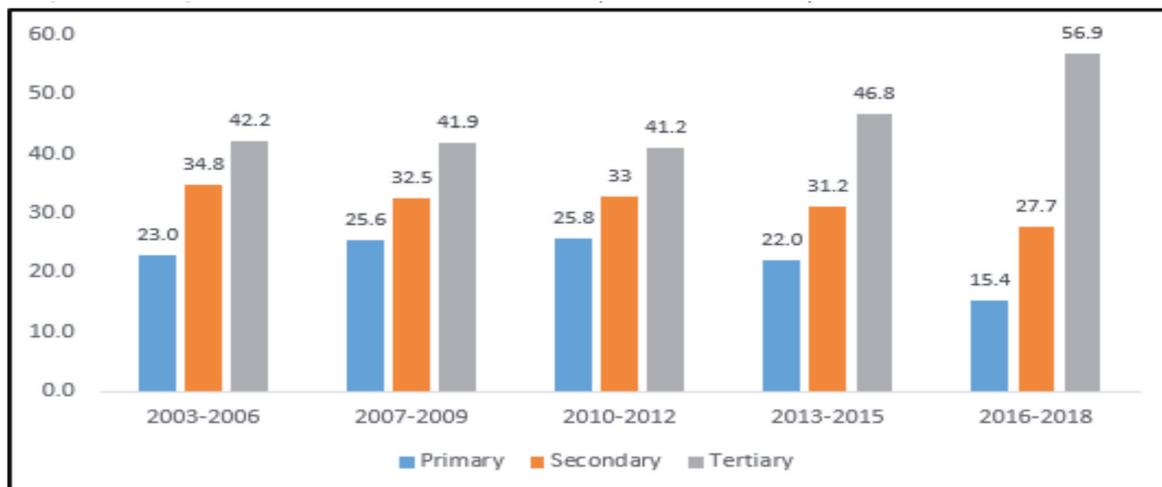
**Graph 1:** Evolution of the GDP growth rate between 2004 and 2018

Source: NIS data.

**20.** In dynamic analysis (**Graph 1**), the growth rate remained close to the GESG projections between 2010 and 2015, mainly due to the launch and implementation of several structuring projects. From 2016 onwards, a slowdown in the economy was observed following the decline in commodity prices since 2014, particularly oil, and security shocks in the Far-North, East, North-West and South-West Regions.

**21.** With regard to per capita income, GNI per capita has grown steadily since the PRSP period and continued until 2015. It more than doubled from 2003 to 2014, from \$740 to \$1510, before declining slightly. Although Cameroon recorded an average annual growth rate of 5.2 percent during the 2003-2017 period, GNI per capita still remains between the thresholds of \$1,006 - \$3,955 (in 2017 value), still placing Cameroon in the category of lower-middle income countries.

**22.** In terms of sectoral developments, the overall structure of the distribution of GDP per sector has not evolved in the desired direction. In fact, the share of the primary sector, which was 25.8% and was expected to rise to 33.2%, rather degraded. This situation indicates that not only are actions in favour of 2nd generation agriculture and mining still modest, but also that the traditional dynamism of the sector is running out of steam. At the same time, the secondary sector, which represented 33% in 2010, also experienced a significant drop to 28.2% in 2018. On the other hand, the tertiary sector is becoming increasingly important, rising from 41.2% to 57.1%. In view of these results, the Cameroonian economy has over time become a "service economy" contrarily to the logic of structural transformation through industrialization.

**Graph 2:** Average evolution in the distribution of GDP per sector of activity between 2003 and 2018

**Source:** National Accounts, NIS

**23. With regard to Public Finances,** the GESP provided that despite the downward outlook of oil production and the entry into force of VPAs, total oil revenues would remain above 15% of GDP by 2020. This ratio averaged 16.1% per year over the review period. The GESP also projected that the ratio of non-oil revenues to GDP would increase to 13.1% in 2020. This ratio was already above the expected value in 2017, at 13.5%. However, there is an average decline of 8.2 percentage points in the share of oil revenues in the State's own revenues over the 2010-2017 period, compared to the PRSP implementation period. In fact, this share fell from 30.8% to 22.6% between the two periods.

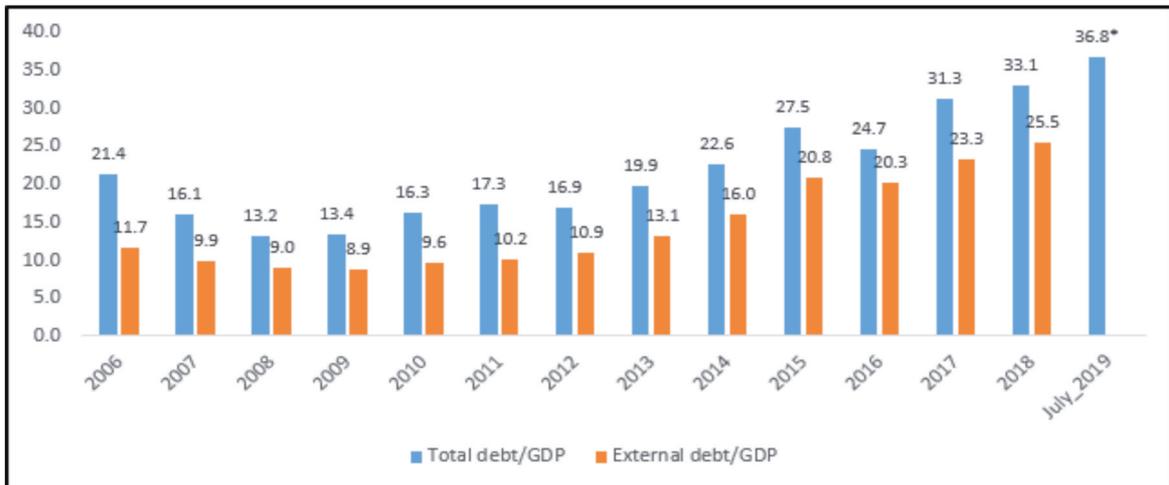
**24.** Own revenues increased over the period 2003-2018, rising from 1363.3 billion CFA Francs to more than double in 2018 (about 3,324 billion CFA Francs). This momentum is mainly driven by the increase in non-oil revenues, despite the reduction in oil revenues due to the decline in world oil prices since 2014. Over the same period, expenditure, excluding debts servicing, increased continuously from CFAF 1,095.8 billion to more than triple (CFAF 4,654.5 billion). Thus, from 2003 to 2018, the State's own revenues doubled while expenditure, excluding debt service, rather tripled, thereby explaining the significant recourse to external sources of financing.

**25.** It is also noted that throughout the PRSP implementation period, the Overall Budgetary Balance Base Commitment (SBGBE) excluding grants remained in surplus, while it became in deficit during the PRSP period. In 2009, it accounted for only 0.1% of GDP and gradually increased to its highest value in 2014, at 3.2% of GDP. This upturn can be explained, on the one hand, by the increase in government spending on massive recruitment in the civil service in the first years of implementation of the strategy for growth and employment and the priority given to the execution of major projects. On the other hand, the decline in commodity prices, particularly oil prices in 2014, led to lower than expected revenues.

**26.** Thus, after a long period of debt reduction, following the HIPC initiative, the period covered by the GESP has resulted in a gradual increase in the stock of public debt. The debt-to-GDP ratio rose from 16.3% in 2010 to 31.3% of GDP in 2017 and then to 36.8% at the end of July 2019.

**27.** This sustained rate of indebtedness requires more caution, although Cameroon's public debt sustainability ratios remain below the normative ceilings at multilateral level (CEMAC criterion) and at national level (criteria set out in the GESP). In fact, the ratios of public debt (domestic and external) to GDP<sup>2</sup> and external debt to GDP remained below 70% and 40%, respectively.

<sup>2</sup> Debt ratio.

**Graph 3:** Evolution of the public debt-to-GDP ratio between 2006 and 2019 (%)

Source: MINFI data (CAA, 2019)

**28. With regard to external balance**, during most of the PRSP period, the trade balance was in surplus. Since 2009, it became in deficit and this deficit has increased further during the implementation of the GESP. This situation is due, on the one hand, to the 2008 crisis following the rise in the prices of basic

necessities, which led to a reduction in import taxes on these products. On the other hand, it could be explained by the massive importation of capital goods for the implementation of the GESP's structural projects (dams, bridges, ports, highways, etc.).

**Graph 4:** Evolution of trade balance (in % of GDP) between 2005 and 2018

Source: National Accounts, NIS.

**29.** As regards the monetary and banking sector, financial assets increased from CFAF 2 756 billion in 2009 to CFAF 5 958 billion in 2018. Foreign currency external assets remained comfortable over the period, rising from CFAF 1 896 billion (including CFAF 1 368 billion on the account of operations with the French Treasury) in 2009 to CFAF 2 070 billion (including CFAF 1 945 billion on the account of operations with the French Treasury) in 2018.

**30.** Overall, the Cameroonian monetary sector has shown very weak performance in developing and financing the economy over the period. Two main indicators are pointers to the weak development of the monetary system: (i) money supply in terms of percentage of GDP remained very low, rising from 18.7% in 2009 to 23.5% of GDP in 2018; this rate moved from 139.1% in 2009 to 124% in 2018 for Malaysia and from 120% in 2009 to 124.3% in 2018

for Thailand; (ii) credit to the economy in terms of percentage of GDP also remained very low (11.2% in 2009 against 15.9% of GDP in 2018). This

indicator was 111.6% in 2009 and 119.4% of GDP in 2018 for Malaysia and 98.6% in 2009 and 111.7% in 2018 for Thailand.

**Table 1:** Performance of the monetary system from 2009 to 2018 (CFAF billion)

Items	2009	2010	2011	2017	2018
<b>1. RESOURCE COUNTERPARTS</b>	<b>2 756</b>	<b>2 800</b>	<b>3 068</b>	<b>5 164</b>	<b>5 958</b>
1.1. Net external assets	1 896	1 845	1 627	1 970	2 070
<i>of which operations account balance</i>	1 368	1 311	1 290	1 580	1 945
<b>1.2. Domestic credit</b>	<b>860</b>	<b>955</b>	<b>1 441</b>	<b>3 194</b>	<b>3 888</b>
Net claims on the State	-518	-640	-502	145	471
<i>Including: GDP</i>	-389	-522	-346	204	514
<b>Appropriations for the economy</b>	<b>1 378</b>	<b>1 595</b>	<b>1 943</b>	<b>3 049</b>	<b>3 417</b>
<i>of which credit to the non-financial private sector</i>	1 228	1 411	1 743	2 834	3 114
<b>2. RESOURCES OF THE MONETARY SYSTEM</b>	<b>2 756</b>	<b>2 800</b>	<b>3 068</b>	<b>5 164</b>	<b>5 958</b>
<b>2.1. Money supply</b>	<b>2 300</b>	<b>2 626</b>	<b>2 897</b>	<b>4 407</b>	<b>5 043</b>
<i>Fiduciary circulation</i>	448	501	526	978	1056
<i>Bank deposits</i>	1 852	2125	2371	3429	3987
2.2. Shareholders' equity and other net items	456	174	171	757	915
GDP (CFAF billion)	12 285	12 948	13 843	20 328	21 426
<b>Credit to the economy in % of GDP</b>	<b>11.2%</b>	<b>12.3%</b>	<b>14.0%</b>	<b>15.0%</b>	<b>15.9%</b>
<b>Money supply in % of GDP</b>	<b>18.7%</b>	<b>20.3%</b>	<b>20.9%</b>	<b>21.7%</b>	<b>23.5%</b>
<b>Malaysia</b>					
<i>Credit to the economy in % of GDP</i>	111.6%	110.7%	112.3%	118.8%	119.4%
<i>Money supply in % of GDP</i>	139.1%	134.0%	138.6%	124.3%	124.2%
<b>Thailand</b>					
<i>Credit to the economy in % of GDP</i>	98.6%	98.8%	107.2%	113.5%	111.7%
<i>Money supply in % of GDP</i>	120.0%	118.7%	127.2%	125.9%	124.3%

Sources: MINFI, BEAC & IMF

## b. SOCIO-ECONOMIC SITUATION, EMPLOYMENT AND POVERTY

**31. Employment situation.** With the employment strategy contained in the GESP, the Government intended to reduce the share of the informal sector in national economic activity and generate tens of thousands of jobs in the formal sector per year. The Government has acted not only by recruiting several thousand young people into the public service, but also through a large number of initiatives such as: (i) the National Action Plan for Youth Employment (PAN EJ); (ii) the Integrated Support Project for Informal Sector Actors (PIAASI); (iii) the Programme to Support Rural and Urban Youth (PAJER-U); (iv) the Project for the Socio-economic Integration of Young People through

the Creation of Microenterprises for the Manufacture of Sports Equipment (PIFMAS); (v) High Manpower Intensity Projects (HIMO), etc.

**32.** However, the deployment of all these efforts at the end of the first five years of implementation of the GESP has not led to an overall improvement in the underemployment situation. The underemployment rate has worsened from 75.8% in 2005 to 77% in 2014.

**33. Situation of poverty and income inequality.** There has been a slight decrease in the income poverty rate, which measures the proportion of the population living below the poverty line. In fact, according to the fourth Cameroon Household Survey (ECAM-4) conducted in 2014, the poverty rate fell by 2.4 points

to 37.5% from 39.9% in 2007 and 40.2% in 2001. However, this performance still

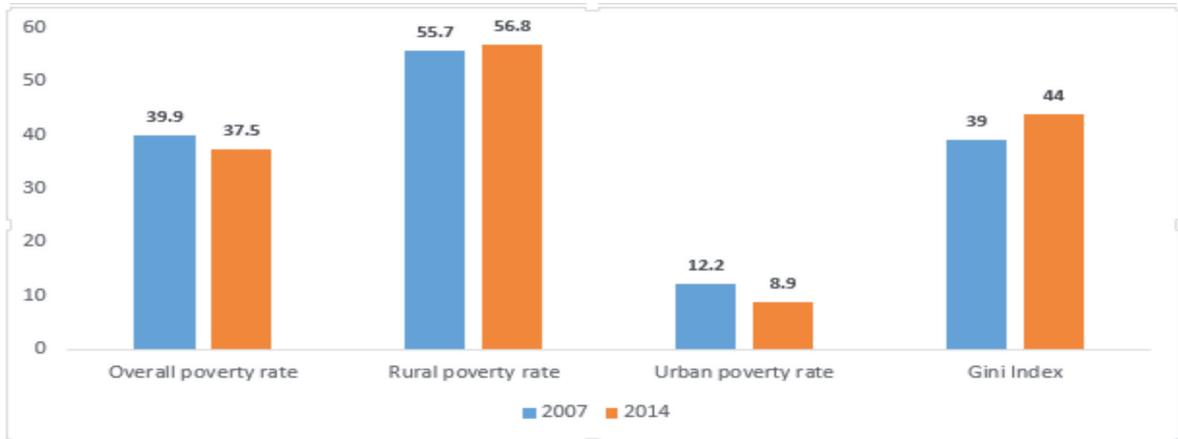
falls short of the GESP's expectations which projected a poverty rate of 28.7% in 2020. This situation is the result of lower than expected growth and weak wealth redistribution mechanisms.

**34.** While the poverty rate in urban areas has decreased significantly from 12.2% in 2007 to 8.9% in 2014, it is worsening in rural areas, from 55.7% in

2007 to 56.8% in 2014. In this dynamic, the phenomenon of poverty tends to become residual in urban areas, and to become characteristic of rural areas. In fact, 9 out of 10 poor people live in rural areas.

**35.** In addition, inequalities have increased (the GINI index rose from 39% in 2007 to 44% in 2014, an increase of 5 points over the past seven years) thereby widening the gap between the rich and the poor.

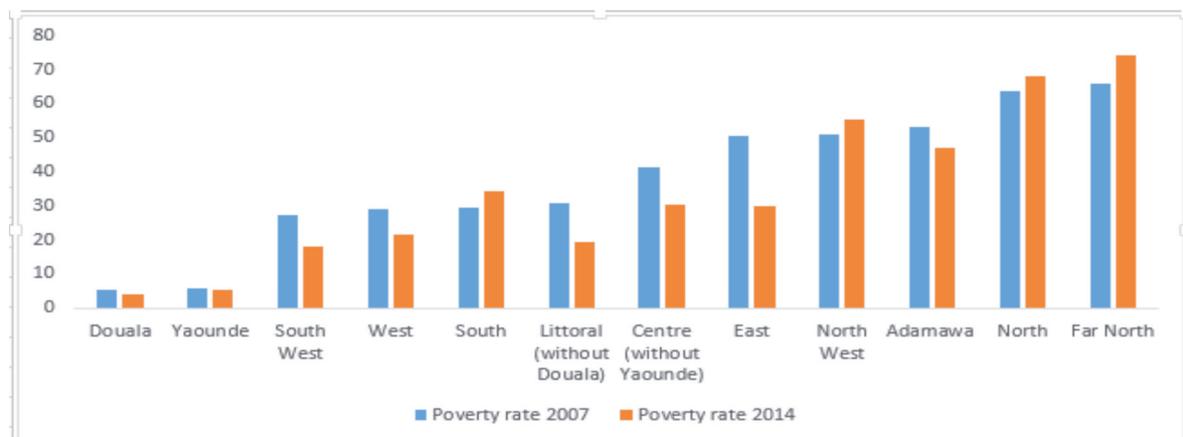
**Graph 5:** Evolution of poverty and social inequality between 2007 and 2014



**Sources:** ECAM 3 and 4, NIS

**36.** The poverty profile also shows strong regional disparities. The Far-North (74.3%), North (67.9%), North-West (55.3%) and Adamawa (47.1%) Regions have the highest poverty rates and they are above the national average (37.5%). In a dynamic period between 2007 and 2014, poverty worsened in four regions: the Far-North, South, North-West and North.

**Graph 6:** Poverty rates per Region



**Sources:** ECAM 3 and 4, NIS

**37. Access to drinking water and electricity.** The decline in poverty between 2007 and 2014 is more noticeable in terms of drinking water, the proportion of households with access to drinking water rose from 45.3% in 2007 to 61.0% in 2014, an increase of 15.7 points. On the other hand, the proportion of households with access to electric lighting increased from 48.8% in 2007 to 62.1% in 2014 for the country as a whole, but it remains low in rural areas (35.1%). In general, access to drinking water and health networks as well as social services remains generally limited in rural areas. This has a major impact on the health of the population, and is reflected in infant mortality indicators and population life expectancy which remains relatively low in Cameroon (56 years in 2017).

**38. Housing and living environment.** Cameroon continues to face the effects of rapid and uncontrolled urbanization. In most cities, unhealthy and unfit housing areas represent a significant proportion. Thus, the wanton occupation of land, precarious housing, hygiene and public health problems are some of factors that have amplified the vulnerability of people and fostered the deterioration of the living environment in popular neighbourhoods.

**39. Sanitation.** The sanitation situation is worrying in both urban and rural areas. Overall, sanitation conditions are deteriorating, with a decline in the proportion of the population with access to improved sanitation facilities (44.7% in 2001 against 40.4% in 2014). This proportion is higher in urban areas (58%) than rural areas (29%). Furthermore, this sector faces several constraints of an institutional, organizational, technical and financial nature.

**40. Health.** In the area of health, Government's efforts, particularly in immunization coverage for children aged 12 to 23 months and free malaria care for all children under 5 years of age, have led to improvements in some key indicators. Thus, life expectancy at birth increased from 51.4 years in 2009 to 56 years in 2017; infant mortality rate (0 to 1 year) decreased from 62 per 1,000 in 2011 to 48 per 1,000 in 2018. The infant and child mortality rate (0-5 years) improved from 122 per 1,000 in 2011 to 79 per 1,000 in 2018. Conversely, with regard to maternal health, the maternal mortality rate has increased from 669 deaths per 100,000 live births over the period 1997-2004, to 782 deaths over the period 2004-2011. The proportion of assisted deliveries increased from 63.6% in 2011 to 69% in 2018.

**41.** With regard specifically to malaria, the fight against this disease has focused in particular on the distribution of long-lasting insecticide-treated mosquito nets (LLINs) and free care for pregnant women and children under 5 years of age. From 2010 to 2018, malaria morbidity decreased in children under 5 years of age (from 56% to 31%), pregnant women (from 49% to 22%) and persons over 5 years of age (from 33% to 24%). During the same period, hospital morbidity due to malaria was reduced from 41.6% to 24%. With regard to HIV/AIDS, prevalence decreased from 5.5% in 2004 to 3.4% in 2018. These advances are the result of better access to and free availability of antiretroviral drugs, allowing more patients to receive indicated treatment

**42. Education.** Due to demographic pressure, demand is increasing at all levels of education. In basic education, the gross pre-school enrolment rate dropped from 39% in 2017 to 36.8% in 2018. This decline is due to the instability observed in the South-West and North-West Regions which are experiencing serious disruptions in the functioning of several schools.

**43.** In primary education, the completion rate in this cycle increased from 73% in 2012 to 76.7% in 2016. This rate fell significantly in 2017 to 72.1%. In 2018, the universalization of primary education was reflected in the strengthening of public primary education provision, support for the enrolment of girls and the improvement of the quality of education in primary schools.

**44.** In secondary education, the admission rate into form one increased almost linearly from 52.36% in 2011 to 69.68% in 2016, before falling significantly in 2017 to 55.38% due to the security crisis in some parts of the country. The relative weight of technical and vocational education has dropped from 22.2% in 2014 to 18.81% in 2017. Finally, higher education has witnessed a significant boom since 2000. In general higher education, student enrolment increased from 196,461 in 2010/2011 to 353,840 in 2016/2017.

### **c. GOVERNANCE SITUATION**

**45.** During the period of implementation of the GESP, major institutional progress has been made. In fact, the Senate, the upper house of parliament, has been established and is fully functional. The same applies to the Constitutional Council which distinguished itself for the first time in the electoral dispute following the

presidential election of October 2018. In addition, Law No. 2016/007 of 12 July 2016 on the Penal Code was promulgated.

**46.** In terms of local governance, the first competences were transferred to councils by the central State in 2010. In accordance with the principle of progressiveness, in 2018, 63 competencies were transferred by 21 ministries. With regard to offences against public property, the system was strengthened with the creation of the Special Criminal Court (TCS), by Law No. 2011/028 of 14 December 2011, which has been operational since 2012.

**47.** In terms of economic and financial governance, the debt management framework has improved with the creation in 2008 of the National Public Debt Committee (CNDP) whose opinion must be sought on all matters relating to public debt and the granting of guarantees. In the area of public finance, mention can be made of: the introduction of programme-based budgeting; the establishment of a legal and institutional framework to improve the quality of expenditure and strengthen control over the management of public funds; the code of transparency and good governance in public finance management; the financial regime of the State and other public entities, etc. and the introduction of the Budget Orientation Debate (BOD) in the process of preparing the State budget by signing Decree No. 2019/281 of 31 May 2019 to set the budget timetable, the promulgation of Decree No. 2019/320 of 19 June 2019 to lay down the terms and conditions for the application of certain provisions of Laws No. 2017/010 and 2017/011 of 12 July 2017 on the general status of public institutions and public corporations.

**48.** With regard to performance management, the transparent operationalization of national and sectoral strategies is carried out through the PPBS chain, which is the logic of public policy intervention. Finally, human resource management in all public administrations has improved, particularly with the devolution of the management of certain career and payroll acts; improved access to information on individual administrative procedures and reorganisation of State personnel database.

**49.** However, the evaluation of the public financial management system according to the PEFA methodology carried out in 2016 reveals several

weaknesses in public financial management in Cameroon. Among these weaknesses are: weak internalisation of programme budgeting; weak monitoring of budgetary risks that can affect the State arising from the management of public institutions, public corporations and regional and local authorities; the existence of procedures for releasing funds, advance funds and direct interventions; insufficient access to information on public procurement and the failure to respect the principle of separation between the functions of contracting authority, control body and regulatory body.

**50.** With regard to public contracts, the persistence of problems relating to procurement procedures (administrative delays, low accountability of project owners, etc.), which led to delays in the start-up and quality of execution of several projects, led to the adoption of a new public contracts code in June 2018. This new code came up with several innovations, including: increased accountability of project owners or delegated project owners who now ensure the monitoring, regulation and control of contracts in place of the Ministry in charge of public contracts; the recognition of project maturation as a stage in public procurement; etc.

**51.** according to the rankings of some rating agencies, Cameroon is among the lowest ranked countries in terms of governance. According to Doing Business, Cameroon was ranked 167th out of 190 countries in 2019, after having been ranked 158th out of 189 countries in 2015. From this point of view, the issue of the business climate requires some extra efforts:

## 1.2. PARTICIPATORY EVALUATION

**52.** As part of the process of preparing this development strategy, the Government organized participatory consultations with various components of the Cameroonian society. These consultations were open forums for discussion on all topics related to economic and social development. They took place with the driving forces in each Region, then with each of the parliamentary houses, Technical and Financial Partners, members of the National Commission for the Promotion of Bilingualism and Multiculturalism and the Human Rights Commission, the Private Sector, and the National Scientific Community.

### a. REGIONAL CONSULTATIONS

**53.** The Government organized participatory consultations in the ten Regions to, inter alia: (i) present the main avenues of the Development Vision for 2035; (ii) present to stakeholders and representatives of the population the actions and strategies carried out since 2010 within the framework of the GESP; (iii) collect the beneficiaries' assessment of the achievements and their impact on improving their living conditions; (iv) collect the concerns and needs of the population and possible courses of action to resolve them, particularly in the fields of infrastructure (roads, electricity, water, etc.), agriculture, education and health. These consultations also allowed people to suggest actions to improve the quality of public policies in order to promote strong, inclusive and sustainable economic growth.

**54.** In general, people expressed mixed feelings about the implementation record of public policies. In fact, opinions are divided on the impact of these achievements on the improvement of living conditions. Some recognize and attest to the effectiveness of a large number of achievements at national and regional levels. However, for others, these achievements did not correspond to the real needs of the people and did not significantly improve their living conditions.

**55.** In the agricultural sector for example, projects carried out seem to have had a low impact on small farmers. Local farmers seemed not to benefit sufficiently from their labour, due to insufficient consideration of their daily problems which are summed up in: isolation of production basins, low agricultural inputs, product marketing difficulties, post-harvest losses and price fluctuations.

**56.** In addition, the populations mentioned the following difficulties: poor access of young people to information, their poor involvement in development projects at local level as well as inadequate guidance of young people in terms of access to financing. This situation can be partly explained by the difficulty of receiving terrestrial radio frequencies in some areas, inadequacy of community radio stations and inadequacy of radio programmes adapted to the local context.

**57.** Other concerns raised include: decentralization, compensation problems, release of rights-of-way, administrative delays, lack of accompanying measures

for certain projects, weakness of human capital, existence of a certain inconsistency in the allocation and implementation of some projects at local level, energy deficit, lack of technology, isolation of certain localities, low maturity of projects, poor choice of some service providers, difficulties in paying service providers, corruption, lack of patriotism, favouritism and insufficient governance in general, security problems, low involvement of local populations, particularly young people and women, in the choice, implementation and monitoring of development projects.

### b. CONSULTATIONS WITH PARLIAMENTARIANS

**58.** Consultations were held with each of the houses of parliament to share information on the status of implementation of the GESP and development priorities. In general, parliamentarians dwelt on the need to improve the functioning of the administration in order to make it more effective and efficient. The issues of control of public finances, access to water and electricity in urban and rural areas, road maintenance and rehabilitation, development of solid human capital, youth employment, technology transfer, development of the digital economy, innovation and anticipation of technological progress are, for parliamentarians and senators, all drivers to be considered for development.

### c. CONSULTATIONS WITH TECHNICAL AND FINANCIAL PARTNERS (TFPs)

**59.** A consultative workshop was organized with Technical and Financial Partners to establish with them the terms and conditions for close collaboration throughout the process and their participation in the implementation of priorities for the next phase of the Vision. In this regard, the Multi-Partner Committee co-chaired by the United Nations Development Programme (UNDP) has been identified as the preferred platform for this collaboration. Moreover, the partners and the administration agreed that the new strategy should take into account international development instruments such as the Sustainable Development Goals, the African Union's Agenda 2063, the African Continental Free Trade Area (ACFTA), the resolutions of the Conference of the Parties on Climate (COP 21) and the CEMAC Development Vision. Beyond the substantive considerations, TFPs reasserted their involvement in the process of reviewing sectoral strategies and carrying out specific studies.

**d. DISCUSSIONS WITH THE NATIONAL COMMISSION ON HUMAN RIGHTS AND FREEDOMS (NCHRF) AND THE NATIONAL COMMISSION FOR THE PROMOTION OF BILINGUALISM AND MULTICULTURALISM (NCPBM)**

**60.** Specific consultative meetings were held with the National Commission for the Promotion of Bilingualism and Multiculturalism and the Human Rights Commission. They provided an opportunity to discuss with these structures the issues of living together, bilingualism and multiculturalism, on the one hand, and the ways to improve the situation of human rights and freedoms in Cameroon, on the other. With the NCHRF, the key idea that was highlighted is the need for diligence in the processing of court cases and the need to specialise judges in legal matter including criminal law, tax law, family law, and economic and financial law.

**61.** For its part, the NCPBM indicated that according to multiple assessments, Cameroon does not have a problem of living together, given the development of intercommunity relations and the acceleration of national integration. Thus, the problem would rather come from the distribution of benefits and public infrastructure between communities and localities. It is this distribution that deserves to be questioned and truly addressed in the context of the national development strategy. The commission also indicated that on the horizon of emergence, all Cameroonians should be officially bilingual (English and French) and nationally bilingual (2 national languages, including the language of their native culture).

**e. CONSULTATIONS WITH THE PRIVATE SECTOR**

**62.** A consultative meeting was held with the private sector to discuss the need for greater synergy in development action and for a forward-looking exercise over the next ten years. The aim is to enable the private sector to play its full role in economic and social development, in the spirit of a global partnership as indicated in Sustainable Development Goal 17. In this context, the idea of an emblematic project carried out in partnership between the private sector and the State has been raised. The need for

digital development, the need to review the law on incentives for private investment so that it cannot generate unfavourable distortions for investors already established in market segments because of advantages granted to new entrants, the need for better market regulation, available, accessible and competitive energy, cities including Douala and Yaoundé with adequate infrastructure to support economic activity, business governance, clarity, transparency and efficiency of public action are all subjects that have also emerged from the discussions.

**f. CONSULTATIONS WITH THE SCIENTIFIC COMMUNITY**

**63** A scientific conference was organized and it provided an opportunity to discuss with the academic and scientific community on theoretical paradigms and frameworks as well as on the country's major economic, social and governance issues. It also provided an opportunity to gather the opinions and suggestions of academics on strategies and structural measures to be carried out in the various fields of economic and social development in order to achieve the objective of emergence. In addition to the theoretical aspects of economic development, the presentations and discussions at the conference covered the following themes: competitiveness; debt to financing the economy; poverty and rural development; human capital and population dynamics; institutional governance; and decentralization. At this conference, the following recommendations were made : (i) pursue active policies for the protection of sectors that are vulnerable to the implementation of EPAs as well as develop of new financial instruments suited to the capital needs of the productive sector and revitalize the savings of the banking system; (ii) restructure the producers around large cooperatives in accordance with the OHADA Uniform Act in order to facilitate farmers' access to markets, credit, land, training and to reduce post-harvest losses; (iii) reform the pension scheme so that it is a reward for the demographic dividend and prioritizing vocational training; and (iv) define development priorities in contrast to the "big push" approach and defining tools for the equitable allocation of resources to RLAs.

## **BOX 2: Synthesis of the recommendations of the Major National Dialogue (MND)**

From 30 September to 4 October 2019, the Major National Dialogue was held in Yaounde, chaired by the Prime Minister, Head of Government, on the very high instructions of the Head of State. The purpose of this meeting was **"to examine ways and means of responding to the deep aspirations of the populations of the North-West and South-West but also of all the other components of the Nation"**. At the end of the dialogue, the following main recommendations were formulated around the eight themes addressed:

1. **Bilingualism, cultural diversity and social cohesion:** Improve the practice of bilingualism, enroot cultural diversity, strengthen national social cohesion, adopt legislation that provides for equitable use of both official languages.
2. **Education system:** Maintain the two education sub-systems in the education sector reform, regulate the proliferation of teachers' unions and promote better organization. Ensure collaboration between teachers' unions and the Government.
3. **Judicial system:** Translate all legal instruments into both official languages and ensure their simultaneous publication in both languages. Create a law school for the training of lawyers and all general legal practitioners in Cameroon. Establish the Common Law Section at the Supreme Court of Cameroon as a full-fledged chamber.
4. **Return of refugees and internally displaced persons:** Take measures to grant a general amnesty to facilitate the return of refugees and displaced persons. Provide "resettlement and reintegration kits" for refugees and IDPs.
5. **Reconstruction and development of conflict-affected areas:** Rehabilitate public facilities and infrastructure destroyed or rendered obsolete as a result of their non-use due to the crisis. Rebuild priority economic infrastructures to support or revive production systems by restarting public agro-industrial corporations in the affected regions, compensate/rebuild individual properties destroyed, religious congregations, traditional leaders' palaces, community and private production units; set up a direct social assistance programme for victims; create sustainable jobs for young people and women, especially in crisis-affected areas.
6. **Disarmament, demobilization and reintegration of ex-combatants:** Develop and implement a holistic communication strategy that focuses on peace offer.
7. **Role of the diaspora in the crisis and its participation in the country's development:** Reform the Nationality Code for the adoption of dual or multiple nationalities, adopt the principle of diaspora representation in parliament and government, create a high council of the diaspora; create a transnational diaspora investment and development agency.
8. **Decentralization and local development:** grant the North-West and South-West Regions a special status in accordance with Article 62 paragraph 2 of the Constitution. Effectively set up the regions as soon as possible. Allocate 10 to 15% of the State budget to RLAs, expunge the provision on the appointment of government delegates under the special regime applicable to certain localities.

### 1.3. ASSETS AND CHALLENGES

**64.** In launching a new planning cycle for the 2020-2030 period, the Government of Cameroon is well aware of the main assets on which the country can rely, the challenges to be overcome, the opportunities to be seized but also the risks to which the country's development dynamics are exposed.

**65. Among the main assets,** Cameroon can count on a young and dynamic population, capable of absorbing various technologies and innovations to generate a growth dynamic in the medium and long term. To achieve this, those youths will need to benefit from an environment of opportunities, generated by a cemented public-private partnership able to properly articulate job supply and demand.

**66.** In addition, Cameroon has natural potential that has earned it its status as Africa in miniature. These potentials, if properly harnessed for national prosperity and in a coherent logic of land use planning and sustainable development, could bring the country to its full growth potential and reduce poverty to a residual level. With this in mind, the Government has been working alongside with post-GESP planning to develop a national and ten regional land use and sustainable development plans and a zoning plan.

**67. Among the opportunities,** Cameroon must use its strategic position in the Gulf of Guinea not only to consolidate its position as a hub for the sub-region's economy (CEMAC), but also to take advantage of an extended market of more than 300 million inhabitants within the framework of the Economic Community of Central African States (ECCAS) and its proximity to Nigeria. The African Continental Free Trade Area reinforces this opportunity for access to a much larger market. Other agreements, particularly the Economic Partnership Agreements (EPAs), with the European Union, allow Cameroon to consolidate market opening opportunities, even if they require efforts to upgrade companies.

**68. With regard to challenges,** the country faces a major social deficit due to slow decline in poverty levels and growing inequality. This social fragility can act as a flaw in a sociological fabric that has already been put to test. For example, the recruitment of some young people into extremist movements was one of the most obvious consequences of this fragility during the implementation of the GESP.

**69.** On the economic front, the issue of improving the business climate in Cameroon remains a constant

concern. According to the latest rankings of some rating agencies, Cameroon is among the lowest ranked countries. These rankings send the message of a governance and business climate that is not very favourable for project development and execution. However, for its development, the country needs to attract a substantial level of Foreign Direct Investment (FDI), often including technology transfers that are beneficial to industrialization.

**70.** In addition, the Government has become well aware of the inadequacies in the effectiveness and efficiency of public spending. Project preparation/maturation processes have not always led to the timely commissioning of infrastructure. The issue of unit costs, which are often high, also needs to be properly addressed in order to promote the projects' own profitability and improve their impact on growth.

**71.** The quest for national unity has always been at the heart of the State's concerns. The multiplicity of more or less autonomous centres of influence, sometimes based on the great sociological diversity that characterizes the country, appears today to be a great danger to the construction of Cameroon. In addition, the democratic process, despite significant progress, still faces difficulties. In view of the insecurity and socio-political crises that the country has experienced in recent years, one of Cameroon's major challenges remains the restoration of peace, consolidation of living together and national unity. This challenge calls for participatory and more decentralized management with the involvement of all segments of the population.

**72. Regarding threats,** the authorities are aware that a persistence of the crisis in the South-West and North-West Regions could seriously compromise the country's development ambitions. In fact, peace is a prerequisite and an indispensable condition for the people's aspirations for emergence. Hence the need to put an end to this crisis. Beyond that, it will be necessary to eradicate the BOKO HARAM terrorist sect and to continue to work for peace and security in the Gulf of Guinea and in the sub-region. On the economic front, the country must further strengthen its resilience to fluctuations in commodity prices and the negative consequences of the international economic and financial crises. This implies addressing development problems with mainly endogenous solutions and building self-sufficiency in terms of basic needs of the population.

## CHAPTER 2

# GENERAL ORIENTATIONS AND DEVELOPMENT GOALS 2030

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**73.** The implementation strategy of the first phase of Vision 2035 was based on a substantial increase in the stock of infrastructure to facilitate access to production factors and reduce their costs, to enable companies to increase their production capacities and generate growth. Emphasis was therefore laid on physical capital (execution of major structural projects).

**74.** The strategic logic was to boost economic growth through massive investments. It was based on a portfolio of promising major industrial projects, including iron mining, the installation of new aluminium smelters, gas liquefaction, cobalt-nickel and diamond mining, and chemical fertilizer production, among others. However, the execution of these industrial projects depended on a number of facilities such as energy, ports and means of transport.

**75.** However, this approach was not quite effective for the Cameroonian economy which is import-inclined and which, just like any “price taker” country, suffers the adverse effects of an often unfavourable fluctuation in prices of export primary products. This situation deprived the economy of the expected multiplier effect and helped to further widen trade balance and public deficit. In fact, it led to a particularly rapid increase in debts even though hard currencies were dwindling.

### 2.1. FUNDAMENTAL ORIENTATIONS

**76. Mix between import/substitution and export promotion.** In the NDS30, the Government has opted for import substitution and export promotion policies while relying on the comparative advantages of the national economy. In fact, consultations held so far suggest that forces and resources be channelled towards locally developed sectorial and industrial solutions in order to trigger a self-enhancing dynamic of long-term growth while better mobilizing the use of engineering coupled with private financing and development aid.

**77. Strategic and pragmatic State.** The State will develop facilities to enable the emergence of the private sector as main vector of economic growth. It will also conduct targeted interventions in highly strategic sectors, especially through public procurement. The idea will be to revamp the national economy through the creation of a local transformation system for raw materials supported by public procurement. This will be done in order to conveniently meet the demands of economic stakeholders in terms of goods and services through a qualitative and competitive local offer. Furthermore, it will entail, in partnership with the private sector, to strengthen the structuring of production chains around “national champions”.

**78. Association of indicative planning and imperative planning:** In terms of its design and implementation approach, this national development strategy is a blend of two planning approaches. It is a combination of the rather restrictive five-year planning format and that revolving around strategic planning. They are similar to five-year plans in terms of their precision, their concision and the organization of the implementation of projects and programmes concerned. However, the difference lies in the fact that, even though the said plans were adequately exhaustive, they could not easily be adapted to changes in the national and international environment.

### 2.2. GUIDING PRINCIPLES

**79.** Guiding principles of this strategic planning include the need: (i) to maintain the stability of the macro-economic framework; (ii) for single planning (that clearly and unambiguously outlines the various tools of sector-based, theme-specific and geographically-bound planning) ; (iii) to plan for smooth, balanced and equitable development of the nation; (iv) to plan development action within the framework of decentralization ; (v) to include in the planning process,

remedial measures for areas hit by social and security crises; (vi) to include the ideals of unity in diversity and improve on the relationship between the state and its citizens; (vii) to consolidate strategic management of the State and create maximum opportunities for the private sector to occupy its rightful place and plays the role of locomotive in the economy; (viii) to, while planning, take into account international development commitments while contextualizing them and to ensure the effective alignment of development partners' interventions with the country's development choices.

### 2.3. VISION 2035 AND OBJECTIVES

80. The orientations of this national development strategy, which covers the second decade 2020-2030 of Vision 2035, revolve around the objectives formulated within this baseline framework. This Vision which aims at making Cameroon “**an emerging and democratic country united in its diversity**”, has the following four overall objectives: (i) curb poverty to a socially acceptable level; (ii) become a middle-income country; (iii) attain the level of Newly Industrialized Country; and (iv) strengthen national unity and consolidate the democratic process.

81. In order to sustain the 2035 emergence plan, the NDS30 intends to engage in a structural transformation of the economy by effecting fundamental socio-economic structural changes so as to promote endogenous and inclusive development while preserving opportunities for future generations. **Given that the goal is to attain the status of a Newly Industrialized Country, efforts will be channelled towards an industrialization strategy which stands out as the focus of this national strategy.**

82. As such, it highlights a number of strategic objectives with the following targets:

- **Create a conducive environment for economic growth and the accumulation of national wealth and ensure that necessary structural adjustments for the country's industrialization are made.** The purpose will be: (i) to increase the annual growth rate from 4.6% to 8.1% on average between 2020 and 2030; (ii) to increase growth of the secondary sector (excluding oil) beyond 8% on average, (iii) to reduce trade balance deficit from 8.8% of GDP in 2018 to less than 3% in 2030. This objective includes SDGs 8, 9, 11 and 12.
- **Improve on the living conditions of populations as well as their access to basic social amenities by ensuring that poverty and underemployment are considerably reduced.** The main target will be to: (i) reduce the rate of poverty from 37.5% in 2014 to less than 25% in 2030; (ii) curb underemployment from 77% in 2014 to less than 50% in 2030; (iii) increase Human Capital Index from 0.39 in 2018 to 0.55 as well as Human Development Index from 0.52 in 2016 to 0.70 in 2030. Achieving this objective contributes to attaining the targets of SDGs 1 to 7 and SDG 10.
- **Intensify adaptation and mitigating measures against the effects of climate change and environmental management to ensure economic growth as well as sustainable and inclusive development.** This will be in order to attain SDGs 13, 14 and 15 alongside their contextualized targets.
- **Improve governance in order to strengthen public action performance in attaining development goals.** This will include pursuing necessary reforms to enhance proper functioning of institutions and speeding up decentralization. Achieving this objective will make it possible to attain the targets of SDGs 16 and 17.

### BOX 3: Sustainable Development Goals (SDGs)

<b>SDG 1</b>	Eradicate all forms of poverty world wide
<b>SDG 2</b>	Eradicate hunger, ensure food safety, improve nutrition and promote sustainable agriculture
<b>SDG 3</b>	Enable everyone to be in good health and promote the well-being of all irrespective of age
<b>SDG 4</b>	Guarantee fair, inclusive and quality education for all as well as opportunities for lifelong learning
<b>SDG 5</b>	Achieve gender equality and empower all women and girls
<b>SDG 6</b>	Ensure that all have access to sustainably managed water and sanitation services
<b>SDG 7</b>	Ensure access for all to reliable, sustainable and modern electricity services at an affordable cost
<b>SDG 8</b>	Promote sustained, shared and sustainable economic growth, full and productive employment as well as decent work for all
<b>SDG 9</b>	Build resilient infrastructure, promote sustainable industrialization that benefits everyone and encourage innovation
<b>SDG 10</b>	Reduce inequalities in and across countries
<b>SDG 11</b>	Ensure that cities and human settlements are open to all, safe, resilient and sustainable
<b>SDG 12</b>	Institute sustainable consumption and production methods
<b>SDG 13</b>	Take emergency measures to combat climate change and its repercussions
<b>SDG 14</b>	Conserve and sustainably exploit oceans, seas and marine resources for sustainable development purposes
<b>SDG 15</b>	Preserve and restore the earth's ecosystem by carrying out sustainable exploitation, sustainable forest management, by combatting desertification, halting and reversing the land degradation process and stopping the depletion of biodiversity
<b>SDG 16</b>	Promote the emergence of peaceful and inclusive societies for sustainable development purposes, ensure that all have access to justice and set up effective, accountable and inclusive institutions at all levels
<b>SDG 17</b>	Revive global partnership for sustainable development

## 2.4. KEY CONSIDERATIONS

**83. Key considerations are developed as major milestones that allow for verification of the strategy's implementation. They are minimal and explicit conditions that constitute the foundation of the said strategy. They also serve as benchmarks and developer for the commitment of authorities. Thus, the Government intends to:**

- i. Ensure resources transferred to Regional and Local Authorities make up at least 15% of the State revenue. This will be done by increasing investment operation transfers and accelerating the institution of local public service;
- ii. Attain at least a 60% public procurement of goods and services addressed to local industries including those pertaining to forces of law and order. The aim here is to initiate an incentive process and create opportunities for local industrial production of goods and mostly services, especially for SMEs and SMLs, and also boost job creation;
- iii. Complete all ongoing projects and finalize all procedures for full commissioning of infrastructure emerging from major first generation projects by executing related projects so as to enable them produce expected economic effects;

- iv. When executing large-scale projects, prioritize Project-Finance approaches as well as Public-Private Partnership that will help to adequately involve the private sector and effectively mobilise investment resources. This presupposes, on the one hand, streamlining response times to investors with major projects and, on the other hand, rigorously determining project implementation deadlines and organizing project steering to reduce decision-making centres and administrative procedures as much as possible;
- v. Finalise land reform to facilitate the effective availability of land resources to investors, farmers, real estate developers, transport infrastructure construction programmes, etc.;
- vi. Promote emergence and support national champions in sectors that are drivers of structural transformation of the economy by setting up and operationalizing economic zones and also ensuring increased flow of created incentives for the development of enterprises;
- vii. Prioritize the maintenance of existing equipment and infrastructure in order to guarantee their durability and usability. This will help ensure efficient use of public property, consolidate achievements strengthen the programming consistency.

## 2.5. MAIN AVENUES OF THE STRATEGY

**84.** The strategy centres on four main avenues (pillars). The first pillar, related to structural transformation of the national economy, deals with economic planning which will help to solve well-defined problems. They include: low level of industrialization and the weakness of upstream and downstream intersectoral linkages, inadequate structuring and productivity of Family Farms (EFA) in rural areas (while specifically targeting

determinants and factors of production); productive infrastructure whose priorities must be clearly defined. **Since the purpose of emergence is to make the country a Newly Industrialized Country (NIC), the industries and services development strategy is the focal point from which other sector-based strategies were enunciated.**

**85.** The second pillar deals with Human Capital Development. It addresses sectoral strategies with a social focus (education and training, health, social protection, employment, etc.) with a view to building a more productive workforce. From this point of view, the Government's action is part of a logic of continuous improvement of social policies, in line with the theories of endogenous growth, which suggest that most of the growth would come from the meeting of well-prepared human resources with technological innovation.

**86.** The third pillar addresses job promotion and integration of youths in the economic sector. More specifically, it deals with the issue of underemployment, matching job and training with special emphasis on tailoring trainings to suit the demands of the productive labour sector as well as supporting companies in the sector. The aim will be to set up an effective framework for the emergence of most job-creating enterprises, i.e. very small enterprises, SMEs, the social economy, particularly cooperatives and craft industries. Furthermore, particular attention will be paid to regulating the labour market in order to optimise the use of human resources.

**87.** The fourth pillar is on governance, decentralization and strategic management of the State. Apart from conventional aspects, this last pillar includes issues related to local development, multiculturalism and bilingualism which are at the core of the third dimension of the Vision 2035, which is "unity in diversity"



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PART TWO :

**PILLARS OF THE STRATEGY**

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## CHAPTER 3

# STRUCTURAL TRANSFORMATION OF THE ECONOMY

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**88.** The structural transformation of the economy involves intensification of the manufacturing industry as well as high-productivity service sectors and technology catch-up, resulting in an increased productivity of agriculture and its modernization due to increased demand for agricultural produce.

**89.** However, the national economy's production system is dominated by the tertiary sector which accounted for 48.3% of GDP over the period 2010-2018. Exports were made up essentially of raw materials (66%), reflecting a low level of processing which makes it impossible to generate significant added value and benefit from comparative advantages. In addition, the import structure shows an increase in final consumer goods whose share in imports increased from 32% over the 2000-2009 period to 34% over the 2010-2017 period. This increase in imports without any corresponding exports of equivalent value leads to a trade balance deficit and hence foreign currency flight. Moreover, the employment structure did not experience any major changes in the last two decades, and remains concentrated in subsistence agriculture.

**90.** Ultimately, Cameroon's growth during this period, although significant, was characterized by a strong extraversion not allowing the triggering of real structural transformation of its production methods commensurate with the factor allocations, notably employment, thus limiting productivity gains from better value chain development and international market opportunities. In addition, this growth has led to imbalances, including the structural deficit of the current account and a persistent budget deficit.

**91.** On the strength of these observations, Government intends to carry out the structural transformation of Cameroon's economy by stimulating, through proactive measures and policies, fundamental changes in the economic and social structures in order to promote a more inclusive and sustainable development without compromising the chances of future generations. To achieve this, it will be necessary to: (i) develop manufacturing industries and services; (ii) develop

agricultural production and productivity; (iii) pursue the modernization of productive infrastructures; (iv) strengthen regional integration and trade facilitation; (v) further revitalize the private sector and help emerge national champions; (vi) further include environmental and nature protection concerns; and (vii) strengthen the national financial system.

### 3.1. DEVELOPING INDUSTRIES AND SERVICES

**92.** In order to jumpstart the country's industrial development, the first phase of the Vision focused mainly on modernizing the production apparatus through massive investments in infrastructure, including energy, transport, telecommunications and access to water. The implementation of these policies helped to raise the manufacturing sector's share of GDP from 8% in 2010 to 12.9% of GDP in 2017, thus exceeding the target of 50.4 points. However, some structural difficulties in the industries and services sector did not fundamentally change. The major constraints include: (i) weak competitiveness of enterprises (cost and quality); (ii) insufficient equity capital and managerial resources linked to the mainly family nature of companies' shareholding structure; and (iii) persistent and increasing anti-competition practices.

**93.** Over the period 2020-2030, the industrial development strategy optimally integrates Cameroon's Industrialization Master Plan (IMP) adopted in December 2016. Accordingly, the vision of the industrial sector by 2030 is to make Cameroon the switch (electricity supplier), *the feeder (supplier of agro-industrial produce) and the equipment manufacturer (supplier of capital goods including furniture) of ECCAS and Nigeria.*

**94.** Indeed, two main industrial development guidelines are adopted, namely promotion of the manufacturing industry and technology catch-up. These guidelines will help facilitate Cameroon's integration

into the global economy on the one hand and, on the other hand, accelerate import/substitution while intensifying export. Objectives include: (i) increasing the share of the secondary sector in GDP from 28.2% in 2018 to 36.8% by 2030; (ii) increasing the manufacturing added value from 12.9% in 2016 to 25% in 2030; and (iii) raising the share of export of manufactured products from 26.25% in 2015 to 54.5% in 2030. This model of economic growth driven by manufacturing requires a shift in total factor productivity (TFP) from an average contribution of 5% to 16% in recent years to a target of 30% to 40% of the GDP growth rate in the medium and long term.

**95.** The industrialization strategy relies on a limited number of driving sub-sectors. It is also based on the requirement to optimally couple or coordinate the approach of meeting domestic demand for industrial products through import substitution and that of external demand through exports or international trade with the greatest potential regionally and globally.

**96. The strategic perimeter chosen by Government comprises 9 (nine) driving industrial sub-sectors: energy, agribusiness and digital technology, and also Forest-Wood, Textile-Clothing-Leather, Mining-Metallurgy-Siderurgy, Hydrocarbons-Refining, Chemicals-Pharmaceuticals and Construction-Services-Professional-Science-Technology sectors. In addition to industrial services, the development of industry will be accompanied by non-financial services.**

### 3.1.1 Energy industry

**97.** Based on its robust and dense energy resource potential, Cameroon's goal is to produce abundant energy to improve the living conditions of its people, meet its industrialization needs, and become an energy exporting country. This ambition implies a restructuring of the national energy sector and harmonization of the main compartments of the organization of this sector with the stakes involved and the challenges to overcome in the short, medium and long term, from production to distribution through the critical node of current and future national and regional interconnected transport networks.

**98.** To this end, three guidelines have been selected: (i) develop the significant national hydroelectric potential; (ii) develop alternative energies to better meet specific needs such as cooking food, transport

(particularly urban transport), urban electrification, manufacturing industries, etc.; (iii) strengthen and optimize the use of biomass.

### 3.1.2 Agri-business

**99.** From 1960 to 1990, Cameroon set itself the goal of achieving food self-sufficiency. In the era of globalization, with the almost universal opening of borders, this objective should be coupled with the constraints of international trade rules and their impact on the balance of payments in general, and the trade balance in particular. At the same time, eating habits have changed due to a greater ease of supply of cities by the international market; there is thus a significant increase in imports of foodstuffs, particularly rice, maize, fish, milk and wheat.

**100.** It is also noted that the Economic Community of Central Africa States (ECCAS) and Nigeria have experienced similar developments, opening a vast field of commercial transactions today mainly captured by food products of Asian, European and American origin. The combination of these facts and developments should open interesting prospects for Cameroon.

**101.** As such, Cameroon's ambition for the period 2020-2030 is to increase the quantity and quality of the production of agricultural products in order to ensure food self-sufficiency, to supply the growing demand of national agro-industries for agricultural raw materials and conquer international markets especially those of the ECCAS and ECOWAS sub-regions. Achieving this objective necessarily leads to the compliance of: (i) agro-industrial production; (ii) modernization of agriculture, livestock, fisheries and agriculture; and (iii) marketing of agro-industrial production on the external market. More specifically, this will entail supplying domestic markets and those of ECCAS, including Nigeria, with 2nd and 3rd level processing agro-industrial products through further enhancement of local raw materials and promotion of exports.

**102.** Priority sectors of agro-industrial development will be exploited, notably: cotton, cocoa-coffee, palm oil, sugar, rubber, rice, maize, banana-plantain, fish, milk and meat. They will come under specific short- and long-term development plans aimed at increasing their production, strengthening their competitiveness and developing downstream value chains thanks especially to the implantation of processing industries.

In this approach, Government will, in partnership with the local and/or foreign private sector, systematically seek to help emerge “national champions” around which production, processing and marketing (including exports) of such sectors will be organized and structured.

### 3.1.3 Digital technology

**103.** In the area of digital technology development, Cameroon faces the dual challenge of accelerated and transformative industrialization of the economy on the one hand, and its integration into the dynamics of information and communication technologies on the other hand, given that neutralization of the digital divide is the ultimate issue in this area. To face this challenge, it will be imperative to promote a synergy of actions of the strategic partnerships between the State and major national and international private operators.

**104.** More specifically, it will be necessary to: (i) reconfigure the national digital ecosystem, particularly by restructuring the sector through the creation of a digital infrastructure heritage company; (ii) build the consequent digital infrastructure; and (iii) secure networks globally. In addition, Government plans to set up digital and technology parks for: (iv) developing the production of digital content; (v) increasing and diversifying digital uses and services; (vi) developing the manufacturing and assembly of digital parts and appliances.

### 3.1.4 Forest-Wood

**105.** In addition to the production of energy biomass, developing this sector will aim to rationally develop the exploitation and use wood and strengthen transparency in the management of council and community forests.

**106.** Thus, the actions planned for the development of this sector will focus on: (i) developing forest plantations; (ii) strengthening the wood processing industry up to the 3rd processing level for the manufacture of furniture, the construction of homes and buildings and industrial uses. To this end, Government will especially specify the orientation of public orders regarding the supply of furniture to government services and strengthen standards for the use of wood in construction. In addition, Government will set up a suitable framework for the emergence of wood technology parks.

### 3.1.5 Textile-Clothing-Leather

**107.** The Textile, Clothing and Leather sector has two main branches: (i) the textile and clothing industries branch and (ii) the leather and footwear industries branch. Because of its intrinsic characteristics and its territorial hold over almost the entire northern zone of the country, this sector is a major challenge for the national economy in terms of industrialization, socioeconomic development and regional development. In spite of significant historical and natural assets, the development thereof is today facing many constraints which hinder and penalize a balanced growth of the activities of this sector.

**108.** The strategic rapprochement between SODECOTON and CICAM should help to set up an integrated industrial pole around which the cotton-textile sector will be structured. In this light, 4 (four) objectives have been set: (i) increasing national cotton production at the threshold of 600,000 tons/year by 2025; (ii) integrating the industrial processing of the local fibre to reach a minimum rate of 50% by 2030; (iii) developing an industry for the manufacturing and designing of uniforms, including sportswear (jerseys, tracksuit, basketball, etc.) capable of meeting at least 50% of domestic demand; and (iv) supplying the major State bodies (army, police and civilian) with uniforms and clothing incorporating at least 60% of Cameroonian cotton. Furthermore, the State will explore possibilities of revamping tannery and the leather manufacturing industry (boots, bags, belts, etc.).

### 3.1.6 Mining-Metallurgy-Siderurgy

**109.** The national mining sector represents a powerful catalyst for infrastructural and energy development, a vector of coherent endogenous industrialization and an instrument to guide the regional development process. Development of the Mining-Metallurgy-Siderurgy sector is based essentially on a set of integrated projects/programmes and focuses on optimizing the mineral resources of the country, in a logic of decisive increase in industrial production on the one hand, and the creation of stable and sustainable employment pools, on the other.

**110.** In the field of extractive industries, Government intends to implement major first generation mining projects which have not yet effectively started. Furthermore, to develop the mining-metallurgical-Siderurgy sector, six policy guidelines were adopted, notably: (i) increased securing of mining conventions

adopting a general audit that should propose a redirecting of the policy of granting mining concessions to transnational corporations and the obligation for subscription of hedging contracts; (ii) active support from the best local companies directly involved in the mining value chain, without subcontracting their entire conventions to foreign partners; (iii) systematic support to inter-branch organizations supervising the artisanal sectors in the exploration, mining and marketing of gold, limestone and precious minerals (diamond, sapphire, corindon, etc.) and in the jewellery trades; (iv) increased valuation of building materials from the local mining sector; (v) continuation of the inventory of the national geological potential by producing and updating large-scale maps (scales greater than or equal to 1/200,000) to facilitate the exploration of deposits and the diversification of minerals and mineral materials; (vi) building institutional capacity through a complete upgrading of national research laboratories in the sector.

### 3.1.7 Hydrocarbons-Refining-Petrochemicals

**111.** In this area, Government plans to develop its potential by positioning SNH as a reference strategic operator in the Hydrocarbons-Refining-Petrochemical sector.

**112.** To this end, actions will entail: (i) developing the oil potential in order to maintain the flow of oil revenues and its contribution to Cameroon's development; (ii) developing, directly by SNH and through association agreements with international partners, exploration and enhanced recovery in the current productive basins, and ensure that the potential of new on-shore basins in the North is fully explored; (iii) updating and enhancing the oil potential of the Bakassi peninsula; (iv) ensuring that the legislative and fiscal framework (oil and gas code) remains an incentive for exploration and production of Cameroon's hydrocarbon resources; (v) stepping up prospecting efforts to increase reserves, maintain and increase production; (vi) making the best use of the gas potential and updating the Gas Plan; (vii) developing petrochemicals [methanol-fuel and olefins (ethylene, propylene)]; (viii) restructuring and increasing SONARA's capacity; (ix) developing, in possible partnership with the private sector, a tar production plant; (x) leading, in partnership with the private sector, a viable project for a new and major 5 million tons/year regional refinery in Kribi; and (xi) building the capacity for maintenance and repair of oil platforms.

### 3.1.8 Chemicals-Pharmaceuticals

**113.** The objective is to build a competitive Cameroonian chemical and pharmaceutical industry integrated into Cameroon's economy, to serve the domestic and regional markets (ECCAS) and Nigeria.

**114.** To achieve this objective, the authorities plan to: (i) promote, through public order and other appropriate channels, an industrial fabric of innovative, dynamic and growing SMEs in the chemicals-pharmaceuticals sector to promote synergies by grouping into sectoral and territorial clusters (competitiveness poles); (ii) develop an upstream segment for the production of basic chemicals and polymers at competitive costs, needed for the diversification of the chemical industry towards the plastics industry, specialty chemicals and chemical formulation sectors, cosmetics and pharmaceuticals, into basic chemical products; (iii) develop, within the integrated palm oil and rubber sectors, segments that allow supply of basic products to the cosmetics and oleo-chemical industries ("green chemicals"); and (iv) develop the pharmaceutical industry by boosting production of generic forms of the most used molecules (quinine, amoxicillin, ibuprofen, glucose, etc.).

### 3.1.9 Construction-Services-Professional-Scientific-Technical

**115.** In view of a model of economic growth driven by manufacturing industry and technological development, an accelerated and transformative industrialization strategy must take advantage of an efficient and competitive construction industry that emphasizes operational excellence in the preparation and execution of construction projects, including factories and infrastructure.

**116.** This sector, which accounted for 4.91% of GDP in 2016, has a direct structural and functional link with professional, scientific and technical activities (particularly architecture and engineering activities, more specifically engineering and building project management) with a weight of 5.73% of GDP in 2016. It aims to be a major vector for the success of industrial and infrastructural projects involved in the implementation of the accelerated and transformative industrialization strategy of Cameroon's economy and to minimize the number of low profitability projects.

**117.** Operationally speaking, it will entail: (i) structuring, coordinating and optimizing the

operational and functional link between the construction industry and professional, scientific and technical activities with a focus on operational excellence in the preparation and execution of industrial and infrastructure projects; (ii) building an efficient and competitive construction industry by aligning the industry with the best international standards and practices in the engineering and construction trades; (iii) building a strong national capacity to manage industrial and infrastructural projects and programmes operationally by aligning the training curricula in these trades with the relevant international standards and best practices, by creating the national order of project management experts; (iv) creating conditions for the development of national orders of the critical professional disciplines.

### 3.1.10 Development of non-financial services

**118.** Commercial non-financial services (transport, trade, tourism, arts and culture, sports, real estate and employment services) play a key role in marketing industrial products. Between 2010 and 2018, such services accounted for a significant share of GDP (48.3%) but the specific diagnostic analysis of this sector reveals some difficulties that prevent its effective development. These include: (i) weak capacity to reduce the infrastructure deficit that limits transport services supply; (ii) poor regulation of the domestic market; and (iii) inefficient arts and culture tourism development policies. In order to take real advantage of the economy of this sector, the authorities intend to promote the development of services: (i) transport; (ii) trade; (iii) tourism; (iv) arts and culture; (v) real estate; and (vi) employment.

**119. For the development of transport services,** Government intends to: (i) draw up and implement a national road safety plan; (ii) liberalize the domestic air transport market in view of the single African air transport market; (iii) set up a railway heritage company as part of the railway network development programme; (iv) develop urban mass transport services (skytrains, metro, tramway, etc.).

**120. Regarding trade,** in order to ensure fair and healthy competition on the domestic market, Government intends to: (i) amend Law No. 98/13 of 14 July 1998 relating to competition; (ii) transform the National Competitiveness Commission into an independent authority with more power; (iii) modernize commercial fraud control and repression mechanisms; (iv) build the capacity of consumer right

associations and the entities in charge of their supervision; (v) develop quality infrastructure including standardization, technical regulations (standards made mandatory), metrology; and (iv) reform marketing channels in order to preserve the trade margins and income of producers. This will entail: (i) carrying on the implementation of the National Exports Strategy; (ii) irradiating the domestic, sub-regional and regional market with products stamped “made in Cameroon”; (iii) developing e-commerce; (iv) improving the foreign trade statistical system in order to strengthen trade watch; and (v) devising a trade defence strategy. In addition, export policy will be strengthened through the creation and organization of the Export Promotion Agency (EXPA).

**121. To promote the growth of tourism,** Government intends to: (i) define and organize (public and private) investment priorities around two or three flagship tourism products; (ii) gradually phase out of the management of accommodation facilities and adopt incentives to the development of public-private partnerships in tourism, handicraft and cultural services; (iii) increase tourist opportunities particularly by facilitating investments in accommodation facilities and also by promoting cultural sites and events; (iv) structure tourism sector stakeholders; (v) set up a tourism products information system; (vi) develop people's education in the tourism culture; (vii) ensure implementation of standards in accommodation services. The objective is to arrive at 3,500,000 tourists per year by diversifying tourism opportunities and promoting luxury tourism such as the gulf course, nautical sports, etc. Achieving this goal requires mobilization of the domestic private sector and international investors.

**122. In the field of arts and culture,** Government intends to develop creative cultural industries, particularly through the implementation of integrated development plans in the sectors of heritage, books and the press, cinema, audio-visual and interactive media, design and creative services in the arts, visual arts and crafts, culinary arts, performing arts and festivals. More specifically, the idea will be to: (i) continue the inventory and enhancement of cultural heritage; (ii) structure artistic corporations and crafts (music, plastic art, photography, etc.); (iii) develop the film industry; (iv) intensify teaching of arts in school curricula by making substantial investments; (v) create, under the supervision of RLAs, structures for the training and promotion of arts and culture (cultural centres, conservatories, etc.).

**123.** Government also intends to pay particular attention to the following actions for the development of this sector: (i) modernization of the regulatory framework by promoting standards; (ii) improvement of the competitiveness of cultural enterprises and their products; (iii) development of innovation throughout the value chain of sectors; (iv) search for and develop new markets at local, national, regional and international levels, particularly through certification of origin; (v) improvement of artistic and cultural equipment and infrastructure; and (vi) development of the various links in the industry's production chain, by offering tax and customs incentives.

**124.** In addition, in order to promote a competitive and efficient handicraft industry that contributes to the improvement of the living conditions of craftsmen and to economic, social and cultural development, Government's ambition is to: (i) build the capacity of craftsmen and their professional organizations; (ii) set up a mutualist system to cover the risks incurred by craftsmen and craft enterprises; (iii) develop fair trade mechanisms for craft products; and (iv) set up a financing mechanism adapted to the handicraft sector.

**125. In the field of sport,** Government has, in recent years, undertaken to develop sports infrastructure for elite and mass sports, particularly through: (i) the rehabilitation of numerous sports facilities such as the omnisports stadium and the military stadium in Yaounde; (ii) the launch of several management structure projects in preparation for the 2021 AFCON, such as the Olembe sports complex (Yaounde), the Japoma sports complex (Douala), the Bafoussam municipal stadium, etc.

**126.** Concerned, on the one hand, with the financial profitability of the various infrastructures, and in view of the opportunities offered by the sports industry (manufacturing of sports accessories), Government intends to set up a strategy around the sports economy. The aim will be to reorganize mass and elite sport with a view to gradually professionalizing the practice of sport in promising areas, particularly football. In this regard, Government will encourage the promotion of cultural activities and the organization of competitions at all levels (national, regional and council) on a permanent basis in various disciplines. Furthermore, it encourages young people to further train and improve their skills in the clothing industry and shoe manufacturing trades in order to massively produce a number of sports accessories (jerseys, tracksuits, tennis shoes, boots, balls, etc.) for the domestic market.

**127. With regard to real estate,** Government plans to: (i) substantially increase public and private housing supply in line with the estimated deficit of more than one million housing units; (ii) extend and increase the availability and accessibility of land reserves and developed plots, particularly through prior development of new urban neighbourhoods; (iii) promote public-private partnership in the construction of homes by the private sector; (iv) promote local materials to reduce costs in the construction of houses; and (v) reform public entities in the sector to improve their performance (Housing and Loans Fund, SIC, MAETUR).

**128. With regard to employment-related services,** in line with the national employment strategy, Government intends to: (i) review the regulations of the branch of activity concerning employment-related services; (ii) organize the employment-related services sector in order to facilitate the development of specialized enterprises (staff placement, recruitment, human resources management, staff training, etc.); (iii) develop incentives for youth employment; (iv) restructure the National Employment Fund (NEF) to make it more efficient and professional.

### 3.2. DEVELOPMENT OF AGRICULTURAL PRODUCTIVITY AND PRODUCTION

**129.** Agriculture is a major component in the structural transformation of Cameroon's economy. Indeed, increasing the productivity of the agricultural sector should positively impact industrial sectors, notably agribusiness. Moreover, it will not only contribute in improving food security but also generate additional income and jobs in the economy.

**130.** The actions undertaken to develop the rural sector in general and agriculture in particular allowed some improvements, although there are still lots of difficulties. In 2017, 16% of households suffered from food insecurity with a worse situation in rural areas (22.2%).

**131.** Implementation of public policies in this sector faced strategic difficulties, including the fact that common solutions were adopted for different types of actors in charge of production in the sector (family farms, medium- and large-scale farms) and the multiplication of programmes and projects devoted to the sector without proper targeting and inadequate

coordination by the competent services. Indeed, the rural sector is predominantly made up of family farms whose production capacity is limited by poor access to credit and inputs (fertilizers, improved seeds, quality veterinary services, technology, etc.), the use of rudimentary and artisanal techniques, the isolation of certain production areas leading to significant post-harvest losses, and the aging of rural populations. Medium- and large-scale farms still face difficulties of access to large areas and a weak link to companies, and operate in an unfavourable business environment (land and contract security).

**132.** As such, the major challenges to be faced in the development of this sector include: (i) structuring of inter-branch organizations; (ii) access to high productivity technologies and popularization of agricultural research findings; (iii) training of producers in modern farming techniques; (iv) agricultural mechanization and the functional link with agro-industries; (v) adaptation to the effects of climate change (CC); (vi) competitiveness on the domestic, regional and international markets; (vii) resilience to price fluctuations; and (viii) rejuvenation of the age of farmers and the emergence of a class of young agricultural entrepreneurs.

**133. Faced with this dynamic, Government reaffirms its option to carry out an agricultural revolution. The aim is to modernise the sector, increase its productivity, create jobs and thereby improve living standards, and reduce rural poverty by way of increased productivity through intensification of agribusiness activities and modernization of farms driven by the demand of the agro-food industries. To this end, Government intends to take measures leading to the improvement of the business climate in the agro-pastoral sector, and notably: (i) increase productivity, production and competitiveness of agricultural produce (plant, forestry, animal and fish); (ii) facilitate access to land, equipment and production infrastructures; (iii) structure and build the capacity of the sector's stakeholders.**

**134.** To attain these goals, special attention will be paid to some priority sectors, a part of which will be used primarily to develop agro-industries (rice, maize, cocoa/coffee, cotton, sugar, palm oil, rubber, banana-plantain, wood, milk, cashew) which are sources of foreign exchange and serve as raw materials for agro-industries as well as for food products (sorghum,

cassava, potato, fish, honey) that contribute to meeting household demand for food in national and sub-regional markets. In addition, Government intends to promote the development of niche agricultural products (geographical location such as penja pepper, oku honey and organic farming products) and better exploitation of non-timber forest products.

### **3.2.1. Increased productivity, production and competitiveness of agro-sylvo-pastoral and fisheries products**

**135.** Increasing the productivity, production and competitiveness of agro-sylvo-pastoral and fisheries products will be based on: (i) promoting a structured sector approach around agro-pastoral and fisheries value chains, while taking into account the specificities of the different agro-ecological zones; (ii) providing support for access to inputs; (iii) promoting the most efficient technologies; and (iv) popularizing research findings.

**136. With regard to the promotion of agro-pastoral and fisheries value chains,** Government intends to: (i) promote the constitution of medium- and large-scale agricultural concerns around which the other actors of the sector will be structured, upstream and downstream; (ii) promote the structuring of actors with a view to setting up an inter-branch organization by sector; (iii) set up a domestic market and export information system (price, export standards, quality criteria, etc.); (iv) strengthen the consultation framework involving all actors in the sector (Government, civil society, private sector, technical and financial partners, NGOs and research institutes).

**137. Regarding access to inputs,** the aim will be:

- **For plant production:** (i) intensify and enhance public-private partnerships for the establishment of high-yield industrial nursery systems; (ii) encourage large- and medium-scale farms to develop their own nurseries to which small-scale peripheral producers will have access; (iii) rehabilitate the network of women for the multiplication, promotion and dissemination of plant material and the development of new areas for the production of high consumption seeds; (iv) build plants for the production of chemical fertilizers and other treatment products; and (v) intensify agricultural research by IRAD through appropriate financing.

- **For animal and fisheries production:** (i) ensure the selection of productive animal breeds and fry species adapted to the local environment; (ii) produce and ensure proper distribution of quality food (feed) and veterinary products, allowing optimal growth of animal and fish species at an affordable cost to the local producer; (iii) encourage public-private partnerships for industrial production and the distribution of inputs necessary for animal and fish production (animal species, fry, feed, etc.); and (iv) develop research on animal species and food protocol.

**138.** In addition, the authorities intend, in a transversal manner, to: (i) ensure quality assurance and control of produced and marketed agricultural inputs (seeds, fertilizers, phytosanitary products, veterinary products, livestock and fish feed, improved bloodstocks, etc.); (ii) facilitate the creation of distribution networks; (iii) control the proper implementation of the regulations in force on fertilizers, pesticides and veterinary products.

**139. Regarding promotion of the most efficient technologies and popularization of research findings,** the idea is to: (i) set up an information system whose mission is to promote the most efficient technologies; (ii) promote the establishment of contracts between research institutes and stakeholders of the large-scale production of agricultural inputs; (iii) give preference to agricultural research in priority sectors; and (iv) ensure appropriate public funding of research in the agricultural sector.

### **3.2.2. Access to land, production equipment and infrastructure**

**140.** With a view to the mechanization of agriculture, Government intends to intensify its actions in: (i) access to land; (ii) access to production equipment; and (iii) improvement of rural production infrastructure.

**141. Regarding access to land,** Government will see through the reform of the sector in order to facilitate agricultural and industrial investments while providing project promoters with the legal support needed for a return on investment. Furthermore, Government intends to draw up the rural sector code and the pastoral sector code so as to better supervise agro-sylvo-pastoral and fisheries activities and the agro-sylvo-pastoral and halieutic orientation law in order to better supervise activities in the said sector.

**142.** Government also intends to carry on with the

development of large hydro-agricultural, pastoral and aquaculture areas, which will be allocated primarily to large- and medium-scale farms, for the priority agro-pastoral sectors selected (rice, maize, cocoa/coffee, cotton, sugar cane, palm nut, rubber, plantain, wood, milk, dairy cattle, beef cattle, fish, prawns, cashew nut). To that effect, the authorities will ensure consistency between land development, allocation and use interventions.

**143. For access to production equipment,** Government intends, in the area of agriculture and forestry, to: (i) ensure the functionality of regional equipment pools; (ii) ease access of producers' organizations to tractors, threshing and shelling equipment and any other material likely to help increase production; (iii) rehabilitate and provide seed farms particularly with seed and seedling packaging lines; (iv) set up agricultural produce preservation, storage and processing plants.

**144.** In the field of fisheries and aquaculture, the idea is to improve equipment and infrastructure for the production, processing, preservation and marketing of fisheries products through: (i) providing technical and logistical support for fishermen and fish-farmers (fishing nets, boats, etc.); (ii) providing fishing products processors with materials for drying and smoking fish; (iii) setting-up small refrigeration units and equipping actors with insulated boxes in high fish production areas; (iv) developing nursery centres and aquaculture plots in inland and offshore water bodies for private use; (v) developing landing points in major water bodies and fisheries; (vi) strengthening monitoring in order to better manage fishery resources in the exclusive economic zone.

**145.** In the livestock sector, the authorities plan to: (i) continue the building of Pulse Stations for the Modernization of Livestock Farming (PSMLF) and making them operational; (ii) build production, processing, preservation and storage centres for breeding products; (iii) develop networks of laboratories for analysis and manufacturing of veterinary drugs; (iv) continue the building of slaughterhouses, killing floors, cold stores and vaccination parks; (v) develop pastoral hydraulics, hatcheries, landing stages, milk collection and treatment centres.

**146. With regard to the improvement of support infrastructure,** Government will support regional and local authorities (RLAs) in the maintenance,

rehabilitation and development of roads/council roads, development of irrigation networks, construction of marketing and storage infrastructure, acquisition by management structures (SEMRY, UNVDA, etc.), technological parks and RLAs of equipment adapted to ecosystems, amplification of actions to develop hydro-agricultural spaces, lowlands, forage fields and transhumance corridors. In addition, Government will develop nurseries, fish ponds and water reservoirs for various uses.

### 3.2.3. Structuring and building the capacity of stakeholders

**147.** Government is considering promoting: (i) the creation, under the impetus of RLAs, in the main production basins, of Development Cooperative Societies bringing together producer organizers (EFA, CIGs and other organizations) in order to facilitate producers' access to inputs, improve agricultural productivity and producers' living conditions; (ii) finalization of alignment of the national law governing the cooperative sector with the OHADA Uniform Act on Cooperative Societies; (iii) setting-up an information system on agriculture and particularly on market, partnership and financing opportunities. In addition, the authorities intend to set up an appropriate financing system for agriculture and develop new forms of financing adapted to agriculture, such as warrantage which aims to reduce producers' specific problems by making financial resources available to them for a small part of their production and by storing all or part of that production.

**148.** With regard to stakeholder capacity building, State actions will focus on: (i) pursuing of specialized training in priority agricultural sectors in the various levels of education; (ii) improving the functionality of extension centres responsible for supervising producers such as agricultural posts, zoo-technical and veterinary centres and regional centres for agro-pastoral professionalization.

## 3.3. DEVELOPMENT OF PRODUCTIVE INFRASTRUCTURES

**149.** Aware of the driving role of infrastructure in facilitating trade and promoting strong and sustainable growth, Government took the commitment, as part of implementation of the first phase of the Vision, to invest heavily in infrastructure to make

Cameroon's economy competitive. This included: (i) increasing energy production capacity; (ii) increasing the rate of access to electrical energy; (iii) improving access to drinking water; (iv) developing the digital economy; (v) controlling the development of cities; and (vi) developing transport infrastructure.

**150.** Generally, despite the completion of several infrastructures over the past ten years, there are still significant difficulties in accessing such infrastructures. This situation stems from several causes including: (i) weak project management capacity; (ii) delays noted in the freeing of rights-of-way and conditions of compensation and re-housing; (iii) absence of prior studies on infrastructure projects; (iv) weak implementation of urban development plans; (v) weak multimodal integration of projects; (vi) inadequate consistency and poor coordination of actions in the various projects; (vii) inefficiency of the public procurement system; (viii) insufficient valuation of subcontracting; and (ix) inoperative research in the area.

**151.** To stay on the path of emergence by 2035, the shortcomings pointed out will have to be corrected while aiming at the Vision's targets. More specifically, this will entail: (i) finalizing, first and foremost, the implementation of major first-generation projects; (ii) ensuring the optimal functionality of existing infrastructures; (iii) rehabilitating public facilities destroyed or rendered obsolete by their inoperability; (iv) streamlining the start-up of new projects in accordance with project preparation standards; (v) formulating projects in an integrated manner to optimize their impact on the economy; (vi) systematizing counter-expertise for evaluation of the costs of major infrastructures; (vii) putting in place a cost baseline; and (viii) strengthening the project prioritization and selection process.

**152.** The main areas of infrastructure development are energy, transport, telecommunications, water and sanitation, urbanization and housing.

### 3.3.1. Energy infrastructure

**153.** During the first phase of Vision 2035, installed capacity increased from 933 MW to 1,650 MW with a capacity gap of 1,350 MW compared with the 2020 target of 3,000 MW. The electricity access rate reached 90% in urban areas and only 20% in rural areas. However, it is necessary to note the discontinuity of electricity service to subscribers because of

numerous load shedding. This situation is compounded by the dilapidated transmission and distribution networks that cause losses of about 40% of the energy produced.

**154.** The reasons for the shortcomings in this sector include: (i) overall mismatch between supply and demand; (ii) obsolescence of production, transport and distribution infrastructures; and (iii) delay in the completion of new production facilities identified in the Electricity Sector Development Plan (PDSE 2030).

**155.** For the period 2020-2030, in order to meet the energy demand of the national economy and consider surplus exports to neighbouring countries, Government intends to increase installed energy capacity to 5,000 MW. To this end, it will pursue its policy of developing an energy mix based on: (i) hydroelectric power; (ii) photovoltaic energy; (iii) gas-based thermal energy; and (iv) energy from biomass.

**156. Regarding hydroelectric energy,** Government will continue developing production facilities through project execution with preference to the public-private partnership approach and independent productions of electricity, particularly the construction of hydroelectric dams in: Nachtigal-Upstream (420MW); Bini in Warak (75MW); Menchum (72MW); Song-Ndong (270MW); Grand Eweng (1800MW); Katsina-Ala (485MW); Makai (350MW); Mouila-Mogue (420MW); Kikot (450MW); Ndjock (200MW); Ngoila (84MW); and Cholet (600MW). Government also intends to rehabilitate some hydroelectric infrastructures. In addition, it will encourage the construction of mini hydroelectric power plants in localities to meet household demand in such localities. A piece of legislation aimed at stimulating domestic private investment in the construction of mini hydroelectric power plants and solar power plants will be adopted to allow access of the entire population to electricity by 2030.

**157. With regard to photovoltaic energy,** as part of the ongoing improvement of the energy mix, Government will put in place a renewable energy strategy with incentives for the extension and adoption of solar photovoltaics. To that end, emphasis will be on building local capacity in the maintenance of photovoltaic equipment and gradual ownership of the technology and production of the necessary material.

**158. For the development of thermal energy,** Government plans to carry out extension works at the

Kribi gas plant, which consists in installing an additional capacity of 114 MW. It will continue to develop liquefied natural gas production and supply gas to industries.

**159. For biomass energy,** due to the size, diversity and density of its forest cover, as well as its abundant natural vegetation, Cameroon appears as a large reservoir of biomass energy. Biomass energy covers 70% of the current domestic energy demand. In addition, the high global demand for plant products destined for biomass energy processing is an excellent opportunity for Cameroon's food-energy exports. Accordingly, Government intends to ensure proper use of biomass and promote the production of biomass-derived energy.

**160.** Government however plans to modernize transport networks through the operationalization of the National Electric Power Transmission Company (SONATREL). More specifically, it will entail constructing of more than 460 km of 400 KV transmission line and 4 transformer stations; rehabilitating of 3 transformer stations and about twenty source stations. This will entail notably the construction of the following lines: Ngaoundere-Tibati (225 Kv) and Tibati-Ngaoundal (30 Kv); Bertoua-Garoua-Boulai-Meiganga-Ngaoundere (225 Kv); Menchum-Bamenda (225 Kv); Memve'ele-Kribi (225 Kv); Yaounde-Abong-Mbang; and Nkongsamba-Bafoussam (225 Kv). Government will also pay particular attention to the modernization of the electricity distribution network by the national operator.

### 3.3.2. Transport Infrastructure

**161.** As part of implementation of the GESP, Government had planned to focus on the development of new road, port and rail infrastructures that would support priority growth projects. Several related projects were indeed implemented and contributed significantly in strengthening the country's resilience to the multiple internal and external shocks observed. However, it can be noted that the transport infrastructure development programme provided for in the GESP has not been fully implemented. It suffered from delays in its implementation, for several reasons.

**162.** For the period 2020-2030, actions in terms of construction, maintenance or rehabilitation of transport infrastructure should help improve the level of service according to the indicated standards and reduce the

deficits and gaps recorded in each of the following areas: road transport, rail transport, maritime, river and lake transport, and air transport. A set of reforms relating particularly to sector governance and the improvement of the private sector's contribution to the construction of transport infrastructure will be implemented. Moreover, in support of the various transport methods and other economic sectors, modernization of national meteorology will be given particular attention.

**163.** Thus, Government plans to develop transport infrastructure to open up industrial basins, supply factories with raw materials (particularly of mining origin), ensure the flow of production to domestic and foreign markets as well as transportation of persons. This will reduce the cost of factors of production and improve the competitiveness of domestic companies, while enhancing the country's attractiveness. Priority actions will therefore focus on: (i) strengthening infrastructure maintenance and rehabilitation programmes; (ii) expanding and densifying road, rail, river, maritime and air transport infrastructure and networks; and (iii) land and surveys management.

**164. Road infrastructures.** With regard to the national road network which constitutes nearly 85% of the transport infrastructure, Government's objective was to increase the density of the tarred road network from 0.27 km/1000 inhabitants in 2010 to 0.34

km/1000 inhabitants in 2020. This objective consisted in constructing 3,500 km of tarred roads and rehabilitating 2,000 km of existing tarred roads, in order to maintain the capital thus consolidated.

**165.** At the end of implementation of the GESP, the tarred road network stands at 7,174 km, indicating the construction of 2,274 km in the period under review, i.e. a gap of 1,226 km with respect to the target. Similarly, 88 km of motorways have been built (out of the 480 km planned), but they are not yet operational.

**166.** Among the important reforms carried out during the period under review, it is worth noting Government's adoption of a road nomenclature compatible with accelerating the desired decentralization process. Thus, the road network now comprises expressways and national roads under the responsibility of the central government or dealers, regional roads managed by the regions and municipal roads under the responsibility of councils. In addition, a complete inventory of rural (council) roads was carried out in collaboration with the National Institute of Statistics (NIS) and the National Institute of Cartography (NIC) which makes it possible to assess the national road network at approximately 121,424 km of roads, with 79.5% of the network consisting of council roads, most of which are in very poor condition.

**Table 2:** Distribution of the road network (in km) by category of roads and depending on their state in 2019

Category of road	Tarred	Earth	Total
<b>National Roads</b>	4 570	4 800	<b>9 370</b>
<b>Regional Roads</b>	1 042	12 882	<b>13 924</b>
<b>Council Roads</b>	1 562	96 568	<b>98 130</b>
<b>Total</b>	<b>7 174</b>	<b>114 250</b>	<b>121 424</b>

Source : NIS and MINTP

**167.** This poor road network quality, assessed through the low density of the tarred road network and through the poor state of roads considering the lack of maintenance, has a double impact. First, it increases transport cost and, secondly, it causes the multiplication of accidents, with an estimated average of more than 3,200 per year and more than 1,000 deaths.

**168.** As part of the National Development Strategy 2020-2030, Government intends to increase the density of the tarred road network from 0.32km to 0.48km/1000 inhabitants. In concrete terms, at least 6,000 km of roads will be tarred in the period under

review (with priority given to the 4,800 km of national roads yet untarred), completing ongoing projects (such as construction of the Mengong-Sangmelima and, Dja loop roads (phase 2), Nkolesong-Nding and Nding-Mbgaba, Mbama - Messamena, Batchenga -Ntui -Yok o-Lena -Tibati, Sangmelima-Ouessou, Maroua-Mora and Mora-Dabanga-Kousseri, PLANUT projects, Yaounde-Douala expressway phase 1; the construction of metal bridges, etc.), but also launching a new generation of expressway projects in public-private road partnership (national, regional and municipal roads) to support agro pastoral, industrial and service development priorities.

**169.** The road network maintenance programme should make it possible, through the permanent maintenance of the network and the rehabilitation of more than 3,000 km of tarred roads, to preserve the benefits of the road investments made since the return of economic growth in the 1990s. Decentralization will thus be used to ensure that interventions are decided and carried out as closely as possible to the observations made in the field.

**170.** A set of attendant measures will provide the framework for this ambitious road network development programme. They will be built around the following priority actions: (i) empowering RLAs in the maintenance, rehabilitation and construction of the network under their responsibility; (ii) maturation of projects and management of points impacting the speed of processing operations; (iii) establishment of a 2nd generation Road Fund which collects by itself the resources dedicated to road maintenance and makes them available to the various operational actors; (iv) recourse to State implementation for interventions for which this mode of management is most effective; (v) opening a bitumen plant; (vi) full automation of toll gates; and (vii) construction of developed areas along the Central Africa integrating road network.

**171.** With regard to road safety, which has become a global concern due to the excessive loss of human life, Government intends to set up a specific programme dedicated to road management and safety. In line with relevant international standards, this programme will be structured around five pillars, namely: (i) road management; (ii) road infrastructure; (iii) fleet modernization; (iv) capacity building and user awareness; and (v) medical care for accident victims. More specifically, the road safety system will be strengthened by systematic road signage, training and awareness-raising of users in compliance with vehicle maintenance standards and establishment of emergency mechanisms for medical care to accident victims. Government also intends to set up a road safety agency to ensure that this issue is addressed in a sustainable and structural manner.

**172. Railway infrastructure.** The rail network is about 1,200 km. It includes two railway lines: TRANSCAM linking Douala to Ngaoundere via Yaounde and Belabo, and the Douala-Nkongssamba line via Mbanga. It has structural weaknesses including a non-standard rail gauge that reduces speed and the carrying capacity of passengers and goods, and

compromises future line extensions. In addition to the obsolescence of the network, several lines have been put out of operation because of the structural cost of their management, thus leading to a reduction of the exploited railway.

**173.** In this regard, as part of implementation of the GESP, Government planned to maintain the existing network and construct an additional 1,000 km of railway lines. The Railway Master Plan subsequently prepared will reinforce this will and, with the support of private partners, planned to increase the railway network to 5,500 km by 2030. Following implementation of the GESP, extension of the network was not possible. As a matter of fact, the projects planned by private partners and on which the extension of this network depended, fell far behind schedule.

**174.** In order to promote this privileged mode of transport through industrialization and to be able to meet the needs of mass transport between cities and regions of the country, Government intends to: (i) set up a railway heritage management structure to ensure proper maintenance and rehabilitation of the railway network as well as upgrading of the network to international norms and standards, notably the Douala-Yaounde line; (ii) continue the construction of an additional 1,500 km of railway, including the extension of the Douala-Ngaoundere, Ngaoundere-N'Djamena, Kribi-Edea and Douala-Limbe network. Prospects for the implementation of structuring industrial projects within the framework of this second phase of the Vision will accelerate the implementation of the initial Railway Master Plan.

**175. Port infrastructure.** The construction of port infrastructure could not be completed within the period provided for in the GESP. The sector remains characterized by an under-use of the maritime, river and lake potential. For the period 2020-2030, Government intends to update and continue implementing the Ports Master Plan, particularly with the construction of the Limbe deep-sea port and the construction of specialized terminals of the Kribi port. It will also embark on: (i) developing river and lake transport through rehabilitation of the Garoua river port; (ii) promoting maintenance activities through modernization of the shipyard, as well as the completion and operation of the Limbe Oil Yard project; (iii) constructing dry ports in connection with Central Africa's integrating projects. In order to better connect the Manoka Islands and the Bakassi Peninsula

to the rest of the national territory, Government is planning to build modern landing stages thereon.

**176. Airport facilities.** Cameroon has 4 (four) international airports (Douala, Yaounde, Maroua and Garoua) and several secondary airports, hardly used and often degraded. This low utilization is partly explained by an under-equipped national carrier (CAMAIR-CO) whose performance needs to be improved.

**177.** The strategy should make it possible not only to strengthen the upgrading of international airports and modernize secondary airports, but also to make the national airline more profitable by implementing a recovery plan.

**178.** Furthermore, Government proposes to: (i) build a new terminal at the Douala International Airport with a new landing strip; (ii) upgrade the Garoua international airport; and (iii) intensify the domestic passenger and freight traffic by the national carrier and private operators through liberalization of the sector, in accordance with African Union Directive on the 5th freedom. Also, feasibility studies will be carried out for the development of a world-class airport in the Douala metropolitan area.

**179.** Concurrently with the development of these various modes of transport, in view of the rapid urbanization and high mobility needs in urban areas, Government is considering the development of mass transport. To this end, it will encourage regional and local authorities, particularly city councils, to study and implement modern and cost-effective mass transport options compatible with the size and needs of metropolitan areas. Depending on the case, these could be buses, BRTs, tramways, trains or metros.

**180. National meteorology.** It is characterized by obsolescence of the national meteorological network, insufficient and low production of meteorological data and information. In view of developing this field, the authorities intend to: (i) implement a programme to acquire new meteorological equipment; (ii) update and implement the institutional framework for regulating the dissemination of weather information at national level; and (iii) modernize the network of meteorological stations and data collection system.

**181. Attendant measures for the modernization of transport infrastructure.** The transport infrastructure sector will grow by implementing the above guidelines, but this will require the establishment of some

prerequisites, including: (i) effective development of PPPs backed by measures to facilitate and respond quickly to private sector requests; (ii) implementation of land reform, including the legal framework for expropriation in the public interest, comprising the treatment of issues relating to freeing rights-of-way, compensation and displacement of populations affected by expropriations; (iii) development of national expertise in infrastructure design, construction, maintenance and management; and (iv) strengthening complementarity, consistency and coordination in the design and implementation of infrastructure projects.

### 3.3.3. Telecommunications infrastructure

**182.** In the area of ICTs, the aim of the implemented strategy was to control the costs of production of products and services, thereby reducing tariffs for widespread use of ICTs by citizens throughout the country and provide the country with an optical fibre network. The actions led to improvements including the laying of 12,000 km of optical fibres.

**183.** However, in order to improve accessibility of low-cost broadband internet to all, Government intends to continue developing a state-of-the-art digital ecosystem and facilitate access to as many people as possible by providing a high-performance and secure digital space with an average access index greater than 0.4. To this end, it will need to: (i) complete implementation of the projects for laying of the optic fibre including the National Broadband Network II project, the National Emergency Telecommunications Network (RNTU) project, and the Central African Backbone Project; (ii) continue deployment of the hinterland optic fibre network to connect users to the already built infrastructure and protect data transmission; (iii) improve the regulatory framework to guarantee the conditions for fair competition and opening the market to new players in the sector; (iv) switch completely from analogue to digital; and (v) develop digital parks.

### 3.3.4. Water and sanitation infrastructure

**184.** During the first phase of the Vision, Government's objective was to increase the rate of peoples' access to drinking water to 75%. Thanks to actions carried out in the implementation of the GESp, this rate improved significantly to an average of 62%, although it remains below the target. This situation can be attributed first to the inadequate production capacity and dilapidated distribution network which

only allows about 60% of treated water to reach the populations.

**185.** Given this situation, Government intends to: (i) start the decentralization of public drinking water supply; (ii) create an environment conducive to the establishment of private drinking water production and distribution companies in areas not covered by the public network; and (iii) set up an investment programme to improve access to drinking water in rural areas.

**186.** With regard to sanitation, which is a worrying situation in both urban and rural areas, there is a decline in the level of populations' access to improved sanitation facilities. In urban areas, the access rate recorded is 58% while in rural areas, it stands out 29%.

**187.** Government's goal is to reach a sanitation rate of 60% by 2035. To achieve this, the actions to be carried out should be directed towards: (i) rehabilitation of existing infrastructures, most of which were constructed more than 20 years ago, as well as the construction and consolidation of wastewater treatment and depollution systems in urban areas; (ii) extension of rainwater drainage networks in urban centres; (iii) construction and rehabilitation of sewer systems in urban and peri-urban areas; and (iv) regular control of industrial wastewater facilities in urban areas and particularly in rural areas.

### 3.3.5. Urban modernization

**188.** The objectives set by the GESP for 2020 focused mainly on increasing urbanization rates, constructing tarred roads and low-cost houses. More concretely, the goal was to halve the percentage of the urban population without sustainable access to safe drinking water, electricity and ICTs, and strengthen industry, the private sector, governance and the human resources of the urban sub-sector.

**189.** The second phase of the Vision envisages a particular focus on the urban "sector". After implementation of the GESP, Cameroon continues to face the effects of rapid and poorly controlled urbanization. Indeed, more than 50% of Cameroon's population now resides in urban areas. In addition, most industries are located in or around major cities. However, Cameroonian cities do not offer an appropriate living environment for their inhabitants, just like they do not have economic infrastructures that promote trade.

**190.** In fact, the demographic explosion in metropolitan areas has increased the pressure on public facilities and intensified land speculation, which has led to the uncontrolled development of neighbourhoods and the disarray of the urban fabric. As a result, the major urban centres have witnessed the phenomenon of urban sprawl, where the outskirts are now the new residential areas whereas they do not benefit from the infrastructure necessary for decent housing and mobility of the populations.

**191.** On the economic front, Cameroon's large cities do not sufficiently play their logistical role in terms of attractiveness, connectivity and multi-modality. Indeed, urban roads and bypasses do not succeed in easing intra- and interurban traffic. Furthermore, logistics facilities are almost non-existent and business centres are overcrowded. Lastly, transport modes are inefficient and contribute more to congesting urban centres. All these factors increase the cost of transactions and have a negative impact on the development of economic activities, particularly in urban areas.

**192.** Despite Government's considerable efforts, the responses provided seem insufficient in view of the challenges, particularly in terms of urban planning and operational coordination. The system for designing, implementing and regulating urban projects no longer appears to be able to meet the multidimensional constraints faced by large Cameroonian cities. The most critical issues are related to: (i) transport and mobility infrastructure (bypasses, public transport, inter-modality); (ii) poor access to social amenities (education, health, water, energy, sanitation, sport and leisure, etc.); (iii) extroverted behaviour and consumption; (iv) low level of industrialization and insufficient value-added services; (v) long-term unemployment; (vi) low contribution to rural development; (vii) very high vulnerability; and (viii) lack of a "strong point", as each city should have its positive specificity based on its comparative advantages.

**193.** To achieve quality urbanization, the State intends to offer a healthy and structured environment to the people through development policies adapted to the realities of the country. To this end, Government intends to set up an **Urban Renewal Programme**. Particular emphasis will be placed on large- and medium-sized cities, particularly city councils which, together with peri-urban agglomerations, contain more than 40% of the Cameroonian population. As part of the second phase of Vision 2035, Government plans to turn them

into poles of economic growth and modern urban centres.

**194.** The urban development and land-use planning challenge, expressed in the long-term Vision, is to create an integrated national economic environment. It is not only a question of controlling the development of cities and turning them into production and consumption centres necessary for the development of the industrial sector, but also of promoting the emergence of peripheral agglomerations, the development of medium-sized or secondary cities capable of structuring economic activities in urban areas and contributing to the development of the surrounding rural areas.

**195.** The objectives of the Urban Modernization Programme are to make urban centres competitive, attractive, sustainable, resilient and, above all, inclusive cities. Macro-problems will be discussed and addressed, including issues of economic growth, financing, industrialization, development of high value-added services, trade balance, investment prioritization, etc. Each city should be taken beyond these general considerations, through its strengths, in relation to its specific competitiveness.

**196.** The structuring strategic thrusts of this programme common to all cities will focus on: (i) constructing bypass and entrance roads; (ii) providing mobility and the inter-modal transport system (including metro, tramway or train); (iii) providing access to housing; (iv) developing sanitation networks compatible with emergency requirements; (v) improving access to other social services (education, health, water, energy including renewable energy); (vi) promoting decent employment; (vii) promoting industrial zone development and service development; (viii) promoting governance, including strengthening planning and implementation instruments.

**197.** The city of Douala, for example, has acquired urban planning instruments that constitute a real compass whose objectives makes this metropolis an international business centre, a port city and an airport

hub, an industrial production centre and, ultimately, a sustainable, resilient and inclusive city.

**198.** The city of Yaounde would profile itself as a sub-regional and regional political centre, an administrative centre worthy of a political capital, an agro-industrial city, inclusive, resilient and open to the world.

**199.** The Urban Modernization Programme thus plans for each of the major cities, around its development vision, a set of operations supported by the above-mentioned strategic thrusts. For the proper implementation of this modernization plan, Government will put in place the necessary attendant measures, particularly, an incentive framework for the emergence of industrial real estate companies at national level, facilitate access to land and real estate ownership, and an appropriate framework for the implementation of the programme in a context of decentralization. This programme will be financed under the State/Councils or State/Regions plan implementation agreements, within a framework that attaches the greatest importance to public-private partnerships.

**200.** This plan will be applicable to all councils in Cameroon and a harmonized infrastructure and equipment kit will be developed at the level of regional and local authorities. This kit will define the minimum and quality of infrastructure and equipment required in a RLA depending on its size and economy. In addition, Government intends to: (i) establish an incentive framework for the emergence of industrial real estate companies at national level; (ii) facilitate access to land and real estate ownership; (iii) ensure compliance with building standards and youth training in this field; (v) promote social housing programmes throughout the country; (vi) maintain, rehabilitate and develop urban infrastructure; and (vii) provide all councils with urban planning tools (Urbanization Master Plan, Land Use Plan or Summary Urbanization Plans) and ensure compliance with the urban planning instructions contained therein.

### **BOX 4: Urban Modernization Programme**

In 2018, more than 50% of Cameroon's population lived in urban areas. In addition, most industries are located in or around major cities. However, Cameroonian cities do not offer a suitable living environment for their inhabitants and also do not have economic infrastructures that promote trade. Although considerable efforts have been made by public authorities, the responses provided seem insufficient in view of the challenges, particularly in terms of urban planning and operational coordination.

Thus, under the second phase of Vision 2035, Government will lay particular emphasis on the country's major cities with a view to transforming them into poles of economic growth and modern urban centres. To this end, an urban modernization programme will be implemented over the period 2020-2030 through:

- constructing bypasses and throughways;
- a celerating mobility and inter-modal transport system;
- establishing a sanitation network compatible with emergency requirements;
- developing services and economic competitiveness;
- developing industrial areas;
- improving access to housing and other social services (education, health, water, energy, including renewable energy); and
- strengthening urban planning.

With particular regard to the cities of Douala and Yaounde, actions will focus on:

- strengthening their attractiveness through the creation of central economic zones and secondary centres, and the optimization of airport and port infrastructure;
- decongesting of industrial areas, particularly the relocation of these areas around bypasses and along the Douala-Yaounde motorway;
- facilitating the link between these cities and the rest of the country;
- developing of densely populated residential areas by improving access, sanitation and equipment in precarious neighbourhoods;
- providing environmental protection, through the control of flooding, landslides, gullying and coastal retreat in the Littoral.

The above-mentioned actions will be carried out by city councils, in collaboration with the ministry in charge of urban development, the ministry in charge of planning, other government services concerned and regional and local authorities.

#### **3.3.6. State property and surveys management**

**201.** In this area, Government intends to pursue the modernization of state property, surveys and land management through the implementation of a vast programme to digitize land survey, secure the public state property and land documents. This will involve digitizing all land documents and setting up a computerized network between land registries at national level, with a view to securing land transactions and developing economic activities.

**202.** Furthermore, Government undertakes to facilitate the completion of procedures, particularly to reduce delays and costs and enable citizens and economic operators to take full advantage of the opportunities and incentives contained in land and state property legislation. Government also intends to: (i) finalize the land reform; (ii) continue implementation of the programme for the constitution of land reserves and the creation and development of State housing estates; (iii) ease the procedure for expropriation for purposes of public utility and the conditions of compensation by reducing the number of stages

leading to the signing of the Compensation Decree; (iv) facilitate land acquisition and compensation procedures for public investment projects; (v) establish a reliable, consistent and relevant database of the real situation of the State's real estate assets, particularly built-on and unbuilt-on land.

### 3.4. REGIONAL INTEGRATION AND TRADE FACILITATION

#### 3.4.1. Regional integration

**203.** As part of implementation of development policies over the period 2010-2019, Cameroon's regional integration strategy focused on: (i) strengthening and rationalizing the institutions and mechanisms for convergence and integration (political, economic and monetary) in Africa, starting with Central Africa (CEMAC, ECCAS); (ii) removing of all barriers to intra-regional trade in order to achieve a single integrated economic area; (iii) establishing of common policies in the main areas of economic and social life to avoid creating distortions and imbalances detrimental to regional cohesion; and (iv) embarking on concerted action, or even the pooling of resources for the defence of common interests at international level, and sub-regional solidarity.

**204.** Over this period, trade was marked by a diversification of trading partners, particular attention was paid to CEMAC, Nigeria, emerging countries, the European Union and the United States of America which are the main partners targeted by the trade strategy. However, trade within the CEMAC zone deteriorated between 2007 and 2015. Regarding exports, 14.3% of exports in 2007 were directed towards the CEMAC market (2nd importer of Cameroonian products) against only 7% in 2015, which henceforth ranks CEMAC 4th importer of products from Cameroon.

**205.** This poor performance of Cameroon in terms of regional integration can be explained inter alia by the following factors:

- low degree of trade integration at sub-regional level, where trade within the CEMAC and ECCAS customs unions accounts on average for less than 4% of the total trade of each Member State;
- persistent proliferation of anti-competition

practices (smuggling, counterfeiting, dumping, customs fraud, speculation, etc.) aimed at creating goods scarcity, high transport cost and lack of trade financing; inability of entrepreneurs to penetrate new markets, due to lack of know-how;

- poor performance of customs services which is a major impediment to the fluidity of regional and international trade;
- persistence of manual procedures and conditions for production of the Import Verification Certificate (IVC);
- presence of indirect costs relating to complex customs procedures;
- multiple harassments by security officers affecting the ease of transit and goods trade.

**206.** For the 2020-2030 period, Cameroon's development policy will be geared towards strengthening regional integration in order to stimulate national growth, render the regional trade institutional framework more efficient, increase trade and investment flows, and develop the infrastructure integration backbone. Indeed, regional integration is an option for Cameroon's industrial take-off, with the view to: (i) creating a unique sub-regional market to better withstand external shocks; (ii) taking advantage of economies of scale to intensify intra-regional trade; (iii) enjoying the benefits of local specialization; and (iv) carrying out joint projects by avoiding waste and redundancy.

**207.** To this end, Government intends to significantly boost the acceleration of genuine integration at sub-regional and regional levels by removing the relevant obstacles, in order to take advantage of international trade, mobility and dissemination of factors (capital, labour, etc.). To achieve this, Government intends to work towards: (i) accelerating regional and sub-regional integration; (ii) finalizing the rationalization of CEMAC and ECCAS economic communities; and (iii) conquering high potential markets.

**208. Regarding acceleration of regional and sub-regional integration,** in order to maximize the benefits of the provisions of treaties relating to the free movement of persons and goods, Cameroon intends to encourage consolidation of the CEMAC zone and give fresh impetus to the integration dynamics by assuming its role in the sub-region. More specifically, Government intends to: (i) remove all obstacles to

regional and sub-regional integration in order to facilitate the free movement of goods and persons; (ii) contribute with other countries to finalize the rationalization of regional economic communities in Central Africa in accordance with the timetable and objective set by the African Union for realization of

the African Economic Community; (iii) work towards the conclusion of a comprehensive sub-regional EPA agreement; and (iv) contribute to the implementation of CEMAC priority integrating projects for the construction of the Common Market.

### BOX 5: CEMAC Priority Integrating Projects (PIP)

N°	Project title	Cost (Billions of CFAF)
1.	Project for the construction of the Cameroon- Equatorial Guinea trans-national road through Kribi-Campo	70
2.	Project for Chad-Cameroon electricity interconnection (1,024 km HT lines)	305
3.	Project for Cameroon-CEMAC interconnection by fibre optic	5.3
4.	Project for the construction of the Brazzaville-Ouesso-Bangui-Ndjamena corridor (1,310 km)	440
5.	Project for the construction of the Beloko dry port in CAR (578 km)	120
6.	Project for the construction of the Dolisie dry port in Congo	120
7.	Project for the construction of the Lolabe-Campo expressway in Cameroon	61
8.	Project for the construction of the Kogo-Akurenam road (Gabon - Equatorial Guinea)	260
9.	Project for the construction of the Ndende-Doussala road (Gabon-Congo)	152
10.	Project for the construction of the Mbaïroko-Bendja-Bekoninga-CAR borders road (Chad-CAR, 109 km)	83.5
11.	Chollet hydroelectric development and electric lines project (600 MW, Cameroon-Congo)	1 200
12.	Project for the construction of the Cameroon-Congo inter-State University in Sangmelima	1 538

**209. With regard to intensification of economic relations with some ECCAS countries,** Cameroon intends to explore all the possibilities offered by regional cooperation to address certain national issues, including the undersizing of markets. To this end, Government's ambition is to promote trade relations in ECCAS with a view to increasing the volume of trade.

**210. Regarding the conquering of high development potential markets** in view of diversifying trade with the outside world, Government intends to conquer markets with a high development potential. As a first step, Government will draw up an efficient strategy to develop trade with Nigeria, a country sharing a border of more than 1,000 km (136 million inhabitants) and which has a number of advantages with regard to SMEs in the field of industrial

production. Trade with this country will have to cover a whole range of products, from primary products (petroleum), food and industrial products to services (energy supply).

**211.** This trade development policy will be extended, as part of implementation of the African Continental Free Trade Area, to the West Africa, Southern Africa, East and North Africa sub-regions with possible specific objectives by region.

#### 3.4.2. Trade facilitation

**212.** Trade facilitation plays a key role in developing and strengthening a country's competitiveness. By enabling trade in goods more quickly and efficiently, trade facilitation is considered a crucial element for a country's economic growth. Indeed, the many administrative formalities to be completed when goods

cross borders and the related delays have a significant impact on the trade flows of developing countries, particularly on agricultural produce.

**213.** Trade facilitation therefore includes a variety of border activities, including import and export procedures, transport and insurance formalities, as well as other financial requirements. The aim is to reduce transaction times and costs, the complexity of international trade and business, and improve the business environment in the country. The Trade Facilitation Agreement (TFA) therefore represents an international commitment to which several countries have subscribed. Cameroon has ratified the TFA and is committed to implementing a set of related measures.

**214.** Being a coastal State open to the Atlantic Ocean with approximately 402 km of coastline, Cameroon is positioned in the transport logistics chain as a port State and a transit State for neighbouring landlocked countries served by a multimodal land transport corridor approximately 1,500 km long towards the Central African Republic and 2,100 km towards Chad. Some road corridors allow Cameroonian ports to also serve regions of neighbouring countries with an opening to the sea, e.g. North Congo for timber traffic. Similarly, other road corridors allow Cameroon to trade with some neighbouring countries such as Nigeria, Gabon and Equatorial Guinea.

**215.** Despite these advantages, the trade facilitation situation in Cameroon is not very good. Cameroon was ranked 186th out of 190 economies in terms of cross-border trade (World Bank Doing Business 2018). Based on the logistics performance index also produced by the World Bank and measuring the performance of 160 countries, Cameroon was ranked 84th in 2007 and 95th in 2018.

**216.** Cameroon's poor performance is mainly explained by the long import and export transaction delays, which is a factor that raises the cost of cross-border goods transit. These delays are due, among other things, to the following factors: (i) the absence of an interconnected system that allows paperless transactions between customs and other agencies; (ii)

excessive number of documents requested; (iii) complexity of the customs clearance system's procedures, due in particular to the existence of repetitive procedures; (iv) governance problems, such as the existence of several superfluous controls, the lack of anticipation in foreign trade procedures, as well as opening hours at ports and other public bodies that are not suitable for customs brokers; (v) shortcomings inherent in the lack of professionalism of certain actors, particularly in terms of the time required to pay duties, taxes and other charges (importers) and the quality of declarations (customs brokers).

**217.** To take full advantage of the country's strategic position, the authorities intend to make Cameroon a land of attractiveness and competitiveness in terms of foreign trade. With this in mind, Government intends to take action aimed towards: (i) rationalizing of measures to receive vessels and other means of transport; (ii) simplifying of procedures for the passage of imports and exports through logistics platforms; (iii) easing transit and transshipment procedures; (iv) strengthening governance and implementation of the Trade Facilitation Agreement.

**218.** More specifically, this will entail: (i) reducing port transit times for import, export and transit goods; (ii) reducing port transit costs for import and export; (iii) completing the process of dematerialization of procedures on port platforms; (iv) implementing the Trade Facilitation Agreement; (v) improving transparency in foreign trade procedures.

**219.** To this end, Government will ensure the proper functioning of the National Trade Facilitation Committee (CONAFE), a partnership and participatory body bringing together in equal numbers public and private sector actors in charge of trade facilitation. In addition, in order to deepen the economic integration of the African continent and in line with the pan-African vision of an "integrated, prosperous and peaceful Africa" as set out in Agenda 2063, Government will ensure implementation of the national strategy for the African Continental Free Trade Area (ACFTA).

## BOX 6: African Continental Free Trade Area (ACFTA)

The African Continental Free Trade Area (ACFTA) is a project currently being implemented throughout the African continent. It brings together the tripartite free trade area, which must include the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC), the Southern African Development Community (SADC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Arab Maghreb Union and the Sahelo-Saharan States Community. The objective of the project is to eventually integrate all 55 African Union States into the free trade area.

The initiative to launch the ACFTA project was taken in January 2012, during the 18th Ordinary Session of the Assembly of the African Union. The objective was to make this area operational by 2017. On this basis, negotiations were launched in June 2015 in Johannesburg at the 25th Ordinary Session of the African Union to set the objectives and roadmap for the creation of ACFTA.

The first countries joined this initiative on 21 March 2018, with the signing of the related agreement. As at July 2019, 54 countries were signatories to the ACFTA agreement.

In concrete terms, the overall objectives assigned to ACFTA are to:

- ✓ create a single market for goods and services facilitated by the movement of people in order to deepen the economic integration of the African continent and in line with the pan-African vision of an "integrated, prosperous and peaceful Africa" as set out in Agenda 2063;
- ✓ create a liberalized market for goods and services through successive rounds of negotiations;
- ✓ contribute to the movement of capital and natural persons and facilitate investment by building on initiatives and developments in States Parties and RECs;
- ✓ lay the foundations for the creation of a continental customs union at a later stage;
- ✓ promote and achieve inclusive and sustainable socio-economic development, gender equality and structural transformation of States Parties;
- ✓ strengthen the competitiveness of the States Parties' economies at continental and global levels;
- ✓ promote industrial development through diversification and development of regional value chains, agricultural development and food security; and
- ✓ resolve the challenges of membership in a multitude of overlapping organizations, and accelerate regional and continental integration processes.

### 3.5. PRIVATE SECTOR REVITALIZATION

**220.** The private sector plays a driving role in the national economic system, accounting for 85% of the GDP of domestic demand (investment and consumption). For the implementation of the SND30, Government intends to resort to the national and international private sector to finance some of the interventions. Cameroon's Vision is to build the structural transformation of the national economy by giving priority and a central role to the private sector. This priority is given to the private sector by 3 (three) active private initiative promotion thrusts: (i) technology catch-up and development; (ii) incentive to business

development; and (iii) protection of the national economic space.

#### 3.5.1. Technology catch-up and development

**221.** Industrial infrastructure is broken down into 2 (two) interrelated aspects: technological infrastructure and quality infrastructure. Technological infrastructure refers to the network of public and private scientific and technical research institutes; universities, engineering schools and technicians, intellectual property organizations and sectoral technical and technological information bodies (research and development branch of activity). Quality infrastructure

is, in this case, represented by the network of standardization bodies, metrology bodies and conformity assessment bodies (testing and calibration laboratories, management system certification bodies; persons' certification bodies; products, services and systems certification bodies; inspection bodies).

**222.** Cameroon's economy has a low capacity for technology absorption and accumulation due to a deficit in technological infrastructure, quality infrastructure and qualified and specialized human resources.

**223.** In this field, Cameroon's objective is to build a national technology absorption and accumulation capacity that will allow accelerated technology catch-up based on 3 (three) strategic guidelines, namely: (i) massing public investments for the development of technology infrastructures at national and regional levels; (ii) building an integrated, efficient and competitive quality infrastructure (standardization, metrology, conformity assessment and market surveillance); (iii) substantially increasing investment in human capital to meet the needs for realization and operation of industrial infrastructures both at national and regional levels, in order to have a growing critical mass of qualified professionals in the driving sub-sectors of the economy's industrialization.

### 3.5.2. Business development incentives

**224.** Today, the legal institutional framework of investment promotion is mainly based on the following instruments: (i) Law No. 2002/4 of 19 April 2002 to lay down the Investment Charter of the Republic of Cameroon, as amended by Law No. 2004/20 of 22 July 2004 and by Ordinance No. 2009/1 of 13 May 2009; (ii) Law No. 2013/4 of 18 April 2013 on private investment incentives in the Republic of Cameroon; (iii) Law No. 2013/11 of 16 December 2013 governing economic zones in Cameroon, etc.

**225.** In view of the defined sectoral priorities, it is essential to reform the system of incentives for the development of enterprises so as to concentrate public resources as a priority on the acceleration of industrialization. In this regard, 5 (five) strategic guidelines were adopted, namely: (i) build a renovated system of incentives to business development (investments and exports) by combining the 8 (eight) categories of instruments<sup>3</sup> generally accepted internationally; (ii) gradual formation of a critical mass of "national champion" firms representing

flagships or leaders in the various industrial pillars as well as in the financial sector; (iii) create and set up specialized bodies in accordance with the provisions of Part IV of the Investment Charter on the promotion of private initiative and reform the economic chambers to make them more efficient; (iv) make public enterprises instruments for accelerating industrialization through their economic and financial performance; and (v) establish mechanisms for monitoring and evaluating the performance of companies benefitting from the incentives and taking corrective measures against any observed slippage.

### 3.5.3. Protection of the national economic environment

**226.** To preserve the nation's economic security in a dynamic manner in the context of international economic competition, the objective is to have a robust national mechanism that adequately mobilizes economic intelligence. More specifically, the idea will be to: (i) adapt the legal and regulatory framework of national defence by coordinating protection of the economic space with civil protection; (ii) develop and implement an economic intelligence strategy; and (iii) define a rigid incentive framework for the promotion of local SMEs and subcontracting.

## 3.6. ENVIRONMENT AND NATURE PROTECTION

**227.** Consideration of the environment and nature protection in public policies during the GESP implementation period was achieved through: (i) the national plan to combat desertification; (ii) the national strategy for the reduction of emissions relating to deforestation and forest degradation and consideration of sustainable management, increased carbon stocks and conservation (REDD+); (iii) the National Determined Contribution (NDC) document; and (iv) participation in the Great Green Wall initiatives and the African Forest Landscape Restoration Initiative (AFR 100).

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3 Tax incentives, programmes to attract foreign direct investment, vocational training programmes based on certification of skills in line with international standards; economic zones; trade support measures; public order; financial mechanisms and industrial restructuring.

**228.** Despite the results obtained in the implementation of these various plans and strategies, the productive system is still influenced by climatic phenomena, such as: (i) reduced rainfall; (ii) increased annual average temperature; (iii) resurgence of extreme events throughout the country (droughts, violent storms, floods, landslides, mudslides, falling rocks, cave ins, etc.); and (iv) poor implementation of environmental management measures in other areas of development.

**229.** Faced with such concerns, the authorities undertake to: (i) strengthen actions in terms of sustainable natural resources management (soil, flora, wildlife, water); and (ii) take adequate measures to adapt and mitigate the effects of climate change.

### 3.6.1. Sustainable natural resources management

**230. Soil management.** Government intends to: (i) take into account the comparative advantages of each agro-ecological zone in the implementation of projects and other investments in the agro-sylvo-pastoral sector; (ii) promote the rational use of soils through responsible agricultural practices, including soil restoration, abstention from slash-and-burn practices, rational use of fertilizers and pesticides, and other modern technologies that facilitate sustainable soil management; (iii) develop soil and soil suitability maps for better knowledge and management of soils.

**231. Flora management.** Faced with the threat of extinction of certain species and non-timber forest products, Government plans to: (i) encourage communities and local councils to create community and council forests; (ii) improve seed supply through the creation of seed banks for forest species and the establishment of reference nurseries; (iii) promote reforestation actions; and (iv) improve information on the state of forest resources.

**232. Wildlife management.** Government is committed to: (i) intensifying actions aimed at protecting species and ecosystems representative of biodiversity; (ii) promoting ecotourism; (iii) securing protected areas; and (iv) strengthening the fight against poaching.

**233. Water resources management.** Government will have to: (i) capitalize on the immense potential offered by the marine and aquatic domains; (ii) rationalize the use of surface and underground water resources through new practices and technologies; (iii) pursue actions aimed at developing the blue economy; (iv) intensify actions against water hyacinths.

### 3.6.2. Adaptation to climate change

**234.** Here, Government intends to: (i) further integrate climate change concerns into sectoral strategies and policies; (ii) build the capacity of institutions responsible for climate watch; (iii) operationalize the system of monitoring, prevention and response to the effects of climate change. In addition, given the polluting nature of some industries, actions will focus on strengthening the control of waste management by industrial enterprises and promoting corporate social responsibility.

**235.** The Government also intends to intensify actions to combat desertification, land degradation and pollution, particularly in the cities of Douala and Yaounde, where certain activities (transport, industrial activities, etc.) are leading to a significant deterioration of the environment and particularly the quality of the surrounding air.

**236.** Furthermore, in order to deal with the perceptible consequences of climate change, particularly the floods and landslides that affect some towns and rural areas, Government intends to strengthen protection measures throughout the country, particularly in ecologically fragile areas.

## 3.7. TRANSFORMATION OF THE FINANCIAL SYSTEM

**237.** The financial system remained underdeveloped during implementation of the first phase of Vision 2035, with an average weight of 3.18% of GDP. Thus, access to financial services in Cameroon has remained very low, unevenly distributed, and constitutes a major obstacle to private sector development, industrialization and structural transformation of the economy. The bank penetration rate, which stands at barely 12.2%, remains very low compared with an African average of 29% (this rate is almost 100% for industrialized countries). Moreover, with a credit rate to the economy of only 15.9% of GDP in 2018 and a money supply of 23.5% against 119.4% and 124%, respectively for some South-East Asian countries, the current financial system is inadequate to support the industrialization of Cameroon.

**238.** Thus, a diagnostic analysis specific to the financial sector reveals a low overall efficiency due particularly to the following factors: (i) low effectiveness of the

overall financial sector development policy; (ii) low effectiveness of BEAC's monetary and credit policy; (iii) structural deficit in the local supply of long-term financing which is nevertheless required for industrialization; (iv) absence of an adequate and attractive legal and fiscal framework for the private equity sector (venture capital, development capital, capital transmission); (v) absence of a legal and regulatory framework for inter-enterprise credit or payment terms; (vi) poor development of the Islamic finance model; (vii) low effectiveness of the policy of attracting and mobilizing the financing capacities of Cameroon's diaspora; (viii) insufficient incentives for the repatriation of funds invested abroad by Cameroonian residents; (ix) low effectiveness of the policy to attract Foreign Direct Investment (FDI); (x) low development of the financial market.

**239.** In this area, the objective set by Government is to make Cameroon, through a series of reforms, a country with a first-rate financial centre capable of actively supporting industrialization and thus the structural transformation of the country's economy.

**240.** To this end, the main reforms envisaged aim to: (i) increase the share of the financial sector in GDP from about 3% at present to 7-10% in 2030; (ii) increase the density of banking and complete financial intermediation by setting up the missing sectors and increasing the number of banks and non-bank financial institutions; (iii) create a legal, regulatory, prudential and fiscal framework adapted to each segment or sector of the financial system, including inter-enterprise credit; (iv) substantially increase the supply of long-term financing through equity and debt; (v) attract investors (foreign investors and the diaspora) and professionals in the various sectors of the financial ecosystem; (vi) support the structuring of enterprises and build their capacity to raise finance locally and internationally; (vii) introduce and develop the Islamic finance sector; (viii) develop financial engineering of the State and RLAs with a view to raising the necessary financing; (ix) ensure adequate regulation of financial institutions to maintain stability of the financial system; and (x) develop training of specialized skills in the field of finance.

**241.** To achieve these objectives, interventions will centre on 6 (six) thrusts: (i) financial inclusion and intensification of the financial and banking system; (ii) development of local financing of investments and exports; (iii) strengthening regional and international financing of investments and exports; (iv) development

of supplier credit; (v) contribution of Cameroon's diaspora and the repatriation of capital invested abroad; and (viii) development of talents and financial skills.

### **3.7.1. Increasing financial inclusion and intensification of the financial and banking system**

**242.** With regard to increasing financial inclusion, Government's ambition is to raise the bank penetration rate from 12.2% to 80% by 2030. At the same time, bank financing of the economy will be substantially increased from 15.9% of GDP in 2018 to a minimum of 70% of GDP in 2030. Thus, the intensification and deepening of financial and banking intermediation will have to be translated in particular by measures aimed at increasing service provision through 4 (four) main levers, namely: (i) Central Bank services; (ii) commercial or retail banks; (iii) micro-finance institutions (MFIs); and (iv) Islamic banks.

**243. Central Bank services.** BEAC services should be increased by: (i) extending the network of BEAC branches at least to the capitals of the country's 10 (ten) regions; (ii) developing BEAC's direct services to companies (risk rating, central balance sheet office, economic studies, etc.) and individuals (means of payment, payment incident file, etc.); (iii) setting up and supervising financial infrastructures to facilitate the development of the money, banking and financial markets; (iv) developing BEAC's services to the public and to the private sector.

**244. Commercial or retail banks.** Financial service opportunities will be developed by: (i) implementing a programme to encourage the transformation of microfinance institutions into commercial or retail banks to increase the number of banks from 16 to 30 by 2030; (ii) ensuring the effective application of regulations on the minimum banking service guaranteed by all retail banks.

**245. Microfinance institutions (MFIs).** Financial inclusion will be strongly promoted by maintaining and increasing the number of MFIs. To this end, Government will ensure the development of their activities in all the regions of Cameroon as well as their financial viability (an increasingly extensive network of branches) and the strengthening of their supervision. Their number could thus increase from 500 in 2017 to 750 in 2030.

**246. Islamic banks.** In view of the rise and growing success of Islamic finance at global level, taking into

account the strong Muslim community in the country and in Central Africa, Government will actively encourage BEAC and COBAC to regulate the Islamic finance sector in order to diversify financing opportunities for the economy.

### 3.7.2. Developing local financing of investments and exports

**247.** The volume of investment needed for the structural transformation of the economy requires the availability of a substantial and robust supply of long-term financing aimed at strengthening equity and quasi-equity or long-term loans. In this regard, Government will facilitate the establishment and development of the following institutions:

**248. Private equity institutions.** The aim of private equity is to strengthen the equity and quasi-equity capital of enterprises, including advisory and support services. In this respect, Government will initiate measures to develop this sector by strengthening SNI as an investment fund capable of providing equity capital to enterprises under creation (venture capital) or in expansion (development capital). Once the development of these companies has been consolidated, SNI will be obliged to exit therefrom and make capital gains by selling its shares on the stock market in order to reinvest in new companies. Also, a legal and regulatory framework that is sufficiently attractive for the development of private or foreign private equity institutions will have to be put in place.

**249. Corporate and Investment Banks (CIB).** In order to offer project finance and structured finance solutions to companies, the State, RLAs and Government will, in conjunction with BEAC and COBAC, ensure that the corporate and investment banking professions are regulated, distinguishing them from retail banks. To this end, the promotion of national champions in this core activity of the banking sector is essential for the dynamics of the structural transformation of the national economy.

**250. Leasing institutions.** The number of institutions offering leasing solutions is still very limited. Government intends to continue promoting leasing activity to increase the supply of this type of medium- and long-term financing. Thus, an increase in the number of institutions specialized in leasing will be based on development of the Islamic finance concept.

**251. Development Finance Institutions (DFIs).** The development finance institution (DFI) sector is still very limited and embryonic. Thus, to substantially increase investment and develop financing opportunities, Government is considering: (i) the effective establishment of the Deposits and Consignments Fund (DCF) created by Decree No. 2011-105 of 15 April 2011; (ii) promoting the development of insurance and its contribution to financing the economy.

**252.** This will also entail: (iii) reforming the Cameroon Housing and Loans Fund (CFC) in order to truly support the development of real estate and housing; (iv) transforming the Cameroon SME Bank into a public investment bank; (v) creating a guarantee fund to support the financing of SMEs and promising projects; (vi) setting up an Export-Import Bank (EXIM BANK) or an export credit agency; (vii) reforming the Special Council Support Fund for Mutual Assistance (FEICOM) to make it a real institution for financing the development of RLAs in line with decentralization; and (viii) creating an agricultural bank dedicated to financing the production and competitiveness of farms. Furthermore, Government will study the possibility of grouping the various institutions mentioned above (SMEs, agriculture, housing, guarantee funds, RLA) under a single development bank.

**253. Financial markets or direct capital markets.** Completion of the merger of the two financial markets of Cameroon and Central Africa provides a good basis for increasing the financing of companies, States and RLAs. Within this framework, Government plans to: (i) strengthen measures to make the use of the Central African Stock Exchange (BVMAC) more attractive; (ii) float the main public enterprises on the stock exchange; and (iii) sell SNI shares on the stock exchange.

### 3.7.3. Strengthening regional and international financing of investments and exports

**254.** As a supplement to the local financial sector, stronger links with the regional and international financial sector will be actively sought to increase investment and export financing. To this end, measures will be planned in two segments of the regional and international financial system, namely: (i) equity financing; and (ii) debt financing.

**255. Equity financing.** In addition to the actions taken by Government to attract FDIs and conclude lending facilities with bilateral and multilateral partners, Government intends to review the legal and regulatory framework governing public-private partnerships (PPPs) so that all public-private partnership (PPP) projects will be subject to a single framework concurrently as a PPP project preparation fund is set up.

**256. Debt financing.** Government will back the raising of financing from international banks and TFPs through several measures, notably: (i) updating and dissemination of practical guides on financing modalities through the various TFP financing windows; (ii) implementation of an assistance programme to mobilize international financing from TFPs by the private sector, including, in particular, the requirement of preparing bankable projects and credible business plans; (iii) establishment of a programme to boost the State's financial engineering with a view to adequately mobilizing international financing; and (iv) development and implementation of a procedure for seeking, negotiating, signing and managing Government's international financing, including all critical aspects, particularly tax and customs clauses and the provision of counterpart funds.

#### **3.7.4. Development of supplier credit**

**257.** In order to make up for the lack of a legal and regulatory framework conducive to the development of inter-company credit, Government undertakes to come up with a law on supplier credit, regulating in particular payment periods and providing for the establishment of an observatory for that purpose.

#### **3.7.5. Mobilization of diaspora financing and capital repatriation**

**258.** With regard to the mobilization of diaspora financing, and in order to better mobilize diaspora savings which amounted to about CFAF 200 billion in 2018, Government will: (i) facilitate the creation of one or more investment funds focused on raising funds from the diaspora; and (ii) put in place legal provisions to secure diaspora funds.

**259.** Regarding the repatriation of capital invested abroad, according to statistics from the Bank for International Settlements (BIS), the investments of non-bank Cameroonian residents abroad rose from CFAF 552 billion to CFAF 843 billion in 2018. In order to take advantage of some of these funds, Government is considering setting up a programme to encourage the repatriation of capital invested abroad by Cameroonian residents by offering trust and investment opportunities.

#### **3.7.6. Development of financial talents and skills**

**260.** The development of the various branches and professions in the financial sector requires the availability of qualified and competent human resources. To this end, Government will take various initiatives, including the adoption of a programme to build technical capacity in the various specialized banking and finance professions.

## CHAPTER 4

# DEVELOPMENT OF HUMAN CAPITAL AND WELL-BEING

**261.** A country's development is closely linked to the structure of its population. On the one hand, development is intended to meet the needs of the people by providing them with all the conveniences of modern life, including employment, health, social and economic well-being. Conversely, this development is possible only if it relies on a population that has the suitable characteristics such as: good training, good health, and social and economic well-being, etc. This leads to the dual approach of the population considered from a quantitative point of view as a beneficiary of the fruit of development and qualitatively as a factor of development.

**262.** The structural transformation of the national economy requires the availability of competent and competitive human capital. It represents an essential factor for the development of a dynamic industrial sector and relies on the existence of a large workforce that is well trained and optimally employed. To do this, it is necessary to implement health and education

policies that, in a climate of good governance, will allow the development of a healthy and productive human capital.

**263.** In health care, there was a decline in the infant mortality rate between 2011 and 2018; it went down from 62 per 1000 to 48 per 1000. With regard to schooling, there was an overall increase rate of 4.3 percentage points in primary school enrolment between 2011 (81.3%) and 2017 (85.4%). However, access to preschool education is still to be improved as less than 40% of children aged 4 to 5 go to school.

**264.** Despite this progress, Cameroon's Human Capital Development Initiative (HCDI) has dropped. From 0.41 in 2012 it reduced to 0.39 in 2017. This situation stems from several weaknesses inherent in child malnutrition problems and education and health policies, such as unequal distribution of personnel that favours urban areas and inadequacy of the minimum package for services, especially in rural areas.

### BOX 7: Human Capital Development Initiative (HCDI)

The Human Capital Development Initiative (HCDI) was designed by the World Bank to advocate for increased investment in future generations. It is based on the Human Capital Index (HCI), a composite indicator that measures the ability of a new-born to reach adulthood with all its human, physical and productive potential under unchanged conditions. The HCI has three main dimensions: survival, education and health. It differs from the Human Development Index (HDI) in that, unlike the latter, it does not take income into account and is more detailed about the dimensions considered as well as the various population categories.

In fact, in addition to survival and education seen holistically that is taken into account by the HDI, the HCDI includes in its calculation specific indicators relating to the quality of education, healthy growth and adult survival. The value of the HCDI for Cameroon stood at 0.39 in 2017; and it is below the average for Africa (0.42). In other words, a child born today has a 39% chance of reaching adulthood while fully fulfilling its physical and productive potential. This indicator stood at 42% in 2012. Its drop is explained mainly by the fall in the quality of education.

Moreover, the quality of education takes into account real learning within the number of years of education whose level has decreased from 454 in 2012 to 379 in 2017. The current situation of human capital development is therefore not very favourable to the emergence of the country's industrial sector which requires an available workforce, trained and skilled in more technical fields.

**265.** Human capital development requires good knowledge of the evolution and structure of the population and above all priority sectoral needs in order to envisage better prospects for its development.

#### 4.1. DEMOGRAPHIC CONTEXT

**266. Population growth.** The population of Cameroon is estimated at 23,248,044 inhabitants in 2017. It has grown by more than 33% compared to its size in 2005 which stood at 17,463,000 inhabitants. The population has been growing at an average annual rate of 2.4% since 2005, which implies that its size will double in 29 years from 2017 if it continues at this pace. In other words, it could rise above 46,496,000 inhabitants in 2046.

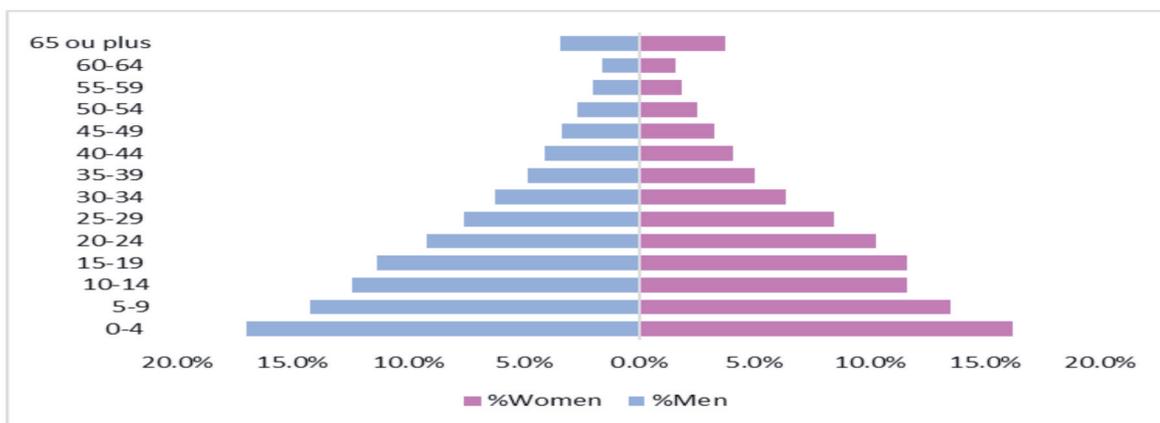
**267. Spatial distribution of the population.** More than half of the population (53.2%) lives in urban

areas, and the most heavily populated Regions are the Centre (19.6%), the Far-North (18%), the Littoral (15.2%), and the North (11%). Conversely, the region with the highest population density is the Littoral (174.8 inhabitants / km<sup>2</sup>), followed by the West (142.9 inhabitants/km<sup>2</sup>). The relatively large populations of the Centre and Littoral Regions are due to the fact that they are respectively the political capital and the economic capital of the country.

**268. Population structure.** Cameroon's population is predominantly young, as individuals under the age of 15 account for over 43% of the total population. People aged 15 to 34 make up more than 35% of the population, and those over 60 represent less than 6%.

**269.** The sex structure of the population indicates that the female population represents about 51 per cent of the total population. The female population is even higher in rural areas, where they represent an even larger proportion. The graph below shows in more detail the age and sex structure of the population.

**Graph 7:** Age structure of the population in 2017



**Source:** BUCREP, projections.

**270.** The issue of demographic dividend occupies a significant place in the formulation of various policies aimed at development in general and human capital in particular. With more people in the labour force and fewer people to be catered for, a country can take advantage of a window of opportunity in terms of growth provided it makes

sound economic and social investments. This is the challenge facing Cameroon, where the proportion of dependents (under 15, 43%, over 60 6%) represents 49% of the population; which is a dependency ratio of 0.85 twice the level observed in emerging countries.

### **BOX 8: Demographic Dividend (DD)**

The demographic dependency ratio which measures the average number of dependents, namely people aged 0 to 15 and those aged over 60, for a person of working age is 85 dependents per 100 people in working age in 2018. Given the activity rate which is around 70% and the occupancy rate which is 66.4%, the economic dependency ratio which measures the average number of unoccupied people per person employed (productive) is around 298 per cent. Thus, the employed have, in addition to themselves, about three (03) people on average unoccupied dependent. This population structure is unfavourable to economic growth and development since it does not give enough room for manoeuvre to save and undertake productive investments because the people for whom they are responsible are placing serious burdens on them. In addition, the relatively large size of the dependents does not allow the working population to invest enough in their quality (education, health, leisure, etc.).

Given the rate of population growth and the gradual, albeit slight, decline in the Synthetic Fertility Index (SFI), it is expected that a significant proportion of the current dependent population (particularly that aged between 5 and 15) becomes active and contributes to reducing the demographic dependency ratio by assuming that a good number of those who are currently active remain active. On the other hand, children under the age of 5 as well as those to be born who will constitute the dependent young population within ten years will have a smaller workforce due to the gradual decline in fertility, which will also contribute in lowering the demographic dependency ratio.

The challenge for the next ten years is therefore to invest sufficiently and efficiently in the human development of young people so that the favourable future situation which will be that of a lower demographic dependency ratio coincides with a period when the economic dependency ratio is the highest. To achieve this, the State undertakes to invest in the human capital of younger generations in order to make the most of the structure of its population which will be favourable to the demographic dividend by 2030. Improving skills and the employability of people currently active, but without real potential and excluded from the job market will also be a real imperative. The challenge will be to bring the economic dependency ratio below 240 percent as observed in some emerging countries. The challenge for the public authorities will therefore be to make the most of the opportunity offered by the demographic dividend before the many cohorts currently on the brink of active life leave the labour market due to old age and again constitute a burden on society.

**271.** To support the industrialisation of the country, the Government plans to structure its human capital and well-being development policy around 5 (five) avenues namely: (i) education, training and employability; (ii) health and nutrition; (iii) access to basic social amenities; (iv) social protection and (v) research for development.

## **4.2. EDUCATION, TRAINING AND EMPLOYABILITY**

**272.** During the 2010-2020 period, the Education and Vocational Training Strategy envisaged a reorganization of the education sector through: (i) basic education covering primary and first-cycle secondary school open to the greatest number of children aged 6 to 15, (ii) second-cycle secondary

education based on a dynamic balance between general education and technical education, (iii) vocational training oriented by the production sector demand based on a modernized and considerably reinforced system; (iv) a professionalised higher education; (v) extensive retraining coupled with a system of enhancing experience gained.

**273.** As part of the implementation of this strategy, the actions carried out have made it possible to make significant progress in terms of providing education, through the construction of several schools and management structures for all educational cycles, training and recruitment of teaching staff. Primary school completion rate increased from 73% in 2012 to 76.7% in 2016, while a significant decrease was observed in 2017 as it stood at 67%. In the first-cycle of secondary education, this rate increased from 68% in 2016 to 80.5% in 2018. In terms of training, there

are 1,648 government and private vocational training centres and institutes offering nearly 240 training specialties to more than 45,000 learners each year.

**274.** However, the current supply structure in terms of educational infrastructure and teaching staff and trainers can still not meet the demand for education and vocational training, in terms of international norms and standards. In addition, the other problems of the education sector are related to: (i) poor effective implementation of the promotion of civics, living together and national integration at all levels of education, and (ii) low contribution of research to the country's economic and social development.

**275.** In order to overcome the above-mentioned shortcomings, the Government is focused on: "Promoting an education system at the end of which any young graduate is sociologically integrated, bilingual and competent in a field that is vital for the development of the country and aware of what he must do to contribute to it". The strategic objectives are thus to: (i) guarantee access to primary education for all school-age children, (ii) achieve a 100% completion rate at primary level, (iii) reduce regional disparities in terms of school infrastructure and teaching staff, (iv) increase the provision of vocational and technical training by 10 to 25% at secondary level and 18 to 35% at higher level. With regard to vocational training, it will be directed primarily towards the driving sectors of the economy and structuring projects. Government's interventions are structured around 3 (three) components, namely: (i) access and equity; (ii) quality and employability; (iii) strengthening of the education system.

#### 4.2.1. Access and equity

**276.** Concerning access to education, the main concern is the significant proportion of the school-age population that do not go to school. It is estimated at about 14% for the primary level and 26% for the secondary level. Girls are the most affected and the phenomenon varies from one region to another.

**277.** With regard to equity, significant regional and local disparities still exist in the provision of educational structures and teaching staff. Primary and secondary levels are particularly affected by this phenomenon, of which one of the main causes is the non-observance of the school map. These disparities are also observed in terms of girls' schooling; their number tends to decline as the education system evolves.

**278.** In order to address shortcomings regarding access and equity in this sector, the Government plans to put in place a mechanism to ensure access to education and training for all segments of the population. More specifically, this will entail: (i) ensuring that all girls and boys have access to quality nursery education that prepares them for primary education; (ii) allowing all girls and boys to follow, on an equal basis, a complete cycle of low-cost, quality, free primary and secondary education leading to genuinely useful learning. The actions envisaged will focus on correcting geographical disparities and, improving textbook policy and gradually extending the universal education to eight and subsequently ten years of schooling.

**279. With regard to addressing geographical disparities,** the Government will endeavour to reduce the gaps, overcome the lag of the least favoured localities and social categories. More specifically, these will entail: (i) establishing adjustment standards for infrastructure and teaching staff in the regions and councils, with special emphasis on the Far-North, North-West and South-West Regions, (ii) ensuring equitable access for learners of both sub-systems (French and English) to similar lessons, (iii) eliminating gender inequalities in education and ensuring equal access to all levels of education and vocational training for socially vulnerable people (disabled people, minorities, vulnerable children, etc.) (iv) developing community-based nursery education, particularly in rural areas..

**280. With regard to improving textbook policy,** the Government is committed to ensuring the availability of textbooks and reducing the costs of access to textbooks. To this end, it will: (i) promote textbooks that can be used for at least 6 (six) consecutive years, (ii) promote the use of one textbook per subject and class at national level, (iii) introduce a policy of free textbooks for essential subjects in government primary schools. Government also intends to establish clear and rigorous regulations and procedures to ensure proper implementation of the textbook distribution policy.

**281. With regard to the establishment of basic education,** the Government has taken the option of establishing "quality basic education covering primary and first-cycle secondary education open to the largest number of children aged 6 to 15, and making it possible to raise the average level of education on a path consistent with the 2035 vision." To achieve this, the authorities intend to: (i) set up the general

organisation of the school system, (ii) define schooling profiles, (iii) reform curricula, (iv) redesign flow management tools and mechanisms, (v ) define the organisation of basic education administration, (vi) determine the pace of expansion of basic education and (vii) make choices as to pedagogy, content and purpose.

**282.** There is also the issue of: (i) continuing the establishment of School, University and Vocational Counselling Centres (COSUP) in the regions that do not have them, (ii) preparing an educational map of out-of-school education and functional literacy to check the lack of exposure of this type of education, (iii) promoting access to willing youth and adults to literacy and non-formal education.

#### **4.2.2. Quality, employability and entrepreneurship**

**283.** The quality of the education and training system, employability, entrepreneurship, contents and quality of education provided do not always match up with the demand of the productive system in terms of manpower. In fact, there is no definition of the standard profile of human capital or a prioritization in terms of training and skills that respond to the options and choices of economic and industrial development. To overcome these shortcomings, emphasis will be laid on the training of trainers, beefing up patriotism, provision of technical and vocational training.

**284. With regard to training of trainers,** Government plans to ensure that social values (living together, patriotism, bilingualism, etc.) are taken into account in training programmes throughout the country based on international standards. To this end, it will be necessary to ensure, on a permanent basis, the training of trainers who will then be deployed in localities. The implementation of this action will consist in offering trainers training that will enable them, in turn, to provide bilingual and instructive teaching programmes on economic patriotism and more oriented towards technical and vocational training consistent with international standards in each area.

**285. As regard strengthening patriotism,** Government intends to systematically promote the values of living together, citizenship and patriotism by 2030. In other words, it intends to introduce into the content and programmes lessons on social values needed to strengthen the patriotic spirit of learners. Specifically, the authorities intend to:

- improve the practice of bilingualism in all sectors of society through the creation and implementation of specific school programmes starting from nursery schools;
- strengthen civic education programmes at all levels, emphasizing ethical, moral and patriotic values;
- strengthen the teaching of mother tongues;
- strengthenor introduce programmes on entrepreneurship, the role of the entrepreneur in society and economic patriotism with a focus on "Made in Cameroon" in terms of consumption and investment;
- ensure that the introduction in school curricula of historical, sociological, economic and cultural realities of Cameroon and Africa is satisfactory.

**286. Provision of technical and vocational training** has to do with: (i) promoting equal access of young people to quality and affordable technical and vocational education, (ii) promoting a considerable increase in the number of young people and adults with the necessary technical and professional skills for employment, decent work and entrepreneurship in the industrialisation sub-sectors. (energy, agro industries, forest-wood, cotton, textiles, leather etc.), (iii) strengthening the use of information and communication technologies at all levels of education and training; (iv) expanding the training of trainers in Science and Technology (ST), (iv) opening specialised classes to reinforce professionalization and quality of teaching, (v) setting up a platform for reviewing training curricula between ministries in charge of education; (vi) developing the system for enhancing experience gains and (vii) adapting the legal framework governing the sector to new orientations.

**287. Vocational training** will involve conducting a job oriented and adequate policy centred on certification of skills in accordance with ISO 17024 standard. In this respect, the Government intends, in keeping with the catch-up and technological development plan, to: (i) reinforce the initial, continuous training offer by learning through greater involvement of professionals in training and certification in accordance with ISO 17024 standard; (ii) set up a national certification and qualification framework as well as an accreditation agency for metrication bodies, (iii) develop partnership governance with a strengthening of Public/Private Partnership; (iv) develop business

nurseries within vocational training institutions; (v) adapt vocational training to the specific assets and benefits of each region; (vi) specialise higher training institutions according to agro-ecological zones and in the sub-sectors driving industrialisation in the country; (vii) develop and implement training benchmarks using the skills-based approach in all existing trades based on existing international standards in each sector, (viii) establish a certificating programme for mass training and capacity building of informal sector workers (Train

my generation) and (ix) introduce a tax on vocational training for the private sector; (x) set up a post education / training monitoring system to manage information on school to job market transition for the regulation of flows and give greater visibility to professional integration; (xi) operate the National Institute of vocational trainers and programme development; (xii) reform SAR/SM into trades training centres (CFM). In addition, the Government will ensure that labour needs are planned.

### BOX 9: ISO 17024 Standard

The international standard ISO/IEC 17024 entitled “*Compliance assessment – General requirements for certification bodies that certify persons*”, contains requirements and principles intended for an organisation which certifies persons against specific requirements, including developing and maintaining a specific system for certifying people.

As with certification bodies for products, services and management systems, this international standard has been developed to create and promote an internationally accepted reference for bodies operating certification of persons. Personnel certification is a way of ensuring that the certified person meets the requirements of the particular professional certification scheme. Confidence in the various specific certification systems is obtained by means of a process of evaluation and periodic re-evaluation of the competence of certified persons.

The purpose of certifying the skills of people is to respond to the ever-faster development of trades, technological innovations and the ever-increasing professional specialization of people, the development of specific systems for the certification of personnel and can make up for differences and inadequacies in education and training and thus promote the labour market especially in the various trades in the industrial sectors.

**288.** With regard to secondary education, with the aim of creating a critical mass of young graduates capable of quickly and easily integrating into the labour market in line with the technological catch-up plan, the Government shall undertake to: (i) revitalize technical and vocational secondary education by increasing the number of vocational and technical high schools and colleges in sub-sectors that contribute the most to industrialisation; (ii) set up vocational high schools and (iii) ensure linkage between secondary education and training opportunities offered by higher education.

**289.** Higher education will involve : (i) giving priority to quality scientific and technological training in order to have a large mass of engineers and senior technicians qualified for exploitation and especially the processing of natural resources in sub-sectors that contribute the most to industrialisation, (ii) promoting applied research in universities and colleges in

keeping with the technological catch-up plan, (iii) developing sectors for business intelligence and (iv) strengthening the certification system of certificates at the level of Private Institutes of Higher Education (IPES) for better harmonisation of curricula and (v) improving management of university supervisory bodies.

#### 4.2.3. Strengthening the educational system

**290.** Strengthening the education system requires: (i) better management of the educational system's personnel, (ii) better distribution of educational facilities across the national territory, (iii) complete transfer of resources from decentralisation, (iv) ) promotion of private investment in the education and training sector.

**291.** With regard to personnel management, Government intends to improve the provision of human resources, particularly in rural areas. In basic and

secondary education, through decentralisation, there will be greater regional and council responsibility for the recruitment and career management of teachers. In addition, the Government plans to: (i) strengthen collaboration with these representative organisations; (ii) better regulate the activity, (iii) foster a better organisation of these unions to ensure synergy of actions from regional to national level. It will also be necessary to implement teacher retention measures in rural areas, including the construction of on-call housing for these teachers and the introduction of incentives (special bonuses) in their favour.

**292. With regard to the creation and distribution of infrastructure**, in the case of basic and secondary education, the Government intends primarily to update the school map in order to audit what exists to better plan the realisation of new infrastructures. In this manner, the updated Council Development Plans (CDP) and the Regional Development<sup>4</sup> Plans (drawn up by the regions) in coherence with regional plans should be involved. It will also replace the current policy of building classrooms with the construction and complete equipment of schools (latrines, water points, laboratories, workshops, playgrounds, school canteens, etc.).

**293. Regarding the transfer of decentralisation resources**, RLAs will be responsible for the following: (i) construction and equipping of education and training structures, (ii) recruitment of teaching and administrative staff in schools, (iii) definition of partnerships with the private sector in the field of primary and secondary education, and training. This action will enable RLAs to increase access and equity in education for their respective populations. In addition, the education and training programmes, in their design at the central level, will have to take into account regional and local specificities in the formulation of educational content. In particular, it will be determined in consultation with the regions and according to the guidelines recommended by the national commission responsible for multiculturalism, the national languages of communication which will be introduced in pre-school and primary education, so as not to allow the cultural richness decline where these remain the perfect transmission vectors.

**294. The promotion of private investments in this sector** will involve, on the one hand, stating training needs according to socio-economic development

objectives pursued, and on the other hand, defining an incentive framework for private operators to fill the gap. These investments will be directed particularly to localities and regions where provision is low in order to reduce geographical disparities. This measure will make it possible to improve the quality and quantity of education provided, particularly in technical and vocational, scientific and technological training, with the involvement of employers in support of Research and Development.

### 4.3. HEALTH AND NUTRITION

**295.** During the first phase of implementation of the Vision, health sector policy in Cameroon aimed to ensure, in a sustainable way, universal access to quality health care and services, through improving their supply and the appropriate financing of the demand for health. Specifically, it included: (i) provisioning 80% of health districts; (ii) bringing 100% of the health structures of the strategic and intermediate levels to play their support and referral role; (iii) reducing by 1/3 the burden of disease among the poor and the most vulnerable populations; (iv) reducing the mortality of children under 5 by 2/3 and (v) reducing maternal mortality by 3/4.

**296.** The actions undertaken have helped to: (i) improve infrastructure provision; (ii) increase the volume and qualification of human resources; (iii) facilitate access to medicines; (iv) improve the prevention of communicable diseases and care of patients; (v) improve immunisation coverage of target populations against endemic diseases and (vi) experiment innovative funding mechanisms for health. All these measures have fostered: increase in life expectancy from 51 years in 2000 to 58.1 years in 2018, fall in HIV/AIDS prevalence rate to 2.7% in 2018, decrease in infant and child mortality from 122 deaths in 2011 to 79 deaths in 2018 per 1000 live births, and increase in the proportion of children aged 12-23 months fully vaccinated, by around 48.2% in 2004 to 75.3% in 2014.

**297.** However, the current health care system is not yet able to sufficiently promote people's health and adequate and comprehensive management of cases of illness. Thus, despite the above-mentioned advances, a number of health indicators remain unsatisfactory, especially: (i) maternal mortality, which rose from 782 to 464 maternal deaths per 100,000 live births

<sup>4</sup> Provided for by the 2004 law on decentralisation

between 2011 and 2018; and (ii) health-care personnel/population ratio, which was well below the WHO standard of 2.3 per 1000 population in 2009.

**298.** Among the main causes of this situation are: (i) unequal distribution of health facilities in the country, particularly in rural areas; (ii) lack of quality technical platform in the majority of health facilities; (iii) low density and unequal distribution of health personnel in the regions; (iv) low affordability of quality health care and services for people, especially the most vulnerable; (v) insufficient availability of minimum and complementary packages of activities in health facilities and (vi) inadequacies in funding and coordination of interventions.

**299.** In the light of the foregoing, and with a view to contributing to the development of healthy, productive human capital capable of delivering strong, inclusive and sustainable growth, the authorities intend to guarantee to all segments of the population equitable and universal access to services and basic health care as well as priority quality specialised care, with the full participation of the community.

**300.** To this end, in connection with SDG 3 on health, the following will be addressed: (i) reduce the maternal mortality rate to below 70 per 100,000 live births; (ii) reduce neonatal mortality to 12 per 1,000 live births at most and mortality of children under 5 to 25 per 1,000 live births at most; (iii) reduce by at least 30% the prevalence of and mortality from major communicable and non-communicable diseases; (iv) reduce by 2/3 malnutrition among children under 5 years of age; and (v) provide for 80% of intermediate and peripheral health facilities.

**301.** In this wise, three fundamental principles will guide the Government's interventions, namely: **improving governance of the health system, strengthening the technical platform of central and reference hospitals and enhancing local therapeutic potential.** These principles will permeate the different components of the health strategy: (i) promotion of health and nutrition; (ii) disease prevention; (iii) case management; and (iv) strengthening the health system.

#### **4.3.1. Promotion of health and nutrition**

**302.** In order to encourage the population to adopt healthy behaviours, key actions will consist mainly in: (i) improving the living environment of the populations by ensuring, in liaison with councils, respect of minimum

health standards; hygiene and sanitation in residential areas; (ii) strengthening health-promoting skills of individuals and communities, including physical activity and sport; (iii) encouraging households to adopt essential family practices through the systematic dissemination of awareness messages on all existing communication media; and (iv) improving knowledge, attitudes and practices of young people and adolescents regarding their well-being and sexual and reproductive health.

**303.** In order to reduce the exposure of the populations and especially children to diseases caused by unhealthy diets, there will be a need to: (i) put in place a national plan to combat malnutrition of pregnant or lactating women children under 5 years old; (ii) create a mechanism to support access prices for infant nutrients and foods; (iii) enhance safety of food placed on the market and consumed by the population; (iv) put in place an awareness raising and nutritional education mechanism adapted to the socio-cultural context in Cameroon; (v) improve the people's access to healthy and balanced diet; and (vi) ensure that food labelling standards are met.

#### **4.3.2. Disease prevention**

**304.** In order to reduce premature mortality from preventable diseases, the authorities commit to: (i) reduce by at least 30% the incidence/prevalence of major communicable (HIV/AIDS, malaria and tuberculosis) and non-communicable (diabetes and hypertension) diseases; (ii) significantly increase the coverage of high-impact prevention interventions for maternal, new-born and child targets; (iii) strengthen the health surveillance system; (iv) intensify disease awareness raising, detection and vaccination system, involving more traditional chiefs and community-based organisations; (v) fight relentlessly against young people's addiction to substances harmful to health and the use of dangerous cosmetic products and (vi) identify innovative mechanisms for financing preventive actions for the disease.

#### **4.3.3. Case management**

**305.** With a view to reducing overall mortality and lethality, the Government intends to improve the quality of care and health interventions in health facilities (FOSA) and in the community, ensuring the humanisation of care. In this regard, it will be a priority to continue the policy of upscaling the technical platform of central and reference hospitals that has

been in place for a number of years, while also ensuring that intermediate and peripheral health facilities are equipped.

**306.** In addition, the authorities plan to: (i) provide comprehensive care for the health problems of mothers, new-borns, children and adolescents; (ii) strengthen the operational capabilities of hospital emergency departments; (iii) set up an operational surveillance and response system for endemic diseases, public health events and crisis situations; and (iv) set up a mechanism to assist the needy in health facilities.

**307.** The Government will also: (i) improve the clinical set up for the fight against HIV/AIDS, malaria, tuberculosis and hepatitis by including a strategy for responding to the phenomenon of antibiotic resistance; (ii) improve the operationalisation of the reference and counter reference system and (iii) streamline the operation of programmes and initiatives to combat major epidemic and endemic diseases. In addition, the use of diagnostic protocols and compliance with hospital and community case management standards will be much more strictly controlled. Emphasis will also be laid on intensification of the provision of specialised care services, with special attention on the management of disability and mental health, developmental disorders, burn victims, and palliative and end-of-life care.

#### 4.3.4. Strengthening the health system

**308.** With a view to strengthening the health system, the authorities plan to: (i) improve the efficiency of the health system by taking advantage of decentralisation; (ii) establish the Universal Health Coverage; (iii) promote the development of a local pharmaceutical industry; (iv) promote hospital performance and quality approach in health facilities; (v) strengthen geographic accessibility to health care; (vi) have qualified and motivated health personnel; and (vii) improve health governance.

**309.** In order to improve the efficiency of the health system, the Government intends to take advantage of all the opportunities offered by decentralisation, in terms of management of health facilities and health personnel. To this end, the authorities intend to allocate to LRAs all the resources necessary for the exercise of the powers devolved to them in the field of health.

**310.** With regard to Universal Health Coverage, the aim is to guarantee the entire population financial

protection against the risk of illnesses and equitable coverage of quality health care and services. Thus, the Government will work towards the progressive implementation of this social protection system. In addition, the focus will be on the optimal mobilisation of internal resources and efficient and rational management of existing resources, in view of the reduction of funding from development partnership.

**311.** Moreover, in order to reduce direct expenditure of households, while waiting for the management of certain diseases by the UHC, it will be necessary to continue to promote free access to healthcare or subsidised demand for certain populations, particularly through health cheque, obstetric kits and mutual health insurance.

**312.** With a view to improving the protection, equity, availability and accessibility of medicines, the Government intends to put in place a policy to develop and promote local pharmaceutical industries. It will also entail: (i) setting up, in a targeted way and in conjunction with RLAs, a system for distributing essential drugs to the most vulnerable populations of underprivileged areas; (ii) implementing a plan to structure the traditional medicine subsector in order to standardise and popularise its products and (iii) enhancing research findings and the national therapeutic heritage within the pharmaceutical industry.

**313.** With regard to hospital performance and quality approach in health facilities, the Government undertakes to: (i) introduce hospital performance contracts to promote quality care and empowerment of health facilities; (ii) institute a patient's charter indicating the rights and duties of the patient within health facilities and (iii) systematise the use of a uniform statistics collection system in public and private health facilities.

**314.** With a view to strengthening the geographical accessibility of the population to health care, the Government intends to ensure, in conjunction with RLAs, a better territorial distribution of public health facilities based on an updated health map. Government will also provide incentives to encourage the creation of private hospitals that meet required standards.

**315.** With regard to human resources, the objective is to provide healthcare workers in sufficient quantity and quality, in particular through: (i) massive recruitment in the public sub-sector; (ii) valorisation of

health care workers by involving them in the management of health facilities as well as granting special benefits to health care personnel in rural areas; (iii) optimal utilization of healthcare workers in the public sub-sector and recognition of the individual's career needs in the private sub-sector; (iv) strengthening the presence of qualified community healthcare workers; and (v) increasing the retention of health workers at their jobs by making use of decentralization.

**316.** With regard to health governance, the areas of intervention concern: (i) strengthening the coordination of health interventions in the public, private and traditional medicine sub-sectors; (ii) creating a cross-sectoral consultation framework among health sector actors, particularly in the areas of health promotion and disease prevention; (iii) strengthening and modernizing the health information system; (iv) updating the legal framework; (v) promoting the culture of transparency and accountability, with the systematisation of participatory evaluation; (vi) intensifying health partnership and cooperation and (vii) creating an environment conducive to the emergence of a local health economy

## 4.4. ACCESS TO BASIC SOCIAL AMENITIES

**317.** Conscious of the fact that an adequate living environment made up of basic social facilities such as water, electricity and decent housing reduces inequalities and promotes a peaceful social climate conducive to the implementation of development actions, the Government proposes for the period 2020-2030 to improve people's access to basic social services in general and to housing, water and electricity in particular. In general, even when water and electricity supply are available, households still do not have access to them due to connection costs and bottlenecks in administrative procedures.

### 4.4.1. Access to housing

**318.** Housing, especially in urban areas, is essentially precarious because of wanton occupation of land in undeveloped sites; this leads to serious problems of hygiene and public health which amplifies the vulnerability of the populations and favours the deterioration of the living environment in poor neighbourhoods. This situation is related to factors such

as: non-respect of urbanisation plans, difficulties with access to land, very rapid urbanisation, high cost of building materials as well as difficulties in accessing credit for low-income populations.

**319.** Face with this issue, the Government undertakes to promote access to housing through: (i) servicing and provision of 10,000 hectares of building plots throughout the country and increased empowerment of RLAs in their use; (ii) intensification of the production and promotion of local materials; (iii) fixing of minimum construction standards in agglomerations; (iv) facilitating access to land and housing loans; and (v) incentive to install private real estate companies.

### 4.4.2. Access to drinking water

**320.** The proportion of the population with access to safe drinking water increased from 45.3 percent in 2007 to 61 percent in 2014; an improvement of 15.7 points. The situation is worse in rural areas where less than half of households have access to drinking water against more than 8 out of 10 households living in urban areas. The problems observed at this level are: (i) delays in the implementation of drilling programmes; (ii) obsolescence of the drinking water distribution network; (iii) untimely cuts and (iv) approximate quality of the water supplied by the company in charge of the distribution of drinking water; etc.

**321.** To ensure universal and equitable access to affordable drinking water for all households, the Government intends to (i) put in place a framework that fosters the establishment of private production and distribution companies; drinking water at council level; and (ii) revise Law No. 98/005 of 14 April 1998 on the water regime, (iii) develop and implement a long-term sector development plan and a substantial investment programme in support of RLAs. In addition, it will also be a matter of monitoring the satisfaction of the service and planning the extension of the drinking water network according to the demographic evolution and develop technical capacities (in particular for the realisation of small networks of drinking water) by mobilising the private sector in a competitive manner.

### 4.4.3. Access to electricity

**322.** In 2016, the rate of access to electricity was 62.1% though the target was 70%. This weak performance can be explained by: (1)

underproduction, (ii) obsolescence of the electricity distribution network, untimely power cuts, poor maintenance of the infrastructure and equipment, (iv) sluggishness of electrical network maintenance teams; etc., thereby generating untimely cut and poor access to electric current.

**323.** In order to guarantee access for all to affordable electric power, the Government is committed to: (i) electrify remote communities using solar energy and / or mini hydropower plants, by facilitating the mobilisation of national private investors for this purpose through legal energy purchasing provisions; (ii) connect all municipalities to the electricity network; (iii) set up a subsidy programme to connect under privileged households to the electricity grid; and (iv) increase the service density and quality of the distribution network and (v) continue rural electrification programmes through the expansion of interconnected distribution network.

## 4.5. SOCIAL PROTECTION

**324.** In Cameroon, the social protection system is still embryonic. Despite the existence of a dedicated legal and institutional framework, interventions are sparse in the areas of social security, social transfers, social action, gender promotion, and communication for social development.

**325.** With the aim of strengthening the social presence of the State and promoting the well-being of the most vulnerable populations, Government intends to consolidate achievements and extend the scope of social protection to the greatest number. Thus, the objective is to widen social coverage of the populations, in particular the most vulnerable by gradually integrating all social categories that are so far marginalised by the system, through: (i) reduction of inequalities, deprivation and social exclusions; (ii) protective measures against all forms of vulnerability; (iii) social cohesion and inclusion and achieving sustainable, inclusive and pro-poor development.

**326.** More specifically in the area of social protection, this will include: (i) strengthening the role of RLAs in social protection, (ii) strengthening the human capital of vulnerable populations by improving their access to basic social services and ensuring the satisfaction of their basic needs; (iii) broadening social protection to the greatest number with, inter alia, the establishment

of a national social transfer plan, (iv) improving the access of groups with specific vulnerabilities to social action services. To achieve these objectives, authorities intend to articulate their interventions around 5 (five) avenues: (i) social security, (ii) social transfers, (iii) social action, (iv) gender promotion and equity and (v) communication for social development.

### 4.5.1. Social security

**327.** So far, social security is essentially provided by the National Social Insurance Fund (NSIF) for workers in the private sector and the Public Treasury for civil servants and contract workers. These two entities cover exclusively workers in the formal sector, who represent an extremely small proportion. In addition, its action seems to be limited because it focuses on only 7 (seven) fields out of the 9 (nine) defined in ILO Convention 102, namely: old age, invalidity, death, accidents at work and occupational diseases, medical care, family benefits and maternity. However, the voluntary insurance open to informal sector workers at the NSIF has been included to the existing scheme. Notwithstanding this measure, the social coverage rate remains low, although it has been rising since 2009. In fact, this rate rose from 10.1% in 2009 to 22% in 2018.

**328.** For the SND30, authorities intend to increase the social security coverage from 22% to more than 50% by 2030. To this end, State action will consist in diversifying social security. More specifically, this will involve: (i) boosting voluntary insurance system through its promotion and expansion to people currently not covered (small farmers, pastoralists, informal sector workers, etc.); (ii) extending the personal and material scope of the formal social security system to liberal professions, (iii) improving the management of social security through the establishment of a National Fund for State Personnel (CNPE), (iv) establishing universal health coverage (UHC).

### 4.5.2. Social transfers

**329.** In implementing its social protection policy, the Government has initiated a growing number of social transfer programmes including: (i) direct cash transfers; (ii) indirect transfers; (iii) in-kind transfers and (iv) humanitarian emergency interventions. However, these programmes are characterized by inadequate coordination, low overall coherence and lack of exhaustiveness on all the needy populations.

**330.** Thus, as part of the continuation of protection actions, the Government intends to focus its activities on: (i) diversification, strengthening, and extension of direct cash transfer programmes, (cash or in-kind following the cash+ approach), (ii) establishment of a national cash transfer system; social transfers as well as the strengthening and expansion of indirect transfer mechanisms for free services and targeted subsidies for the poor or vulnerable.

**331.** Specifically, actions will focus on: (i) distribution of textbooks to pupils, especially those from chronically poor families; (ii) free distribution of certain health materials, including impregnated mosquito nets and nutritional supplements; (iii) improved targeting of beneficiaries to reach vulnerable groups or needy people; (iv) extension of the material scope of transfers to the elderly, children under five, persons with disabilities, etc.; (v) strengthening and extension of school canteen programmes in primary schools, particularly in rural areas, (vi) gradual extension of cash transfers to all chronically poor households, (vii) systematization of HIMO approach with the dual objective of developing infrastructure and generating temporary income for poor households.

#### 4.5.3. Social action

**332.** Cameroon has been resolutely engaged for several decades now in improving the living conditions of the population, especially vulnerable groups namely, Orphans and Vulnerable Children (OVC), women in distress, unemployed youth, the elderly, persons with disabilities, indigenous people, and people affected by natural and man-made disasters and calamities. Despite efforts made in this area, the situation of certain vulnerable groups remains worrying because of the high increase in the needs of these populations, coupled with the weakening of social care capacities of vulnerable groups.

**333.** Among the major problems encountered in this area are: (i) inadequate resources (human, material and financial) for support structures to vulnerable people; (ii) persistence of cultural practices that are harmful to certain vulnerable people; (iii) disappearance of inter-generational solidarities.

**334.** In order to remedy these problems, interventions will include: (i) adoption and effective implementation of existing child protection legislation (Child Protection Code, Persons and Family Code); (ii) strengthening of

youth support programmes; (iii) setting up mechanisms to support medical care for the elderly; (iv) introduction of measures that favour the preparation of official documents (civil status documents, identity cards, etc.) for socially vulnerable populations or those geographically distant from administrative services.

**335.** For the specific case of SVP empowerment (women in distress, persons with disabilities, displaced persons, refugees, the elderly, indigenous peoples, etc.), the State intends to: (i) intensify actions for the implementation of structures for reception, care, support, rehabilitation and training of SVP, (ii) support the actions of associations working for these people, (iii) ensure that their specific rights are respected.

#### 4.5.4. Promotion of gender and equity

**336.** With regard to the promotion of gender, several actions have been carried out by the Government during the implementation of the Growth and Employment Strategy Paper (GESP) These include: (i) drawing up of a National Gender Policy (NGP) document, (ii) formulation of gender issues in ministry strategies and budgets; (iii) creation of a large number of projects and programmes for women at national and local levels; (iv) the implementation of various activities to promote women's rights. Despite these efforts, gender issues remains a cause for concern. Indeed, while the gap in primary school attendance has decreased considerably (83.5% for girls and 87.3% for boys in 2014), disparities persist in the area of employment where the gap between underemployment of men and women was 19.3% in 2014. These gaps are even wider in politics where the proportion of women mayors, for illustrative purposes, is only 8%.

**337.** For the period 2020-2030, the Government will: (i) continue its policy of equitable access for girls and boys, men and women to education, training and information; (ii) strengthen programmes designed to encourage women and youth entrepreneurship; and (iii) intensify consultations with the banking system to open up credit to this segment of the population; (iv) step up measures to combat gender-based violence (GBV); and (v) enact principles to ensure greater representation of women and youth in public and political life and (vi) continue strengthening the institutional framework for the promotion and protection of women's rights.

#### 4.5.5. Communication for social development

**338.** The Government has undertaken several actions to promote communication for social development including: (i) development of a communication component for social development; (ii) training of quality human resources available for social mobilisation, advocacy and outreach; (iii) creation of community radios for vulnerable people. However, the major problem in this area is the inefficiency of communication as a catalyst to support the development of social protection.

**339.** For the 2020-2030 decade, the authorities will: (i) increase resource and information centres at national, regional and local levels; (ii) promote information sharing at community level; (iii) continue with the development of local communication mechanisms and tools in particular through the development of community radio stations; and (iv) promote the production and dissemination of information on social protection.

### BOX 10: Main Conclusions of the 2018 National Human Development Report (NHDR)

In order to identify, analyse and remove the constraints related to the mismatch between economic growth and living conditions of the populations observed throughout the implementation period of the GESP, the Government committed a National Human Development Report (NHDR) for the year 2018 focused on the theme: **"inclusive growth, inequalities and exclusions"**.

The search for inclusive growth includes the identification of two important components. On the one hand, the ingredients of growth as drivers of inclusion that would reach more people to stimulate the creation of decent jobs and subsequently reduce poverty. On the other hand, well-targeted social policies to make social mobility related to human capital a real driver for sustained and spatially inclusive growth.

In Cameroon, the spatial factor is an important variable of exclusion. As mentioned above, monetary poverty is more a rural than an urban phenomenon, in addition to exhibiting significant regional variation. This phenomenon of spatial inequality is also observed at the level of access to basic services such as health care, education, energy and productive assets, thus calling into question social justice and equity without which cohesion would be compromised. In other words, the inefficiency of public policies, their seeming insensitivity to growing regional disparities, raises profound problems in the area of equity. The World Bank's latest review of public spending in Cameroon for the 2015-2017 period also echoes this apparent insensitivity when it points out, for example, that the regional distribution of the health budget does not take into account the needs of the populations, their socio-economic status, the burden of illness or the security context. This finding is based on evidence that the Far-North, Littoral and North Regions have received the lowest per capita amounts in the interregional allocation of the health budget during this period, although some of these parts of the country are the poorest, in addition to facing greater deprivations in health.

These observations are also valid for education where the lack of equity in the distribution of public resources is an important source of strong regional disparities observed in educational outcomes.

Thus, with the aim of ensuring inclusive growth and reducing inequalities and exclusions, the following recommendations are made: (i) share equitably the gains of growth; (ii) improve the performance of public administration; (iii) promote the transformation of the agricultural sector; (iv) promote synergies between agriculture and industry; (v) promote the development of a dynamic private sector to combat informal economic activities; (vi) deepen the decentralisation of political power; (vii) reduce gender inequalities and promote girls' education; (viii) improve the social protection system.

## 4.6. RESEARCH, DEVELOPMENT AND INNOVATION

**340.** The objective of the growth and employment strategy, in terms of modernising the production apparatus, was to promote access to technological innovations through, in particular, the strengthening of the research / extension link to respond to the difficulties in accessing modern agricultural techniques and other innovations in agricultural research. However, the actions undertaken in this area have not really achieved the expected results, since they have not helped to strengthen the competitiveness of local products in order to lay the foundations for a substitution policy of imports. Indeed, Cameroon still occupies a place far from being honourable with regard to the Global Innovation Index (GII). It went from 103rd/125 in 2011 to 117th/127 in 2017.

**341.** With a view to improving the contribution of research to the development of the country, the Government plans to set up a National Research and Innovation System (NRIS)<sup>4</sup> which links three spheres: the productive training, and research spheres. More concretely, it will involve: (i) defining the national research and innovation policy according to the country's strategic development guidelines; (ii) updating the status of researchers to broaden their involvement in priority areas of national development;

(iii) strengthening the national system for the enhancement, popularisation and transfer of research findings, in particular through the establishment of dedicated units in the chambers of commerce, in order to shorten the distance between research and the business world; (iv) taking actions to finance innovative projects, in particular through grants and calls for innovative projects in the various sectors of the economy; (v) taking steps to create a sustainable funding body to support research and innovation activities in both public institutions and the private sector; and (vi) promoting business incubators, start-ups and junior businesses stemming from student initiatives.

**342.** In addition, authorities also plan to: (i) pool the infrastructural and scientific capacities of research centres and universities while ensuring the raising of technical platforms; (ii) create a long-term funding mechanism for research in all sectors; (iii) define an international partnership strategy in research in order to capture technologies and knowledge that would have significant added value for the development of the country; and (iv) create an institute of reference and expertise in the production of knowledge about society in order to anticipate the effects and impacts of social and societal changes on the way of life and behaviour of national communities.

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<sup>4</sup> According to the OECD, an innovation system is a network of public and private institutions which through their activities and interactions create, accumulate and transfer the knowledge, skills and objects which are the source of technologies and new products. These institutions are companies, universities, public research organisations, professional or scientific associations, public, parastatal or private organisations or even intellectual property organisations.

## CHAPTER 5

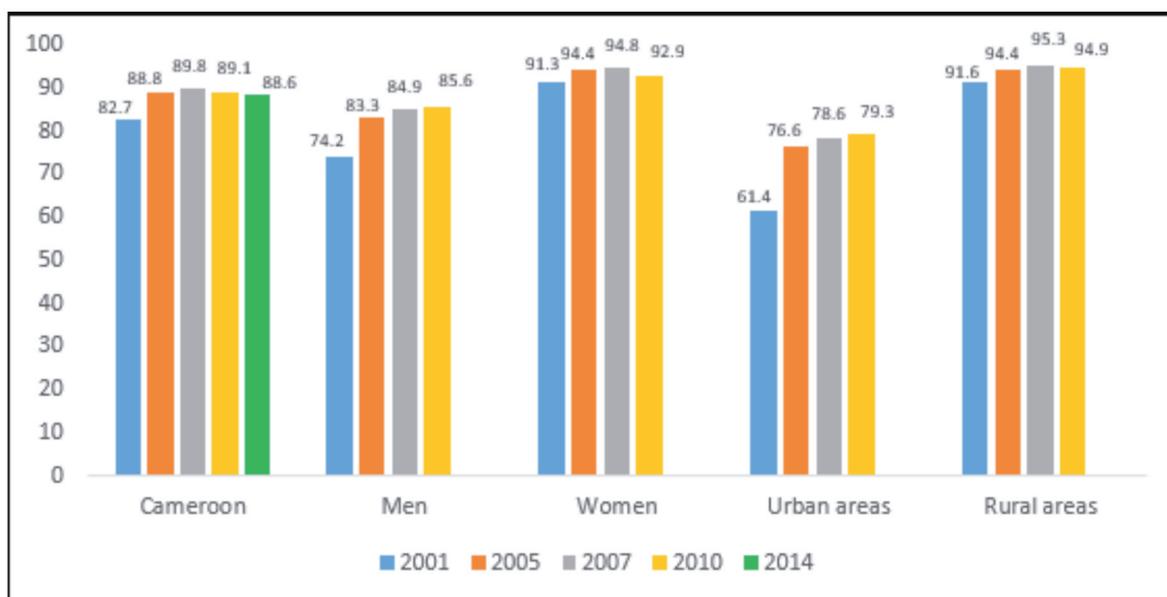
# PROMOTION OF EMPLOYMENT AND ECONOMIC INTEGRATION

**343.** The employment situation is characterized by underemployment, which rose from 70.6 percent in 2010 to 77.0 percent in 2014, a 6.4 points increase, out of line with the trajectory in the GESP which aimed to reduce it to below 50% by 2020. The proliferation of the informal sector is one of the factors that explain this phenomenon. In fact, it employs about 90% of the employed labour force. In addition, the data show that the share of jobs created by the formal private sector

is decreasing, from 4.8% in 2005 to 3.8% in 2010; yet, this sector is destined to be the engine of growth.

**344.** In the growth and employment strategy, the Government's objectives have aimed at reducing the informal sector as a whole in national economic activity. The ECAM-4 report therefore assesses the informality rate at 88.6% in 2014, a decrease of 1.9 points in 4 (four) years, as shown in the following graph.

**Graph 8:** Evolution of the informality rate (in %)



**Source:** EESI 1 and 2; ECAM 2, 3 and 4, NIS

**345.** The main causes of the labour market is poor performance and underemployment in particular are: (i) weak capacity of the productive sector to create decent jobs, (ii) inadequacy of the quality of the labour force in relation to the human resources required for the economy, (iii) non-compliance with the regulations on labour standards by companies.

**346.** In order to make up for the above-mentioned shortcomings, the Government drew up a National Employment Policy (PNE) in 2017. The main problems identified in this area include the following: (i) low

profitability of economic growth in job creation; (ii) low impact of instruments for promoting employment and self-employment; and (iii) inadequate funding for skills development. The overall objective of the National Employment Policy (PNE) is "to promote full and decent employment in Cameroon through the expansion and enhancement of job creation opportunities in the economy". This policy is based on the following basic principles: (i) clear and precise definition of the role of the State; (ii) need to take into account the main preoccupation which is the issue of employment; (iii)

permanent search for quality employment and respect for international labour standards; (iv) guarantee of access to employment for all; (v) promotion and protection of social dialogue; (vi) protection and safeguarding of the environment.

**347.** In the field of employment, SND30 aims to achieve the following objectives, which are also prioritized at the level of SDG 8 relating to decent work and economic growth, in this case: (i) achieving a high level economic productivity through diversification, technological modernisation and innovation, with particular emphasis on sectors with high added value and labour-intensivity; (ii) promote development-oriented policies that promote productive activities, the creation of decent jobs, entrepreneurship, creativity and innovation and stimulate the growth of micro and small and medium-sized enterprises while facilitating their integration into the formal sector, including through access to financial services, (iii) achieve full and productive employment and guarantee all women and men, including young people and persons with disabilities, decent work and equal pay for work of equal value.

**348.** To achieve these objectives, interventions will be structured around 6 (six) axes: (i) promoting employment in public investment projects and in rural areas, (ii) improving productivity, employment and income in rural areas, (iii) promotion of the migration from the informal to the formal sector; (iv) encouraging the creation and preservation of jobs in large companies in the formal private sector, (v) matching training and employment and the improvement of the vocational integration system; and (vi) regulating the labour market.

## 5.1. PROMOTION OF EMPLOYMENT IN PUBLIC INVESTMENT PROJECTS

**349.** The Government intends to make greater use of the leverage of public procurement, particularly in the area of investment, to promote employment through the development of labour-intensive (HIMO) projects, including projects benefitting from external financing. Thus, general guidelines in favour of the widest possible use of the labour-intensive approach and local materials will henceforth be included in contracts to service providers selected for the construction of public buildings (office buildings, schools, health centres, etc.), road-blocking works, social housing

programmes and in all projects whose implementation does not absolutely require high level technologies in all their phases.

**350.** A special programme for the construction of municipal roads suitable for all seasons will also be set up in conjunction with RLAs, based on the labour-intensive approach and innovative technologies at lower costs, so as to cover in ten years an increasingly important part of the network of municipal roads, the ultimate objective being to cover the entire 100,000 km of municipal roads. Recourse to the National Park of Civil Engineering Equipment (MATGENIE) and/or Military Engineering for the realisation of this special programme is envisaged and will be the subject of government decisions in due course. RLAs will be responsible for supervising the recruitment of personnel performing the labour-based tasks in this programme.

## 5.2. AGRICULTURAL PRODUCTIVITY, EMPLOYMENT AND REVENUE IN RURAL AREAS

**351.** The Government expects the implementation of its policy of strengthening agricultural productivity, as described above, to generate many more decent and better-paid jobs in rural areas. The Government intends to: (i) increase agricultural, pastoral and fishery productivity growth in order to stimulate demand for non-agricultural goods and services, in particular through the development and adoption of improved crops, livestock, fishery and aquaculture technology; (ii) improve the investment climate and trade in rural areas; (iii) develop the skills of young people in rural areas and matching them to jobs; (iv) facilitate access to land and water bodies; (v) increase access to concessional financing; (vi) develop small and medium-sized rural enterprises; (vii) promote non-farm activities in rural areas including green jobs in sectors such as eco-tourism and/or environmental conservation.

**352.** With particular regard to small farmers and family farmers (FF), who constitute more than three-quarters of agricultural producers, the main instrument planned to capitalise as best as possible on the expected benefits of increased productivity and production is the Development Cooperative Societies, which will: (i) facilitate access by FFs to quality inputs and small agricultural equipment; (ii) serve as a relay

for the popularisation of more productive and more environmentally friendly agricultural techniques; (iii) organise the joint marketing of agricultural products and will thus be able to achieve better producer prices, in particular by avoiding sales on the fields; (iv) benefit from - and may therefore allow its members to benefit from - privileged access to agricultural credit, whatever the rural financing mechanisms that will be developed; (v) facilitate, thanks to its role in the marketing of local products, the establishment of primary processing units for agricultural products near the places of production; (vi) facilitate the development of agricultural insurance and the general improvement of the living environment in rural areas. In view of the aforementioned missions which will be assigned to them, the Government sets itself the objective of helping in the creation of a Development Cooperative Society in all the councils of the country and making them privileged instruments for involving elected municipal councils in the economic and social development of their councils.

### 5.3. PROMOTION OF THE MIGRATION FROM THE INFORMAL TO THE FORMAL SECTOR

**353.** A study on the simulation of the impact of economic policies on employment carried out with the technical support of the ILO has helped identify workforce migration from the informal to the formal sector as one of the most important avenues for combating underemployment. In fact, the employed workforce which is essentially found in the informal sector (90%) the majority of which is affected by visible underemployment and more by invisible underemployment, follows economic activity. In this case, economic activity is limited to small informal production units that occupy a non-negligible share of the workforce. An effective strategy for reducing underemployment would therefore consist in acting on drivers that can promote the formalization of informal sector activities by effectively removing the bottlenecks to formal entrepreneurship. Thus, in line with the results of the above-mentioned study, successful migration of activities from the informal to the formal sector inevitably requires measures relating to the issues of financing, taxation, securing employment opportunities, administrative procedures and the legal framework.

**354.** Most of the potential of the labour force in urban areas is found in small units of the informal sector. In 2017, although this was a significant increase, only 15,219 new SMEs were created in the CFCE (Business Creation Formality Centre). Consequently, the government's employment policy towards urban areas mainly aims to unleash this tremendous creative energy of the informal sector, to channel it initially towards VSEs, gateway to the formal sector and then to give on this upper floor made up of Small and Medium-Sized Enterprises more attractiveness, productivity and competitiveness, because it is on this floor of formal businesses that the most decent and stable jobs are created.

**355.** To this end, this new urban employment policy will be deployed through the following actions: (i) encouraging massive migration of workers from the informal sector to Very Small Enterprises (VSEs) of the formal sector; (ii) specific support for VSEs in terms of taxation and access to micro-credit, in order to enhance the attractiveness of this status; (iii) provide incentives for VSEs to transform into SMEs / SMLs, in particular by a radical simplification of administrative procedures and appropriate access for SMEs to bank loans; (iv) consolidating the restricted access provisions for SMEs / SMLs in certain public contracts; (v) reforming the subcontracting system to improve its efficiency; (vi) accelerating the setting up of business incubators in educational establishments, in particular in technical and vocational education as well as in higher education; (vii) developing of the legal and regulatory framework to genuinely institutionalise apprenticeship and make it a powerful tool for the professional integration of young people.

**356.** To support the deployment of its new employment policy towards VSEs and SMEs, the Government will make sure to: (i) promote the development of sites suitable for informal activities, in order to reduce conflicts relating to urban space and avoid in particular the congestion of urban centres by itinerant traders; (ii) adjust the taxation of VSEs so as to eliminate all taxes on entry in to their professions or at the start of their activities; (iii) remove in an extensive and uncompromising manner, all licensing requirements and costs relating to entry in to a profession, except in cases duly provided for by law; (iv) submit to Parliament a draft law providing an exhaustive list of the professions whose exercise is subject to prior approval, in particular those relating

to health, education, national defence and the security of property and people, collecting public savings and distributing credit; (v) avoid compromising the desired development of microfinance institutions (MFI) by implementing intrusive banking supervision, which could contradict entrepreneurial freedom which is a right guaranteed by the Constitution of Cameroon.

**357.** In addition, to promote the development of social economy which appears today as an option to boost the creation of wealth and jobs, the Government intends to structure the stakeholders in this area through the implementation network and provide them with the necessary support. More specifically, it will involve: (i) organising the stakeholders in this networked area in the councils, per component and per sector; (ii) supporting the professionalization of stakeholders; (iii) organizing cooperative markets; (iii) setting up a multi-stakeholder cooperation platform; (iv) strengthening managerial, entrepreneurial and financial capacities of stakeholders; (v) increasing the potential for creativity and innovation; (vi) setting up a financing mechanism adapted to the sector; and (vii) operationalising the national social economy development programme.

#### **5.4. CREATION AND PRESERVATION OF DECENT JOB IN LARGE COMPANIES**

**358.** The second General Census of Enterprises (RGE-2) made it possible to count 209,482 economic units in activity and operating in fixed professional premises, divided up into 203,419 enterprises with headquarters and 6,063 establishments. The productive fabric is marked by the predominance of Very Small Enterprises (VSE) and Small Enterprises (SE) which represent 98.5% of all businesses. Medium-sized Enterprises (ME) and Large Enterprises (LE) represent 1.3% and 0.2%, respectively.

**359.** The policy of promoting employment in large companies will mainly aim to: (i) consolidate existing jobs and encourage the creation of new and qualified jobs, in particular through public procurement, taxation and business upgrading programmes (and their staff); (ii) stimulate and encourage social dialogue, in order to improve the working conditions of the staff employed and consideration of gender issues; (iii) ensure greater compliance by big companies with the general principle of Cameroonian management and, by reciprocity, the requirement of internal promotion

of Cameroonian managers in international groups using foreign managers in their Cameroonian subsidiaries; (iv) better exploit and develop the sources of jobs offered by the "green" and "blue" economies.

#### **5.5. MATCHING OF TRAINING AND EMPLOYMENT AND PROFESSIONAL INTEGRATION**

**360.** With regard to this axis, the Government's interventions will mainly relate to the adequacy of training offer to the needs of the productive sector in terms of manpower and setting up of an apprenticeship system.

**361. With regard to the matching of the training offer to the needs of the productive sector in terms of labour,** the Government plans to adapt the following measures: (i) develop and strengthen the labour market observation system, to better predict the short, medium and long term development of the structure of job supply according to the economic outlook; (ii) develop the professional code; (iii) continuously update and enrich, in conjunction with the private sector and RLAs, the directories of trades in the various sectors of activity; (iv) continually upgrade and diversify, in partnership with the regions, the supply of technical and professional training, by also encouraging the companies themselves to organise and offer some of this training; (v) densify the map of trade centres and other public vocational training institutions in the regions; and (vi) monitor qualifications on the labour market.

**362.** To finance the creation, extension and operation of vocational training structures, the Government relies on: (i) the state and regional budget, whose allocations will be increased; (ii) support from external technical and financial partners and possibly decentralised cooperation; (iii) corporate budgets. With regard to the access of young learners to these training structures, the Government intends to facilitate this by offering the regions annual quotas of training grants, to be distributed among the young people most in need in their regions.

**363. Regarding the establishment of a learning system,** the Government intends to generalise the implementation of apprenticeship programmes throughout the territory, in particular for young staff

who lack skills and practical skills. This system will be based in particular on various incentives for companies to organise on-the-job in-house training, possibly coupled with external training in trade centres. The definition of this support system, matched in return with quantified targets for job creation, will be the subject of tripartite negotiations with trade unions and employers' organizations.

## 5.6. REGULATION OF THE LABOUR MARKET

**364.** The labour market regulator policy that will be implemented during the period 2020-2030 will mainly aim at the following objectives: (i) increasing the transparency of the job market, in order to facilitate the qualitative matching between supply and demand for employment, in particular by increasing the presence of private placement agencies; (ii) reforming the National Employment Fund (NEF), so as to refocus its activities on observing the job market, intermediation between job supply and demand and vocational training guidance (definition of trades and associated training curricula).

**365.** With regard to increasing the transparency of the job market, the Government intends to: (i) liberalise access to this profession, by entirely eliminating any accreditation fees, the only main imposed legal requirement of top executives of private recruitment

firms being to have university degrees in human resources management and possess a minimum number of years of experience in this profession; (ii) gradually introduce the obligation for all companies benefitting from public subsidies or likely to benefit from public contracts to have recourse to the NEF or private recruitment firms. The Government also intends to systematise the annual employment review.

**366.** With regard to the reform of the NEF, the Government's objective is to make it a powerful instrument for regulating the job market, capable of effectively influencing the behaviour of all stakeholders, in order to optimise the overall efficiency of the said market in terms of allocating human resources to businesses. To this end, the NEF will receive the missions of: (i) constantly observing the job market and studying its developments in perspective; (ii) proposing to the Government the guidelines to be given to public and private vocational training; (iii) collecting job offers from public and private companies; (iv) maintaining the central file of job seekers, relying on its own agencies and on existing Municipal Employment Offices. It will also be responsible for providing the Government with detailed statistics from its observation of the market, its activities as a public placement agency and its supervision of private recruitment firms for human resources.

## CHAPTER 6

# GOVERNANCE, DECENTRALISATION AND STRATEGIC MANAGEMENT OF THE STATE

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**367.** Achieving the development objectives and realising the objectives envisaged within the framework of this strategy depend, to a large extent, on the quality of the rules, institutions and people in charge of implementing actions and strategic reforms. Thus, governance is the mainstay on which the structural reforms of the Cameroonian economy, development of human potential, as well as improvement of the employment situation depend.

**368.** As for the structural transformation of the economy, good governance improves on the business climate and promotes sustainable investments. It enables an equitable competition between operators and brings about a strengthening of the willingness to pay taxes, as well as encourages entrepreneurship and risk-taking by national and international investors.

**369.** With regards to the development of human potential, quality governance promotes efficiency of the health and educational systems in order to produce human resources capable of more easily integrating active life, imbued with the spirit of enterprise and innovation. On the other hand, a productive population that is inculcated with civic and patriotic values is a factor for the improvement of governance at the political, administrative and economic levels, through citizens who are respectful of institutions and norms that govern societal life and who have full mastery of their freedoms and duties and can participate in shouldering public expenditures and nation building.

**370.** It is on the basis of the above that the government committed itself, during the 2010-2019 period, to improve on Governance and the strategic management of the State, through: (i) continuation of the modernization of the political system, (ii) acceleration of reforms to improve the business climate and (iii) improvement of the participation of citizens in the management of public affairs.

**371.** It can be observed, and despite the substantial number of reforms implemented, that the results are still not having the required impact, given the place

that Cameroon occupies in some international rankings. In effect, according to the Mo Ibrahim Index, the country was ranked 36th out of 54 in 2018. According to the ranking of Doing Business on the business climate, Cameroon was 167th out of 190 countries in 2019. In general, the situation in the area of governance does not seem to have positively evolved, as indicated by the CPIA (Country Policy and Institutional Assessment) Index of the country whose score oscillated around 3.2 during the 2010-2018 periods.

**372.** Consequently, the improvement of governance shall be a crucial stake for the emergence of Cameroon by 2035. In this connection and given the numerous challenges that the country is facing, the resolutions of the Major National Dialogue, which are a reflection of the aspirations of Cameroonians, should constitute pillars for the transformation of the current system of governance.

**373.** Thus, the governance reforms will focus on: (i) decentralization and local development; (ii) strengthening the rule of law and security of persons and property; (iii) improving the public service of the State; (iv) economic and financial governance; (v) regional development; and (vi) promotion of bilingualism, multiculturalism and citizenship.

### 6.1. DECENTRALISATION AND LOCAL DEVELOPMENT

**374.** Despite the transfer of 63 powers provided for by the laws of 2004 on decentralisation and related financial resources to councils, the persistence of poverty, notably in rural areas, requires that the transfer of the first generation powers should be rendered fully operational in councils, and that powers provided for by law to Regions should also be transferred in conformity with the resolutions of the Major National Dialogue as well as to complete and intensify the decentralization process and reinforce

local development such that Regional and Local Authorities (RLA) can become the pivots of growth and development. Furthermore, the intense social activity of the last years translates the willingness of citizens to be, more than ever before, involved in the formulation and implementation of public policies at the local level.

**375.** Thus, in order to promote the full participation of people in the management of local affairs, State authorities shall undertake to establish the special status for the North-West and South-West Regions, and strengthen the autonomy of the other regions and councils. To this end, the Government intends to fully transfer to RLAs, resources related to powers vested in them. It shall (i) organise regional elections and put in place Regional executives; (ii) overhaul the exercise of supervisory methods to lighten its weight on the operation of RLAs and concentrate its activities on the untransferred missions of the State; (iii) substantially increase the resources transferred to RLAs; (iv) reform local taxation to diversify and improve its performance on the one hand, and strengthen the mobilization and terms of actual transfer of proceeds of the said taxes to RLAs, on the other hand; review the mechanisms of making funds available to RLAs; and (vi) ensure a better equalization in the transfer of resources to RLAs in order to better address local disparities. The mechanism of the collection and redistribution of local and regional taxes shall also be optimized to enhance the capabilities of RLAs to respond to situations. Moreover, it will be necessary to reform FEICOM in the manner mentioned above.

**376.** Equally, the process of establishing a local administration shall be streamlined. If need be, a transitional measure of joint management of staff of decentralized services of ministries shall be implemented in order to enable RLAs to have qualified human resources in their areas of competence. Furthermore, the capacities of regional and local authorities have to be strengthened to enable them to better carry out local duties, within the framework of a supervisory authority with lesser powers.

**377.** In addition, in order to bring together resources and develop big projects, RLAs shall be encouraged to make the best of inter-council cooperation, decentralized cooperation, regional diplomacy as well as various forms of partnerships available in the local development area. As for the monitoring bodies of decentralization and support bodies to RLAs, it may be necessary to restructure them in order to optimize the impact of their accompanying actions.

**378.** Lastly, the effective and efficient participation of the populations, and notably vulnerable and marginalized groups, shall constitute a major challenge. The said participation ought to be part and parcel of enshrined good practices, in conformity with the African Charter on values and principles of decentralization, local governance and local development. Lastly, emphasis shall be placed on increased digitalization of citizen participation within the framework of “Open Government”.

## BOX 11: General Code of Regional and Local Authorities

The law on the General Code of Regional and Local Authorities is enacted notably after the Major National Dialogue, held in Yaounde from 30 September to 4 October 2019. This Code reflects the renewed commitment of State authorities to accelerate and deepen decentralization, on the one hand, and the aspirations of the population to participate in the management of local affairs, while respecting national unity, territorial increasingly integrity and the supremacy of the State on the other hand.

This code defines the general framework of RLAs; the status of locally elected officials; the rules of organization and functioning of Regional and Local Authorities; the specific regime applicable to certain Regional and Local Authorities, and the financial regime applicable to Regional and Local Authorities.

Specifically, it sets the general framework of decentralization by strengthening the principles relating to the guarantee of free administration and the functional autonomy of Regional and Local Authorities. Moreover, the law enshrines the principle of exclusiveness in the exercise of powers transferred to RLAs. In addition, financial resources related to transfer powers are no longer listed in the budgets of ministries, but are directly allocated to RLAs. Furthermore, rules on state supervisory authority have been revised, including the substantial easing of the powers of administrative authorities, who henceforth shall only ensure the control of legality and provision of advice and not be involved in the appraisal of opportunity. In order to strengthen their financial capacity, the law provides that the portion of State revenues allocated to RLAs, under the General Decentralisation Fund cannot be less than fifteen percent (15%).

The code proposes new measures, notably the exploitation of minerals that cannot be leased, recruitment and management of staff of nursing and paramedical integrated health centres and sub-divisional health centres, and recruitment and management of teachers of day care centres, primary schools, and nursery schools. This law also breaks away with the practice of appointing Government Delegates and enshrines the election of city mayors chosen by city councillors.

An important innovation regarding the organization and functioning of regions lies in the implementation of a special status for the North-West and South-West Regions. In this connection, the law establishes a special legal regime that gives the regions of the North-West and South-West, powers commensurate with their specificity. These relate in particular to the participation in the development of national policies pertaining to the English subsystem of education and justice, in line with the common law sub-system, creation and management of regional development missions, as well as status of traditional chiefs. The other notable specificity concerns regional bodies in the North-West and South-West Regions which are: The Regional Assembly and the Regional Executive Council. Finally, as another major innovation, the law provides for the establishment of an "independent public conciliator" in the North-West and South-West Regions.

## 6.2. THE RULE OF LAW AND SECURITY OF PERSONS AND PROPERTIES

**379.** During the period of implementation of the first phase of Vision 2035, the most notable actions in the area of political and institutional governance were the following: (i) putting in place of the Senate and the Constitutional Council; (ii) effective functioning of Elections Cameroon (ELECAM) and computerization of the electoral system; (iii) increased involvement of women in political decision making processes; (iv) revision of the Penal Code and intensification of the

fight against crimes as well as and; (v) introduction of voting by Cameroonians resident abroad during the presidential election.

**380.** However, the advances recorded did not meet set objectives. Thus, in order to improve on political and institutional governance, during the next ten years, priority shall be placed during the 2020-2030 period on: (i) strengthening the rule of law and protection of human rights; (ii) completion of the justice reform in order to consolidate the judicial power; (iii)

strengthening the prevention and management of crises and (v) improvement of institutional communication.

### **6.2.1. Strengthening of the Rule of Law and protection of Human Rights**

**381.** In order to reinforce the respect of legality and the credibility of the politico-institutional system, actions shall concern: (i) improving the institutional and legal framework; (ii) ensuring equity in the political game; (iii) promoting transparency and accountability of public action and (iv) protecting human rights

**382.** As for the institutional and legal framework, authorities intend to: (i) complete the establishment the regulatory organs of State institutions; (ii) ensure in future, the simultaneous preparation of draft laws and their texts of application; and (iii) improve the representation of the various components of society (diaspora, vulnerable persons, indigenes, etc.) at the parliamentary and politico-institutional levels.

**383.** In order to guarantee equity in the political game, the following shall be mainly ensured: (i) systematic search of consensus between political actors; (ii) promotion of equal opportunities in the political process; (iii) total computerization of the electoral process and; (iv) respect of electoral calendars, in conformity with the provisions of the electoral code.

**384.** In order to bring back the confidence of citizens and investors to the State, authorities intend to carry out actions that aim at: (i) having efficient and transparent institutions, notably specialized legal institutions; (ii) strengthening inclusion in the decision-making process and; (iii) promoting and implementing non-discriminatory policies. In this connection, the control of the prerogatives of public power shall be reinforced in order to reduce the risk of power abuse, thereby putting an end to the feeling of impunity that characterizes the action of some public servants. Consequently, government shall have to strengthen the autonomy of Inspectorates General so as to further promote the respect of ethics in the management of public affairs.

**385.** As for the protection of human rights, authorities commit themselves to : (i) respect all the legal, administrative, political, economic and social guarantees necessary for the effective enjoyment of the rights recognized for citizens including those deprived of their freedom; and (ii) train all citizens in

human rights through interactive digital platforms on human rights, targeted explanatory documents on human rights for some classes of the population as well as the generalization of education on human rights curricular.

**386.** Furthermore, the issue shall thus be to: (i) ensure the legal and non-legal guarantee of the respect of human rights through the systematic repression of practices that go against human rights notably maltreatment, exploitation, trafficking and all forms of violence and torture suffered by children, (ii) strengthen the capacities and skills of State structures charged with human rights; and (iii) establish and reinforce partnership platforms between State structures and civil society organisations, and ; (iv) improve on the treatment of prisoners and ensure a perfect coordination of their management.

### **6.2.2. Consolidation of the judiciary and access to fair justice for all**

**387.** Despite the many efforts undertaken by the justice administration, complaints are still rife with regard to the efficiency, transparency and independence of the judicial system. To remedy this and in order to promote the access of all to an equitable justice, authorities shall take measures intended to: (i) ensure accessibility of justice; (ii) reinforce the protection of those facing justice and improve their confidence in the justice system; (iii) guarantee the independence and transparency of justice; (iv) improve on the quality of justice; (v) ensure the legal security of investors; (vi) improve on the implementation of rulings; (vii) fight against overcrowded prisons.

**388.** With regards to the accessibility of justice, it shall be reinforced by rendering the judicial map effective as provided for by the texts in force notably by creating courts that are not yet existing and ensuring that a prison is created near each court area. Upstream, authorities shall ensure the development of culture of seeking justice. Downstream, a law school for the training of lawyers and all legal practitioners shall be created. Lastly, judicial biculturalism shall be reinforced in order to ensure that justice rendered in name of the people should fully respect linguistic and cultural specificities of all Cameroonians.

**389.** In order to strengthen the protection of litigants, the internal control bodies will have more powers and resources to investigate the cases brought to their

attention. They may be accompanied in this task by representatives of the Commission on Human Rights. To improve the confidence of litigants in the justice system, those convicted of crimes and sentenced should serve their sentences in accordance with the law to discourage others copying suit and the phenomenon of habitual offender. Similarly, punishment measures should be systematically taken against officials of the judiciary (judicial police officers, court registrars and non-civil servants as well as auxiliaries of justice (judicial police, bailiffs and lawyers) guilty of violating the rules of professional conduct.

**390.** To strengthen the independence and transparency of justice, authorities plan to fight against external pressures that hinder the freedom of judges and move from an institutional independence of the judiciary to functional independence. They shall also ensure the improvement of the personnel's working conditions in order to strengthen the financial autonomy of the justice system and reduce the phenomenon of corruption. It will equally entail the improvement of transparency and predictability of the career of judicial staff, notably through the systematic upgrading of judicial and legal officers.

**391.** In order to improve the quality of justice, the Government undertakes to reduce the deadline for hearing court cases. In this connection, it shall: (i) increase staff strength and proceed with continuous capacity building of judges and judicial personnel; (ii) upgrade the courts' equipment and (iii) reduce the costs of judicial procedures.

**392.** In order to ensure the legal security of investments, commercial and financial disputes will have to be settled by special courts, notably commercial courts within the framework of procedures adapted to economic challenges and the nature of actors involved.

**393.** In order to improve on the implementation of court rulings particularly in commercial and land matters, and in addition to judiciary measures, a database of convicted persons who violate the principle of the authority of *res judicata* will be made public annually and communicated to banks and foreign embassies.

**394.** Finally, the phenomenon of over-crowded prisons shall be tackled by the creation and building of new

prisons and revision of the operational mechanism of custody. In addition, the judicial system should work towards the social reintegration of prisoners and promote alternatives to detention.

### **6.2.3. Intensification of the fight against insecurity, crime and terrorism**

**395.** Cameroon is facing exogenous and endogenous security challenges that are likely to thwart its move towards emergence. For this reason, the intensification of the fight against insecurity, crime and terrorism is a prerequisite for the efficient implementation of development policies. To this end, the Government intends to carry out actions to modernize the operational capabilities of security and defence forces and strengthen their capacity within the framework of a long term planning and multi-annual programming. The army-nation relations shall be strengthened, ensuring an impeccable and professional conduct of the Defence Forces, to ensure the total collaboration of the population and facilitate the conduct of field operations.

**396.** As for the fight against insecurity, crime and terrorism, actions carried out shall aim to: (i) significantly reduce illicit financial flows and arms trafficking; (ii) fight against all forms of crime including cybercrime; (iii) fight against terrorism and strengthen international cooperation in this field; (iv) prevent the indoctrination and recruitment of young people; (V) fight against smuggling and cross border crime; (Vi) manage migration; (Vii) ensure maritime security along the Cameroon coastline and (viii) supervise the exercise of the activities of vigilante groups.

**397.** With respect to the maintenance of law and order, measures will include: (i) reinforcing order and public security measures (ii) supervising and developing the operational capacities of the municipal police; (lii) strengthening the prevention devices of the administrative police (iv) intensifying the fight against juvenile delinquency and the phenomenon of gang delinquency.

**398.** At the same time, in order to pacify individual relationships and reduce the disorder observed in society, units of the forces of law and order shall, in strict compliance with the law, relentlessly punish daily attacks on freedoms, routine offences and antisocial behaviours.

#### 6.2.4. Crises prevention and management

**399.** To reduce the devastating effects of social crises and all types of disasters, the preventive approach shall be enshrined. To this end, frameworks for citizen expression shall be set up within Regional and Municipal Councils. These frameworks shall take the form of dialogue sessions on various topics between elected representatives and representatives of citizens (civil society, religious bodies, women groups and youth groups, private sector, etc.). Anchored on RLAs, this proximity mechanism should allow, on the one hand, the populations to have at their disposal a legal and democratic channel to regularly present their aspirations to their leaders, and, on the other hand, local officials to maintain and strengthen a permanent relationship with social groups.

**400.** However, upon the occurrence of a social crisis, inclusive dialogue between all actors will always be given priority in order to find a lasting solution to legally expressed grievances and avoid triggering possible cycles of violence.

**401.** The resurgence of humanitarian crises and natural and industrial disasters requires the reinforcement of the civil protection system. Thus, the Government intends to: (i) develop and implement a strategy for disaster prevention and management; (ii) strengthen the coordination and management mechanism of crises and disasters at the national, regional and local levels and; (iii) develop information and mass education programmes on civil protection. In addition, authorities commit themselves to strengthen humanitarian response and promote the reintegration of internally displaced persons.

**402.** Furthermore, for the return of peace in the North-West and South-West Regions, the Government shall establish the Special Status of these two Regions as well as the Renaissance, Reconstruction and Development Plan (RRDP) for the two Regions and the Far North Region.

## **BOX 12: Reconstruction and Development of the North-West South-West and Far-North Regions**

In convening the Major National Dialogue, the President of the Republic formally ordered for the reconstruction of the North-West, South-West and Far-North Regions, affected by socio-political crises and in security. To realize this presidential commitment, the Government intends to implement a Reconstruction and Development Programme of the said Regions during the 2020-2030 period.

On the basis of the recommendations of the aforementioned Major National Dialogue (MND), the main objective of this programme is to restore the heritage of public and private persons destroyed during the crises and to take appropriate measures to improve the living conditions of the people and accelerate the development of the North-West, South-West and Far-North Regions

In line with the Emergency Humanitarian Assistance Plan and the strategy for recovery and consolidation of peace in the northern and eastern Regions, the said Programme shall tackle the following:

### **Phase 1: IMMEDIATE RENAISSANCE AND RECONSTRUCTION**

Over a period of two (2) years (2020-2021), the renaissance phase shall bring tangible solutions to immediate needs by providing:

- compensation for losses incurred by individuals, public companies, private operators, religious bodies, traditional leaders, etc. ;
- rehabilitation of public infrastructure and public facilities destroyed by the crises or that have become obsolete, especially school, health, transport, energy, water and telecommunications infrastructure.
- reconstruction/construction of priority economic infrastructure ;
- direct social assistance;
- conduct of a proactive policy to create decent jobs, particularly for young people and women living in the Regions affected by the crises.

### **Phase 2: STABILIZATION AND TRANSFORMATION**

Over a period of five (5) years (2020-2024), the stabilization phase aims to revive and strengthen the economic fabric, and tapping into the immense potential of the North-West, South-West and Far North Regions, through:

- supporting the revival of private sector activities, particularly through the establishment of support mechanisms for producers and agro-forestry-pastoral farmers (cocoa, coffee, palm oil, cotton, livestock, agriculture in swampy areas, etc.) and promoters of tourism;
- relaunching public agro-industrial enterprises (CDC PAMOL, UNVDA, SEMRY SODECOTON, etc.);
- strengthening financial resilience by reinforcing the microfinance sector.

### **Phase 3: DEVELOPMENT**

Over a period of ten (10) years (2020-2029), this phase aims to definitively put these three Regions on the path of development and emergence, through:

- constructing of basic infrastructure in the areas of roads, energy, ports, airports, railways, and urban roads;
- pursuing of the policy of providing incentive to private investment in those Regions.

The implementation of these actions shall be done through a set of institutional arrangements under the overall supervision of the Prime Minister, Head of Government, and comprising representatives of ministries and public administrations, Regional and Local Authorities, development partners, industries, private individuals, civil society and traditional and religious authorities.

### **6.2.5. Improvement of institutional communication and access to public information**

**403.** To facilitate the access of citizens to public information, authorities intend to: (i) improve the level of dissemination of information on the implementation of public policies; (ii) improve the mechanisms and performance of state information dissemination channels; (iii) strengthen local communication and intensify digital communication; (iv) optimize the management mechanisms of Governmental Communication; (v) develop a crisis communications mechanism; (vi) create an electronic database of legal texts and; (vii) develop a charter for using and disseminating documents.

## **6.3. IMPROVEMENT OF STATE PUBLIC SERVICE**

**404.** The improvement of state public service has been the subject of special attention by the Government over the last decade. Among the main achievements, we can highlight the introduction of the performance budgeting and the establishment of a legal and institutional framework to improve the quality of expenditure and strengthen the control of the management of public funds. As for the conduct of performance, the operationalization of national and sectoral strategies functions through the PPBM mechanisms and management control, although shortcomings are still observed in the mechanism. However, human resource management in all public administrations has improved, notably with the deconcentration of the management of certain career instruments and salaries, improvement of accessibility to information on individual administrative procedures and cleaning of the public service personnel roll.

**405.** Despite these achievements, significant challenges remain and hamper the efficiency of government action. To improve this fundamental aspect of governance, state authorities shall: (i) modernize the public administration; (ii) optimize public service functioning; (iii) better manage the human resources of the State and (iv) rigorously fight corruption, embezzlement and conflict of interest.

### **6.3.1. Modernisation of public administration**

**406.** The low efficiency of the public administration calls for the implementation of a comprehensive reform of the system as part of new strategic management. To this end, State authorities intend, firstly, to improve the structure of the public administration by a continuous updating of the general strategy of organizations in order to increase their performance. The modernization of the public administration shall also be done by digitization, biometrics and digital archiving and paperless procedures. In addition, the Government's actions regarding the reform of the administration shall focus on: (i) improving relationships with users; (ii) introducing a preliminary study mechanism of the impact of laws and decrees; (iii) adopting a cost-cutting approach for goods and services; and (iv) establishing a sustainability mechanism of State property.

**407.** To avoid regulatory inflation and ensure the applicability of texts, the State shall first of all undertake a vast operation of simplifying and making coherent the existing laws and procedures. Later on, a mechanism for the evaluation of the impact of decrees and laws shall be introduced in the process of the enactment of instruments. Impact analysis shall be carried out at the legal, economic and financial, social and administrative levels. Furthermore, the process of the parliamentary evaluation of laws shall be instituted.

**408.** In order to reduce the costs of goods and services in the administration and support the national economy, the government intends to orient public procurement towards national operators in areas where supply and expertise are available. In view of the mastery of public expenditure and harmonization of technical specifications for materials, equipment and office furniture, orders through purchasing pools shall be given priority.

**409.** In addition, authorities shall ensure the systematic allocation of annual appropriations for the maintenance of public buildings and establishment of a charter on the use of utilities (water, electricity, telephone) within public administrations in order to reduce waste from a dual perspective-control of operating expenses and

environmental protection. More generally, maintenance programmes of infrastructures constructed by the State shall be established to ensure the sustainability of public investment.

**410.** With regard to the strategic management of the administration, the Government intends to: (i) develop legislation to regulate the strategic planning exercise in order to strengthen the coordination and coherence of government action; (ii) build collaborative platforms and exchanges of information between administrations in the same sector; (iii) streamline the programmes and actions to promote greater coherence of public interventions; (iv) establish a process of joint sector review involving all stakeholders and (v) make a substantial delegation of resources of central ministerial services to deconcentrated services in order to build the capacity of the said structures.

**411.** In addition, a rigorous evaluation system in ministries based on performance with clearly established rules and principles shall be implemented. The results of this evaluation shall be used as criteria in the allocation of certain budget resources, especially performance bonuses.

**412.** A strategic culture in public administration through the establishment of strategic management standards in each sector shall equally be promoted. To this end, the establishment of roadmaps and action plans in the form of reference documents shall be systematised. Moreover, focus shall be placed on strengthening the capacity of public officials in planning and strategic management. In addition, the Government intends to make permanent, the annual establishment of a research grants system in each administration to promote innovations in different sectors.

### **6.3.2. Improvement of public service functioning**

**413.** Optimizing the functioning of public administration shall be mainly carried out through the adoption of tools and reforms that aim to bring the administration closer to users, and respecting both users and workers, as well as increasing the rapid processing of career and disciplinary files.

**414.** To improve the relationship between the administration and users, the Government intends to

make public officials models of patriotism, integrity and probity. The ambition to strengthen the legitimacy of public action will also be materialized by setting up a code of conduct for public authorities and an external administration control device. Moreover, all negative decisions from the administration shall have to be duly motivated to avoid the risk of abuse.

**415.** To ensure a quality public service, the Government shall: (i) improve on the reduction of paperwork in administrative procedures with the implementation of the 'e-government' reform; (ii) regulate the duration for processing of files and provide users with the said information; (iii) improve the quality of reception through the establishment of a charter on the reception of users in public services, especially those that receive the greatest number of users (finance, education, public service, justice, lands, transport); (iv) develop and summarise into a shared document, all the measures intended to simplify user procedures (companies, individuals, RLAs); (v) publish the updated nominal organizational charts of public services, including phone numbers of the main officials.

### **6.3.3. Improvement of human resources of the State**

**416.** In order to improve on the management of human resources, the Government intends to: (i) develop and implement a recruitment policy of state personnel based the true needs of administrations geared towards development sectors; (ii) establish a local public service within the framework of decentralization; (iii) introduce a single application for the management of the careers and salaries of state workers. Furthermore, the deconcentration of budgeting, management of the carriers and salaries of civil servants shall be accelerated and working conditions of state agents shall be improved upon through the setting up and respect of standards, in terms of adequate work space and materials.

**417.** The Government shall equally: (i) improve the salaries of public employees; (ii) ensure the process of evaluation in order to select the best candidates from our professional schools and through direct entrance examinations; (iii) enhance transparency in the promotion process by focusing on the performance and experience of workers; (iv)

establish job descriptions in all public administrations;  
 (v) harmonize the retirement age of civil servants and  
 (vii) ensure the inclusion of minorities and persons with disabilities in the public service.

### **6.3.4. Reinforcement of the fight against corruption, embezzlement of funds and conflicts of interest**

**418.** In an environment where issues of embezzlement persist, Government intends to improve on its strategy to fight corruption, embezzlement and conflict of interest through preventive actions, reinforcement of the pedagogic option and punishment without complacency of defaulters

**419.** With regards to prevention, the Government shall ensure: (i) strengthening of training activities for public officials, especially those ensuring managerial and accounting functions of public funds; (ii) simplifying and modernizing some administrative procedures, which account for functional corruption, (iii) reducing cash handling, especially in public administrations; (iv) devising an effective warning system on corruption and misappropriation of public funds; and (v) setting up of a platform for dialogue between all actors involved in the fight against embezzlement.

**420.** As for repression, the Government shall: (i) strengthen the proactivity of the Budgetary and Financial Management Board (CDBF); (ii) strengthen the judicial repression apparatus of corruption and abuses of public funds which should result in the punishment of dishonest managers and recovery of misappropriated funds; and (iii) make accountability systematic in governance.

**421.** The prevention of conflicts of interests is an important element to improve public ethics. In this connection, the Government shall ensure primarily that public officials who process files and manage large projects do not foster their personal interest at the detriment of general interest.

## **6.4. ECONOMIC AND FINANCIAL GOVERNANCE**

**422.** Many actions have been carried out in economic and financial governance. Thus, although the concerns

of economic operators are still many, the said concerns have nonetheless reduced, according to the results of the "General Census of Enterprises" of 2009 and 2016. Moreover, the debt management framework has improved, notably with the creation of the National Public Debt Committee in 2011 whose opinion must be sought on all matters relating to public debt and the granting of guarantees.

**423.** Nevertheless, policies to improve economic and financial governance have not been very effective. Indeed, the implementation of major projects has been beset by various obstacles that have reduced their impact on the national economy. Moreover, the business climate remains a major concern of the private sector expressed during the annual sessions of the Cameroon Business Forum (CBF). Thus, companies complain in particular about: (i) difficulty of access to credit and high cost of financing; (ii) persist corruption and (iii) complexity of customs and fiscal procedures, and administrative bottlenecks.

**424.** Faced with these recurrent concerns, public authorities intend to take strong measures to improve economic governance in Cameroon. These measures include: (i) modernization of the management of public finances; (ii) improved debt management; (iii) streamlining the management of public institutions and enterprises; (iv) improvement of business climate (v) strengthening of cooperation and development partnership; (vi) contribution of the diaspora in development (vii) regulation and monitoring of the national economic space.

### **6.4.1. Modernisation of the management of public finances**

**425.** The modernisation of public finances is one of the major challenges of the National Development Strategy (DNS30) to ensure the transparent and accountable use of public resources. To this end, priorities shall focus on: (i) completion of the public finance modernization plan incorporating the full internalisation of CEMAC directives on the subject; (ii) mastery of the budgetary deficit; (iii) deepening the rationalisation of budgetary choices (PPBS); (iv) optimizing revenue and improving the quality of public spending and (v) guaranteeing the viability of the public debt and the sustainability of public finances; and (vi) management of the human resources of the State and improvement of citizens

access to training on the control of management of public affairs. Thus, the construction of management system of state affairs shall be carried out through the following strategic axis:

**426. Strengthening the capacity to prepare the State budget and improving programme budgeting** through the establishment of organizations and processes that will result in the inclusion of State budgets, in a transparent, realistic and sincere manner, in national and sector-based development strategies while preserving financial stability in the short, medium and long term. More specifically, the aim will be to intensify measures to improve public finance management by continuing the actions already begun to set up a rigorous system for selecting and maturing public investment projects and further streamline budgetary choices.

**427. Strengthening tax compliance and budgetary resource mobilization capacities** notably through capacity building of the State to maximize the mobilization of budgetary and financial resources in order to ensure financial balance in the short, medium and long term. To this end, priorities shall focus on optimising of tax revenues; improving the quality of public expenditure; ensuring the sustainability of the public debt and finances.

**428. Strengthening of the capacity to control and master budget execution** by putting in place tools and procedures to optimize the realization of budgetary targets and limit risks in financial and budgetary balance that may occur due to unforeseen economic contingencies and lack of budgetary discipline

**429. Development of audits, internal auditing and external controls** for compliance of the institutional framework and audit practices as well as internal and external audits with the recommendations of international institutions, including those to which Cameroon is affiliated (INTOSAI, for example).

**430. The establishment and strengthening of support functions to Public Finance Management (PFM)** which deal with cross support to all areas of the PFM system. One of the priorities to be addressed in this area is the finalization of the public finance modernization plan incorporating the full internalisation of CEMAC guidelines.

**431.** Moreover, it will also be necessary to develop an efficient statistical system with a regional and local extension. In this connection, focus shall be on: (i) developing a feedback system and sharing information right from Regional and Local Authorities (RLAs); (ii) developing a system of administrative statistics; (iii) establishing a national data base for the monitoring of indicators in all development actors; (iv) strengthening human resource capacity in statistics; and (v) making the National Strategy for Development of Statistics (NSDS) the framework for the production of official statistics.

**432.** In the area of the award of public contracts, focus shall be to: (i) ensure free competition and transparency throughout the process; (ii) peg the price of the official price list on the average real market prices; (iii) set up a public benefit certification mechanism and; (iv) continue efforts to reduce delays in procurement.

### BOX 13: Reform of Public Finance in Cameroon

The adoption in December 2007 of the law on the Financial Regime of the State is the starting point for the Reform of public finances in Cameroon. This law enshrines the results-based management principle and aims notably at improving public resource allocation process, enhancing the effectiveness of government intervention and greater parliamentary control over the quality of public policies and their execution. The Financial Regime of 2007 was confirmed four years later at the sub-regional level by the adoption in December 2011 by the Council of Ministers of CEMAC, of directives relating to a harmonized framework for public financial management of the CEMAC zone. The guidelines that embrace the spirit of the financial system of the State, go further in embracing the public financial management system of member states with international standards, including the identification of good governance and transparency in the management of public finances.

For the implementation of this reform, the Government has chosen to proceed with the adoption of successive three-year plans. However, with the adoption by Cameroon in June 2017 of an economic and financial programme with the International Monetary Fund, and budget support programmes with other technical and financial partners, commitments have been made by the Government on a number of actions in the area of public finances.

Many Public Finance Management Plans (PFMP) have been implemented, notably the Global Reforms Plan of Public Finance Management (PGRGFP) that covers the period 2019-2021. Its overall objective is "to provide Cameroon with a transparent, efficient PFM system, consistent with international standards, and that respect the prerogatives and legal and regulatory attributes of institutions and administrations, as well as other actors of GFP, and resolutely put public finance at the centre of the development of the country and the welfare of citizens.»

To continue the modernization of public financial management begun in 2007 and to align with international standards of public finances, including those in force in the CEMAC sub-region, several texts have been adopted including:

- ✓ Law No. 2018/011 of 11 July 2018 on the code of transparency and good governance in public finance management in Cameroon;
- ✓ Law No. 2018/012 of 11 July 2018 on the financial regime of the State and other public entities;
- ✓ Decree No. 2018/4992 / PM of 21 June 2018 to lay down rules governing the projects maturation process of public investments;
- ✓ Decree No. 2018/366 of 20 June 2018 on the public procurement code.

#### 6.4.2. Improvement of debt management

**433.** In the area of debt management, debt policy and management of public debt aims to maintain debt sustainability and the sustainability of public finances. This policy is based on the adoption and effective implementation of public debt and debt management strategies in the medium term.

**434.** Following this logic, focus shall be on: (i) strengthening the policy of mobilization of self-generated resources and budgetary consolidation; (ii) accelerating the implementation of measures to reduce the SEND and in future focus on concessional loans; (iii) ensuring the strict respect of the maturation process

of public investment projects; and (iv) continuing the implementation of measures for the diversification of export products and mastery of imports, to increase export revenues and necessary reserves to ensure debt sustainability. In this connection, State authorities intend to take action at the institutional, strategic and operational levels.

**435.** At the institutional level, State authorities shall continue the implementation of the CEMAC regulation, which is a reference framework of public debt policy and public debt management, including: (i) consolidation of the role of CNDP; (ii) better definition and coordination of the roles and missions of the different actors, on the one hand, and coherent,

coordinated and efficient public debt, on the other; and (iii) capacity building of stakeholders involved in the management chain of public debt and the State treasury.

**436.** At the strategic level, focus shall be to pursue the optimal research of funding to cover the financing of the State while optimizing the costs and risks, and promoting the development of the domestic, financial, and monetary market. This should be done:

- **for the external debt**, through: (i) giving priority to the mobilization of concessional financing and the use of non-concessional financing in case of non-availability of concessional resources for projects that show the potential for financial and socioeconomic profitability; and (ii) optimal allocation of loan resources to beneficiary projects and programmes;
- **for domestic debt**, through: (i) implementation of a policy of prudently issuing government securities; (ii) development of a secondary market in order to build the output curve, with the support of BEAC, which will serve as a reference for domestic borrowing; (iii) continuation of the judicious use of the two funding mechanisms (auction and syndication); and (iv) resorting to purchase of certain categories of debt, if necessary;
- **through recourse to PPPs** for infrastructure projects is accommodating to this type of financing.

**437. At operational level**, authorities intend to place emphasis, on the one hand, on debt servicing on due date and settlement of all domestic arrears (unpaid commitments, floating debt, unstructured debts ... ) during the period, and, on the other, on the efficient mobilization of resources through optimal programming of external drawings and government security emissions.

#### **6.4.3. Streamlining the management of public establishments and corporations**

**438.** To reduce the debt ridden nature of the majority of public corporations, the government intends to carry out a policy aimed at: (i) fixing the dividend objectives; (ii) gradually reducing of subsidies to companies with low performance levels; (iii) introducing in the stock market big public corporations operating

in industrial sectors; (iv) privatising the management of enterprises operating in highly competitive sectors; and (v) implementing accompanying measures based on better exploitation of the local market.

**439.** As for public institutions, to enhance their performance and correlate subsidies to expected results, focus shall be on aligning their strategic, programmatic and budgetary frameworks to the public policy of the Government in the sector concerned. This shall specifically entail: (i) ensuring a better anchoring of public institutions to strategies and programmes in their areas; and (ii) ensuring a better budgeting of the activities of public institutions.

**440.** In general, authorities are considering: (i) streamlining the management of State portfolio and (ii) introducing a triennial evaluation mechanism of managers of public institutions and enterprises.

#### **6.4.4. Improving the business climate**

**441.** In order to make the private sector the main engine of economic development, focus shall be on measures to substantially improve the business climate, particularly those with a direct positive impact on investment and entrepreneurship. These will include: (i) taking action to capitalize on the economic potentials of Cameroon, its potential for better integration into the international market; (ii) fighting against all administrative, fiscal and customs and judicial bottlenecks for the development of economic activities; (iii) improving the system of incentives for private investment to strengthen economic attractiveness; and (iv) reducing costs and procedures related to the availability of land. Amongst judicial measures, shall be the establishment of specialized courts with well trained personnel to settle commercial litigation and promoting alternative dispute resolution of commercial disputes.

**442.** This will also consist in : (i) improving the mobilization of national savings to finance the private sector; (ii) lifting the main obstacles disturbing public-private partnerships; (iii) promoting the use of local products, including through public procurement and the label "Made in Cameroon" for the production and distribution of goods and services by providing specific facilities for local producers; (iv) implementing reforms of the banking sector in order to simplify procedures and conditions and make it easier to obtain credit; and (v) supporting national champions.

**443.** The effectiveness of concertation frameworks between the State and the private sector will be enhanced by monitoring the effectiveness of the implementation of their recommendations. Among the key measures to be implemented in conjunction with the private sector, shall be: (i) enhancing access to information; (ii) improving access to finance, including through the operationalization of a mechanism for the funding of export and SMEs priority sectors; (iii) continuing the revamping of the business climate and improving the competitiveness of the economy through the upgrading of the Douala industrial zone. Thus, the private sector shall be better associated in the choices and economic guidelines for a better ownership and necessary synergy to achieve the long term objectives of the Development Vision.

#### **6.4.5. Strengthening of cooperation and development partnership**

**444.** In the area of cooperation and partnership for development, focus shall be to review, expand and improve the nature and extent of the contribution of external partners in Cameroon's development process. The strategy will focus on three areas: (i) improving the effectiveness of existing development aid and cooperation relationships; (ii) diversifying and developing new forms of partnership (decentralized cooperation, fair trade, etc.) by intensifying South-South cooperation; and (iii) taking into account ongoing international commitments.

**445.** As for funding by Development Partners, it has to be aligned with the national development strategy for the ongoing period. Furthermore, the Government shall reinforce the mechanisms for the coordination of the monitoring of the establishment of conventions and cooperation agreements. In addition, it shall put in place an evaluation procedure before the signing of any agreement.

#### **6.4.6. Contribution of the diaspora to development and contribution of economic diplomacy**

**446.** The Government intends to further rely on the Cameroonian Diaspora to participate in the funding of national development projects. To this end, an incentive framework shall be established to encourage Cameroonians living abroad to invest in growth areas. The Diaspora should also contribute in improving Cameroon's brand image, just like conventional diplomatic channels that will ensure an increase in the

attractiveness of the country and promote the "Made in Cameroon" label to attract maximum direct foreign investment.

#### **6.4.7. Regulation and monitoring of the national economic landscape**

**447.** After experiencing a model of centrally planned economy in which the State had a grip on the entire productive base in the aftermath of independence, Cameroon has opted for the State paradigm of the strategist and pragmatic State that seeks the point of balance between market forces and targeted and effective State intervention.

**448.** The strategic State is a "regulator" who, instead of producing goods and services by itself, is responsible for ensuring the maintenance of major balances; and is driven to resort to the methods of "governance" by seeking to obtain cooperation and galvanise the commitment of key social actors. Its primary function is to foresee change and try to reconcile conflicting requirements. It must also ensure the proper functioning of the market economy and is necessarily a "regulator" State to oversee the economic game, by establishing certain rules and intervening permanently to reduce tensions, resolve conflicts and ensure the maintenance of an overall balance. It equally has to be a pragmatic State, i.e. it shall remain in some key sectors of the economy.

**449.** Thus, economic regulation shall be the new preferred form of State intervention. In this context, public authorities shall undertake to promote the optimal deployment of economic operators in regulated sectors while ensuring consumer protection and quality service. The objective is to allow the free play of market forces through healthy competition. This will strengthen the institutional positioning and operational capabilities of the authority of competition and sector regulators by defining their skills and ensuring strict compliance with the decisions taken by regulatory actors.

**450.** However, in this competitive environment, public authorities intend to promote local produce in the sectors where Cameroon has clear comparative advantages, without calling into question the international commitments of the State in terms of equity and non-discriminatory trade.

**451.** Finally, the Government shall set up a national strategic watchdog system and economic watchdog

that shall permanently scan the global environment to detect warning signals and business opportunities for Cameroon.

## 6.5. REGIONAL DEVELOPMENT

**452.** In recent years, the implementation of the policy of regional development was largely dominated by the Project Approach despite the shortcomings it has on coherence, synergy and the risks of spatial imbalances. It is, therefore, naturally as a result of lack of consistency, harmony and coordination between the various actions in the areas of management of the national territory, which ultimately boiled down poor results in terms of spatial equilibrium and organization of regional and local area such as: (i) rapid and uncontrolled urbanization due to uncontrolled land use bringing about problems of equipment and basic social services; (ii) difficult access to production areas and activities to ensure real development; (iii) growing and constant degradation of natural resources due to their irrational exploitation and; (iv) lack of sanitation and water drainage networks, eroding the living conditions of the populations.

**453.** In this context, to address all the above challenges simultaneously becomes a delicate exercise that requires trade-offs, on the one hand, between competitiveness, social cohesion and the preservation of natural resources, and, on the other hand, between the different stakeholders who have divergent interests.

**454.** To achieve this, the Government has three (03) essential tools namely: (i) Law No. 201/008 6 May 2011 on the orientation of planning and sustainable development of the territory; (ii) the National Planning and Sustainable Territorial Development (SNADDT) and; (iii) the National Zoning Plan. These tools enable the implementation of sectoral strategies within a coherent spatial framework, including the acceleration of the decentralization policy.

**455.** The Government, together with RLAs shall adopt all measures to ensure spatial equity and regional and local balance, taking into account, on the one hand, the need to effectively manage migration and, on the other hand, to create conditions for the development of economic activities. Indeed, it shall focus on: (i) creating and networking urban and rural development poles; (ii) developing communication and service

networks; (iii) continuing and finalising the development of Regional Planning Schemes; (iv) opening up enclaved areas for their better integration into the urban regional network; (v) promoting the development of secondary towns with in the regional urban framework in order for them to emerge as regional balance centres; (vi) making border areas veritable centres of economic development; (vii) establishing a system of prevention and protection against environmental risks that threaten most urban areas (flooding, erosion, landslides, etc.); and (viii) ensuring compliance with land use standards.

## 6.6. PROMOTION OF BILINGUALISM, MULTICULTURALISM, AND CITIZENSHIP

**456.** In order to maintain social cohesion and continue nation building, public authorities have taken a series of specific measures, namely: (i) creation of the National Commission for the Promotion of Bilingualism and Multiculturalism (NCPBM) ; (ii) creation of Common Law sections in the Supreme Court and ENAM; (iii) the recruitment of thousands of bilingual teachers; (iv) reorganization of the Civic Service Agency for Participation in Development; (v) training of thousands of youths and adult on civic values; and; (vi) development of a repository of civic education and national integration.

**457.** Despite these efforts, some phenomena such as nepotism, tribalism, cronyism as well the issue of the inequitable distribution of the national cake and ethnic strives persist and are likely to upstruck the progress of Cameroon towards inclusive growth.

**458.** Thus, to reduce the social divide and promote inclusive national development, the Government intends to intensify measures that aim at: (i) promoting bilingualism; (ii) promoting multiculturalism and national integration; (iii) recovering citizenship and patriotism and; (iv) strengthening social ties and the authority of the State.

### 6.6.1. Promotion of bilingualism

**459.** The insufficient ownership of bilingualism within the society is likely to undermine the country's unity and sense of national belonging. Thus, public authorities are committed to promoting the practice of bilingualism in Cameroon through: (i) monitoring the

implementation of the constitutional provisions making English and French official languages of equal value; (li) mandatory training in both official languages for all Cameroonians in kindergartens; (iii) systematic and simultaneous dissemination of administrative documents in French and English.

### **6.6.2. Promotion of multi-culturalism and development a synthetic cultural identity**

**460.** To achieve the goal of unity in diversity by 2035, promoting multiculturalism and national identity shall be carried out through notably (i) strengthening the legal framework and extension of the laws on multiculturalism; (ii) establishing of a system of enhancing cultural and artistic heritage and; (iii) continuously introducing arts and national languages in school curricula.

**461.** Furthermore, the authorities intend to promote a synthetic cultural identity aimed at discouraging and eradicating primary loyalties of various origins. (ethnic, religious, linguistic, etc.), that are clearly against the law and coexistence. In this context, focus would be on encouraging the mobilization of the main social actors and their commitment to the project underlying this strategy, by promoting the construction of national identity. Moreover, the Government intends to ensure fair representation of all segments of society in decision-making spheres. In addition, the civic service for participation in development and community initiatives will also be strengthened.

**462.** Specifically regarding the promotion of national integration, the Government intends to train citizens who are rooted in their culture, to be respectful of the general interest, the common good, ethics and democratic values, concerned about living together and open to the world. The aim will be to encourage Cameroonians to go beyond primary identities and join in building a society that is better able to cope with globalization and its many challenges. The Government also intends to promote inclusive proactiveness through mobilization, citizen participation and enhancement of the skills of all social strata, as a guarantee of national integration and social cohesion.

### **6.6.3. Re-appropriation of citizenship and patriotism**

**463.** Cameroon is characterized by a strong sociological diversity (ethnic groups, languages, cultures, etc.) which is an asset for development, provided to instil republican values in the populations such as citizenship and patriotism. To overcome political tensions, renewed irredentist excesses and moral depravity, the promotion of a set of core values is essential to form the basis for the renovation of the relationship between the individual, communities and the State to permanently ensure the convergence of their respective interests. These values include patriotism, the culture of merit, solidarity and national pride.

**464.** In this connection, State authorities intend to undertake actions that aim at: (i) re-appropriating a common historical past; (ii) implementating the Popular and Civic Education Project, and National Integration; (iii) enhancing success models; and (iv) organising mix cultural activities to consolidate the strong historical links that exist between the various communities. Furthermore, as a strategic partner of the State, the civil society shall be mobilized in a proactive approach.

### **6.6.4. Strengthening of social bonding, State authority and the State-citizen relationship**

**465.** Often the state is perceived as an outdoor and oppressive machine by citizens. Similarly, the disintegration of social bonds creates a distrustful phenomenon increasingly observed towards the State and the authorities who embody it. In order to strengthen social bonding, the Government intends to: (i) bring public services closer to citizens; (ii) strengthen social justice; (iii) promote equal of opportunity; develop and codify the principles of social dialogue, social cohesion and living together.

**466.** Focus shall be on: (i) fighting against nepotism, tribalism, cronyism and corruption; (ii) promoting exemplary leaders; (iii) carrying out sensitisation campaigns, using new forms of communication (social networks); (iv) professionalising a press that is conscious of its duty to inform and educate the masses; (v) fighting generally against incivility; and (vi) repressing tribal hate speech and hostility towards the Nation as provided for by the laws in force.



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PART THREE :

**MACROECONOMIC IMPLICATIONS  
AND STEERING MECHANISM**

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## CHAPTER 7

# MACROECONOMIC AND BUDGET FRAMEWORK

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**467.** This chapter analyses the implications for macroeconomic aggregates of the implementation of the NDS30. It highlights the impact of the implementation of the recommended general and sectoral reforms on the overall growth profile, sectoral economic dynamics, investment levels and financing of the economy as a whole.

**468.** This analysis can be broken down into three stages: (i) simulation of a basic scenario or one with unchanged policy; (ii) simulation of a more "proactive" variant based on the Vision with the aim of making Cameroon an emerging country by 2035; (iii) risk analysis.

**469. Simulation of a reference scenario.** This scenario takes into account the Government's priorities while considering the current structural constraints in terms of financing (domestic and external resources), budget absorption and physical execution of programmes and projects in various targeted areas. Under this scenario, the average annual growth rate is around 5.6% over the 2021-2030 period.

**470. Simulation of a "proactive" variant based on the Vision.** This variant takes into account the additional efforts that the Government should make not only to remove the current structural constraints, but also to ensure better monitoring and evaluation with a view to achieving the objectives of the Vision. This scenario puts average annual growth at around 8% over the 2021-2030 period.

**471. Risk analysis.** This last analysis aims to highlight the consequences (in terms of loss growth points) of certain risks to which the Vision scenario is subjected. These risks concern particularly: (i) persistent security crises in the Far-North, North-West and South-West Regions; (ii) delays in the implementation of agricultural, energy and infrastructure projects; (iii) consequences of severe climate disruption.

## 7.1. REFERENCE SCENARIO

### 7.1.1. Main assumptions on growth drivers

#### 7.1.1.1. Agriculture

**472.** The Government's strategy for agriculture since 2010 has aimed to ultimately modernize the productive system, improve food security, further develop agro-industry and fight against high cost of living. To this end, the actions carried out aim to: (i) strengthen productivity and production dynamics of this sector by focusing on increased yields and farmed areas, especially family farms; (ii) reduce post-harvest losses; (iii) develop sectors with high potential for productivity and competitiveness; (iv) promote large and small-scale mechanized agriculture; (v) strengthen agricultural extension and counselling; (vi) develop the supply of inputs (fertilisers, seeds, etc.) and facilitate its accessibility to producers.

**473. Food agriculture.** The main orientation of this second phase of the Vision is to foster an acceleration of the industrialization process with emphasis on a greater supply of local agricultural products. For this purpose, it appears that in contrast to the traditional demand for food products from households, an increasingly additional demand should come from industries.

**474.** In response to this situation, the Government has decided to substantially and rapidly increase the supply of agricultural products. To this end, it is planned to increase productivity and produce certain priority crops, including rice, maize, sorghum, soya, cassava, plantain and potato. Thus, it is envisaged to: (i) make operational the National Vegetable Seed Policy (PNSV) adopted in January 2018. This policy aims to promote the emergence of an economically viable private seed sector; (ii) open up production basins; (iii) develop large agricultural areas; (iv) set up conservation and packaging equipment for

agricultural products in the main production basins. On the strength of these initiatives, it is projected that the sector's annual production will stand at an average of 6% over the 2021-2030 period.

**475. Industrial and export agriculture.** One of the Government's objectives is to boost production of main cash crops (cocoa, coffee, cotton, bananas, rubber, palm oil, mahogany nuts, etc.), while advocating a greater enhancement on the national territory. To this end, it is expected that support will be given to SODECOTON in the execution of its recovery plan, which aims to increase cotton production to 600 000 tons by 2026. With regard to cocoa production, the objective is to triple national production by 2030, with a focus on improving yields, setting up new plantations and continuing to provide local support to operators. In addition, specific support for the revamping of cocoa production in the South-West Region is envisaged.

**476.** As for bananas, rubber and palm oil, production dynamics should sustainably increase between now and 2023 with, in particular, the implementation of a CDC and PAMOL rehabilitation programme, as well as the gradual entry into production of SOCAPALM's new plantations.

#### **7.1.1.2. Livestock, fisheries and aquaculture**

**477.** In this sub-sector, an increase in production is envisaged with emphasis on : (i) promoting short-cycle livestock farming (poultry, pigs, small ruminants, rabbits, honey, non-conventional species, etc.); (ii) providing support for the creation of medium and large-scale cattle farms likely to generate foreign exchange from export; (iii) developing milk production; (iv) promoting aquaculture; (v) structuring of distribution and marketing channels; (vi) and establishing slaughter and preservation infrastructures. In addition, optimization of water reservoirs of hydroelectric dams should strengthen local fish production. In the medium term, these various initiatives should enable a gradual reduction in fish imports by replacing them with local supplies.

**478.** In order to reduce the impact of animal diseases on livestock productivity and ensure consumer protection, the Government will take steps to improve on the availability of medicines and skills of the veterinary services.

**479.** The livestock and fisheries sub-sector should continue to receive special attention from the Government as part of the fight against high costs of

living and determination to increase animal protein consumption in order to come closer to FAO standards, which put it at 42 Kg/hbt/year. On this basis, it is anticipated that production in this sub-sector will increase by an average of 5.5% annually over the 2021-2030 period.

#### **7.1.1.3. Sylviculture and logging**

**480.** The strategy in this sub-sector aims in particular to: (i) develop forest and wildlife resources; (ii) promote new tree species; (iii) structure the domestic wood market with a view to ensuring a better supply to local wood processing industries; (iv) gradually exploiting of council forests and effective logging of community forests. This sub-sector is therefore expected to grow by an average of 4.5% per year between 2021 and 2030.

#### **7.1.1.4. Extractive industry**

**481.** According to NHC data, in the early years of the strategy, a downward trend in the oil production profile is envisaged, linked to the natural decline of existing oil fields. However, the country has witnessed a significant increase in Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG) production since the commissioning of the floating gas production plant. In the medium term, this downward trend should be reversed thanks to the start-up of new wells still under exploration.

**482.** Over the whole period under consideration, the influence of the extractive industries sector on the overall economic dynamics remained weak. In fact, the average annual GDP growth rate of this sector was - 0.2% over this period.

#### **7.1.1.5. Manufacturing industries**

**483.** The development of manufacturing industries is a major avenue of this strategy. In fact, the initiatives pursued in this sub-sector aim to: (i) strengthen the modernization of the production system and the upgrading of enterprises, which is necessary to improve their competitiveness; (ii) establish national champions; (iii) operationalize economic patriotism by promoting "Made in Cameroon"; (iv) strengthen the use of local inputs by agro-food industries and; (v) intensify measures to improve the business climate.

**484.** In addition, the Government should take initiatives aimed at boosting endogenous industrial development. These initiatives should also focus on

increasing domestic demand for industries: (i) wood and furniture manufacturing; (ii) processing of cocoa, coffee, agricultural and livestock products; (iii) cotton-textile and clothing; (iv) pharmaceutical chemistry. In the petroleum products production sector, the Government envisages in the medium term to rehabilitate the National Refining Company (SONARA) by bringing it up to current technological standards in order to promote local fuel supply from processing Cameroonian crude oil. Thus, the manufacturing industries should record an average growth of about 5.3% in the 2021-2030 period.

#### 7.1.1.6. Energy

**485.** In order to strengthen electric power supply, the Government is committed to ensuring complete connection and commissioning of the various dams of the first generation major projects. Also, in addition to the rehabilitation of some hydroelectric infrastructure, including the Lagdo dam, new energy infrastructure projects will be developed and put into use, with the objective of increasing installed capacity from 1,650 MW in 2019 to more than 5,000 MW by 2030.

**486.** To this end, the commissioning of the Nachtigal-Amont Hydroelectric Dam (420Mw) is envisaged in 2024, Bini à Warak (75Mw) in 2024, Menchum (72Mw) in 2026 and Song-Ndong (270Mw) in 2027. In addition to these dams, several transmission lines are planned to connect them to various interconnected networks. These initiatives make it possible to anticipate, over the 2021-2030 period, an improvement in energy supply to the tune of 6.2% on annual average.

#### 7.1.1.7. Building and Construction

**487.** Building and construction remains one of the main growth drivers of the NDS30. In fact, the Government's option to pursue, with the help of the private sector, the development of new infrastructure (roads, motorways, dams, ports) and the rehabilitation of existing infrastructure will help sustain the momentum recorded in the building and construction sector. The average annual growth rate of this sector is projected at around 7.9% over the 2021-2030 period

**488.** Among these infrastructures, we can highlight the following in particular: (i) rehabilitation of certain stretches of road (Maroua-Mora, Mora-Dabanga-Kousseri, Ebebdà-Kalong, Kalong - Tonga, Tonga-Bafoussam-Babadjou, Babadjou-Bamenda,...);

(ii) construction of motorways (Yaounde - Douala - Limbe, Edea - Kribi, Kribi - Lolabe, Yaounde-Nsimalen (Urban Section),...); (iii) construction of some stretches of road (Zambi - Kribi, Bamenda - Enugu, Batchenga - Ntui - Yoko - Lena - Tibati, Bingambo - Grandzambi, Ketta - Djoum, Manki - Pont de la mape, Djoum-Mitom, Mbere - Ngaoundere, Sangmelima - Bikoula, Bikoula - Djoum, Kumba-Mamfe, Olama - Kribi, Ring road); (iv) construction of other infrastructure (Douala - Ngaoundere - Ndjamenà railway, Edea - Kribi - Lolabe (port site) - Campo, Edea - Douala - Limbe, the port of Limbe, the second phase of the port of Kribi).

#### 7.1.1.8. Telecommunications

**489.** The telecommunications development strategy is based on connecting households and companies to the optical fibre already installed, and continuing investments in infrastructure modernisation, extending geographical coverage, improving the quality of Internet service and offering new and more attractive products, and developing the digital economy. On the basis of these assumptions, the sector is expected to grow by 6.4% during the life span of the strategy.

#### 7.1.1.9. Transport

**490.** Transport services should benefit from the good performances recorded in activities of primary and secondary sectors. In fact, the revival of activities in the timber and cotton sectors, as well as the revitalization in the production of other export crops (cocoa, bananas, etc.), should intensify land transport activity, and particularly merchandise traffic. Similarly, the renewal of the Belabo-Ngaoundere line, the construction of the Ngaoundere-Ndjamenà line and the acquisition of 25 new wagons should also support the performances of railway transport. As concerns maritime transport, the activity should be up-scaled by increasing exports of agricultural and manufacture products, on the one hand, and a rise of imports in equipment needed for infrastructures and industries, on the other hand. Transport services could therefore grow at an average annual rate of 6.6% between 2020 and 2030.

#### 7.1.1.10. Trade

**491.** The strategy underscores concerted (Ministry of Trade, economic operators) management of the prices of consumer products. To increase the contribution of this sub-sector to growth, the Government intends, in the coming years, to invest in standards and quality

control, promotion of "Made in Cameroon labels", improved consumer protection, repression of fraud on product quality and reduction of smuggling.

#### 7.1.1.11. Tourism

**492.** The development of the tourism industry is expected to evolve significantly between 2020 and 2030. The objective is to reach 3 500 000 tourists per year by 2030. To this end, it is planned to develop flagship products per region, secure, develop and promote tourist sites, increase the capacity of tourist accommodation by stepping up the number of luxury hotels and promote Cameroon as a tourist destination.

#### 7.1.1.12. Non-market services

**493.** The Government plans to continue its programme to streamline public spending. To this end, an effort will be made to control current expenditure in order to create budget surpluses for the financing of capital investment and support private operators wishing to invest in the industrial sub-sector. In addition, the Government intends to maintain a sustained pace of investment expenditure, particularly in the area of infrastructure.

#### 7.1.1.13. Prices

**494.** The assumptions used here are those of the World Economic Outlook (WEO) for commodity prices. To that end, the price dynamics of both oil and other exported commodities would remain almost stable. The Government will continue its policy of freezing pump prices for petroleum products.

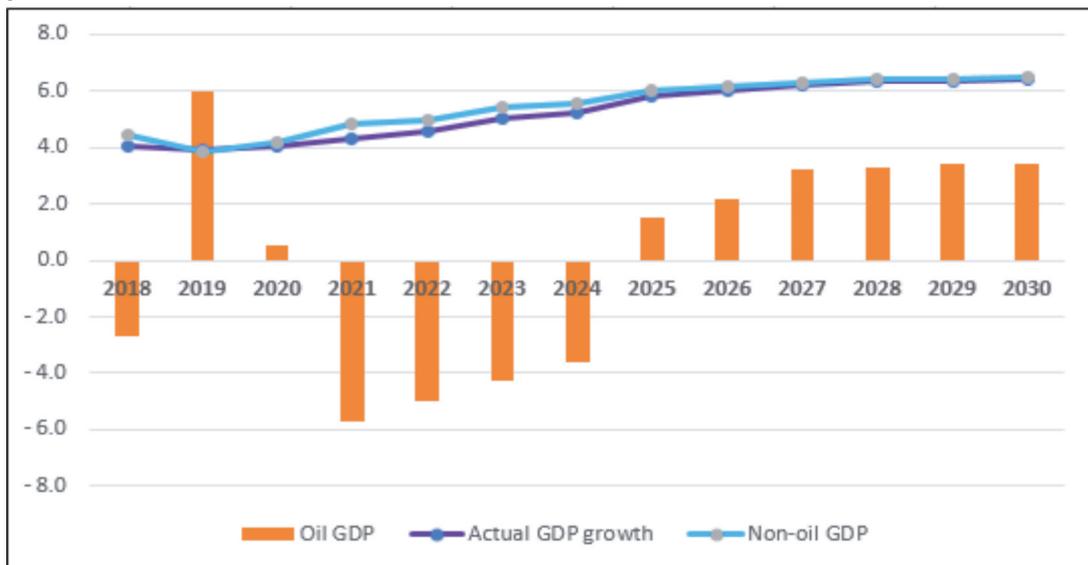
**495.** Moreover, in addition to strengthening price control and speculation, efforts to increase production and ensure regular supplies to the markets should make it possible to keep prices level below the 3% threshold.

### 7.1.2. Implications for the macroeconomic and fiscal framework

#### 7.1.2.1. Profile of GDP growth

**496.** Thereference scenario reflects the Government's desire to promote strong and sustainable growth by speeding up its industrialization process. This industrialisation also aims to ensure vertical integration of its economy and reduced dependence on exports of raw materials

**Graph 9:** Evolution of oil and non-oil GDP in the reference scenario



Source: MINEPAT

**497.** In this scenario, economic activity is expected to grow at an average annual rate of 5.6% over the 2021-2030 period. This development should be mainly supported by the non-oil dynamic. In fact, non-oil GDP is projected at an annual average of 5.9% over this period, i.e. an increase of 1.2 points

compared to the average dynamic over the last few years. As for the oil GDP, the dynamics envisaged is - 0.2% on annual average over the whole period.

**498.** As regards efforts to mobilise non-oil revenue, a special effort will be made by tax authorities, despite

the continued dismantling of tariffs under the EPAs. To this end, the ratio of non-oil revenue to GDP is expected to rise to 14.8% in 2030 against 13.6% in 2019, an improvement of about 1.2 percentage points. In addition, efforts will be continued to streamline public spending. The total expenditure-to-GDP ratio is expected to stabilise in the medium term

at around 17%. Thus, the primary balance excluding oil should gradually improve over the period as a whole, rising from -3.8% in 2019 to -1.9% of GDP in 2030, i.e. a gain of 1.9 points. As for the overall balance, it should also gradually improve over the entire period, rising from -2.1% in 2020 to around 1.5% on annual average.

**Table 3:** Some key indicators

Financial years	2017	2018	2019	2020	2021-2025	2026-2030
<b>Actual GDP growth</b>	<b>3.5</b>	<b>4.1</b>	<b>3.9</b>	<b>4.0</b>	<b>5.0</b>	<b>6.2</b>
GDP Oil GDP	-16.4	-2.7	6.0	0.5	-3.4	3.1
Non-oil GDP	5.0	4.4	3.8	4.2	5.4	6.3
<b>GDP deflator</b>	1.5	1.7	1.5	1.5	1.6	1.7
<b>Non-oil GDP deflator</b>	<b>-0.2</b>	<b>0.1</b>	<b>1.8</b>	<b>1.8</b>	<b>1.6</b>	<b>1.6</b>
<b>The total revenue-to-GDP ratio</b>	14.6	16.0	16.0	14.8	14.8	15.5
<b>Ratio of non-oil revenues to GDP</b>	12.7	13.7	13.6	13.0	13.6	14.6
<b>Investment rate</b>	23.0	22.8	23.0	23.4	24.0	25.0
<b>Public investment rate</b>	4.4	4.0	3.7	3.6	3.4	3.2
<b>Primary balance excluding oil (% of GDP)</b>	-4.8	-3.9	-3.8	-3.1	-2.0	-2.0
<b>Overall balance (% of GDP)</b>	-3.8	-2.5	-2.3	-2.1	-1.6	-1.5
<b>Total expenditure (% of GDP)</b>	18.8	18.9	18.7	17.4	16.7	17.4
<b>Capital expenditure (% of GDP)</b>	<b>8.1</b>	<b>6.9</b>	<b>6.3</b>	<b>6.3</b>	<b>6.2</b>	<b>6.8</b>

Source: MINEPAT

### 7.1.2.2. Analysis of sectoral evolutions

**499.** The analysis of sectoral evolutions in GDP highlights in particular the likely developments expected in the industrial, agriculture and public works sub-sector for the execution of infrastructure projects.

**500.** Thus, the primary sector is expected to grow at an annual average rate of 5.7% over the 2021-2030 period, with a peak of 6% on an annual average in the last years of implementation of the strategy. This trend would be supported in particular by the anticipated good performances in the agricultural sub-sector which should gradually record additional demand from agro-industries in addition to traditional household demand. Thus, food agriculture is expected to experience an average annual increase of 5.5% and 6.5% respectively over the 2021-2025 and 2026-2030 periods. Growth in the export industrial agriculture sub-sector is expected to increase from 3.9% in 2018 to nearly 5.6% on average between 2021 and 2030.

**501.** The promotion of short-cycle breeding, fattening and the industrialization of the sector should foster an increase in activity in the livestock sub-sector. Its growth rate should increase from 4.4% in 2018 to 5.5% on

average over the 2021-2030 period. The contribution of sylviculture should gradually improve over the period in connection with the increase and structuring of both local and foreign demand for forest resources. An average growth of 4.5% is expected between 2021 and 2030.

**502.** The dynamics of the secondary sector would be sustained over the 2021-2030 period with average annual growth of 5.1%. Excluding extractive industries, this sector is expected to grow at an average annual rate of 6% between 2021 and 2030. This performance would be mainly supported by: (i) good performance of manufacturing industries which should benefit not only from a better supply of electric power and inputs, but also from an increase in domestic demand with the promotion of "Made in Cameroon"; and (ii) dynamism of activities in the building and construction sector, in connection with the execution of new major infrastructure projects. Thus, the growth of the building and construction, agro-food industries and other manufacturing industries sub-sectors should respectively be around 7.9%, 5.8% and 4.7% on average per annum over the 2021-2030 period.

**503.** As for the tertiary sector, it is strongly correlated with the activities of other upstream sectors. Thus, the

favourable dynamics of this sector should be mainly supported by the good performances envisaged in construction, manufacturing industries, tourism as well as various areas of the primary sector. This revival of activity would lead to a favourable dynamism in the trade, catering and hotel sectors. The improvement of road and port infrastructure would boost transport activity. The same would apply to the commissioning of telecommunications infrastructures. As a result, an average annual growth rate of 5.9% is expected between 2021 and 2030.

### 7.1.2.3. Analysis of GDP employment

**504.** Economic growth will continue to be sustained by domestic demand. Promotion of the industrial sector and execution of second generation major infrastructure projects would foster continuous increase in public and private investment over the 2021-2030 period. Thus, the investment rate should increase to an annual average of around 25.3% between 2027 and 2030.

**505.** As regards consumption, private consumption is expected to remain buoyant over the period as a whole, with average growth estimated at 5.1% between 2021 and 2030. Moreover, although the share of consumption in GDP will remain robust, it will nevertheless be reduced from 80.8% in 2019 to nearly 78.3% in 2030, in line with the increase in public and private investments.

**506.** With regard to net external demand, decline in oil production in the first years of implementation of the strategy (2021-2024), combined with the implementation of numerous infrastructure projects, should lead to a deterioration in net external balance from -3.8% of GDP in 2019 to -5% in 2025 - and a decline in the net external balance from -3.8% of GDP in 2019 to -5% in 2025. From 2026 onwards, this trend would be mitigated by the prospects that new fields would come into production and the increase in the production of the main export crops thanks to the good performance expected in industrial and export agriculture and manufacturing industries.

**507.** Also, the effective implementation of the import substitution policy should ensure greater control of import dynamics. This is despite the continued implementation of infrastructure likely to generate imports of capital goods. These developments will make it possible, in particular, to contain the deterioration of net external demand and gradually reduce it from -5% of GDP in 2025 to -3.4% in 2030.

### 7.1.2.4. Public finances

**508.** Considering the downward trend in production, and the relatively low level of oil prices compared to historical price levels, fiscal policy will focus primarily on increased efforts to mobilise non-oil revenues. Thus, as a percentage of GDP, non-oil revenues are expected to increase by 1.2 percentage point from 13.6% in 2019 to 14.8% in 2030. This development would be mainly supported by higher tax revenues, despite the gradual implementation of EPAs. Oil revenues are expected to gradually decrease from 2.3% of GDP in 2019 to around 1% of GDP from 2022 onwards.

**509.** With regard to expenditure, the Government intends to ensure the development of productive infrastructure and to accompany the development of the industrialization process, while guaranteeing the sustainability of public finances and the preservation of social expenditure with a view to protecting the poor and underprivileged of the social strata. The expenditure policy aims to contain current expenditure. Thus, the ratio of total expenditure to GDP should be reduced from 18.7% in 2019 to 17.5% in 2030. However, over the entire period, this ratio averages around 17% annually.

**510.** On the basis of these assumptions, the non-oil primary balance deficit should gradually improve from -3.6% in 2019 to -2.0% in 2030. As for the budget balance, it should be around -1.5% on annual average between 2021 and 2030.

**511.** Moreover, an analysis of the profile of huge expenditure pools suggests that the gains recorded both in terms of the mobilisation of non-oil revenue and the rationalisation of current expenditure are mainly allocated to the financing of capital expenditure on its own resources. These developments reflect the Government's willingness to finance infrastructure development primarily from non-oil revenue. The share of capital expenditure in total expenditure rises from 36.0% in 2020 to 39.8% in 2030.

### 7.1.2.5. Balance of payments

**512.** As regards balance of payments, the deterioration of the current account balance is expected to continue in the first years of the strategy's implementation, reaching around -4% of GDP in 2025. This situation would be the consequence, in particular, of the combined effects of the fall in oil

production and the increase in imports of capital goods needed both for the implementation of public and private investment projects and development of the industrial fabric. Over the 2026-2030 period, this balance should gradually improve to reach around -2 percent of GDP in 2030, in connection with the increase in the dynamics of manufacturing, oil and agricultural exports and the successful implementation of the import-substitution policy.

**513.** The income account will remain in deficit throughout the period of the strategy due to dividends paid to foreign investors and interest payments on external public debt. Balance of routine transfers, projected on the basis of growth in developed countries, will remain in surplus throughout the period. It will move from 1.2 % to 1.0% of GDP in 2030.

**Table 4:** Key balance of payments indicators

Financial years	2016-2020	2021-2025	2026-2030
<b>Current account balance</b>	<b>-3.2</b>	<b>-3.4</b>	<b>0.7</b>
Balance of goods and services	<b>-2.5</b>	<b>-2.8</b>	<b>1.3</b>
Balance of goods	-1.0	-1.5	2.2
Balance of services	-1.5	-1.3	-0.9
<b>Balance of the capital account and financial transactions</b>	<b>2.6</b>	<b>3.5</b>	<b>3.5</b>
Foreign Direct Investment	1.8	1.5	1.4
<b>Overall balance</b>	<b>-0.6</b>	<b>0.0</b>	<b>4.2</b>

Source: MINEPAT

**514.** concerns the capital and financial transactions account, it will remain in surplus throughout the period. The same will apply to the balance of foreign direct investment, due to foreign investment expected in the context of the various projects in both industry, building and construction as well as in the hotels, oil and energy sub-sectors. Also, financial transactions (loans, trade credits mainly related to the purchase of capital goods) will contribute to inflow of capital over this period.

#### 7.1.2.6. Monetary situation

**515.** Net external assets will evolve steadily in line with the profile of oil exports, goods from the agricultural and industrial subsectors, and imports of capital goods related to the implementation of public and private investment projects. In addition, it is expected that credit to the economy will continue to grow, with an average annual growth rate of 8% between 2021 and 2030. Alongside GDP growth, the ratio of money supply to GDP is expected to evolve around 23.5% of GDP over the entire period.

**Table 5:** Evolution of the monetary situation

Exercices	2016-2020	2021-2025	2026-2030
<b>Assets</b>	<b>22.7</b>	<b>23.5</b>	<b>23.5</b>
Net external assets	9.2	6.3	14.3
Net domestic assets	13.8	17.2	9.2
Domestic Credit	17.4	21.4	13.0
Net receivables from the State	1.9	2.9	2.4
Credit to the economy	15.5	18.5	10.5
Other Net items	<b>-3.9</b>	<b>-4.2</b>	<b>-3.8</b>
<b>Liabilities and shareholders' equity</b>	<b>22.7</b>	<b>23.5</b>	<b>23.5</b>
Money supply	22.7	23.5	23.5
Currency in circulation	4.9	4.9	4.9
Cashless money	9.8	10.1	10.1
Quasi-currency	8.1	8.4	8.4

Source: MINEPAT

## 7.2. VISION SCENARIO

### 7.2.1. Main macroeconomic assumptions

**516.** As regards the Vision scenario, it is assumed here that, in addition to the macroeconomic assumptions already included in the reference scenario, specific measures, actions and reforms are envisaged during the first three years of implementation of the strategy (2020-2022), in order to establish the fundamentals for strong and sustainable growth. Indeed, these initiatives should focus in particular on: (i) improved capacity to absorb budgets and external financing; (ii) improved efficiency and physical execution of programmes and projects; (iii) a gradual return to peace in the North-West and South-West Regions; (iv) greater ownership of various State actors as well as technical and financial partners of the new national development strategy; (v) full commissioning of first generation projects; (vi) identification and maturing of major second generation projects; (vii) promotion and search for partners for projects to be implemented in PPPs; (viii) strengthening of the business climate and removal of bottlenecks hampering the development of the agriculture, livestock and fisheries sub-sectors.

**517.** The removal of these constraints should, in particular, encourage the rapid development and intensification of agro-sylvopastoral activities in the primary sector which are necessary to meet the additional demand of industries and households. The resumption of agricultural activities in the North-West and South-West Regions, especially by CDC and PAMOL by 2022, and the establishment in the medium term of several medium-sized farms should make it possible to sustain the dynamics of agricultural production.

**518.** In the extractive industries, a more rapid increase in oil production is expected over the 2025-2030 period. However, the impact of the recovery remains small on overall growth dynamics. In fact, the average annual growth rate of the extractive industries over the 2021-2030 period is projected at 0.8% compared to -0.2% in the reference scenario.

**519.** In the energy sector, the objective remains to increase energy production capacity to more than 5,000 MW by 2030. However, an improvement in the production efficiency of the various production units is

envisaged. The average annual growth rate over this period (2021-2030), records an improvement of 1.1 point compared to that of the reference scenario.

**520.** In the manufacturing sector, reforms should be undertaken with a view to: (i) structuring and strengthening national demand for local products, including through public procurement; (ii) encouraging the installation of new units in the agro-food sector and greater processing of local products, in order to enhance their value; (iii) supporting the development of the wood, furniture, textile and clothing industries as well as promoting the "Made in Cameroon label". Also, it is expected that national champions will be put in place in certain sectors of activity in order to conquer the national and sub-regional markets.

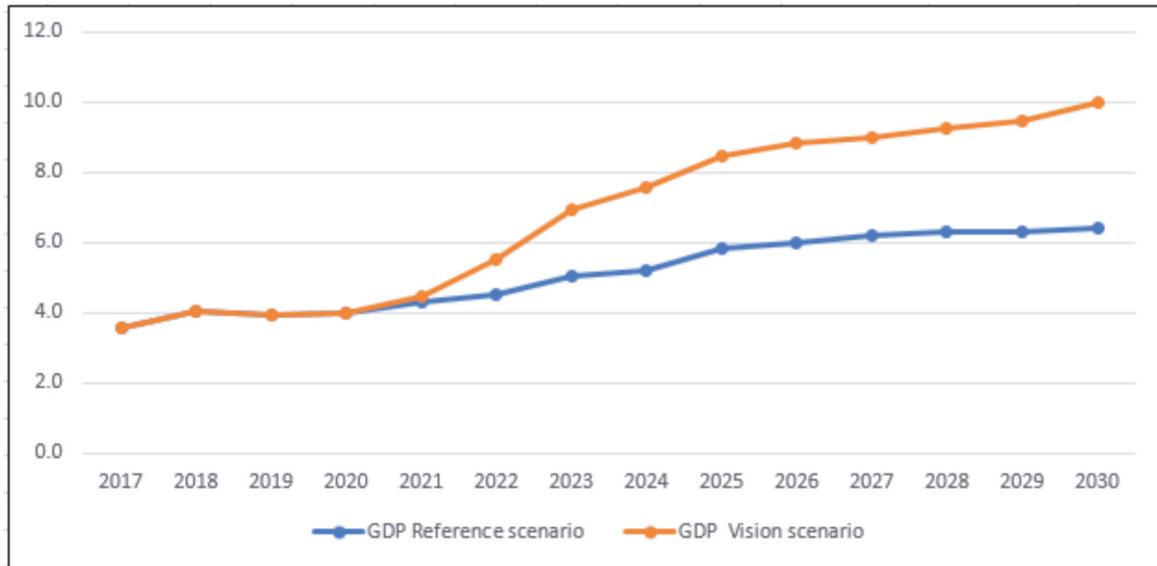
**521.** As regards transport infrastructure, the emphasis is on completing and commissioning motorways under construction and continuing to implement the motorway programme. With regard to maritime transport, the construction and commissioning of the port of Limbe and the completion of the second phase of the port of Kribi are envisaged. With regard to rail transport, the momentum is also supported by the construction and commissioning of an additional 1 500 km of railways according to international standards.

### 7.2.2. Implication on the macroeconomic and budget framework

#### 7.2.2.1. Growth profile

**522.** In order to achieve the objectives of the Vision, it is important to consider a more ambitious GDP growth profile than that of the reference scenario. To this end, it appears from the Vision scenario that the average annual growth rate is around 8.0% over the entire 2021-2030 period, i.e. 2.4 points above the reference scenario.

**523.** However, compared to the reference scenario, the growth profile of the Vision scenario shows three main phases. The first, which runs from 2020 to 2022, corresponds to the one where the growth profiles of the two scenarios are not significantly different. The average annual growth rate over this period is 4.7% for the Vision scenario, up by 0.4 points as compared to the reference scenario.

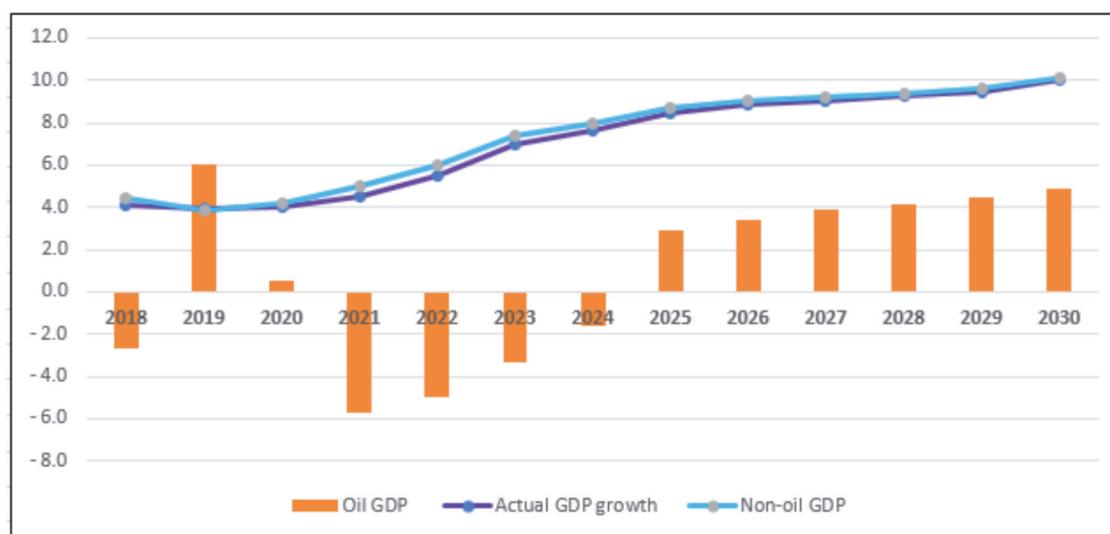
**Graph 10:** Evolution of GDP in the reference and vision scenario

**Source:** MINEPAT

**524.** The second phase, covering the 2023-2025 period, is when the effects of the implementation of the strategy begin to be appreciable. The average annual growth rate of the Vision scenario is projected at 7.7 per cent over this period, up by 2.3 percentage points from the reference scenario. The third phase, which runs from 2026 to 2030, is the one in which sustained growth of around 9.3 per cent on average per annum is envisaged. In particular, it should see further development of the industrial fabric and the completion and optimal exploitation of several private and public projects.

**525.** As in the reference scenario, economic dynamics would over the entire period remain mainly supported by non-oil dynamics. Non-oil GDP is projected at an annual average of 8.2%. Oil GDP is projected to be less dynamic over the period as a whole. The average annual growth rate is projected at 0.8%.

**526.** With regard to the mobilization of non-oil revenues, an additional effort will also be required from tax authorities in order to support the Government's spending programme. To this end, the ratio of non-oil revenue to GDP is projected to increase from 13.6% in 2019 to 16.6% in 2030, compared to 14.8% in the reference scenario, i.e. an improvement of about 1.8 points. Furthermore, efforts will have to be pursued in the direction of rationalising current expenditure and allocating budget margins to finance capital expenditure from its own resources. The total expenditure-to-GDP ratio is initially expected to stabilise in the medium term at around 17% and in the long term at around 18.9%. However, the primary balance excluding oil should continue to improve over the period as a whole, rising from -3.8% in 2019 to -1.9% of GDP on average over the horizon. As for the overall balance, it is also expected to improve significantly over the entire period, averaging around -1.5% of GDP.

**Graph 11:** Evolution of oil and non-oil GDP in the Vision scenario

Source: MINEPAT

**Table 6:** Some key indicators of the vision scenario

Financial years	2016-2020	2021-2025	2026-2030
<b>Actual GDP growth!</b>	<b>4.0</b>	<b>6.6</b>	<b>9.3</b>
Oil GDP	-3.2	-2.5	4.2
Non-oil GDP	4.5	7.0	9.5
<b>GDP deflator</b>	<b>1.5</b>	<b>1.6</b>	<b>1.4</b>
<b>Non-oil GDP deflator</b>	<b>1.0</b>	<b>1.6</b>	<b>1.3</b>
<b>The total revenue-to-GDP ratio</b>	<b>15.2</b>	<b>15.3</b>	<b>17.1</b>
<b>The ratio of non-oil revenue to GDP</b>	<b>13.1</b>	<b>14.1</b>	<b>16.2</b>
<b>Investment rate</b>	<b>22.9</b>	<b>24.2</b>	<b>27.7</b>
<b>Rate of public investment</b>	<b>4.1</b>	<b>3.4</b>	<b>3.2</b>
<b>Primary balance excluding oil (% of GDP)</b>	<b>-3.1</b>	<b>-1.9</b>	<b>-1.9</b>
<b>Overall balance (% of GDP)</b>	<b>-3.2</b>	<b>-1.5</b>	<b>-1.5</b>
<b>Total expenditure (% of GDP)</b>	<b>18.8</b>	<b>17.1</b>	<b>18.9</b>
<b>Capital expenditure (% of GDP)</b>	<b>7.1</b>	<b>6.5</b>	<b>7.4</b>

Source: MINEPAT

### 7.2.2.2. Analysis of sectoral Evolutions

**527.** The analysis of sectoral GDP evolutions in the Vision scenario highlights in particular the expected developments in the industrialisation process implemented in this strategy.

**528.** Thus, the primary sector is expected to grow at an average annual rate of 7.9%, i.e. 2.2 points above that of the reference scenario. This development will be driven mainly by the good performance of agriculture, whose average growth is projected at 8.5%, an increase of 2.6 points over the reference scenario. In fact, this sub-sector should record favourable dynamics necessary to address additional

demand from both industries and households. This gap will be justified by much more sustained efforts to modernize the production apparatus through the development of a more intensive agriculture in the sectors with high growth potential, improvement of yields with an emphasis on better supply of inputs (high-yield seeds, fertilizers, pesticides, etc.). The evolution of the primary sector will also be supported by the good performance of the livestock and fisheries sectors. The average growth rates projected in these sectors over the 2021-2030 period are respectively 7.4% and 6.1%, as against 5.5% and 4.1% in the reference scenario.

**Table 7:** Evolution of actual growth rate (Vision scenario)

Financial years	2016-2020	2021-2025	2026-2030
<b>Primary sector</b>	<b>3.8</b>	<b>7.0</b>	<b>8.8</b>
Agriculture	4.0	7.4	9.5
including Food Agriculture	4.6	7.5	9.6
including Industrial Agriculture	<b>2.3</b>	<b>7.1</b>	<b>8.9</b>
Livestock, hunting	4.5	7.0	7.7
Forestry and logging	2.7	5.3	5.7
Fishing and fish farming	3.9	4.5	7.8
<b>Secondary sector</b>	<b>3.2</b>	<b>5.7</b>	<b>9.3</b>
Extractive industries	-3.1	-2.5	4.2
including hydrocarbon extraction	-3.2	-2.5	4.2
Food processing industries	4.9	6.6	9.3
Other manufacturing industries	3.8	5.1	7.7
Electricity generation and distribution	3.5	6.7	7.9
Water supply and distribution and sanitation	2.9	5.2	6.3
Building and construction	7.9	10.6	12.9
<b>Tertiary sector</b>	<b>4.4</b>	<b>7.0</b>	<b>9.4</b>
Trade, vehicle repair	5.0	7.7	10.0
Restaurants and hotels	4.9	7.3	9.3
Transport, warehouses, communications	3.8	7.5	11.0
Information and telecommunications	3.5	6.2	8.3
Banks and financial institutions	6.2	7.8	10.6
Other market services	4.4	6.4	8.9
Non-market services of the APU	3.7	7.2	8.6
Other non-market services	3.8	4.6	7.6
<b>GDP</b>	<b>4.0</b>	<b>6.6</b>	<b>9.3</b>

**Source:** MINEPAT

**529.** The secondary sector is expected to record a favourable dynamic, driven in particular by manufacturing and construction. The projected average annual growth rate between 2021 and 2030 is 7.5%, 2.4 points higher than in the reference scenario. Excluding extractive industries, this sector is expected to grow by 8.3%, 2.3 points higher than in the reference scenario.

**530.** In the manufacturing sector, agro-food industries are expected to grow by an average of 8%, as compared to 5.8% in the reference scenario. This performance will be due in particular to the development of industries processing local products (plantain banana, sugar, palm oil, maize, soya, cocoa, cotton, etc.). The other manufacturing industries should benefit from the development of wood industries, furniture manufacturing, building materials and the intensification of leather processing, basic metallurgy, etc. This will make it possible to achieve an average growth rate of 6.4% over the 2021-2030 period as against 4.7% in the reference scenario. In the building and construction sector, the implementation of major infrastructure projects in the transport, energy and

road development sectors will contribute to an acceleration of growth in this sector. The gap between the two growth profiles will be clearly noticeable as early as 2024. Thus, over the 2021-2030 period, an average growth rate of 11.8% will be observed as compared to 7.9% in the reference scenario.

**531.** The tertiary sector will record an average annual growth rate of 8.3% as against 5.9% in the reference scenario. This performance will be mainly due to developments in the sectors of trade, banking and financial institutions, hotels and catering, and transport, warehouses and communications. In the field of tourism, particular attention will be paid to the development of the vast national potential. Also, rehabilitation and extension of the national road network, opening up of production areas as well as commissioning of new railway lines should make it possible to support the dynamics of transport activity. In the same way, the development of the digital economy as well as the reinforcement of the total commissioning of the optical fibre should encourage a rapid development of telecommunication services.

### 7.2.2.3. Analysis of GDP uses

**532.** Like in the reference scenario, economic growth dynamics will continue to be supported by domestic demand. In addition, investment growth is expected to be much stronger than in the reference scenario. It is expected to average around 11.4 percent annually between 2021 and 2030, as compared to 7.6 percent in the reference scenario. This development will be driven mainly by private investment, whose growth over the period is estimated at nearly 12%. As a percentage of GDP, overall investment is expected to be around 25.2% in 2025 and to continue to rise gradually to reach nearly 29% in 2030, i.e. an increase of nearly 4 points compared to the level assumed in the reference scenario. This change in the investment rate reflects the fact that achieving the Vision's objectives will require a much higher level of investment than in the reference scenario.

**533.** Consumption dynamics are expected to average around 6.3% per year. It will continue to be driven by private consumption, whose average growth is projected at 6.5%.

**534.** As regards external demand, it is expected to deteriorate more sharply in the first years of the strategy's implementation, falling from -3.8% of GDP in 2019 to -5.4% by 2025. From 2026 onwards, this demand should gradually improve to settle around -3.3% in 2030, in connection with the development of the manufacturing sector and the completion of the import substitution policy. The share of non-oil exports in GDP is also expected to gradually improve to almost 17% in 2030, as compared to 14.7% in 2021.

**Table 8:** Evolution of uses (Vision scenario)

Financial years	Percentage changes, per volume			As a % of GDP (at current prices)		
	2016-2020	2021-2025	2026-2030	2016-2020	2021-2025	2026-2030
<b>Domestic Demand</b>	<b>4.1</b>	<b>6.8</b>	<b>8.8</b>	<b>104.1</b>	<b>104.4</b>	<b>102.9</b>
Consumption	3.4	5.6	6.7	81.2	80.2	75.3
Private sector	3.8	5.9	6.8	70.1	70.4	66.1
Central administration	1.4	4.4	6.4	11.2	9.7	9.2
Gross fixed capital formation	5.7	9.6	13.1	22.9	24.2	27.7
Private sector	6.8	10.1	13.9	18.9	20.8	24.5
Central administration	1.3	6.8	7.4	4.1	3.4	3.2
<b>Net foreign demand</b>	<b>5.6</b>	<b>9.0</b>	<b>1.1</b>	<b>-4.1</b>	<b>-4.4</b>	<b>-2.9</b>
Export of goods and services	1.6	7.7	12.7	18.9	17.6	19.1
Crude oil and gas exports	-10.7	-2.2	4.0	3.9	2.3	1.7
Exports excluding crude oil and gas	9.9	9.9	13.8	15.0	15.0	17.4
Import of goods and services	2.3	8.0	10.1	23.1	22.0	22.0

Source: MINEPAT

### 7.2.2.4. Public finances

**535.** In order to ensure the financing of the expenditure programme in the Vision scenario and preserve the stability of public finances, additional efforts should be made in raising non-oil revenues. As a percentage of GDP, they should thus increase from 13.6% in 2019 to 16.6% in 2030, as compared to

14.8% in 2030 in the reference scenario, i.e. an additional effort of 1.8 percentage points of GDP. This development would be mainly supported by the rise in tax revenues. As regards oil revenues, they should gradually increase from 2.3% of GDP in 2019 to around 0.8% of GDP by 2030, in line with the decline in national production.

**Table 9:** Evolution of public revenues (% of GDP)

Financial year	2016-2020	2021-2025	2026-2030
<b>Total revenues and grants</b>	<b>15.6</b>	<b>15.6</b>	<b>17.4</b>
<b>Total revenues</b>	<b>15.2</b>	<b>15.3</b>	<b>17.1</b>
Oil revenues	2.1	1.2	0.9
Non-oil revenues	13.1	14.1	16.2
Tax revenues	12.2	13.1	15.0
Non-tax revenues	0.8	1.0	1.2
<b>Non-oil revenues/non-oil GDP</b>	<b>13.6</b>	<b>14.5</b>	<b>16.6</b>

**Source:** MINEPAT

**536.** With regard to expenditure, Government's actions will always be aimed at ensuring the development of productive infrastructure and support for the industrialization process, while guaranteeing the sustainability of public finances. To this end, the budget framework will remain anchored on a gradual reduction of the overall budget deficit in order to stabilize at around 1.5% of GDP over the 2021-2030 period.

**537.** Streamlining current expenditure should make it

possible to stabilise it at around 11% of GDP on average over the 2021-2030 period. As for capital expenditure, it should follow an upward trend as a percentage of GDP, rising from 6.3% of GDP in 2020 to 7.6% in 2030. This increase in capital expenditure reflects the Government's willingness to finance infrastructure development as a priority from the gains made in mobilizing non-oil revenues and streamlining current expenditure. The share of capital expenditure in total expenditure would rise from 36.0% in 2020 to nearly 40% in 2030.

**Table 10:** Evolution of public expenditure (% of GDP)

Financial years	2016-2020	2021-2025	2026-2030
<b>Total Expenditures</b>	<b>18.8</b>	<b>17.1</b>	<b>18.9</b>
Recurrent expenditures	11.6	10.6	11.4
Salaries	4.6	4.3	4.6
Purchase of goods and services	3.6	3.1	3.6
Transfers and grants	2.4	2.4	2.8
Interest payments	0.9	0.8	0.5
Capital Expenditures	7.1	6.5	7.4
<b>Overall balance, on a scheduled basis</b>	<b>-3.2</b>	<b>-1.5</b>	<b>-1.5</b>
<b>Primary balance</b>	<b>-2.4</b>	<b>-0.7</b>	<b>-1.0</b>
<b>Non-oil primary balance</b>	<b>-4.5</b>	<b>-1.9</b>	<b>-1.9</b>
<b>Overall balance</b>	<b>-3.9</b>	<b>-1.6</b>	<b>-1.5</b>
<b>Capital Expenditures/Total Expenditures</b>	<b>37.5</b>	<b>37.8</b>	<b>39.4</b>

**Source:** MINEPAT

### 7.3. RISK ANALYSIS

**538.** The Vision scenario is the one on which the achievement of the emergence objectives is based. It is based on a set of key assumptions about the national and international economic environment. As a result, it faces specific risks of underperformance due to significant changes that could occur in the realization of certain key assumptions.

**539.** The following section analyses the extent to which certain risks to the growth profile of the Vision scenario arise. The risks highlighted relate in particular to: (i) persistent security crises in the Far-North, North-West and South-West Regions; (ii) delays in the implementation of agricultural projects; (iii) delays in the implementation of energy projects; (iv) delays in the implementation of infrastructure projects; (v) consequences of a pronounced climate disruption; and (vi) impacts of the occurrence and persistence of a global pandemic.

**540.** These various risks are implemented by modifying certain assumptions of the Vision scenario and assessing the impact in terms of deviation both on sectoral developments and overall growth profile.

**541.** Although the analysis focuses on the above risks, it should be stressed that the national economy may also face other risks, including political and institutional risks as well as risks of instability of the macroeconomic framework in the CEMAC sub-region.

### **7.3.1. Persistence of the security crisis in the Far-North, North-West and South-West Regions**

**542.** In recent years, Cameroon has been facing socio-political and security crises in the Far-North, North-West and South-West Regions, which have had a negative impact on local and national economic development. Within the framework of the NDS30, a key assumption is the gradual return of peace in these Regions by 2023. Failure to achieve this, the hypothesis is likely to have consequences not only for economic development but also for public finances and the improvement of basic social amenities.

**543.** At the economic level, we can note a less favourable dynamic: (i) in the agricultural sub-sector, especially in connection with the anticipated resumption of activities by CDC, PAMOL and SG Sustainable Oils Cameroon PLC; (ii) the agro-food industries induced by the constraints on the supply of inputs and/or the disposal of products in these Regions; (iii) development of the building and construction sector, as it could prevent the effective implementation of the Reconstruction Plan envisaged for these Regions; (iv) development of certain services, especially trade, transport and telecommunication services.

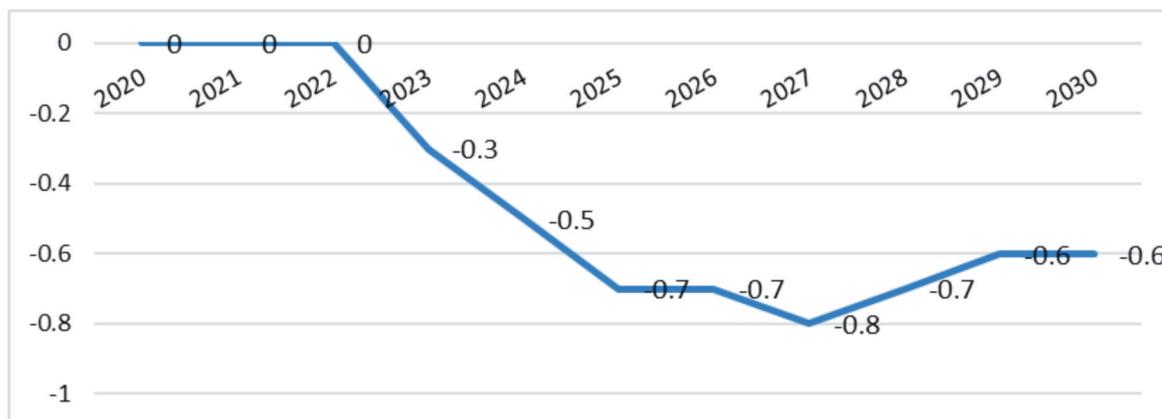
**544.** At the level of public finances, the persistence of this crisis could have consequences both for the

achievement of objectives in terms of revenue mobilisation and implementation of the State's expenditure policy. In fact, this situation should limit the allocation of budgetary gains to the increase in investment expenditure.

**545.** At social level, in addition to other obvious effects such as the forced displacement of populations, there will be noticeable effects such as reduction of purchasing power.

**546.** Thus, the simulation considers the combined effects of reduced growth in agricultural production, particularly in industrial agriculture for export, construction and public works, domestic revenue mobilization and investment expenditure. To this end, it is assumed that : (i) export industrial agriculture should experience an average growth of 6.6% over the 2021-2030 period as against 8% in the Vision scenario; (ii) building and construction should record an average growth of 9.5% over this period as against 11.8% initially projected; (iii) current expenditure should slightly decrease in order to take into account security expenditure; (iv) the ratio of capital expenditure to GDP should be 7.2% in 2030 as against 7.6% initially projected.

**547.** The consequences recorded include a slowdown in growth in all sectors of activity. In fact, in the primary sector, the growth rate is expected to record a decline of -0.4 point on annual average as compared to the Vision scenario, in connection with a contraction of activity in the agricultural sub-sectors by 0.5 point and livestock breeding by 0.4 point. In the secondary sector, the decline is expected to be more significant, caused by lower than expected growth in industry, energy and construction sectors. The decline would be -0.8 point on annual average as compared to the Vision scenario. In the tertiary sector, the decline is expected to be around -0.4 point on annual average, with greater impacts in the trade, restaurant and hotel as well as transport sectors.

**Graph 12:** Impact of the persistence of the security crisis

**Source:** MINEPAT

**548.** In terms of overall economic dynamics, the average GDP growth rate over the 2021-2030 period is expected to be around 7.5% as compared to 8% in the Vision scenario, i.e. a decline of 0.5%. This impact is more noticeable over the 2023-2030 period. The cumulative loss is therefore 5 points over the whole of this period (2023-2030) and is essentially attributable to the non-oil economic dynamics.

**549.** In addition, a slight deterioration in the deficit of the overall budget balance is also observed, which averages around 2% of GDP between 2023 and 2030, as against 1.5% in the Vision scenario. Similarly, external demand deteriorates further in connection with the slower growth of goods exports.

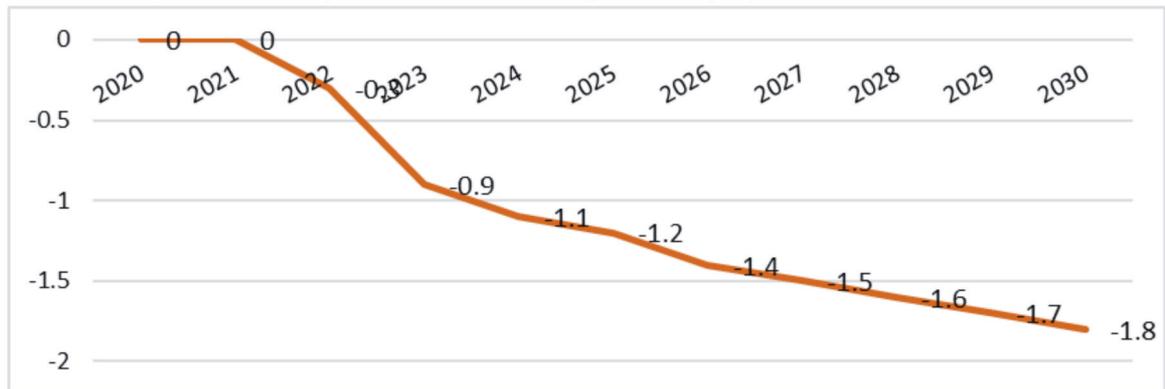
### 7.3.2. Delay in the execution of agricultural projects

**550.** The agriculture sub-sector is considered in the NSD30 as an important and necessary catalyst to accompany the industrialization process. In fact, this sub-sector is positioned as having to favour a better supply of raw materials to industries, support the favourable dynamics of exports of certain cash products and favour the substitution of certain imported products. Thus, the growth profiles defined in the Vision scenario have established the catalytic role of this sub-sector. Consequently, failure to meet the assigned objectives could jeopardize the competitiveness of the industries and the chances of diversifying the economy.

**551.** simulation implemented in this section focuses on the effects of lower growth in agricultural production over the entire period. To this end, it is assumed that the growth dynamics of the agricultural sub-sector will remain on the average trend of 6% recorded in the reference scenario over the 2021-2030 period as against 8.5% initially programmed in the Vision scenario.

**552.** This underperformance recorded in the agricultural sub-sector should, in particular, cause a decline in growth in all sectors. In fact, in the primary sector, the decline in growth would be to the tune of 1.8 point on annual average over the 2021-2030 period as compared to the Vision scenario. In the secondary sector, the decline should be around -0.9 point on annual average, induced by lower growth in the industries, building, construction and electricity production sectors. As regards the tertiary sector, the decline should be around -1.1 point on annual average, in line with the much less favourable dynamics than in the Vision scenario in the trade, catering and hotel, banking and transport sectors.

**553.** With regard to the overall economic dynamic, the GDP growth rate should be around 6.8% over the 2021-2030 period, a decline of 1.1 points as compared to the growth in the Vision scenario. The growth losses are part of an upward trend in relation to the anticipated increase in performance in the agricultural sub-sector, from -0.3 point in 2022 to -1.8 point in 2030. The cumulative growth loss over this period as a whole would be 11.5 points, and is essentially attributable to the underperformance of non-oil GDP.

**Graph 13:** Impact of a delay in the execution of agricultural projects

Source: MINEPAT

### 7.3.3. Delay in the execution of energy sector projects

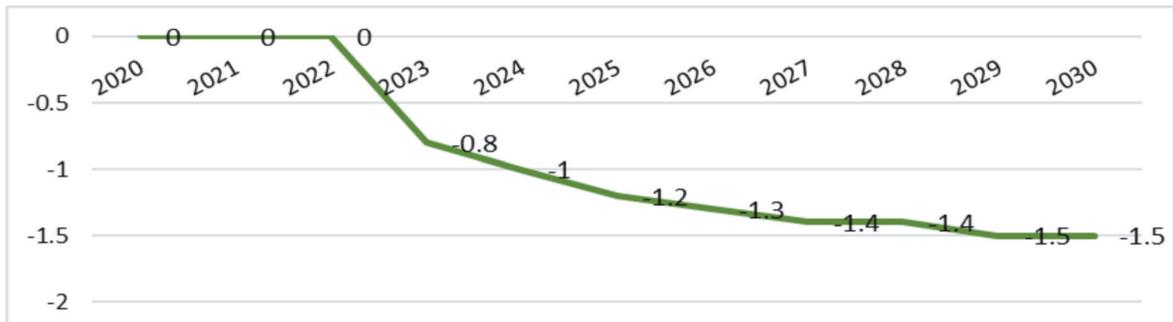
**554.** The supply of electrical energy remains an important catalyst for the development of an industrial fabric and the expansion of private sector activities. In the Vision scenario, improving energy supply plays a key role. Therefore, failure to meet the energy schedule could jeopardize the overall and sectoral development prospects envisaged.

**555.** In this simulation, the effects of lower energy supply growth over the 2021-2030 period are highlighted. For this purpose, an average annual growth of 5.5% in the supply of electric energy is considered. This is nearly 2 points below the average growth rate set in the Vision scenario.

**556.** It emerges from the analysis of sectoral GDP evolutions that this evolution of energy supply should generate consequences in terms of underperformance in several sectors of activity. Thus, the primary sector is expected to record a decline of 0.9 point on average

per year over the 2021-2030 period as compared to the Vision scenario. This decline would be primarily induced by the drop in demand from industries for agricultural products. In the secondary sector, lower growth in energy supply should also lead to a less favourable dynamic of manufacturing industries, as well as that of building and construction. The decline in growth in the secondary sector is estimated at nearly 0.9 points on annual average as compared to the Vision scenario. In the tertiary sector, the decline in activity is estimated at -1.1 point on annual average over the period under consideration, in relation to the underperformance recorded in the trade, transport, catering and hotel branches, as well as in banks and financial institutions.

**557.** On the overall economic dynamics, the average annual GDP growth rate over the 2021-2030 period should be around 7% as against 8% in the Vision scenario, down by 1 percentage point. Over the entire period, the cumulative loss in growth is estimated at nearly 10 points.

**Graph 14:** Impact of a delay in the implementation of the energy sector

Source: MINEPAT

### 7.3.4. Delay in the execution of infrastructure projects

**558.** Infrastructures also stand out as one of the main growth drivers of this strategy. In fact, the building of infrastructure promotes a sustained dynamism of the construction and public works sector, but also the development of transport services and the removal of certain factor costs that undermine the competitiveness of companies.

**559.** Within the framework of the NDS30, the construction of several trade facilitation infrastructures (roads, motorways, railways, engineering structures, etc.) is envisaged. A delay in their construction could have significant consequences on the dynamics of certain sectors of activity or even on overall economic performance.

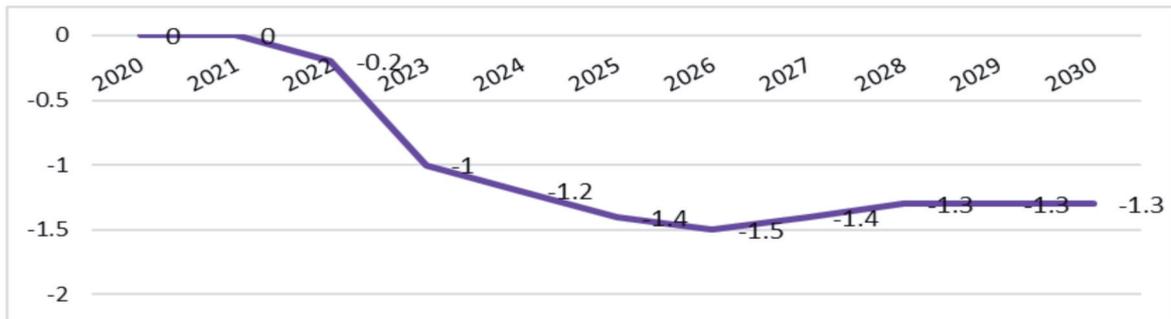
**560.** The simulation implemented to illustrate these delays relates to a less favourable dynamic of the building and construction sector over the entire period under consideration as compared to the Vision scenario. To this end, it is assumed that the growth dynamics of the construction sector will remain on the average trend of 7.9% recorded in the reference

scenario over the 2021-2030 period against 11.8% initially programmed in the Vision scenario.

**561.** This situation will result in the generation of underperformance in all sectors of activity. Indeed, in the primary sector, the dynamics of average annual growth over the 2021-2030 period should be down by 0.7 point as compared to that recorded in the Vision scenario. In the secondary sector, the decline is estimated at -1.7 point on an annual average, in connection with the underperformance recorded particularly by industry and building and construction. In the tertiary sector, the decline in activity should be -0.9 point on annual average as compared to the Vision scenario, in relation to the combined declines in the trade, transport, catering and hotel sectors, as well as banks and financial institutions.

**562.** In terms of overall economic dynamics, the average GDP growth rate over the 2021-2030 period should be around 6.9% as against 8% in the Vision scenario, i.e. a decline of 1.1%. This impact is more perceptible over the 2022-2030 period. The cumulative loss is 10.7 points over this period as a whole and is essentially attributable to the non-oil economic dynamics.

**Graph 15:** Impact of a delay in the execution of infrastructure projects



**Source:** MINEPAT

### 7.3.5. Impact of severe climate disruption

**563.** Although Cameroon contributes very little to the emission of greenhouse gases, the effects of climate change are noticeable. Some World Bank studies on Cameroon have highlighted the links between climate change, flooding, the drying up of water points and the disruption of agricultural timetables in several regions.

**564.** These consequences are notably reflected in the drop in agricultural and pastoral productivity, the increase in post-harvest losses and labour costs, natural disasters and the deterioration of road infrastructures, the occurrence of food insecurity situations, especially in the northern regions, and epidemics, especially cholera. These situations sometimes result in an increase in public spending and sometimes in imports to compensate for production loss.

**565.** Within the framework of the study carried out by the World Bank in 2017, the risks in terms of loss of growth points in the agricultural sector are highlighted in a scenario with strong warming that varies between -1% and -3%.

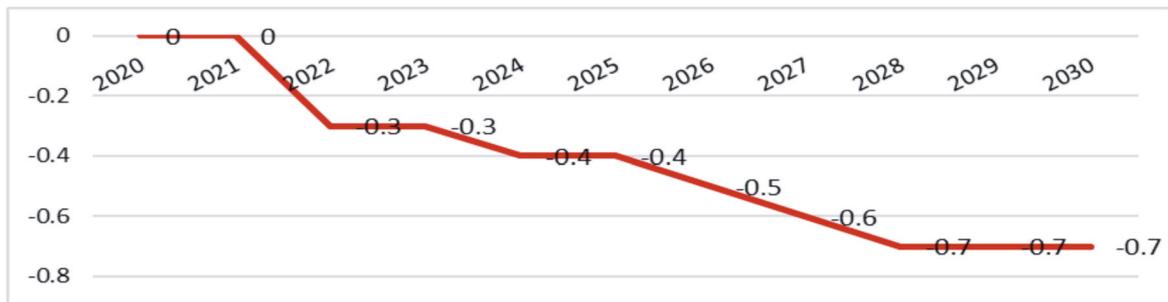
**566.** In order to assess the effects of a pronounced climate change on the attainment of the objectives of the Vision, the combined effects of lower growth in food and livestock production were highlighted.

**567.** Thus, the simulation postulated a 1.5 point decline in the average annual growth rates envisaged (over the 2021-2030 period) in the Vision scenario and in the most exposed branches, namely food crop and livestock farming. For this purpose, the economic dynamics of these branches are considered in this simulation at 7% and 6.5% on average over the 2021-2030 period against 8.5% and 8% in the Vision scenario.

**568.** These developments are expected to generate negative impacts on the main sectors of activity. However, this impact would be more significant in the primary sector than in the other two. In fact, the primary sector could register a decline of 1.1 point by the average annual dynamics assumed in the Vision scenario over the period 2021-2030. As for the secondary and tertiary sectors, over the same period, they could respectively record a decline of 0.2 and 0.4 points, in connection with the underperformance expected in the industries, building and construction, and the main services - trade, transport, restaurants and hotels.

**569.** In terms of overall economic dynamics, the average GDP growth rate over the 2021-2030 period should be around 7.5% as against 8% in the Vision scenario, i.e. a decline of 0.5 point. Cumulatively, the loss of growth points is estimated at 5 points over the entire period.

**Graph 16:** Impact of severe climate disruption



**Source:** MINEPAT

### 7.3.6. Impacts of the occurrence and persistence of a global pandemic

The economies of several countries being interdependent as a result of globalisation, exogenous shocks coming from abroad can seriously undermine the achievements of objectives devised by the strategy. This is for example the case with the fall in commodity prices or better still an international financial crisis.

The economies of various countries being interdependent as a result of globalisation, exogenous shocks coming from abroad can seriously undermine the achievement of objectives devised by the strategy. This is how a few years back, the fall in commodity prices and international financial crisis have often significantly impacted on formulated plans and strategies.

Currently, the world economy is affected by the consequences of the covid-19 pandemic which started off in China by the end of the year 2019 and paralyzed the activities of the real sector and immediately impacted on the economies of developed countries which have important economic and trade links with China. At the human level, it has already claimed hundreds of thousands of lives across the world. In Africa, the pandemic is rapidly spreading and Cameroon has hit the mark of one thousand infected cases, including dozens of deaths. At this rate of contamination, it is projected that Cameroon will reach more than 20 000 positive cases before September 2020, including 500 deaths. Cameroon, as many other countries, has to confront it both at health and economic levels.

The negative implications of this pandemic on economies such as that of Cameroon include the direct disruption of the global supply chain, decline in the final demand for imported goods and services, the almost complete halt of tourist influx, deterioration of the trust of companies and consumers. Employment is seriously threatened due to the decline in consumption and production.

This situation will also negatively impact on public revenue and consequently on investment and budgetary expenditure. The growth rate could stand below -1%.

The persistently declining demand of the country's main economic partners such as China , Italy, France and the European Union would besides, the fall in the prices of the main exported raw materials, lead not only to a drop in production but also in employment and revenue. This scenario would be particularly unfavourable for the strategy which intends to succeed in substituting imported products with locally made ones and promoting active exports.

A solution to mitigate the shocks of this pandemic consist in setting up a disease response plan and providing support to the production sector in order to contain the disease on time and in intensity, thereby ensuring, as early as possible, more favourable conditions for the deployment of the strategy in a bid to attain growth compliant with the emergence ambition.

Regular evaluation exercises of the strategy Implementation will be used as the framework for re-considering strategic and budgetary designs and programming.

## 7.4. BUDGET ALLOCATION PROFILE

**570.** The above profile describes the evolution of the structure of the envisaged budget allocations over the 2020-2030 period, in line with the sectoral priorities defined in the strategy. This profile reflects the Government's strategic orientations to meet the financing needs of sectoral programmes under the constraint of budget resources.

**571.** At sectoral level, the social and production sectors should each see a gradual improvement from year to year, in line with the Government's objectives of inclusive growth and support for the productive fabric in the creation of wealth.

**572.** In the social sphere, the objective remains the sustainable improvement of the living conditions of all segments of the population. To this end, the challenges are as follows: (i) reduction of poverty, inequality and underemployment; (ii) improvement of the population's access to quality education and health care necessary to strengthen human capital, as well as social protection for all categories of the population. Thus, the budget profile is expected to increase significantly from 20.3% in 2019 to 29% in 2030. This profile is notably driven by the substantial strengthening of budget allocations to the education and health sub-sectors.

**Table 11:** Sectoral allocation profile of the 2019-2030 budget (in %)

Sectors	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Social Sector</b>	20.3	21.5	21.9	21.8	22.8	23.7	25.3	26.3	28.0	28.6	29.1	29.8
<b>Education</b>	13.2	14.7	14.8	14.7	15.4	16.3	17.3	18.2	19.4	20.2	20.7	20.8
<b>Health</b>	4.0	4.4	4.6	4.7	4.9	5.0	5.4	5.5	5.6	5.8	6.1	6.4
<b>Social Development and Employment!</b>	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0	0.9	0.9	0.9	1.0
<b>Culture, sports and leisure</b>	2.3	1.6	1.6	1.5	1.6	1.5	1.6	1.7	2.0	1.7	1.4	1.6
<b>Production Sector</b>	20.0	23.3	21.6	22.8	22.8	23.0	23.6	24.2	23.8	24.6	25.2	25.6
<b>Rural</b>	2.7	3.2	3.4	3.8	4.0	4.3	4.6	4.8	5.2	5.5	6.0	6.5
<b>Industry and services</b>	0.8	0.8	1.5	1.6	1.8	1.9	2.0	2.2	2.3	2.5	2.7	3.0
<b>Infrastructures</b>	16.5	19.3	16.6	17.3	17.0	16.9	17.0	17.2	16.4	16.6	16.5	16.2
<b>Governance sector</b>	15.2	16.4	16.4	16.5	16.4	16.3	15.1	14.4	14.0	13.6	13.4	13.3
<b>General and financial administration</b>	4.1	4.4	4.5	4.7	4.7	4.7	4.8	4.7	4.6	4.6	4.6	4.5
<b>Defence and Security</b>	6.7	7.3	7.2	7.2	7.1	7.0	7.1	6.7	6.4	6.1	5.9	5.9
<b>Sovereignty and Governance</b>	4.4	4.6	4.7	4.7	4.7	4.6	3.2	3.0	3.0	2.9	2.9	2.9
<b>Total Ministries</b>	55.5	61.2	59.9	61.1	62.1	63.0	64.0	64.9	65.9	66.8	67.8	68.7
<b>Common Chapters</b>	20.1	18.9	18.6	18.1	17.6	17.1	16.6	16.1	15.6	15.1	14.6	14.1
<b>Budget excluding debt</b>	75.6	80.1	78.5	79.2	79.7	80.1	80.6	81.0	81.5	81.9	82.4	82.8
<b>Debt service</b>	24.4	19.9	21.5	20.8	20.4	19.9	19.5	19.0	18.6	18.1	17.7	17.2
<b>Total expenditure</b>	100	100	100	100	100	100	100	100	100	100	100	100

**Source:** MINEPAT

**573.** In the area of production, the major challenges are in the following areas: (i) commissioning of infrastructure projects so that they contribute effectively to the strengthening of the productive apparatus; (ii) development of the rural sub-sector. The profile of budget allocations should increase from 20% in 2019 to 25.6% in 2030. This evolution should be in favour of the rural sub-sectors and industries and services, in line with the priorities granted to these sub-sectors within the framework of the NDS30. The share

of infrastructures should remain quasi-stable in coherence with the orientation of the strategy which consists in giving priority to PPP financing in the implementation of large public investment projects.

**574.** Challenges in the area of governance relate to defence and security, governance and sovereignty. In these areas, the share of general administration should remain almost stable, while that of defence and security should gradually decrease with the hypothesis

of a reduction in such expenditure induced by the end of the security crises in the North-West and South-West Regions.

## 7.5. IMPACT OF GROWTH ON DEVELOPMENT OBJECTIVES

**575.** Following the elaboration of the two main scenarios of macroeconomic and fiscal framework,

simulations were carried out to assess the impact of different growth profiles and fiscal choices on the medium-term evolution of poverty and certain development indicators. These include the evolution of the income poverty rate and certain education and health indicators. A simulation on the jobs generated by the implementation of these different scenarios was also carried out.

### BOX 14: Methodology for Projecting Development Indicators

#### Income poverty

The estimate is based on the method of Ravallion and Huppi (1991) which calculates the rate of increase in the poverty rate due to growth. Its main assumption is that the distribution of income (c) in a region at a given period follows the log-normal distribution. The distribution function F of this law is given by formula (1) below, where  $\Phi$  is the distribution function of the reduced centred normal distribution. Thus, for a certain poverty line PL, the poverty rate h is given by  $h = F(PL)$ . Assuming that the income dispersion  $\sigma$  does not change over time, the rate of increase of the poverty rate at growth is given by formula (2) below. The initial average income  $c_{t-s}$  is calculated directly on the data from ECAM4 (2014). In order to have the average income  $c_t$  for the future period (2030), the deflator, the GDP growth rate and the population growth rate are used.

$$(1) F(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \int_{-\infty}^{\ln(x)} e^{-\frac{(t-\ln(c)+\frac{\sigma^2}{2})^2}{2\sigma^2}} dt = \Phi\left(\frac{\ln\left(\frac{x}{c}\right) + \frac{\sigma}{2}}{\sigma}\right); (2) \frac{dh}{h} = \frac{\Phi\left(\frac{\ln\left(\frac{PL_t}{c_t}\right) + \frac{\sigma}{2}}{\sigma}\right) - \Phi\left(\frac{\ln\left(\frac{PL_{t-s}}{c_{t-s}}\right) + \frac{\sigma}{2}}{\sigma}\right)}{\Phi\left(\frac{\ln\left(\frac{PL_{t-s}}{c_{t-s}}\right) + \frac{\sigma}{2}}{\sigma}\right)}$$

#### Education and health

The methodology used to project the selected social indicators is based on a vector error correction model (VECM), drawing on the work of Keho (2009). This ensures that there is no co-integration between the variables (otherwise a first difference VAR model). The specification of the model is as follows:

$$\Delta y_t = \sum_{i=1}^k \phi_i \Delta y_{t-i} + \sum_{i=1}^k \delta_i \Delta \log(\text{PIB}_{t-i}) + \sum_{i=1}^k \alpha_i \Delta \log(\text{DS}_{t-i}) + \gamma \hat{e}_{t-1} + \varepsilon_t$$

Where  $y_t$  is the social indicator used,  $\text{DS}_t$  denotes social expenditure per capita (health or education),  $\text{GDP}_t$  denotes GDP per capita and  $e_{t-1}$  is the error-correction term. In the absence of co-integration, the term  $e_{t-1}$  is eliminated from the equation.  $\varepsilon_t$  is the estimation error. After implementation of the model, the parameters are retrieved and used in the projections according to the two scenarios (reference and vision).

#### Job creation

The simulation method used to estimate the impact on employment of the economic growth generated under the different scenarios (reference and vision) is based on the elasticity between the two indicators, i.e. the flexibility of the labour market in relation to the market for goods and services. The formula is as follows:  $\frac{\Delta E}{E} = e \times \frac{\Delta Y}{Y}$ , where E is the number of jobs, Y is real GDP and e is the elasticity. It can be seen that between 2005-2010, GDP grew by 18.7 per cent (3.7 per cent annual average) and the number of jobs by 11.1 per cent (2.2 per cent annual average). This gives an elasticity of 0.59, meaning that anything else equal to 1 per cent actual GDP growth results in 0.59 per cent net employment creation. Note that the number of net jobs is the number of people aged 10 years or more who work, regardless of their number of activities. Some of the growth expected over the 2020-2030 horizon will not be able to create jobs because of productivity gains, so the elasticity is assumed to decrease by 2 per cent after 5 years. This elasticity is then applied to different growth profiles to simulate the number of net jobs that will be created.

### Decent employment (overall drop in underemployment)

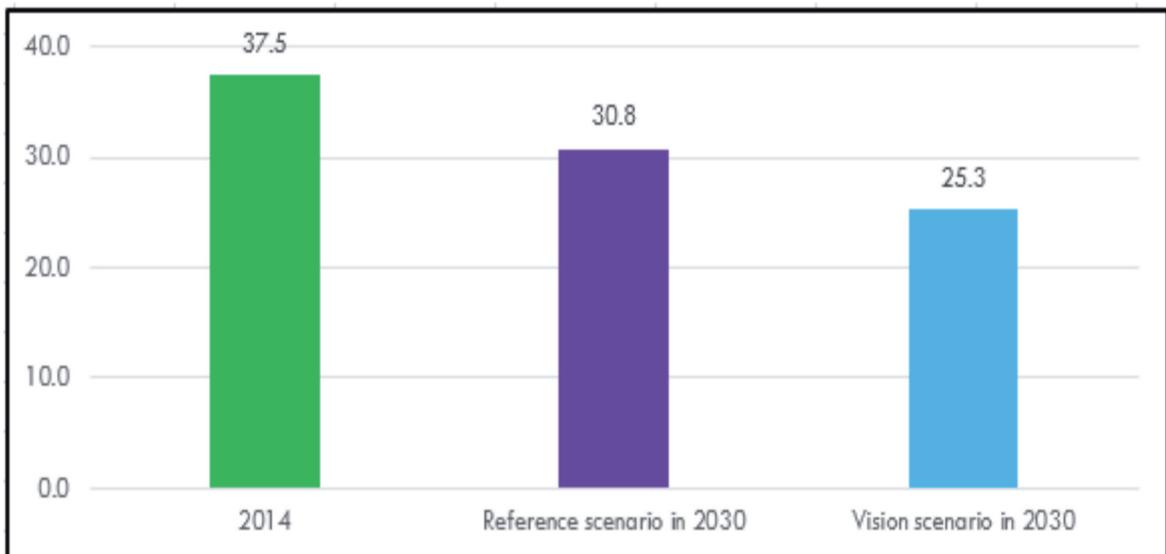
The Division of Strategic Planning and Forward Studies (DPPS), with the support of the International Labour Office (ILO), has developed a static Computable General Equilibrium Model (CGE) to simulate the impact on formal employment creation of a variety of policies, including those aimed at increasing productive capacity. These policies result in the injection of new capital into the economy, the level of which is determined by the investment profile expected over the period 2020-2030. Cumulative investment in 2030 is broken down into the various branches of activity (in proportion to their weight in the economy) and a fall in the rate of informal employment is observed. Assuming that the growth rate of the underemployed population is the same as the growth rate of workers in the informal sector, it is deduced that the overall underemployment rate falls in the same proportions. The overall underemployment rate in year  $t$  ( $TSG_t$ ) is the ratio of the number of underemployed persons in year  $t$  ( $POPSE_t$ ) to the active population in the same year: ( $POPACT_t$ ):  $TSG_t = \frac{POPSE_t}{POPACT_t}$ ; at a date  $T$  after  $t$ , the underemployment rate is expressed as a function of the underemployment rate in year  $t$ , the growth rate of the underemployed population ( $rse$ ) and the growth rate of the active population over the same period ( $rac$ ):  $TSG_T = TSG_t * \frac{(1+rse)^{T-t}}{(1+rac)^{T-t}}$ .

#### 7.5.1. Evolution in the incidence of income poverty

**576.** The simulations show that, under the economic growth assumed in the Reference scenario, this rate would fall to 30.8 per cent in 2030 as compared to 25.3 per cent in the Vision scenario. This increase

reflects the Government's commitment to reduce the income poverty rate to a considerable level. It should be noted that a more satisfactory result would be achieved by reducing inequalities between rich and poor, as evidenced by improved pro-poor redistribution of the fruits of growth.

**Graph 17:** Projection of the poverty rate (%)



**Source:** MINEPAT

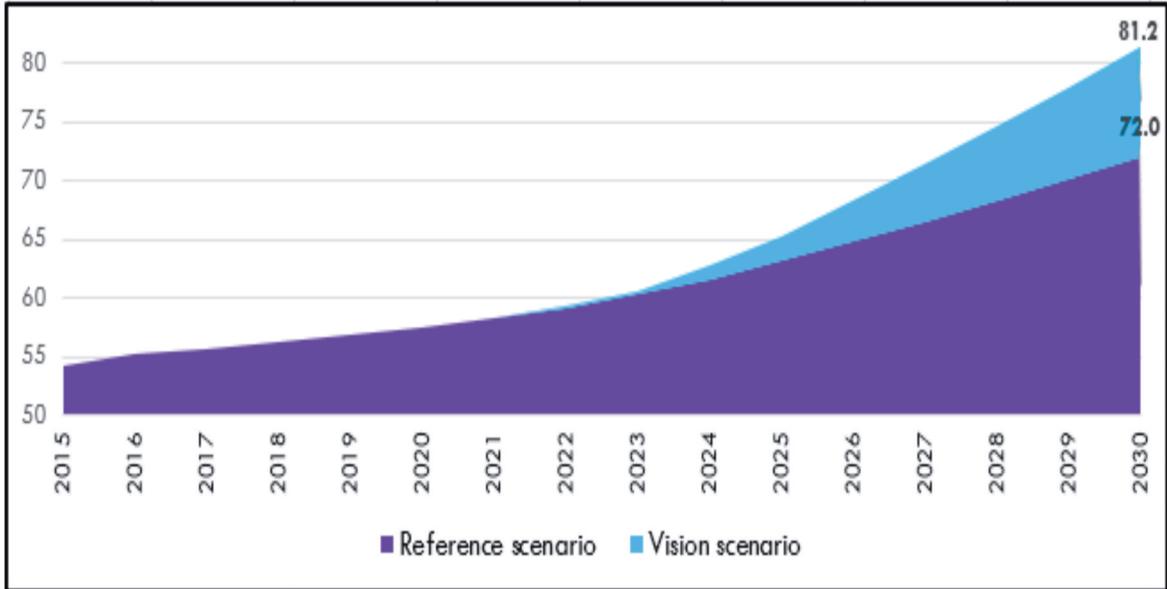
**7.5.2. Evolution of the impact on social indicators**

**7.5.2.1. Education**

**577.** In the field of education, the combined net enrolment ratio (proportion of the 6-24 age group enrolled in school) has not changed significantly since 2015. Thus, on the basis of certain major reforms such

as the acceleration of the implementation of all the provisions relating to decentralization in education and the development of a legal framework for the regulation of private entrepreneurship in the education and training sector, the combined net enrolment ratio under the Reference scenario could reach 72.0 percent, with a better performance in the Vision scenario, i.e. a rate of 81.2 percent.

**Graph 18:** Projection of combined net schooling rate (%)



Source: MINEPAT

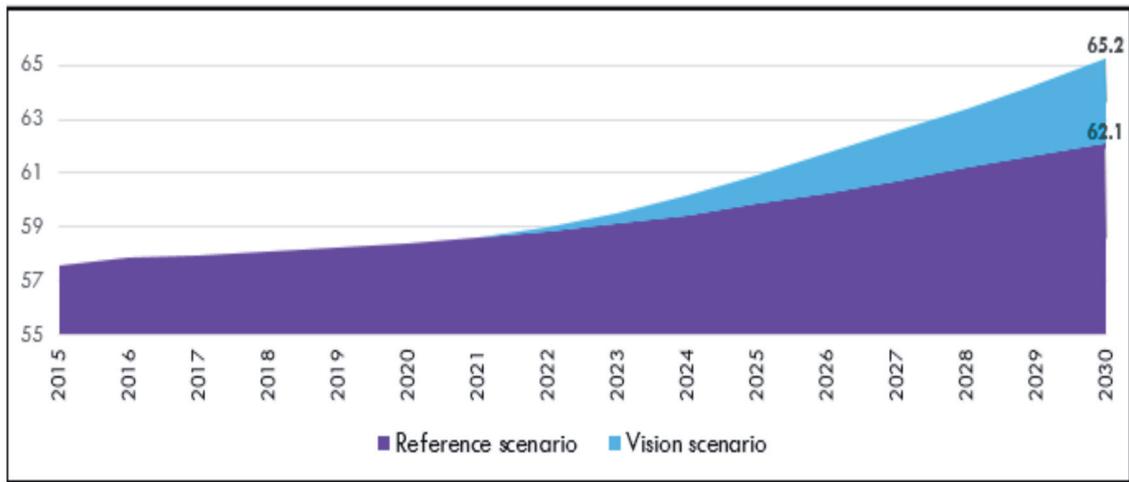
**7.5.2.2. Health**

**578.** With regard to the health status of the population, life expectancy continues to improve despite major efforts by the Government. However, it is still quite far from those of the so-called emerging countries, and the same is true of the infant and child mortality rate and the maternal mortality rate which have certainly declined but are still far from the targets set out in the Sustainable Development Goals (SDGs). Indeed, the under-five mortality rate has dropped from 122 per 1,000 in 2011 to 79 per 1,000 in 2018. Maternal health has improved

significantly, with the number of female deaths per 100,000 live births declining from 782 in 2011 to 464 in 2018.

**a. LIFE EXPECTANCY AT BIRTH**

**579.** Life expectancy at birth stood at 58.1 years in 2018. On the basis of good universal health coverage and overall strengthening of the health system, life expectancy at birth would change considerably to 62.1 years in the reference scenario and 65.2 years in the Vision scenario.

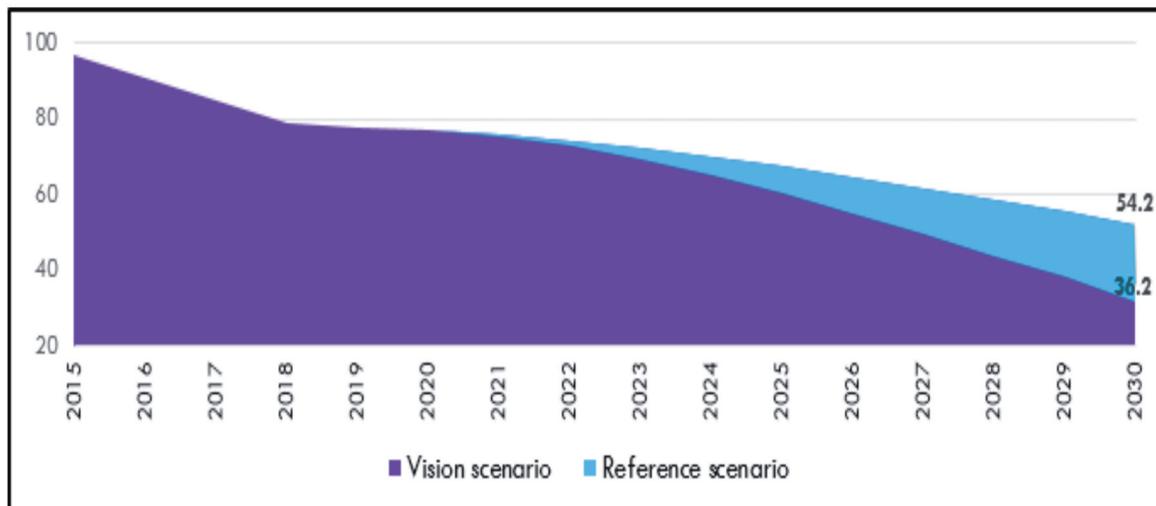
**Graph 19:** Projection of live expectancy at birth)

Source: MINEPAT

### b. Mortality of children under 5 years of age

**580.** The under-five mortality rate declined from 122 deaths per 1,000 live births in 2011 to 79 in 2018, with a target of 25 percent by 2030 (SDG3-2). The strategy provides for the establishment of a price support mechanism for access to nutrients and infant

foods and a national plan to combat malnutrition among pregnant women and children under five, which would help to reduce this rate to 54.2 per 1,000 in 2030 in the reference scenario, as against 36.2 in the Vision scenario. Thus, additional efforts are needed to achieve the target.

**Graph 20:** Projection of under-five children mortality rate (%)

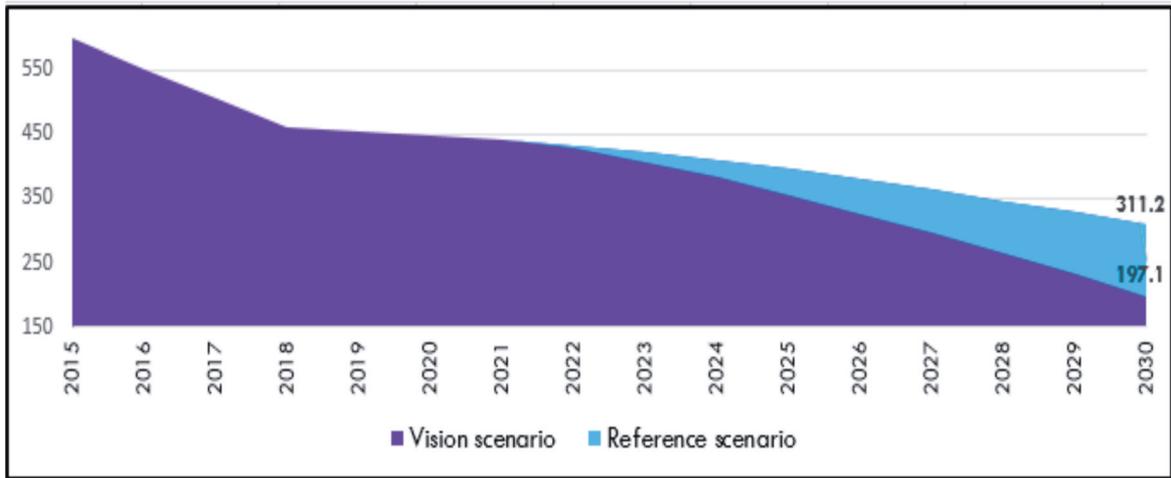
Source: MINEPAT

### c. Maternal mortality

**581.** Policies to strengthen the health system during the GESP helped to reduce the maternal mortality ratio from 782 deaths per 100,000 live births in 2011 to 464 in 2018. However, efforts are still needed to sufficiently mitigate this phenomenon. The Government intends to promote hospital performance and the

quality approach in health facilities, in addition to having qualified and motivated health personnel. On this basis, the maternal mortality rate could be reduced by the time of the strategy to 311.2 per 100,000 live births in the Reference scenario or would experience a reversal of trend to 197.1 in the Vision scenario.

**Graph 21:** Projection of maternal mortality rate



Source: MINEPAT

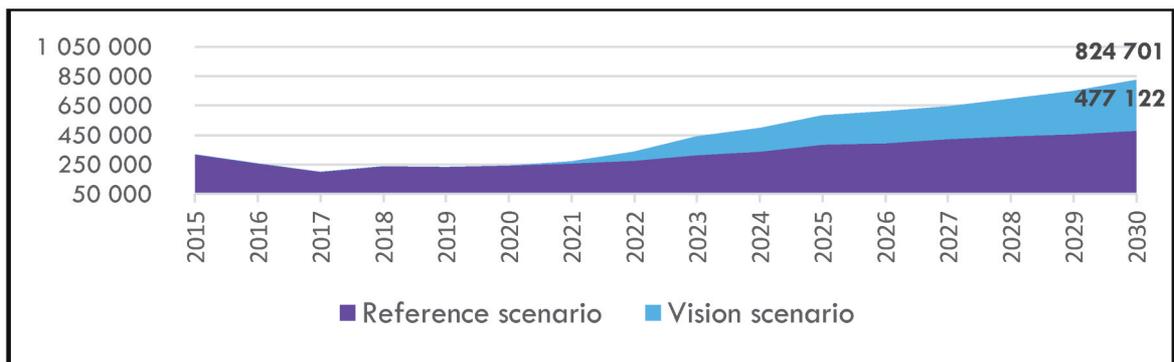
### 7.5.3. Evolution of the impact on employment

#### 7.5.3.1. Job creation

**582.** During the period of implementation of the National Development Strategy 2020-2030, it is estimated that the growth profile of the Reference scenario would result in a net creation of about 363,889 jobs on average per year (ranging from 258,349 in 2021 to 477,122 in 2030) as compared to 536,661 for the Vision scenario (ranging from 270,365 in 2021 to 824,701 in 2030).

**583.** In order to enable these job creations to benefit the local workforce, the employment and vocational training strategy emphasizes the establishment of a programme certifying mass training and capacity-building for workers in the informal sector (TRAIN MY GENERATION). By reducing the legal and social constraints on the labour market and job security, the sensitivity of job creation to growth should improve.

**Graph 22:** Growth profiles of jobs created under various scenarii



Source: MINEPAT

#### 7.5.3.2. Decent employment

**584.** The development strategy envisages stimulating job creation in general and more specifically the creation of decent jobs. Indeed, about 90.0 per cent of workers are active in the informal sector. Moreover,

the overall underemployment rate is 77.0 per cent in 2014 as compared to 70.6% in 2010.

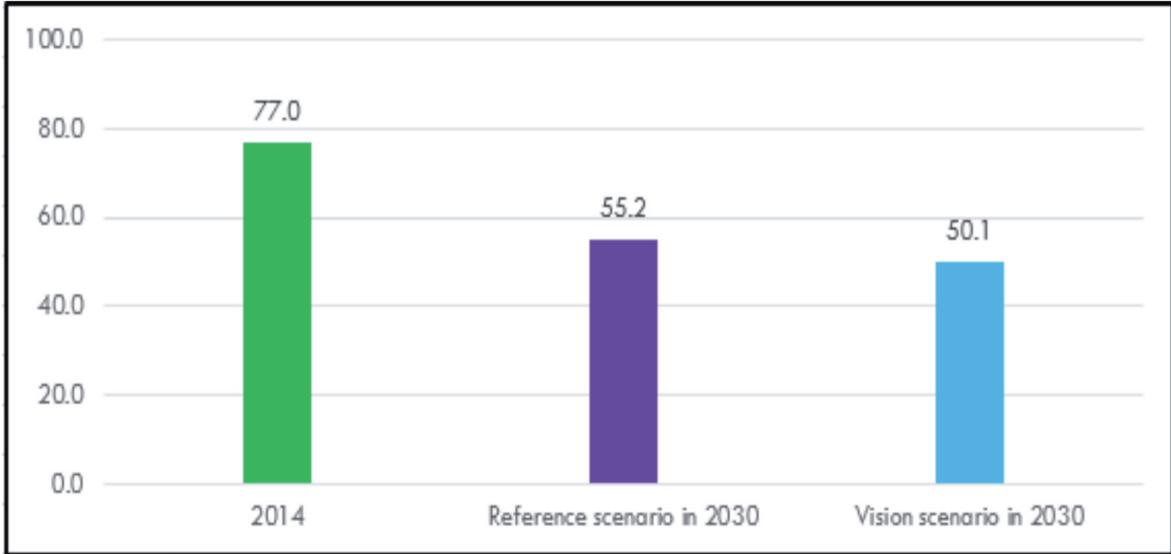
**585.** The prospect is to ensure significant migration of workers from the informal to the formal sector, particularly through the development of new

production units in the formal sector, which have a high demand for labour. These units will therefore solicit the services of a significant proportion of workers currently underemployed in the informal sector.

**586.** The Reference scenario, which forecasts growth of between 5.0% and 6.2%, would lead to a decline in informal employment of 11.8%, while the Vision

scenario, which forecasts growth of between 6.6% and 9.3%, would result in a reduction of 17.2%. This decline in employment driven by the informal sector has an impact on the underemployment rate, which loses 22 points to reach 55.2 % in 2030 in the Reference scenario and 25 points in the Vision scenario, where it stands at 50.1 %.

**Graph 23:** Projection on overall underemployment rate per scenario (%)



**Source:** MINEPAT

## CHAPTER 8

# FINANCING, MANAGEMENT, MONITORING AND EVALUATION OF THE STRATEGY

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### 8.1. FINANCING THE STRATEGY

**587.** In order to ensure implementation of the strategy, in particular the structural transformation of the economy as envisaged, the Government, aware that the volume of investments required to carry out this strategy is such that it risks incurring excessive debt in the medium or long term, will have to use different levers, especially: its own budgetary resources. This will be in the form of adequate fiscal policy; financial market resources; bilateral and multilateral cooperation resources; private sector resources; public-private partnerships (PPPs); mobilization of national savings and funds from the diaspora.

**588.** As far as its own resources are concerned, efforts to rationalise current expenditure and improve the efficiency of investment expenditure will be pursued. Alongside external debt, which has hitherto been the main source of funding for public infrastructure, the Government intends to maintain the contribution brought in by investments in its budget to at least 30%. It also intends to strengthen the mobilization of national savings through bond borrowing; improving financial inclusion through the effective implementation of a national strategy for inclusive financing.

**589.** It will also have to do with strengthening the policy of mobilizing budgetary revenues by: (i) auditing tax exemptions in order to maintain only those with a proven positive impact on the economy; (ii) auditing and systematically collecting information on medium and large-scale enterprises with a view to significantly reducing tax evasion and fraud, (iii) strengthening the enforcement of forest tax laws to deter illegal logging and increase its tax collection; (iv) introducing of innovative taxes to broaden the tax base; an appropriate strategy to increase non-tax revenues in budget revenues.

**590.** The financial support of Development Partners will uphold these efforts by the State, following the

principles of the Paris Declaration, through a broadening and improvement of development partnerships. Thus, the Government intends to take all necessary steps to meet the commitments it will make in order to avoid the risks of low (or no) resource mobilization.

**591.** Moreover, Official Development Assistance (ODA) has traditionally occupied a significant place in the resources of the State. However, because of the constant drop in funding from traditional partners for the construction of major infrastructure, necessary for the desired economic transformation, Cameroon reaffirms its interest in developing its economic diplomacy to explore opportunities for new commitments and expand its portfolio of partnerships.

**592.** At the same time, the Government intends to strengthen the use of Project-finance and Public-Private Partnerships (PPP) models, which are a preferred and effective approach to the implementation of overarching projects. These partnerships involve global and integrated long-term contracts between a public entity and a group of companies to support the State in the performance of its public service missions. Today, PPPs are the new order of the day in terms of project implementation and project funding that require significant resources. This is so for three main reasons, namely: (i) substantial savings on the overall cost of the operation, (ii) cutting down on administrative delays. Hence, projects are implemented faster and (iii) reducing the State's burden.

**593.** Projects will thus be structured in such a way that they themselves can reimburse the resources mobilized for their implementation. This requires a significant increase in project preparation processes that take into account their financial, economic and social profitability. A legal and institutional framework has been put in place by the State for: the use of private sector resources, whether national or foreign

companies; and the execution of public interest projects through Public-Private Partnership contracts. With a view to industrialization, this framework should be strengthened to enable the relevant Government Council to intensify its search for private partners capable of supporting major industrial projects.

**594.** Thus, the national and foreign private sector, at the heart of this strategy, will have to invest more than 60% of the resources necessary to achieving the targeted structural transformation. In terms of private external financing, Foreign Direct Investment (FDI) into Cameroon amounted to \$6.9 billion in 2016 according to UNCTAD.

**595.** To attract more FDI, the State will also embark on a more active investment promotion strategy through the benchmarking of existing investment promotion actions, as well as investment promotion policy and instruments in the light of the new development strategy. The objective here is to stimulate the development of growth sectors and promote the implementation of capital-intensive strategic projects, through private funds or PPPs. Furthermore, the State will implement a partnership strategy with major industrial groups and leading companies in strategic sectors and investment funds.

**596.** As for the diaspora, funds from this category represent an increasingly popular opportunity to boost domestic savings. According to World Bank data, in 2018, Cameroon received a total of US\$345 million from the diaspora. Sums transferred most often support the daily needs of families and thus increase basic consumption. Through the implementation of appropriate policies, the Government will be able to promote the use of funds from the diaspora, beyond increasing family incomes, in the productive investment sectors.

**597.** It will therefore be a question of setting up incentive mechanisms to increase the role of the diaspora in financing development. Specifically, it will entail developing Government-Diaspora partnership agreements to take into account the needs of the diaspora in the national political sphere and encourage investment of their funds in targeted sectors; strengthening institutions for permanent dialogue with the diaspora even at the legislative level; creating a one-stop shop to facilitate administrative and financial procedures for diaspora entrepreneurs; strengthening the support structure for funds from migrants in order to improve their security;

developing attractive financial instruments to transform diaspora funds into productive investment, including the establishment of guarantee and support funds for national investment projects, increasing participatory financing, or crowdfunding and issuing diaspora bonds.

**598.** Lastly, to support local economic development, the State will evaluate the instruments to support SMEs and agricultural policy in order to put in place a more relevant mechanism to attain its ambition of structural transformation of the economy. They will have to play a role as an integration platform for support services to facilitate their clients' approaches, identify which of these services are best suited to their needs and use all opportunities for synergy with the various support structures.

**599.** These new instruments will make it possible, in partnership with other national and/or foreign investors, to carry out profitable and job-creating projects. They will also provide guarantees for financing project promoters and economic interest groups, SMEs, farmers and socio-professional groups to strengthen priority sectors. The State will set up loan mechanisms and a policy of subsidising these loans for young project promoters and private operators.

**600.** Against this backdrop, the Government intends to: support companies in general and SMEs in particular in stock market practices; in promote innovative SMEs financing mechanisms, such as venture capital and leasing; and strength the representation of SMEs and non-bank financial institutions in the consultation structures between the Government and the private sector.

## 8.2. IMPLEMENTATION MECHANISM OF THE STRATEGY

### 8.2.1. Strengthening consultation between planning institutions

**601.** The NDS30 will be implemented through several tools, namely: spatial planning schemes; sectoral and thematic strategies; inter-sectoral plans; development plans; regional and council development plans; major projects; medium-term framework instruments (MTEF, MTEF); national and local budget programmes; cooperation programmes; sub-programmes of public institutions; management control mechanisms; etc. The

law on the general planning framework will outline the relationship between these various instruments and the national strategy.

**602.** The Government is well aware of the planning efforts required for operationalizing this strategy which will then ease the transition to programming. All feasibility studies for plans, programmes, flagship projects and pre-identified reforms will have to be carried out. These exercises will require significant budgeting efforts during the first three years of implementation of the strategy.

## **8.2.2. Tools, monitoring and evaluation of the strategy**

### **8.2.2.1. Institutional mechanism**

**603.** With regard to the institutional framework, the management and monitoring -evaluation of the strategy will be placed under the direct authority of the Prime Minister, Head of Government and under his leadership. A National Planning Council will oversee the entire management and monitoring - evaluation mechanism of the strategic development framework. This Council will comprise all members of the Government. The said Council shall include representatives from the private sector and civil society. Its main tasks will be to (i) supervise the overall implementation of the strategy; (ii) constantly ensure alignment and consistency of all sectoral, ministerial, regional and council action plans with the priorities laid down in the strategy; (iii) determine resource mobilization plans necessary for implementing the strategy; (iv) validate the programmes of various Government institutions to be implemented under the strategy's priority action plan and guide budgetary programming accordingly; (v) assess the results, effects and impacts of implementing the strategy on the country's economic and social development through the constant monitoring of key indicators.

**604.** To carry out its missions, the Council will be assisted by a National Monitoring- Evaluation Committee for implementing the strategy. This Committee shall be placed under the authority of the Minister in charge of Planning and will be responsible for assisting the National Council in the technical coordination of monitoring - evaluation activities for implementing the strategy. Among others, this will concern quarterly, semi-annual and annual reports to monitor the implementation of the strategy. The National Committee is also responsible for organizing

annual reviews of the implementation of the NDS30 and sectoral strategies.

**605.** Members of the Committee are the Secretaries General of all ministries. It will also include representatives from other Government institutions and some public bodies, Local Authorities, Consular Chambers and the private sector, civil society organisations and technical and financial partners.

**606.** The Committee shall have a Technical Secretariat comprising a Coordination Unit, Sectoral Secretariats dedicated to sectoral strategies and specialized secretariats. It shall bring together executives from the Ministry in charge of planning, sectoral administrations and coordination units of the National Statistical Information System (SNIS). It will carry out the Committee's basic work, as well as the technical role of monitoring sectoral strategies.

**607.** Within Government institutions, the implementation of the National Development Strategy will be monitored by the Internal Planning, Programming, Budgeting, Monitoring - Evaluation Committees (PPBS) in conjunction with internal management control mechanisms. For their better functioning, the Government intends to restructure these committees to adapt them to the new legal and regulatory provisions. These Committees are responsible for ensuring alignment of programmes and projects with the national development strategy and the implementation, monitoring and evaluation of programmes and projects within the areas of competence of their respective administrations. To this end, the planning function will be rehabilitated and strengthened within ministries and with all stakeholders in the implementation of the NDS30. The use of practical tools for strategic planning, risk management, strategic management, and progress monitoring and performance evaluation will be encouraged and systematized.

**608.** The Ministry in charge of Planning will provide support to all sectoral administrations in setting up the various instruments necessary for implementing and monitoring and evaluation of the strategy, while promoting the NDS30 management approach.

**609.** The monitoring and evaluation of the strategy will thus be carried out in a participatory manner in the light of this institutional arsenal, with the involvement of several stakeholders. The general objective of participatory monitoring is to establish a

constructive and sustainable dialogue between all development actors (State, private sector, civil society, technical and financial partners and beneficiaries). The Government intends to set up a participatory monitoring system for the strategy, using the council as the basic unit for information management. Based on the needs required for the monitoring and evaluation of the various results frameworks, a statistical programme will be set up after updating the National Strategy for the Development of Statistics (NSDS).

### 8.2.2.2. Statistical system

**610.** The NDS30 information, monitoring and evaluation mechanism will rely on the NSDS to provide necessary data and information. It shall be based on official statistics, and therefore on the National Statistical Information System (SNIS). The strengthening of this mechanism is primarily institutional, but also operational. Indeed, the Government intends to set up a Statistical and Geographical Information System (SIG) articulated at national, regional and council levels. The issue here is the control of socio-economic and demographic statistical data as well as the management and use of resources.

**611.** The statistical framework will be based on the following guiding principles: (i) defining exact outcome indicators at all levels (resources, output, effects and impacts); (ii) producing quality data (relevance, reliability, regularity and accessibility); (iii) effectively using data for decision-making; (iv) establishing partnership in the design and management of the system. The National Statistics Council (NSC) will ensure operationalization of these guiding principles through the NSDS.

**612.** This information system aims to provide a timely and common information platform for the Government, the private sector, development partners and the civil society to monitor progress towards achieving the

objectives of this strategy, the MDGs, and to obtain, through transparent information, the support of those concerned by these actions.

## 8.3. COMMUNICATION AND PROMOTION OF EMERGENCE

**613.** Communication has been a weak link in the implementation of the GESP. However, better managed, it allows for better ownership of the strategy and capacitation of actors to demand accountability, by promoting information sharing, awareness and participation of all actors in the process.

**614.** The implementation of a communication plan will help in identifying the information needs of various actors as well as the formats adapted to each of the users. Similarly, communication will strengthen the dialogue around key issues of the strategy, and will promote the dissemination of information at all levels. Communication around the national development strategy must take place before and during its implementation.

**615.** Prior to the implementation of the strategy, it will be broadly presented and disseminated. This is for better ownership by the various stakeholders. During its implementation, the Government intends to continue and intensify the dialogue on the results achieved, the difficulties encountered and to discuss with all stakeholders to make the necessary adjustments

**616.** In this light, the websites of the Government, the Ministry of Planning and the NIS may serve as a communication medium to facilitate information sharing. Similarly, regular newsletters produced in the audio-visual and print media at the national level will serve as a means of communication on the level of achievement of the strategy and the achievement of these objectives.

## POSTSCRIPT

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The 2020-2030 National Development Strategy (NDS30) is a prolongation of the development actions undertaken by Cameroon and contained in the Growth and Employment Strategy Paper, which operationalized the first phase of Cameroon 2035 Emergence Vision of **His Excellency Paul BIYA, President of the Republic**. It legitimately takes into consideration the necessary disruptions imposed by a dynamics and changing world.

This new strategy is elaborated on the backdrop of a proactive structural transformation of the national production network to sustainably boost industrialization. The expected macroeconomic outcome is the massive creation of decent jobs, in order to curb underemployment and unemployment.

The SND30 therefore reconciles the cyclical lags observed in the 2010-2019 decade with an inclusive growth path necessary for the attainment of the ambition of emergence by 2035. It also consolidates international development commitments and the strong industrialization options established within in the Industrialization Master Plan, and is in line with the various sector based policies which constitute the synthesis and the backbone.

This strategy is the result of a broad participatory process, based on inclusive consultations in all regions of the country, close consultations with parliamentarians, the scientific community, the private sector, and development partner amongst others. The consolidation phase was marked by sector planning conferences, costing works and the design of the macroeconomic and budgetary framework. Moreover, NDS30 was adopted by the Government during the Cabinet Meeting of November 28th 2019, chaired by the Prime Minister, Head of Government, **Chief Dr DION NGUTE**.

The 2020-2030 National Development Strategy is therefore a full expression of the Government's determination to stay on the trajectory of emergence, Under the Very High Impulse of the PRESIDENT OF THE REPUBLIC, HEAD OF STATE who in his inaugural speech of November 6th 2018, invited all Cameroonians to elevate the emergence to a **"Major National Cause"**.

This invitation is to the attention of all actors to be at the same time the leaven and the catalyst for the appropriation of this new strategy. It compels everyone to work for the overall coherence of development action and the methodic and harmonious construction of an emerging Cameroon, democratic and united in its diversity.

On this path of emergence, Cameroon will continue to assert one of its best strengths, resilience, based on a diversified economy, to contain and manage possible risks and unfavorable conditions. Following the example of the government response plan to the COVID 19 pandemic, the community of national actors and vital forces, from both the public and private sectors, will ensure a structured, coherent and successful implementation of this great project of structural transformation towards a rich, prosperous, inclusive economy at the service of Humanity while preserving the environment.

In this regard, and in accordance with the strategic planning approach, the monitoring and evaluation of the implementation of the NDS30, supported by comprehensive annual reports, should serve as an appropriate framework for review, analysis of results for adjustment if need be and a reconsideration, if necessary, of the strategic options chosen and the associated budgetary programming.

**ALAMINE OUSMANE MEY**



**Minister of Economy, Planning  
and Regional Development**

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## **ANNEXES**

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## ANNEX 1: Key indicators

No.	Indicator	Baseline	2020	2025	2030	2035
<b>1. Macroeconomic framework</b>						
1.1.	GDP growth rate					
	Reference scenario	4.1 (2018)	4.0	5.0	6.2	7.9
	Vision Scenario	4.1 (2018)	4.0	8.5	10	13.5
1.2.	Inflation rate	0.6 (2017)	< 3% (CEMAC convergence criterion)			
1.3.	Ratio of public debt to GDP (in %)	33.1(2018)	37.1	47.1	57	66.7
1.4.	Overall budget balance (% of GDP)					
	Reference scenario	-2.5 (2018)	-2.1	-2.0	-1.6	-1.3
	Vision Scenario	-3.9 (2018)	-2.1	-1.5	-1.5	-1.2
1.5.	Current balance of payments (% of GDP)					
	Reference scenario	-3.6 (2018)	-3.3	-4.0	-1.8	0.84
	Vision Scenario	-3.6 (2018)	-3.4	-2.6	4.1	8.4
1.6.	Money supply (% of GDP)	23.5 (2018)	25.7	27.6	36.1	42.8
1.7.	Credit to the Economy (% of GDP)	15.9 (2018)	17.6	23.2	24.9	28.9
1.8.	Credit to the State (% of GDP)	2.2 (2018)	3.4	3.6	4.4	5.6
1.9.	Exports on GDP (%)					
	Reference scenario	19.3 (2018)	18.5	17.7	20.5	23.5
	Vision Scenario	19.3 (2018)	35.8	42.0	49.2	57.7
1.10.	Overall investment rate (% of GDP)	22.8 (2018)	23.4	25.4	29	30.9
1.11.	Public investment rate (% of GDP)	4.0 (2018)	3.6	3.4	3	2.6
1.12.	Sectoral structure of GDP					
	Primary Sector	14.7 (2018)	26.4	21.0	16.7	13.3
	Secondary Sector	28.2 (2018)	30.9	34.5	36.8	38.2
	Tertiary Sector	57.1 (2018)	42.6	44.5	46.5	48.5
<b>2. Structural transformation</b>						
2.1.	Industrial production index	148 (2010)	180	200	210	250
2.2.	Manufacturing added value ratio as a percentage of GDP.	12.9 (2016)	17.7	19.4	22.9	24.6
2.3.	Infrastructure Development Index	19.03 (2016)	20	30	40	50
2.4.	Proportion of tarred road network (%)	13.5 (2017)	17.0	30	55	60
2.5.	Rate of access to electric power (in %)	63.2 (2016)	70	80	90	95
2.6.	Installed energy production capacity (MW)	1401 (2016)	1650	3 500	5 000	10 000
2.7.	Digital Access Index	0.36 (2014)	0.41	0.47	0.54	0.62
<b>3. Development of human capital and well-being</b>						
3.1.	Human Development Index (HDI)	0.56 (2018)			0.70	
3.2.	Human Capital Index	0.39 (2017)			0.55	
3.3.	Primary school completion rate (%)	67.0 (2018)	75		100	
3.4.	Proportion of students in science and technology courses at secondary level (%)	20 (2018)	23	35	50	50
3.5.	Impact of poverty (%)	37.5 (2014)	34.8	30.2	25.1	20.4
3.6.	Gini Index	0.44 (2014)			0.34	
3.7.	Rate of access to electric power	63.2 % (2016)	70%	80%	90%	100%
3.8.	Rate of access to drinking water	64.7 (2014)	70%	80%	90%	100%
3.9.	Social security coverage rate (%)	22.0 (2018)			> 50	
3.10.	Proportion of the population living in decent housing (%)	40.4 (2014)	50	60	70	80
<b>4. Employment promotion and economic integration</b>						
4.1.	Overall underemployment rate	77 (2014)			< 50	
<b>5. Governance, decentralization and strategic management of the State</b>						
5.1.	Share of the Budget transferred to RLAs (in %)		7.5	12.5	15	15
5.2.	Percentage of populations that have trust in justice	35 (2014)	46.3	65.2	90	90

## ANNEX 2: List of indicators for monitoring sectoral strategies

No.	Indicators (per sector)	Reference level (year)	Source
<b>1. Industry and services sector</b>			
1.1.	Share of agro-industry in GDP (in %)	7.85 (2016)	NIS/MINEPAT
1.2.	Share of textile-clothing and leather industries in GDP (in %)	2.1 (2016)	NIS/MINEPAT
1.3.	Share of wood industries in GDP (in %)	2.5 (2016)	NIS/MINEPAT
1.4.	Share of hydrocarbon and refining industries in GDP (in %)	1.53 (2016)	NIS/MINEPAT
1.5.	Share of chemical and pharmaceutical industries in GDP (in %)	0.95 (2016)	NIS/MINEPAT
1.6.	Share of tourism in GDP (in %)	4.28 (2016)	NIS/MINEPAT
1.7.	Share of trade in GDP (in %)	15.26 (2016)	NIS/MINEPAT
1.8.	Share of transport services in GDP (in %)	6.64 (2016)	NIS/MINEPAT
1.9.	Share of professional and technical services in GDP (in %).	5.73 (2016)	NIS/MINEPAT
<b>2. Infrastructure sector</b>			
2.1.	Linear of national tarred roads (km)	6 760 (2017)	MINEPAT
2.2.	Rate of urbanization	52.3 (2015)	NIS
2.3.	Percentage of households with improved sanitation facilities	40.4 (2014)	NIS
2.4.	Density of the road network per 1000 inhabitants	0.3 (2016)	MINTP
2.5.	Linear of rehabilitated roads (km)	1 034.5 (2018)	MINTP
2.6.	Percentage of tarred network	12% (2010)	MINTP
2.7.	Infrastructure Development Index	19.03 (2016)	MINTP
2.8.	Level of digital divide	71.81% (2015)	MINPOSTEL
<b>3. Rural sector</b>			
3.1.	Agricultural mechanization rate	<3 tractors/100km <sup>2</sup> of arable land (2012)	MINADER
3.2.	Export of logs (m <sup>3</sup> )	584 693 (2015)	NIS
3.3.	Area of agricultural land developed	20 % (2016)	MINADER
3.4.	Production of fishery products	Between 450 and 500 thousand tons of fish (2019)	SDSR (2019)
3.5.	Proportion of protected areas in relation to the total area of Cameroon	20.21 (2016)	NIS (Statistical Yearbook 2017).
3.6.	Agricultural areas harvested / (irrigated/draind)	33.000 ha (2011)	MINADER
3.7.	Quantity of meat and offal per year	344 000t (2016)	MINEPIA
3.8.	Quantity of fish produced per year	292 675t (2018)	MINEPIA
3.9.	Quantity of milk produced per year	172 000 t (2016)	MINEPIA
3.10.	Growth rate of fisheries production	9.68% (2013)	MINEPIA
3.11.	Volume of agricultural credits granted to producers	343 billion CFA Francs/year (2012)	MINADER
<b>4. Education Sector</b>			
4.1.	Pupil/classroom ratio at primary level	70.5 (2017)	MINEDUB
4.2.	Primary pupil/teacher ratio	50.2 (2017-2018)	MINEDUB
4.3.	Ratio of students/classroom to secondary school	52.5 (2014)	MINESEC
4.4.	Gross primary school enrolment rate for girls	119.1 (2016)	NIS
4.5.	Gross primary school enrolment rate for boys	129.1 (2016)	NIS
4.6.	Primary school completion rate for girls (%)	66.4 (2017)	MINEDUB
4.7.	Ratio of girls to boys in primary school	0.89 (2017-2018)	MINEDUB
4.8.	Ratio of girls to boys in secondary school	0.85 (2015-2016)	MINESEC
4.9.	Ratio of girls to boys to higher education	0.84 (2016-2017)	MINESUP
4.10.	Primary completion rate (%)	72.1 (2017)	MINEDUB
4.11.	Share of the education budget in the overall State budget (in %).	14.9 (2018)	MINEPAT

No.	Indicators (per sector)	Reference level (year)	Source
<b>5. Health Sector</b>			
5.1.	Prevalence of moderate to severe underweight in children under 5 years of age (%)	Moderate: 11.0 Severe: 3.1 (2018)	NIS
5.2.	Low birth weight rate of newborns		NIS
5.3.	Vaccination coverage rate (% of children aged 12-23 months)	52.2	NIS
5.4.	Infant and child mortality rate (per 1000 live births)	79 (2018)	NIS
5.5.	Infant mortality rate (per 1000 live births)	48 (2018)	NIS
5.6.	Proportion of one-year-old children (12-23 months) immunized against measles (%)	65 (2018)	NIS
5.7.	Maternal mortality ratio (per 100.000 live births)	464 (2018)	NIS
5.8.	Percentage of births attended by skilled personnel (%)	69 (2018)	NIS
5.9.	Contraceptive use rate among women aged 15-49 (%)	19 (2018)	NIS
5.10.	HIV/AIDS prevalence rate for 15-49 year olds (%)	2.7 (2018)	NIS
5.11.	Malaria prevalence rate among children under 5 years of age (%)	24 (2018)	NIS
5.12.	Medical density ratio (Personnel/population) per 1000 inhabitants	0.8 (2014)	NIS
5.13.	Share of the health budget in the national budget	4.3 (2019)	MINSANTE
<b>6. Social Services Sector</b>			
6.1.	Proportion of the population with access to housing with permanent materials	49.8 (2014)	NIS
6.2.	Percentage of households with access to an improved water source (tap, hydrant, borehole, etc.)	83.8 (2014)	NIS
6.3.	Percentage of households with a mobile phone	79.7 (2014)	NIS
6.4.	Percentage of households with a television set	49.2 (2014)	NIS
6.5.	Percentage of households using household gas as cooking energy.	48.8 (2014)	NIS
6.6.	Number of mobile phone subscribers.	18 819 852 (2016)	NIS
6.7.	Number of Internet subscribers	8 045 324 (2016)	NIS
6.8.	Broadband Internet access rate (in %)	4 (2015)	MINPOSTEL
6.9.	Expanded unemployment rate	5.6 (2010)	NIS
6.10.	Unemployment rate 15 years and over (ILO)	3.8 (2010)	NIS
6.11.	Activity rate	68.3 (2010)	NIS
6.12.	Visible underemployment rate	12 (2010)	NIS
6.13.	Invisible underemployment rate	63.7 (2010)	NIS
6.14.	Unemployment rate for 15-24 year olds	6.4 (2010)	NIS
6.15.	Percentage of children under 14 years of age engaged in economic activity	33.3 (2010)	NIS
6.16.	Overall underemployment rate of young people aged 15-24	84.8 (2010)	NIS
<b>7. Governance Sector</b>			
7.1.	Percentage of cases tried on enrolled cases	53.2 (2014)	MINJUSTICE
7.2.	Percentage of seats held by women in the national assembly	30.5 (2018)	NIS
7.3.	Percentage of seats held by women in the Senate	26 (2019)	Senate
7.4.	Percentage of women mayors	8.6 (2015)	NIS
7.5.	Time limits for legal proceedings (months)	19 (2017)	MINJUSTICE
7.6.	Rate of enforcement of court decisions (%)	43 (2017)	MINJUSTICE
7.7.	Average length of pre-trial detention (months)	>12 (2017)	MINJUSTICE
7.8.	Occupancy rate of detention facilities	381% (2013)	MINJUSTICE
7.9.	Participation rate of the population in elections	53.85% (2018)	MINAT, ELECAM
7.10.	Crime rate	21.37‰ (2017)	MINDEF, DGSN
7.11.	Diplomatic coverage rate	23.7% (2014)	MINREX
7.12.	Time (number of days) to start a business	17 (2018)	EGM
7.13.	Proportion of persons registered in the electoral register	59.1% (2018)	ELECAM

## ANNEX 3 : Flagship plans, programs and projects

No.	PLAN/PROGRAMME/MAJOR PROJECTS	AMOUNT	IMPLEMENTATION TIMETABLE	
1.	<p><b>Reconstruction and development plan for the North-West, South-West and Far-North Regions</b>            Schools, hospitals and church destroyed;            PIB projects reoriented as a result of the crisis            Roads including Ring-Road (continuation and end)            Railways            Menchum Dam            Katsina Ala Dam            Mamfe Dam            Limbe Deep Sea Port</p>	3 500.0	2 021	2 030
2.	<p><b>'Train My Generation' Programme</b>            Capacity-building and certification of technical workers in the informal sector.</p>	100.0	2 021	2 030
3.	<p><b>STEM Plan (Science. Technology. Engineering and Mathematics)</b>            - Massive orientation of students towards scientific fields - Strengthening of scientific fields (construction/equipment of laboratories and technology workshops);            - Densification of the training offered in the GTCs - Creation of high standard vocational high schools (The professions are those of the 5 agroecological zones: 1- Monomodal forest zone; 2- Bimodal forest zone; 3- High plateau zone; 4- Savannah zone; 5- Sudano-sahelian zone).</p>	120.0	2 021	2 025
4.	<p><b>Energy Plan</b>            This will involve, on the one hand, upgrading all the Transmission and Distribution networks and, on the other hand, increasing the Installed Capacity to 5000Mw by 2030 by executing the major projects of the PDSE in particular: Bini at Warak (75); Nachtigal (420); Ngoila (84); Song Dong (280); Grand Eweng (1800); Chollet (600); Kikot (720); Makay (350); Mouila Mougue (420); Njock (200).</p>	5 855.0	2 021	2 030
5.	<p><b>Agro-industrial Plan</b>            The aim is to boost national production of the products that form the basis of industrialisation by implementing specific plans, particularly:            - Cocoa Plan (Produce 600,000 tons by 2025 and double this target by 2030);            - Palm Oil Plan (Double current production by 2027)            - Cotton Plan (Produce one million tons of cotton by 2030);</p>	5 855.0	2 021	2 030

No.	PLAN/PROGRAMME/MAJOR PROJECTS	AMOUNT	IMPLEMENTATION TIMETABLE	
	<ul style="list-style-type: none"> <li>- Rice Plan (Reach 2 million tons of milled rice by 2030);</li> <li>- Fish Plan (Produce locally 50% of national demand and 100% of food);</li> <li>- Maize Plan (Double current production by 2030 to cover locally 100% of national demand);</li> <li>- Rubber Plan (Produce 200,000 tons of natural rubber by 2030);</li> <li>- Wood Plan (Stop the export of logged wood and develop a wood industry for national and sub-regional consumption).</li> </ul>			
6.	<p><b>Digital Technology Plan</b> The aim will be to considerably reduce the digital divide, particularly by continuing to expand the optical fibre network; building two data centres; implementing electronic governance system (E-Government).</p>	250.0	2 021	2 030
7.	<p><b>Multimodal Transport Infrastructure Development Plan</b> It will be a question of promoting the networking of the territory through complementary transport infrastructures in order not to build an infrastructure if another can provide similar or analogous advantages. This programme includes, in particular: (i) the completion of the Yaounde-Douala-Limbe and Kribi-Edea motorways; (ii) the Douala-Ngaoundere-Ndjamena Railway (684 Km).</p>	7 900.0	2 021	2 030
8.	<b>Daily Transport Infrastructure Management Plan</b>	100.0	2 021	2 030
9.	<b>Alucam Extension Project</b>	660.0	2 023	2 030
10.	<b>Limbe Oil Yard Project (Phase 2)</b>	180.0	2 021	2 025
11.	<b>Kribi Industrial-Port Complex Project</b>	1 084.3	2 021	2 030
12.	<p><b>Plan for the modernisation of large cities</b> The aim will be to reconfigure existing cities into modern ones. 200 billion per year for 5 years for Yaounde and Douala; 50 billion per year for Bamenda and Buea and 25 billion per year for the other 10 urban communities (2023-2027).</p>	3 750.0	2 023	2 027
13.	<b>Social protection plan, including Universal Health Coverage (UHC).</b>	12 320.0	2 021	2 030
14.	<b>National socio-environmental resilience Plan.</b>	100.0	2 021	2 030
15.	<b>Project for the Construction of new modern terminals at the Douala and Garoua airports</b>	125.7	2 023	2 025
<b>ALL</b>		<b>37 500.0</b>		

## ANNEX 4: Pre-identified Major Reforms

### 1. STRUCTURAL TRANSFORMATION OF THE ECONOMY

- 1.1 Review the legal and regulatory framework on the energy mix with a view to promoting renewable energies, particularly biomass energy
- 1.2 Revise the legal and regulatory framework governing land and State property in line with industrialization, modernization of agriculture, development of cities, real estate and housing
- 1.3 Evaluate and define the digital security perimeter for the State with a view to setting up a Digital Technology High Command
- 1.4 Review the legal and regulatory framework for forest governance and management in line with industrialization
- 1.5 Establish the legal and regulatory framework to eliminate imports of second-hand products
- 1.6 Prepare and adopt the implementing instruments for the mining code
- 1.7 Establish the legal and regulatory frameworks for hydrocarbons (oil and gas code)
- 1.8 Establish the national order of project management experts with a mission to contribute to the alignment of Cameroonian practices with international standards in force in the profession
- 1.9 Reform the legal and regulatory framework for waste management focused on market liberalization and the criminalization of unsanitary conditions
- 1.10 Review the legal (Law No. 98/005 of 14 April 1998) and regulatory framework on water management
- 1.11 Review Law No. 98/013 of 14 July 1998 on competition, particularly by transforming the National Competition Commission into an independent competition authority
- 1.12 Establish the Export Promotion Agency
- 1.13 Reform the legal and regulatory framework to liberalise the national air transport market in line with the African Union 5th Freedom Directive
- 1.14 Evaluate and review the legal and regulatory framework for rail transport with a view to liberalisation, appropriate regulation and development of the national railway network
- 1.15 Review the legal and regulatory framework for advertising in relation to the market economy and e-commerce or online commerce
- 1.16 Effective implementation of the Caisse de Dépôts et Consignation (CDC)
- 1.17 Set up an Investment Financing Bank
- 1.18 Set up a sovereign fund to support investments in key industrialization sectors
- 1.19 Strengthen the financial infrastructure to support the local economy
- 1.20 Establish the Cameroonian Import-Export Bank (EXIM BANK)
- 1.21 Establish a legal and regulatory framework for risk capital in line with the best international standards in consultation with all relevant stakeholders
- 1.22 Establish a legal and regulatory framework on time limits in order to improve and fluidify the functioning of the economy
- 1.23 Reform the legal framework on the status of the Cameroonian diaspora in order to optimize its participation in development
- 1.24 Review the legal and regulatory framework for Public-Private Partnerships (PPPs)
- 1.25 Reform the legal and regulatory framework for investment promotion by revising Laws No. 2002-004 of 19 April 2002 on the Investment Charter and No. 2013-004 of 18 April 2013 fixing incentives for private investment
- 1.26 Reform and modernise the legal and regulatory framework to develop genuine quality infrastructure (standardisation. quality. metrology. conformity assessment. market surveillance) in line with international standards
- 1.27 Establish a legal and regulatory framework on science. innovation and technological development in relation to the sectors driving the country's industrialization
- 1.28 Set up an offensive framework to attract FDI based on the implementation of plans in national industrial sanctuaries and structuring industrial pillars

- 1.29 Establish a legal and regulatory framework linking economic defence with military and civil defence
- 1.30 Finalise the alignment of the national law governing the cooperative sector with the OHADA Uniform Act on Cooperative Societies
- 1.31 Establish a legal and regulatory framework for optimal road safety
- 1.32 Establish a legal and regulatory framework for a better integration of environmental management and adaptation to climate change into national sectoral strategies and policies

## 2. DEVELOPMENT OF HUMAN CAPITAL & EMPLOYMENT

- 2.1 Establish a certified framework for mass training and capacity building for workers in the informal sector (TRAIN MY GENERATION)
- 2.2 Introduce modules on economic patriotism, living together and multiculturalism in all training programmes
- 2.3 Strengthen the legal framework for the regulation of private entrepreneurship in the education and the technical, vocational and technological training sector
- 2.4 Establish a legal and regulatory framework for Universal Health Coverage
- 2.5 Establish a legal and regulatory framework for structuring the traditional medicine sub-sector in order to standardize and popularize local medicines
- 2.6 Reform the legal and regulatory framework of the labour market (labour code and its implementing instruments)
- 2.7 Review the legal and regulatory framework for civil protection
- 2.8 Reform the legal and regulatory framework for employment-related services with a view to increasing the fluidity of the labour market, with a particular focus on young people

## 3. GOVERNANCE, DECENTRALIZATION AND STRATEGIC MANAGEMENT OF THE STATE

- 3.1 Create and set up specialized courts to improve the investigation of commercial and financial disputes in particular
- 3.2 Set up a charter for the reception of users in public services and supervise the duration of processing files.
- 3.3 Establish a system for the promotion of public officials based on performance and professional experience.
- 3.4 Set dividend targets for public corporations and evaluate performance and sanction rulers and managers
- 3.5 Establish a legal and regulatory framework for planning
- 3.6 Continue to strengthen the legal and regulatory framework for decentralization

## ANNEX 5: Priority Action Matrix

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
<b>1. Structural transformation</b>							
<b>1.1. Industry and services</b>							
<b>1.1.1. Energy industry</b>							
	Review of the legal and regulatory framework on the energy mix.	Revised and adapted legal framework			Yes	Yes	MINEE
<b>1.1.2. Agro-industry</b>							
	Integrated development of priority agro-industrial sectors (cotton, cacao, coffee, palm oil, sugar, rubber, rice, maize, plantain)	Value Added Ratio Manufacturer /GDP	12.9% (2016)	17.00%	20.00%	22.80%	MINADER, MINIMIDT, MINEPAT
	Revival of the other targeted manufacturing industry (forest-wood, textile-clothing-leather, mining-metallurgy-siderurgy industry, hydrocarbon-refining and chemical/pharmacy)	Share of manufactured exports in total exports	26.3% (2015)	35%	45%	60%	MINPMEESA, MINIMIDT, MINEPAT
<b>1.1.3. Digital technology</b>							
	Development of infrastructure in the digital sector	Linear of deployed optical fiber	20 812 (2017)	25 000	-		MINPOSTEL
	Development of digital technology	ICT Development Index	3.85 (2017)	4.5	-		MINPOSTEL

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	Definition of the digital security perimeter for the State	Clearly defined and specified perimeter			Yes		MINPOSTEL
	Establishment of a Digital Technology High Command	Digital Technology Command established			Yes		MINPOSTEL
	<b>1.1.4. Forest-wood</b>						
	Creation of an industrial wood processing plant	Proportion of raw wood volume (logs) that has undergone primary processing (sawing)	29% (2018)	50%	75%	100%	MINMIDT, MINFOF
		Volume of wood that has undergone secondary processing (veneer and plywood)	88 m <sup>3</sup> (2018)	100 m <sup>3</sup>	200 m <sup>3</sup>	500 m <sup>3</sup>	MINMIDT, MINFOF
	Review of the legal and regulatory framework for forest and timber management in Cameroon.	Revised legal and regulatory framework for forest and timber management.			Yes		MINFOF
	Construction of technical, technological and vocational training infrastructure (IFTP) for wood processing	Number of IFTPs built	–	–	–	–	MINFOF
	Strengthening wood processing capacities	Proportion of pulp produced locally.	0	20%	50%	100%	MINFOF
	Review of the legal, regulatory, governance and management framework for forest and timber management in Cameroon	Production of the "Furniture manufacturing activities" sector	CFAF 320.158 billion (2014)	400 billion CFA francs	CFAF 480 billion	560 billion CFA francs	MINI/MIDT, MINFOF
		Revised and adapted legal framework			Yes		MINFOF

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	<b>1.1.5. Textile-clothing-leather</b>						
	Improvement of national cotton production	Annual quantity of cotton produced	-	-	600,000 t/year	600,000 t/year	MINADER, MINIMIDT, MINEPAT
	Industrial processing of local cotton fibre	Industrial processing rate of local cotton fibre	-	-	-	>50%	MINADER, MINIMIDT, MINEPAT
	Development of an industry for the manufacture of leather goods and clothings	Production of the "Leather and shoe manufacturing industries" and "Textile and clothing industries" sectors in CFAF billion	507,128 (2014)	633,910	760,692	1014,256	MINADER, MINIMIDT, MINEPAT
	Manufacturing of clothing and equipment including Cameroonian cotton	Volume of local cotton fibre used in the textile and clothing industry	-	-	-	>60%	MINADER, MINIMIDT, MINEPAT
	Review of the regulatory framework to prohibit the import of second-hand clothing	Revised and adapted regulatory framework			Yes		MINCOMMERCE, MINEPAT, MINFI
	<b>1.1.6. Mining-Metallurgy-Siderurgy</b>						
	Establishment of an information system on Cameroon's mining, geological and geochemical resources	Information system set up and operational	-	Yes	Yes	Yes	MINIMIDT, MINEPAT
	Adoption of implementation instruments for the Mining Code and revision of the legal and regulatory frameworks for hydrocarbons (oil and gas code)	Texts revised and adopted			Yes		MINIMIDT, MINEPAT, MINFI

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	<b>1.1.7. Chemical-Pharmaceutical</b>						
	Establishment of a pharmaceutical industry for the manufacture of generic drugs reagents and medical consumables	Pharmaceutical industry for the manufacture of generic drugs, reagents and medical consumables set up	No	-	Yes	Yes	MINIMIDT, MINSANTE
	Establishment of a traditional pharmacopoeia industry	Proportion of traditional pharmacopoeial products marketed in pharmacies. Turnover of the traditional pharmacopoeia industry	0			20%	MINIMIDT, MINSANTE, MINRESI MINSANTE, NIS
	<b>1.1.8. Constructions-Services-Professionals-Scientists-technical</b>						
	Development of a high-performance and competitive construction industry.	Building materials industry developed. Price index of local building materials.		Yes	Yes	Yes	MINTP. MINHDU. MINRESI. NIS
	Development of a strong national capacity to manage industrial and infrastructure projects and programmes.	National capacity to manage industrial and infrastructure projects and programmes developed		Yes	Yes	Yes	MINTP, MINHDU, MINRESI, MINMIDT
	<b>1.1.9. Offers of transport, trade, tourism, arts and cultural services</b>						
	Promotion of tourism, arts and culture	Number of international visitors welcomed Number of internal visitors who visited the Cameroon destination	912 000 (2014) 5 750 000 (2014)	1 000 000	2 000 000	3 500 000	MINTOUL, MINAC MINTOUL, MINAC



	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
<b>1.2. Rural</b>							
Organization and capacity building of actors	Development of Cooperative Societies (SCD) specific to sectors in the main production basins created and operational.	(2019)	Yes	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
	Number of Development Cooperative Societies (SCDs) specific to sectors created in the main production basins.	0 (2019)					MINADER, MINEPIA, MINEPAT, MINEPAT
	New methods of financing adapted to agriculture (warrantage, etc.)	No	Yes	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
	Rate of access to credit for farmers via new financing methods	0				100%	MINEPAT, MINFI
	Information system on prices and agro-pastoral products available and updated.	No	Yes	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
	Actors of the priority agricultural sectors are supervised and updated on good and new practices in agro-sylvo-pastoral and fisheries matters.						MINADER, MINEPIA, MINEPAT, MINEPAT
	Agricultural yields in priority sectors are improved (rice, maize, cocoa/coffee, cotton, sugar cane, palm nuts, rubber, plantain banana, cashew nuts, sorghum, cassava, potato).			Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
	Sector-based approach structured around agro-pastoral value chains is implemented.	-	Yes	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
	Increased productivity, production and competitiveness of agro-sylvo-pastoral and fisheries products						

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Proportion of agricultural inputs produced by local industries in the market	-	-	-	>50%	MINADER, MINEPIA, MINEPAT, MINEPAT
		Operational Technological Information Agency	-	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
		A national system for the dissemination and exploitation of agricultural research results is set up.	No	Yes	Yes	Yes	MINADER, MINEPIA, MINEPAT, MINEPAT
		Rice area harvested/ (Irrigated/draind)	33,000 ha (2011)	125,000 ha			MINADER
		Proportion of aquaculture production on local fish supply production					MINEPIA
		Quantity of meat and offal per year/growth rate of animal production	344 000 t (2016)	380000		500000	MINEPIA
		Quantity of fish produced per year/growth rate of fish production	292 675 t (2018)	300000		400000	MINEPIA
		Quantity of milk produced per year/growth rate of milk production	172 000 t (2016)	190000		250000	MINEPIA
		Proportion of main agricultural products standardized and labelled in Cameroon	-	-	-	-	MINADER, MINEPIA

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Increase in production in the livestock and fisheries sub-sector	–	5.5% as an annual average			MINEPIA
		Growth rate of fisheries production	9.68% (2013)	–	–	–	MINEPIA
		Volume of agricultural credits granted to producers	343 billion CFA francs/year (2012)	–	–	700 billion CFA francs per year	MINADER, MINEPIA, MINFI, MINEPAT, MINEPAT
		Large hydro-agricultural areas are developed	–	–	–	–	MINADER, MINEPIA
		Linear of municipal roads built/rehabilitated (outside urban areas)					MINTP, NIS
		Proportion of production basins that have been opened up					MINADER, NIS
	Access to production equipment and infrastructure	Number of Impulse Stations for the Modernisation of Livestock (SIMEL) created and operational.	–	–	–	–	MINADER, MINEPIA
		Area of agricultural land developed	20% (2016)	–	–	–	MINADER
		Agricultural mechanization rate	< 3 tractors/100k m <sup>2</sup> of arable land (2012)	–	–	17.1 tractors/100k m <sup>2</sup> of Arable land	MINADER
	Strengthening the legislative and regulatory framework to support producers	Effective land reform	–	Yes	Yes	Yes	MINDCAF, MINADER, MINEPIA

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Rural and pastoral codes developed	–	Yes	Yes	Yes	MINDCAF, MINADER, MINEPIA
		Networks of analytical laboratories are created and operational	–	Yes	Yes	Yes	MINDCAF, MINADER, MINEPIA
<b>1.3. Development of productive infrastructure</b>							
<b>1.3.1. Energy infrastructure</b>							
Development of hydroelectric potential.		Hydroelectric power generation capacity installed	1 650 (2019)	3 000	4 000	6 876	MINEE
		Nachtigal-Amont hydroelectric dam built:	–	–	–	420 Mw	MINEE
		Bini a Warak hydroelectric dam built	–	–	–	75 Mw	MINEE
		Menchum hydroelectric dam built	–	–	–	72 Mw	MINEE
		Song-Ndong hydroelectric dam built	–	–	–	270 Mw	MINEE
		Grand-Eweng hydroelectric dam built	–	–	–	1 800 Mw	MINEE
		Katsina-Ala hydroelectric dam built	–	–	–	485 Mw	MINEE
		Makai hydroelectric dam built	–	–	–	350 Mw	MINEE
		Mouila-Mogue hydroelectric dam built	–	–	–	420 Mw	MINEE

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Kikot hydroelectric dam built	-	-	-	450 Mw	MINEE
		Ndjock hydroelectric dam built	-	-	-	200 Mw	MINEE
		Ngoila hydroelectric dam built	-	-	-	84 Mw	MINEE
		Cholet hydroelectric dam built	-	-	-	600 Mw	MINEE
Development of thermal energy.	Limbe oil yard completed and operational	-	-	Yes	Yes		MINT, MINMIDT
	Extension of the Kribi gas-fired power plant effective.						MINEE
Development of renewable energies.	New thermal energy capacity installed.	0				114 Mw	MINEE
	Renewable energy production units are set up and operational.					Yes	MINEE
Upgrading of the electricity transmission and distribution network	The electricity transmission network has been modernised and allows all production to be transported with few technical losses.		-	-	-	Yes	MINEE, SONATREL
	Rate of access to electrical energy	63.2 % (2016)	70%	80%	90%		MINEE, SONATREL
	Transmission line of the electricity network.	-	-	-	-	> 460 km of 400Kv	MINEE
	Ngaoundere-Tibati line built	-	-	-	-	225 Kv	MINEE
	Tibati-Ngaoundal line built	-	-	-	-	30 Kv	MINEE

	Action	Main Output/Indicator	Base line	2020-2022	2023-2025	2026-2029	Structure concerned
		Bertoua-Garoua Meiganga-Ngaoundere line built	-	-	-	225 Kv	MINEE
		Menchum-Bamenda line Built	-	-	-	225 Kv	MINEE
		Memve'ele-Kribi line built	-	-	-	226 Kv	MINEE
		Yaounde-Abong Mbang line built	-	-	-	227 Kv	MINEE
		Nkongsamba-Bafoussam line built	-	-	-	228 Kv	MINEE
		Volume of losses due to the quality of electricity networks	40% (2011)	40%	35%	30%	MINEE
	<b>1.3.2. Transport infrastructure</b>						
	Construction/Rehabilitation of ports	2 <sup>nd</sup> phase of the Port of Kribi completed	-	-	Yes	Yes	MINEPAT, MINT
		Port of Limbe (Ngueme) built (phase 1).	-	-	Yes	Yes	MINEPAT, MINT
		Dry ports built	-	Yes	Yes	Yes	MINEPAT, MINT
		Number of ships received per year (Kribi and Limbe).	274 (2018)	-	-	-	MINT
		Volume of goods processed in import-export (tons).	10 388 981 (2018)	-	-	-	MINT
		Volume of containers processed (containers).	80 000	-	-	-	MINT
	Road construction/rehabilitation	A plan to bypass major cities is being put in place	No	Yes			MINTP

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Agricultural basins opened up by sustainable council roads	–	Yes	Yes	Yes	MINTP, RLA
		Rehabilitated Douala-Bafoussam and Bafoussam-Yaounde roads	–	Yes	Yes	Yes	MINTP
		Douala Kousseri road completed		Yes	Yes	Yes	MINTP
		Yaounde-Douala motorway completed		Yes	Yes	Yes	MINTP
		Rate of completion of the Yaounde-Douala motorway		100%			
		Yaounde Nsimalen motorway completed		Yes	Yes	Yes	MINTP
		Completion rate of the Yaounde Nsimalen motorway		100%			MINTP
		Completion rate of the Kribi-Lolabe Highway		100%			MINTP
		Percentage of the asphalt network	12% (2010)	35%		55%	MINTP
		Density of tarred road network per 1000 inhabitants	0.3 (2016)	0.32	0.48	0.6	MINTP
		Linear of national tarred roads (km)	6,760 km (2017)	7,500 km	10,000 km	12,500km	MINTP
		Number of kilometres of rails built.	–	–	–	1500km	MINT
	Extension/Upgrading of the rail network	Douala-Yaounde railway network brought up to international standards and norms	–	Yes	Yes	Yes	MINT



	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	<b>1.3.3. Telecommunications infrastructure</b>						
	Improving broadband internet accessibility for all at lower costs	Completion of projects for the installation of optical fibres (National Broadband Network II, National Emergency Network, Telecommunications Network, Central African Backbone deployment of the hinterland optical fibre network)	-	-	Yes	Yes	MINPOSTEL
		Internet penetration rate (%)	35.6 (2017)	55	70	80	MINPOSTEL
		National Broadband Network II project completed	-	-	Yes	Yes	MINPOSTEL
		National Emergency Network (RNTU) project completed	-	-	Yes	Yes	MINPOSTEL
		Central African Backbone project completed	-	-	Yes	Yes	MINPOSTEL
		Hinterland network of deployed optical fibre	-	-	Yes	Yes	MINPOSTEL
		Level of digital divide	71,81% (2015)	65		50	MINPOSTEL
		Digital access index	0.16	0.25		0.4	MINPOSTEL
		Data transfer rate	3800 Mb/s (2015)	183,245 Mb/s		1.4 Tb/s	MINPOSTEL
		The digital industry has developed strongly.	-	Yes	Yes	Yes	MINPOSTEL
	Development of a state-of-the-art digital ecosystem	Total transition from analogue to digital	-	Yes	Yes	Yes	MINPOSTEL
		Developed Digital Parks	-	Yes	Yes	Yes	MINPOSTEL

Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	Digital index	–	–	–	> 0.4	MINPOSTEL
<b>1.3.4. Water and sanitation infrastructure</b>						
Improvement of drinking water production	Decentralization of the effective public supply of drinking water	–	Yes	Yes	Yes	MINEE, RLA
	Private initiatives for access to drinking water in localities not covered by the public network	–	Yes	Yes	Yes	MINEE, RLA
	The legal framework for regulating the water sector is defined and strengthened.		Yes			
	Regulator in the water sector is set up and operational.	–	Yes	Yes	Yes	MINEE
	Drinking water production capacity Installed	730 000 m <sup>3</sup> /d (in 2017)	731 080 m <sup>3</sup> /day			2 500 000 m <sup>3</sup> /day
Construction/rehabilitation of sanitation infrastructure	Rainwater drainage network in large urban centres	–	Yes	Yes	Yes	MINDUH, MINEE
	Urban and sub-urban sewer systems built/rehabilitated	–	Yes	Yes	Yes	MINDUH, MINEE
	Rate of access to basic sanitation infrastructure	–	60%	65%	75%	MINDUH, MINEE

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
<b>1.3.5. Urban modernization</b>							
	Modernization of large urban development projects	Urban modernization programme developed and implemented					MINHDU, MINDCAF
	Development of medium-sized or secondary cities capable of structuring economic activity in the urban space and contributing to the development of the surrounding rural areas	RLAs supported in the initiative to create Local Mixed Economy Companies (SEMLs) for their development Incentive framework for the emergence of industrial real estate companies at national level put in place	–	Yes	Yes	Yes	MINHDU, MINDCAF
	Improvement of the living environment of the populations	Number of collective and/or social housing units built	2400 (2017)	17.000 homes			MINHDU, MINDCAF
		Building plots arranged and made available to households	–	Yes	Yes	Yes	MINHDU, MINDCAF
		Access to decent housing	–	Yes	Yes	Yes	MINHDU, MINDCAF
		Proportion of the population living in decent housing	40.4% (2014)	50%	60%	70%	MINHDU, MINDCAF
		Low-cost social housing	–	Yes	Yes	Yes	MINHDU, MINDCAF
<b>1.4. Regional integration and trade facilitation</b>							
	Conquering markets with high development potential	Share of Cameroon's exports to Nigeria	1.1% (2015)	–	–	–	MINCOMMERCE, MINEPAT

	Action	Main Output/Indicator	Base line	2020-2022	2023-2025	2026-2029	Structure concerned
		Share of Cameroon's exports to ECCAS	7% (2015 for CEMAC)	-	-	-	MINCOMMERCE, MINEPAT
		Trade is developed (West Africa, Southern Africa, East Africa and North Africa)	-	Yes	Yes	Yes	MINCOMMERCE, MINEPAT
		Export diversification index	-	-	-	-	MINCOMMERCE, MINEPAT
		Ngoundere-Kousseri-Njamena railway section built in accordance with international standards	-		Yes		MINT
	Strengthening sub-regional integration	Ouesso-Sangmelima Corridor completed		Yes			MINT
		Bridge over the Logone built			Yes		MINT
<b>1.5. Private sector revitalization</b>							
	Technological catch-up	Share of public investment in the development of technological infrastructure.					MINEPAT, MINMIDT
		Quality assurance infrastructure in place					MINEPAT, MINMIDT
	Promotion of national champions	Number of national champions identified and promoted					MINEPAT, MINMIDT; MINCOMMERCE Other public administrations
	Creation and establishment of specialized bodies in accordance with the tax and customs incentives of the investment Charter for the promotion of private initiative	Bodies created and set up		Yes	Yes		MINMIDT, MINEPAT
	Revision of Law No. 2013/004 of 18 April 2013 establishing	Law No. 2013/004 of 18 April 2013 on incentives for private		Yes	Yes	Yes	MINMIDT, MINEPAT

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	incentives for private investment.	investment has been revised					
	Reform of the economic chambers in line with the requirements of a market economy	Reformed economic chambers consistent with the requirements of a market economy	Yes	Yes			MINADER, MINCOMMERCE, MINMIDT
	Establish mechanisms to monitor and evaluate the performance of companies receiving incentives	Monitoring and evaluation mechanisms developed and implemented					MINFI, MINMIDT, MINEPAT and other technical administrations
	Definition and implementation of a national economic security framework	National security system implemented and operational	Yes	Yes			MINFI, MINMIDT, MINEPAT, MINCOMMERCE, MINPMEESA
	Development and implementation of a business intelligence strategy	Strategy of available and operational economic intelligence	Yes	Yes			MINFI, MINMIDT, MINEPAT, MINCOMMERCE, MINPMEESA
<b>1.6. Transformation of the national financial system</b>							
	Attractions of capital bearers (investors and diaspora) and professionals in different sectors of the financial ecosystem	Volume of diaspora transfers	585 Billion (2015)	-	-	2.500 Billion	MINEPAT, MINFI
	Quantitative increase in banks and financial institutions	Cameroon's financial system actively supports industrialization	-	-	-	-	MINEPAT, MINFI
	Improving the financial sector's contribution to GDP	Volume of credit granted to the private sector by the banking system	3.18% (2016)	-	-	10%	MINEPAT MINFI
		Share of the financial sector in GDP					MINEPAT, MINFI
<b>1.7. Environment and nature protection</b>							
	Strengthening actions for the	Soil and soil suitability maps	-	Yes	Yes	Yes	MINEPDED

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	sustainable management of natural resources (soil, flora, fauna, water)	developed Area of land reforested and maintained Number of forest species seed banks created					MINEPDED
	Appropriate measures to adapt to and mitigate the effects of climate change	Quantity of chemicals and toxic waste disposed of in an environmentally friendly manner	–	Yes	Yes	Yes	MINEPDED, MINIFIDT
<b>2. Development of human capital and well-being</b>							
<b>2.1. Education, training and employability</b>							
	Full transfer of resources relating to investment and the wage bill of primary and secondary school teachers to RLAs (regions and councils)	Share of the investment budget for basic education managed by RLAs				85%	MINEDUB, MINEPAT, MINFI, MINDDEVEL
		Share of primary school teachers' payroll managed by RLAs	0%	5%	25%	60%	MINEDUB, MINEPAT, MINFI, MINDDEVEL
		Share of the investment budget for secondary education managed by RLAs				95%	MINESEC, MINEPAT, MINFI, MINFI, MINDDEVEL
		Share of secondary school teachers' payroll managed by RLAs	0%	0%	15%	35%	MINESEC, MINEPAT, MINFI, MINFI, MINDDEVEL
		Promotion of low-cost production and distribution of textbooks throughout the country	Percentage of primary school pupils with a textbook Percentage of primary school pupils with textbooks on essential subjects (reading and arithmetic)				100%
						95%	MINEDUB

		<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
			Manual/pupil ratio	0.624 (1 book for 2 students) 2017	3 books for one student	3 books for one student	3 books for one student	MINEDUB
			Average price of primary school textbooks as a percentage of GDP per capita		-	-	-	MINEDUB, MINCOMMERCE
		Establishment of basic education	Regulatory texts available	No		yes	yes	MINEDUB, MINESEC, SPM
			Completion rate of basic education	71.85% (2017)	75%	85%	100%	MINEDUB, MINESEC
			Number of professional training courses developed in Secondary and Higher Technical and Vocational Education	62 (2017)	74		250	MINEFOP, MINESEC, MINESUP, MINRESI
		Implementation of an incentive scheme to increase the supply of technical vocational and technological training	Share of secondary level education structures offering technical education				60%	MINESEC, MINEFOP
			Share of higher education structures offering technical and technological education				50%	MINESUP, MINEFOP
			Percentage of secondary school students enrolled in technical and technological education programmes					MINESEC, MINEFOP
		Definition and application of standards for the equalization of infrastructure and teaching staff in regions and councils	Index of inequalities in terms of primary school infrastructure (weighted by population density) between the various councils	-	-	-	<0.3	MINEDUB, MINDEVEL, MINTP, RLA, NIS

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Index of inequalities in terms of primary school teachers (weighted by population density) between the various councils	-	-	-	<0.3	MINEDUB, MINDEVEL, RLA, NIS
		Index of inequalities in terms of secondary school infrastructure (weighted by population density) between the various councils				<0.3	MINESEC, MINDEVEL, RLA
		Index of inequalities in terms of secondary school teachers (weighted by population density) between the various councils				<0.3	MINESEC, MINDEVEL, RLA
		Difference in budget allocations for basic education made by the State between the 15 richest and the 15 poorest councils (income poverty of the population)				<20%	MINEDUB, MINDEVEL, RLA
		Difference in budgetary allocations for secondary education made by the State between the 15 richest and the 15 poorest councils (income poverty of the population)				<20%	MINESEC, MINDEVEL, RLA
	Promotion of bilingualism and multiculturalism in primary and secondary school curricula	Share of lessons related to bilingualism and multiculturalism at primary level				30%	MINEDUB
		Share of lessons related to bilingualism and multiculturalism at the secondary level				30%	MINESEC

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Proportion of schools providing codified local language courses at primary and secondary levels				60%	MINESEC, MINESEC
		Proportion of bilingual teachers at primary and secondary levels	-	-	-	40%	MINESEC, MINESEC
		Proportion of bilingual students at the primary and secondary levels	-	-	-	60%	MINESEC, MINESEC
	Establishment of a programme to support the construction, equipment and maintenance of laboratories and technical and vocational structures and vocational education and training facilities in councils	Number of councils that have received support for the construction and equipment of laboratories in their technical education and vocational training facilities	-	-	-	320	MINESEC, MINEFOP, RLA
	Establishment of a programme to support the construction, equipment and maintenance of laboratories and technical and vocational structures and vocational education and training facilities in councils	Number of laboratories of technical education or vocational training structures built or equipped by the central government	-	-	-	700	MINESEC, MINEFOP, RLA
		Percentage of councils that have received support for the maintenance and renovation of equipment and laboratories in their technical education and vocational training facilities				70%	MINESEC, MINEFOP, RLA
	Implementation of the STEM (Science Technology Engineering and Mathematics) Plan	Percentage of secondary school students in scientific technical and vocational fields		16.4%	20.1 %	24.5 %	MINESEC

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Percentage of students in science and technology faculties	22% (2017)	33%	45%	60%	MINESUP
		STEM plan implemented			Yes	Yes	MINESUP
	Implementation of a certified mass training and capacity building programme for workers in the informal sector (TRAIN MY GENERATION)	TRAIN MY GENERATION programme implemented	No	yes	yes	yes	MINEFOP, MINEPAT, MINADER, MINEPIA
		Number of informal sector workers trained/capacities per year		5000	6000	7000	MINEFOP, MINADER, MINEPIA
<b>2.2. Health and Nutrition</b>							
	Reinforcement of the technical platforms of reference and central hospitals	Percentage of 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> category health facilities with a technical platform raised to at least 50%.	40 (2017)	60	80	100	MINSANTE
		Percentage of reference hospitals whose technical platforms are raised to international standards	-	-	-	80	MINSANTE
		Percentage of second-level hospitals whose technical platforms are raised to international standards	-	-	-	60	MINSANTE
	Strengthening mechanisms to combat the illicit sale of street drugs	Share of street drugs in the total supply of drugs				<5%	MINSANTE, DGD, MINCOMMERCE
	Promotion of pharmacopoeia	Share of traditional medicines in the total supply of medicines				>25%	MINSANTE, MINADER, MINCOMMERCE

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Percentage of the population benefiting from health insurance or coverage	22% (2018)	-	-	>50%	MINSANTE, MINTSS, RLA
	Operationalization of Universal Health Coverage	Percentage of households in the poorest quintile with health coverage	-	-	-	-	MINSANTE Other sectoral administrations RLA
		Share of health expenditure borne by households	70% (2014)	-	-	20%	MINSANTE Other sectoral administrations, RLAs
		Number of diseases for which patients are exempt from payment at the time of management	3	-	-	>50	MINSANTE Other sectoral administrations, RLAs
	Implementation of a national plan to combat malnutrition (breastfeeding women and children under 5 years of age)	Chronic malnutrition rate among children under 5 years of age	29% (2018)			< 10 %	MINSANTE, MINAS
		Chronic malnutrition rate among pregnant and lactating women					<7%
	Full transfer of the management of health facilities and their staff to RLAs	Percentage of RLAs with financial and material management autonomy over their health facilities	-	-	-	-	MINSANTE, RLA
		Nutrient and food access price support system operational		Yes	Yes	Yes	MINSANTE, MINCOMMERCE, MINAS
	Implementation of a price support system for access to nutrients and foods for infants	Average price of nutrients and infant foods as a percentage of GDP/hbts					MINSANTE, MINCOMMERCE, MINAS

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	Strengthening food safety	Application rates and use of codex standards	20% (2017)			80%	MINSANTE, MINCOMMERCE, MINMIDT, MINADER, MINEPIA
<b>2.3. Research and Development</b>							
	Establishment of a National Innovation System (NIS) linking the productive, educational and research spheres	National innovation strategy developed and implemented	No	Yes	Yes	Yes	MINRESI
	Promotion of business incubators, start-ups and junior companies resulting from student initiatives	Contribution of Research to GDP growth	0.2% (2009)	0.3%	0.5%	0.6%	MINRESI, MINEPAT
	Pooling of the infrastructural and scientific capacities of research centres and universities	Incubators of companies, start-ups and junior companies resulting from the initiatives of students created and functional	No	Yes	Yes	Yes	MINRESI, MINESUP, MINESEC
		Proportion of university teaching institutions in research partnership with the productive sector				70%	MINRESI, MINESUP
		Number of research products resulting from research agreements between universities/laboratory and the productive sector					MINRESI, MINMIDT, MINADER, MINPEMESA
	Creation of a sustainable research funding mechanism in all sectors	Created and functional funding mechanism	-	Yes	Yes	Yes	MINRESI
		Volume of funding mobilized for research					MINRESI
		Share of the State budget allocated to research	0.2%			1%	MINRESI, MINESUP, MINADER
	Definition of an international partnership strategy in the field	Strategy developed and implemented		Yes	Yes	Yes	MINRESI

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	of research						
<b>2.4. Social protection</b>							
	Establishment of a national system of social transfers	Share of the State budget allocated to social protection	-	-	-	7%	MINFI, MINAS, MINPROFF, MINJEC, MINEPAT, RLA
	Establishment of a Civil Protection and Humanitarian Response Programme	Number of chronically poor households benefiting from the social transfer programme	52 000 (2017)	-	-	1 50 000	MINFI, MINAS, MINPROFF, MINJEC, MINEPAT, RLA
	Implementation of a National Solidarity Programme (NSP)	Percentage of disaster victims covered by the civil protection system		Yes	Yes	Yes	MINAT, MINDEVEL, RLA, MINDEF, DGSN
	Extension of the material and personnel scope of social security	National Solidarity Programme implemented		Yes	Yes	Yes	MINAS
	Strengthening entrepreneurship and women's empowerment programmes	Number of persons assisted by the NSP per year		3000	7000	8000	MINAS
		Percentage of employed persons covered by social security		-	-	> 50%	MINTSS, MINAS, MINSANTE
		Number of social risks taken into account in the provision of social security services	07	-	15	25	MINTSS, MINAS, MINSANTE
		Number of women and girls trained in Income Generating Activities (IGAs)	50 000 (2019)			200 000	MINPROFF
		Proportion of unemployed and unskilled working women with vocational training				15 %	MINEFOP, MINPROFF, MINAS

	<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
	Intensification of actions to combat gender-based violence	Number of legal provisions relating to the adoption of the Family Code and other criminal provisions relating to GBV	-	-	-	-	MINPROFF, MINJUSTICE
		Percentage of women victims of violence	26 % (2017)			<10%	MINPROFF, MINJUSTICE
<b>3. Employment promotion and economic integration</b>							
<b>3.1. Promotion of employment in public investment projects</b>							
	Systematisation of high labour-intensive (HIMO) approaches in Public Investment Projects	Share of investments considered as pro-jobs in the PIB	11.71% (2015)				MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, PNDP, RLA
		Number of jobs generated by PIB projects	325 507 (2015)				MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, PNDP, RLA
		Information system available on jobs generated by public investment projects integrating labour-based approaches	Not available (2019)	Yes	Yes		MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, NIS

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Proportion of engineers integrated in the implementation of projects and infrastructures financed by the PIB	3.77 % (2017)				MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, RLA
		Proportion of technicians integrated in the implementation of projects and infrastructures financed by the PIB	14.26 % (2017)				MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, RLA
		Proportion of labourers integrated in the implementation of projects and infrastructures financed by the PIB	81.96% (2017)				MINEPAT, MINTP, MINEFOP, MINHDU, MINEDUB, MINESEC, MINADER, MINDDEVEL, RLA
<b>3.2. Agricultural productivity, employment and income in rural areas</b>							
	Revitalising the rural labour market	Rate of wage growth in rural areas in the agricultural sector	-	-	-	-	NIS, MINEPAT, MINEFOP, MINADER
		Number of small and medium-sized enterprises created in rural areas	-	-	-	-	MINPMEESA, NIS, MINEPAT, MINEFOP, MINADER, MINEPIA
		Producer group created		Yes			MINADER, RLA
<b>3.3. Promotion of the migration from the informal to formal sector</b>							
	Support for informal sector actors towards formality	Proportion of informal units that have benefitted from technical, material and financial capacity building	-	-	-	-	MINPMEESA, MINEPAT, MINDDEVEL, RLA
		Rate of increase in the turnover of informal units that have benefitted from technical, material and financial capacity building	-	-	-	-	MINPMEESA, MINEPAT, MINDDEVEL, RLA



	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		of the hiring assistance					
	Strengthening mechanisms for upgrading companies to promote employment	Proportion of SMEs supported in the upgrading process	12 (2017)	15.2			MINPMEESA, MINMIDT, MINEPAT,
		Rate of increase in turnover of upgraded SMEs	5.2 (2017)	7.2			MINPMEESA, MINEPAT, MINMIDT
		Growth rate of SMEs	14 (2017)	19.2			MINPMEESA, MINEPAT, MINMIDT
		Number of jobs created in companies upgraded					MINPMEESA, MINEPAT, MINMIDT, MINEFOP
<b>3.5. Matching training with employment and professional integration</b>							
	Adequacy of training supply to the demand of the productive sector in terms of manpower	Professional training standards developed and implemented		Yes	Yes		MINEPAT, MINEFOP, MINMAP, MINREX
		Number of vocational high schools created and functional		20	30	40	MINESEC, MINEFOP, MINEDUB
		Number of newly operational vocational training structures	1 (2017)	5			MINESEC MINEFOP, MINEDUB
		Number of newly opened vocational streams meeting the needs of the economy	4 (2017)	15			MINESEC, MINEFOP, MINEDUB, MINESUP
		Number of work-study courses developed					MINEFOP
		Proportion of girls trained in technological and vocational fields	25 % (2017)	50%			MINESEC, MINEFOP, MINESUP
	Proportion of Socially Vulnerable Persons (SVPs) admitted to vocational training	15% (2017)	25%			MINEFOP	







	<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
		Proportion of RLAs that have an inclusive dialogue framework in place	0% (2019)	30%	60%	100%	MINDDEVEL, MINFI, MINEPAT, MINFOPRA
		Proportion of councils and regions that have signed at least one agreement	0 (2019)	30%	60	100%	MINDDEVEL, MINFI, MINEPAT, MINFOPRA
<b>4.2. Strengthening the rule of law and security of persons and property</b>							
	Strengthening the rule of law and the protection of human rights	Proportion of citizens aware of their rights and duties	-	70%	80%	-	MINJUSTICE, SPM, CDH
		Proportion of state human rights structures sensitized	-	50%	75%	100%	MINJUSTICE, SPM, CDH
		Capacities and authorities of state human rights structures strengthened	-	Yes	Yes	Yes	MINJUSTICE, SPM, CDH
		Deadlines for the adoption of implementing legislation	-	12 months	9 months	6 months	MINJUSTICE, SPM, CDH
		Average length of judicial proceedings	20 months (2015)	12 months	9 months	6 months	MINJUSTICE, Supreme Court
		Rate of enforcement of court decisions	30% (2015)	50%	60%	75%	MINJUSTICE, Supreme Court
		Average length of pre-trial detention	12 months >12 months	12 months	9 months	6 months	MINJUSTICE, Supreme Court
		Rate of coverage of prisoners' basic needs	17% (2017)	35%	55%	75%	MINJUSTICE, Supreme Court
		Specialised courts created to settle commercial and financial disputes	-	-	Yes	Yes	MINJUSTICE, Supreme Court
		Prison overcrowding (occupancy rate)	167.39% (2018)	140%	120%	100%	MINJUSTICE, Supreme Court

	<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
		Rate of registration in the electoral register	59.1% (August 31, 2018)	65%	75%	95%	MINAT, ELECAM, Constitutional Council
	Improving the electoral system	Voter turnout in elections	Presidential 53.85% (2018) legislative 76.79% (2013) Municipal (76%)	85%	85%	85%	MINAT, ELECAM, Constitutional Council
		Fully computerized electoral operations	No	-	-	Yes	MINAT, ELECAM, Constitutional Council
		Scrupulously respected electoral deadlines	No		Yes	Yes	MINAT, ELECAM, Constitutional Council
		Existence of a single ballot paper at election dates	No		Yes	Yes	MINAT, ELECAM, Constitutional Council
		Number of motorized and pedestrian patrols deployed daily	500 (2013)	1 500	1 500	1 500	MINDEF, DGNS
		Number of Defence and Security Forces operations controlled on a daily basis	35 (2013)	200	300	500	MINDEF, DGNS
	Intensifying the fight against insecurity, crime and terrorism	Average number of criminal acts or cross-border offences	90 000 (2013)	75 000	65 000	55 000	MINDEF, DGNS
		Quantity of repatriation carried out	70 (2013)	150	200	250	MINDEF, DGNS
		Crime rate	23% (2017)	18%	<15%	<10%	MINDEF, DGNS

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned	
		Security Index (Gallup Index on Security and Public Order)	67% (2017)	70%	75%	80%	MINDEF, DGNS	
		Proportion of the population with confidence in defence and security institutions	56% (2014)	60%	70%	75%	MINDEF, DGNS	
		Proportion of victims of assault	29% (2014)	20%	10%	5%	MINDEF, DGNS	
		Citizen expression frameworks set up within Regional and Municipal Councils	-	Yes	Yes	Yes	Yes	MINDDEVEL, RLA, MINAT
		Disaster prevention and management strategy developed, validated and implemented	No	Yes	Yes	Yes	Yes	MINDDEVEL, RLA, MINAT
		Mass information and education programme on civil protection available	-	Yes	Yes	Yes	Yes	MINDDEVEL, RLA, MINAT
		Number of divisions with an operational emergency response plan (ORSEC)	12 (2015)	35	45	58		MINDDEVEL, RLA, MINAT
		Proportion of divisions with at least one disaster risk reduction (DRR) tool	30% (2015)	65%	85%	100%		MINDDEVEL, RLA, MINAT
		Law No. 86/16 of 6 December 1986 on the general reorganization of revised civil protection	No	Yes	Yes	Yes	Yes	MINAT
		Functional electronic legal text database	No	Yes	Yes	Yes	Yes	SPM, MINCOM
Improving access to public information	Proportion of the population exposed to mass information	68% (2017)	85%	90%	100%		SPM, MINCOM	

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned	
<b>4.3. Improvement of the State's public service</b>								
Improving the functioning of the administration	Code of conduct for public authorities and external control system for the administration operational	Strategic management standards implemented	No	Yes	Yes	Yes	MINFOPRA, CONSUPE, MINEPAT, MINFI	
			-		Yes	Yes	MINFOPRA, CONSUPE, MINEPAT, MINFI	
			No	Yes	Yes	Yes	MINFOPRA, CONSUPE, MINEPAT, MINFI	
			No	Yes	-	-	MINFOPRA, MINPOSTEL, SPM	
	Improving the quality of public service	Charter for the reception of users in public services drawn up	Duration of file processing supervised and communicated to users	No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
				No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
				No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
				No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
				No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
				No	Yes	Yes	Yes	MINFOPRA, MINPOSTEL, SPM
Orientation of public procurement towards national operators	Share of public procurement received by national operators	-	-	30%	50%	60%	Orientation of public procurement towards national operators	
			-	75%	90%	100%	MINFOPRA, MINPOSTEL, SPM	
Establishment of a mechanism for the sustainability of the State's assets	Charter on the use of public facilities in public administrations introduced	-	-	Yes	-	-	MINFOPRA, SPM	
			2 months (2017)	1,5 months	1 month	0,5 months	MINFOPRA, MINPOSTEL, SPM	
		User satisfaction rate	-	75%	90%	100%	MINFOPRA, MINPOSTEL, SPM	

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		State-run infrastructure maintenance programmes set up	-	-	Yes	Yes	MINDCAF, MINTP, MINEPAT, MINFI
		Improved salary treatment of public servants	-	-	Yes	Yes	MINFI, MINFOPRA, SPM
		Sustainability ratio of the wage bill	40,6% (2017)	34%	28%	25%	MINFI, MINFOPRA, SPM
		Proportion of administrations with a recruitment plan and cleansed file	87% (2017)	90%	95%	100%	MINFI, MINFOPRA, SPM
	Improvement of the management of the State's human resources	Average rate of implementation of recruitment and training plans	60% (2017)	90%	95%	100%	MINFI, MINFOPRA, SPM
		Harmonised retirement age for public employees	-	-	Yes	Yes	MINFI, MINFOPRA, SPM
		Proportion of public officials appointed or promoted by professional category	-	50%	75%	100%	MINFI, MINFOPRA, SPM
		Effective alert system for corruption and misappropriation of public funds put in place	-	Yes	-	-	CONSUPE, MINFI
	Strengthening the fight against corruption, embezzlement and conflicts of interest	Recovery rate of misappropriated funds	-	75%	85%	100%	CONSUPE, MINFI
		Proportion of public and parastatal entities that have internalized internal control standards	-	80%	90%	100%	CONSUPE, MINFI
<b>4.4. Economic and financial governance</b>							
	Consolidation of the system for selecting and maturing public investment projects	Selection and maturation of optimal public investment projects	-	Yes	-	-	MINEPAT
		PIB implementation rate	91.95% (2017)	100%	100%	100%	MINEPAT

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
Improvement of the procurement system		Free competition and transparency guaranteed	No	-	Yes	Yes	MINMAP, MINFI, MINCOMMERCE
		Official price list prices pegged to real average market prices	No	-	Yes	Yes	MINMAP, MINFI, MINCOMMERCE
		Certification mechanism for public services set up	No	Yes	-	-	MINMAP, MINFI, MINCOMMERCE
Development of an efficient statistical system		Rate of public contracts awarded within less than 5 months	-	97%	100%	100%	MINMAP, MINFI, MINCOMMERCE
		Rates of public contracts awarded in compliance with regulations	90% (2016)	96%	98%	100%	MINMAP, MINFI, MINCOMMERCE
		Annual dissemination of statistical information	-	-	Yes	Yes	MINEPAT
Improvement of the business climate		Proportion of administrations that have updated their statistical yearbooks	-	60%	80%	100%	MINEPAT, all public administrations
		Human resources capacity in statistics strengthened	-	Yes	Yes	Yes	MINEPAT
		Establishment of a national, regional and local database	-	Yes	Yes	Yes	MINEPAT
Improvement of the business climate		Percentage of households affected by corruption	-	30%	20%	10%	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
		Payment terms for co-contractors of the administration	-	-	Yes	Yes	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
		Costs and procedures related to the creation of businesses and the	No	Yes	-	-	MINEPAT, MINPMEESA,

Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
	granting of land titles and building permits					MINDCAF, MINFI, MINHDU, RLA
	Procedures and conditions for obtaining light and facilitated credits	No	Yes	-	-	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
	Interest rate on borrowing	13%	13%	11%	9%	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
	Investment rate (GFCF)	21% (2015)	24%	27%	30%	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
	Doing Business Index	47.23 (2018)	50	55	60	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
	Time limit for the effective creation of a company	17 days (2018)	16 days	14 days	12 days	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA
	Time spent fulfilling customs obligations	1 day (2018)	0.1 day	0.1 day	0.1 day	MINEPAT, MINPMEESA, MINDCAF, MINFI
	Time spent completing customs formalities	0.1 day (2018)	0.1 day	0.1 day	0.1 day	MINEPAT, MINPMEESA, MINDCAF, MINFI
	Time spent on fulfilling tax obligations	624 h (2017)	300 h	150 h	90 h	MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA



	<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
		Diversified forms of partnership (decentralized cooperation, fair trade, etc.)	-	Yes	Yes	Yes	MINEPAT, MINFI
		Development Partner funding aligned with Government priorities and programmes	-	Yes	Yes	Yes	MINEPAT, MINFI
	Increased involvement of the diaspora in financing national development	Incentive framework (institutional, administrative, economic measures, etc.) put in place for Cameroonian citizens living abroad	No	Yes	Yes	Yes	MINREX
		Consumer protection and quality of service ensured	-	Yes	Yes	Yes	MINCOMMERCE, MINFI, MINEPAT
	Optimal regulation of the economy	Autonomous functioning of regulatory authorities	No	-	Yes	Yes	MINCOMMERCE, MINFI, MINEPAT
		Strengthened operational capacity of the competition authority and regulators	No	Yes	Yes	Yes	MINCOMMERCE, MINFI, MINEPAT
		Public institutions and companies that are more accountable and publish their annual accounts	No	Yes	Yes	Yes	MINCOMMERCE, MINFI, MINEPAT
	Strengthening the accountability and transparency of public corporations and institutions	Public institutions and companies that are more accountable and publish their annual accounts	No	Yes	Yes	yes	MINFI, CONSUPE, Technical Supervisors
<b>4.5. Regional development</b>							
	Promotion of spatial equity and regional and local balances	Urban and rural development poles created and networked	No	-	-	Yes	MINEPAT, MINTP, MINHDU, MINDCAF
		Communication and service networks developed	No	-	Yes	Yes	MINEPAT, MINTP, MINHDU, MINDCAF

	Action	Main Output/Indicator	Baseline	2020-2022	2023-2025	2026-2029	Structure concerned
		Border areas transformed into real poles of economic development	No	-	-	Yes	MINEPAT, MINTP, MINHDU, MINDACF
		Regional development standards met	No	-	Yes	Yes	MINEPAT
<b>4.6. Promotion of bilingualism, multiculturalism and citizenship</b>							
	Promotion of the practice of bilingualism	Proportion of administrative documents systematically and simultaneously distributed in French and English	-	95%	100%	100%	MINEDUB, MINESEC, MINESUP, MINFOPRA, NCPBM
	Enhancement of Cameroon's multicultural heritage	Common historical heritage of the peoples of Cameroon taught in school and better known to citizens	No	Yes	Yes	Yes	MINEDUB, MINESEC, MINESUP, MINFOPRA, NCPBM
		Equitably represented segments of society in decision-making spheres	-	Yes	Yes	Yes	MINAC, NCPBM
		Civil society disseminating and consolidating republican values among various segments of the population	-	Yes	Yes	Yes	MINJEC, MINAC
	Development of a synthetic culture	Number of people trained in civic values	1 965 898 (2017)	6 000 000	8 000 000	10 000 000	MINJEC, MINAC
		Number of awareness-raising and education campaigns for young people on the proper use of new forms of communication (social networks) conducted	-	Yes	Yes	Yes	MINJEC, MINAC
		Public services closer to the population	-	-	Yes	Yes	MINJEC, MINAC

	<b>Action</b>	<b>Main Output/Indicator</b>	<b>Baseline</b>	<b>2020-2022</b>	<b>2023-2025</b>	<b>2026-2029</b>	<b>Structure concerned</b>
		Enhanced social justice and equal opportunities	-	-	-	Yes	MINJEC, MINAC
		Principles of social dialogue, social cohesion and coexistence developed and codified	-	Yes	Yes	Yes	MINJEC, MINAC

## ANNEX 6: Tables of Reference Scenarios

Table 12.: Some key indicators

	Financial years												
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Nominal GDP	21492,5	22661,1	23909,6	25277,7	26811,6	28567,5	30500,1	32825,6	35377,0	38174,1	41187,8	44465,2	48033,0
Oil GDP	1 000,0	1 015,2	959,1	855,7	796,7	759,5	735,1	754,5	779,8	813,8	850,2	889,1	929,7
Non-oil GDP	20492,6	21645,8	22950,5	24422,1	26014,9	27807,9	29765,0	32071,1	34597,2	37360,3	40337,6	43576,1	47103,3
Actual GDP growth	4,1	3,9	4,0	4,3	4,5	5,0	5,2	5,8	6,0	6,2	6,3	6,3	6,4
Oil GDP	-2,7	6,0	0,5	-5,7	-5,0	-4,3	-3,6	1,5	2,2	3,2	3,3	3,4	3,4
Non-oil GDP	4,4	3,8	4,2	4,8	5,0	5,4	5,6	6,0	6,1	6,3	6,4	6,4	6,5
GDP deflator	1,7	1,5	1,5	1,4	1,5	1,5	1,5	1,8	1,8	1,7	1,6	1,6	1,6
Non-oil GDP deflator	0,1	1,8	1,8	1,6	1,5	1,5	1,5	1,8	1,7	1,7	1,6	1,6	1,6
The ratio of non-oil revenues to GDP	13,7	13,6	13,0	13,2	13,4	13,7	13,9	14,1	14,3	14,4	14,6	14,8	14,8
Investment rates	22,8	23,0	23,4	23,5	23,8	24,0	24,3	24,5	24,7	24,9	25,1	25,2	25,1
Public investment rate	4,0	3,7	3,6	3,4	3,4	3,4	3,3	3,3	3,3	3,2	3,2	3,1	3,0
Primary balance excluding oil (% of GDP)	-3,9	-3,8	-3,1	-2,0	-1,6	-2,0	-2,0	-2,2	-2,1	-2,1	-1,9	-2,0	-1,9
Overall solvency (% of GDP)	-2,5	-2,3	-2,1	-1,5	-1,5	-1,5	-1,6	-1,7	-1,7	-1,6	-1,4	-1,5	-1,4
Total expenditure (% of GDP)	18,9	18,7	17,4	16,6	16,4	16,7	16,9	17,1	17,3	17,3	17,3	17,4	17,5
Capital expenditure (% of GDP)	6,9	6,3	6,3	5,9	6,0	6,2	6,3	6,5	6,6	6,7	6,8	6,9	6,9

Source: MINEPAT

**Table 13: Sectoral breakdown of GDP**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Primary sector	5,1	2,3	3,6	5,0	5,2	5,2	5,4	5,6	5,8	6,0	6,1	6,1	6,1
Agriculture	4,8	3,0	3,9	5,3	5,4	5,4	5,6	5,9	6,1	6,4	6,5	6,5	6,5
of which Food Agriculture	5,1	3,4	4,0	5,3	5,4	5,5	5,6	5,9	6,2	6,4	6,5	6,6	6,6
of which Industrial Agriculture	3,9	0,4	3,7	5,2	5,3	5,3	5,4	5,5	5,8	6,0	6,0	6,0	6,0
Eleavage, chasse	4,4	4,4	4,7	5,2	5,7	5,2	5,4	5,4	5,5	5,5	5,6	5,7	5,7
Forestry and logging	7,3	-2,6	1,3	4,0	4,5	4,5	4,5	4,7	4,7	4,6	4,7	4,7	4,6
Fish and fish farming	3,1	3,3	3,5	3,5	3,6	3,5	3,6	4,0	4,1	4,3	4,5	4,7	4,9
Secondary sector	3,1	4,3	3,6	2,9	3,5	3,9	4,4	5,5	5,8	6,0	6,3	6,2	6,3
Extractive Industries	-2,6	6,0	0,5	-5,7	-5,0	-4,3	-3,6	1,5	2,2	3,2	3,3	3,4	3,4
of which hydrocarbon extraction	-2,7	6,0	0,5	-5,7	-5,0	-4,3	-3,6	1,5	2,2	3,2	3,3	3,4	3,4
Agro-food Industries	4,0	3,4	4,0	4,6	4,9	5,2	5,3	6,0	6,3	6,4	6,4	6,5	6,5
Other manufacturing industries	3,3	3,0	2,9	3,7	4,1	4,4	4,5	4,7	4,7	4,9	5,3	5,2	5,3
Electricity generation and distribution	1,2	2,9	4,0	5,4	5,8	6,3	6,3	6,3	6,3	6,4	6,4	6,4	6,5
Water supply and distribution and sanitation	2,6	3,0	4,0	4,0	4,0	4,1	4,1	4,2	4,2	4,3	4,3	4,3	4,4
Building and Construction	7,6	5,8	6,7	7,0	7,2	7,2	7,7	8,1	8,3	8,2	8,5	8,2	8,3
Tertiary sector	4,4	4,2	4,3	4,8	4,9	5,5	5,6	6,0	6,2	6,3	6,4	6,4	6,5
Trade, vehicle repair	5,1	4,6	4,8	5,3	5,7	6,0	6,2	7,0	7,0	7,2	7,2	7,2	7,3
Restaurants and hotels	4,3	3,8	4,3	6,5	4,5	5,3	5,3	6,1	6,0	6,1	6,2	6,2	6,2
Transports, warehouses, communications	4,0	4,1	4,3	4,5	4,8	6,3	6,6	6,8	7,1	7,3	7,4	7,4	7,5
Information and telecommunications	-2,3	4,0	4,2	4,4	4,5	5,8	6,2	7,2	7,4	7,6	7,8	7,8	7,9
Banks and financial institutions	10,2	4,5	5,0	5,1	5,1	5,7	6,1	6,8	7,1	7,2	7,3	7,4	7,4
Other services marchands	4,3	4,3	4,5	4,8	4,8	4,9	5,3	5,5	5,7	5,8	5,9	6,0	6,0
Non-market UPA services	3,5	3,5	3,2	4,0	4,2	5,9	4,7	4,9	5,0	5,1	5,1	5,1	5,3
Other non-market services	4,2	3,3	3,5	3,6	3,6	3,6	3,6	3,6	3,6	3,6	3,6	3,6	3,6
GDP at factor costs	4,1	3,9	4,0	4,3	4,5	5,0	5,2	5,8	6,0	6,2	6,3	6,3	6,4
Taxes and duties less subsidies (% GDP)	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3
GDP	4,1	3,9	4,0	4,3	4,5	5,0	5,2	5,8	6,0	6,2	6,3	6,3	6,4

**Source:** MINEPAT

**Table 14: Evolution in GDP uses at constant prices**

Financial years	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Domestic demand	16 515,4	17 405,1	17 885,1	18 690,4	19 514,9	20 399,0	21 557,8	22 765,9	24 153,8	25 652,3	27 232,7	28 859,0	30 599,2
Consumption	12 402,2	12 970,7	13 234,3	13 713,0	14 247,0	14 763,6	15 512,3	16 267,8	17 118,0	18 038,4	18 993,2	19 948,7	21 000,9
Private sector	10 411,9	10 901,7	11 136,3	11 609,3	12 150,9	12 663,2	13 287,3	13 969,6	14 735,0	15 565,2	16 424,2	17 280,5	18 228,6
Central Administration	1 990,3	2 068,9	2 098,0	2 103,7	2 096,2	2 100,4	2 225,0	2 298,2	2 383,0	2 473,2	2 568,9	2 668,2	2 772,4
Gross fixed capital formation	4 106,1	4 401,3	4 650,9	4 977,4	5 267,9	5 635,4	6 045,6	6 498,1	7 035,7	7 613,9	8 239,5	8 910,3	9 598,2
Private sector	3 318,0	3 637,5	3 905,2	4 210,3	4 504,3	4 835,5	5 196,3	5 609,9	6 088,2	6 604,8	7 172,7	7 786,9	8 405,3
Central Administration	788,1	763,8	745,6	767,1	763,6	800,0	849,3	888,2	947,5	1 009,1	1 066,8	1 123,4	1 193,0
Variation of stocks	7,1	33,2	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	<b>-886,4</b>	<b>-1 141,2</b>	<b>-981,8</b>	<b>-1 108,4</b>	<b>-1 179,7</b>	<b>-1 231,1</b>	<b>-1 424,9</b>	<b>-1 582,1</b>	<b>-1 732,5</b>	<b>-1 883,6</b>	<b>-1 992,7</b>	<b>-2 025,6</b>	<b>-2 066,0</b>
Export of goods and services	3 154,3	3 228,0	3 342,6	3 482,1	3 603,9	3 727,8	3 850,1	3 990,6	4 232,1	4 502,6	4 825,3	5 184,9	5 575,4
Crude oil and gas exports	941,8	709,6	747,1	750,4	713,0	682,2	654,4	632,3	641,2	654,6	674,5	695,7	718,4
Exports excluding crude oil and gas	2 212,5	2 518,4	2 595,4	2 731,8	2 890,9	3 045,6	3 195,7	3 358,4	3 590,9	3 848,0	4 150,8	4 489,2	4 857,0
Import of goods and services	4 040,7	4 369,3	4 324,3	4 590,5	4 783,6	4 958,9	5 275,0	5 572,8	5 964,6	6 386,1	6 818,0	7 210,5	7 641,3

**Source:** MINEPAT

**Table 15 : Evolution in GDP uses (in %)**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic demand	5,4	2,8	4,5	4,4	4,5	5,7	5,6	6,1	6,2	6,2	6,0	6,0	6,1
Consumption	4,6	2,0	3,6	3,9	3,6	5,1	4,9	5,2	5,4	5,3	5,0	5,3	5,5
Private sector	4,7	2,2	4,2	4,7	4,2	4,9	5,1	5,5	5,6	5,5	5,2	5,5	5,7
Central Administration	3,9	1,4	0,3	-0,4	0,2	5,9	3,3	3,7	3,8	3,9	3,9	3,9	4,1
Gross fixed capital formation	7,2	5,7	7,0	5,8	7,0	7,3	7,5	8,3	8,2	8,2	8,1	7,7	7,4
Private sector	9,6	7,4	7,8	7,0	7,4	7,5	8,0	8,5	8,5	8,6	8,6	7,9	7,7
Central Administration	-3,1	-2,4	2,9	-0,5	4,8	6,2	4,6	6,7	6,5	5,7	5,3	6,2	4,8
Net External Demand	<b>28,7</b>	<b>-14,0</b>	<b>12,9</b>	<b>6,4</b>	<b>4,4</b>	<b>15,7</b>	<b>11,0</b>	<b>9,5</b>	<b>8,7</b>	<b>5,8</b>	<b>1,7</b>	<b>2,0</b>	<b>1,8</b>
Export of goods and services	2,3	3,5	4,2	3,5	3,4	3,3	3,6	6,1	6,4	7,2	7,5	7,5	7,3
Crude oil and gas exports	-24,7	5,3	0,4	-5,0	-4,3	-4,1	-3,4	1,4	2,1	3,0	3,1	3,3	3,3
Exports excluding crude oil and gas	13,8	3,1	5,3	5,8	5,4	4,9	5,1	6,9	7,2	7,9	8,2	8,2	7,9
Import of goods and services	8,1	-1,0	6,2	4,2	3,7	6,4	5,6	7,0	7,1	6,8	5,8	6,0	5,8

**Source:** MINEPAT

**Table 16: Evolution in GDP uses (in % of GDP)**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic demand	104,4	103,8	103,9	104,3	104,4	104,7	104,9	105,0	104,9	104,7	104,3	104,0	103,4
Consumption	81,6	80,8	80,6	80,8	80,6	80,7	80,7	80,4	80,2	79,8	79,2	78,8	78,3
Private sector	70,5	69,9	70,0	70,7	70,8	70,9	71,0	70,9	70,9	70,6	70,2	70,0	69,6
Central Administration	11,1	10,9	10,5	10,1	9,8	9,9	9,7	9,5	9,3	9,2	9,0	8,8	8,7
Gross fixed capital formation	22,8	23,0	23,4	23,5	23,8	24,0	24,3	24,5	24,7	24,9	25,1	25,2	25,1
Private sector	18,8	19,3	19,8	20,1	20,4	20,6	21,0	21,2	21,5	21,7	21,9	22,0	22,1
Central Administration	4,0	3,7	3,6	3,4	3,4	3,4	3,3	3,3	3,3	3,2	3,2	3,1	3,0
Variation of stocks	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	-4,4	-3,8	-3,9	-4,3	-4,4	-4,7	-4,9	-5,0	-4,9	-4,7	-4,3	-4,0	-3,4
Export of goods and services	19,3	19,1	18,5	17,6	17,1	16,5	16,0	15,9	15,9	15,9	16,0	16,1	16,3
Crude oil and gas exports	4,0	3,8	3,4	2,9	2,6	2,3	2,1	2,0	1,9	1,8	1,8	1,7	1,7
Exports excluding crude oil and gas	15,3	15,2	15,1	14,7	14,5	14,2	13,9	14,0	14,0	14,1	14,2	14,3	14,6
Import of goods and services	23,7	22,9	22,5	21,9	21,5	21,3	21,0	20,9	20,8	20,7	20,3	20,0	19,7

Source: MINEPAT

**Table 17: Contribution of uses to GDP**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic demand	5,7	3,0	4,8	4,7	4,8	6,0	6,0	6,6	6,7	6,6	6,4	6,5	6,5
Consumption	3,6	1,6	2,8	3,0	2,8	3,9	3,8	4,0	4,1	4,0	3,8	3,9	4,0
Private sector	3,1	1,4	2,8	3,1	2,8	3,3	3,4	3,6	3,7	3,6	3,4	3,5	3,6
Central Administration	0,5	0,2	0,0	0,0	0,0	0,6	0,4	0,4	0,4	0,4	0,4	0,4	0,4
Gross fixed capital formation	1,9	1,5	1,9	1,7	2,0	2,1	2,2	2,5	2,6	2,6	2,7	2,6	2,5
Private sector	2,0	1,6	1,8	1,7	1,8	1,9	2,1	2,3	2,3	2,4	2,4	2,3	2,3
Central Administration	-0,2	-0,1	0,1	0,0	0,2	0,3	0,2	0,3	0,3	0,2	0,2	0,3	0,2
Variation of stocks	0,2	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	-1,6	1,0	-0,7	-0,4	-0,3	-1,0	-0,8	-0,7	-0,7	-0,5	-0,1	-0,2	-0,1
Export of goods and services	0,5	0,7	0,8	0,7	0,7	0,6	0,7	1,1	1,2	1,4	1,4	1,5	1,4
Crude oil and gas exports	-1,5	0,2	0,0	-0,2	-0,2	-0,1	-0,1	0,0	0,1	0,1	0,1	0,1	0,1
Exports excluding crude oil and gas	2,0	0,5	0,8	0,9	0,8	0,8	0,8	1,1	1,1	1,3	1,3	1,4	1,3
Import of goods and services	2,1	-0,3	1,6	1,1	1,0	1,6	1,5	1,8	1,9	1,8	1,6	1,6	1,6

**Source:** MINEPAT**Table 18: Evolution in government revenues (% of GDP)**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total revenues and grants	16,4	16,4	15,3	15,1	14,9	15,2	15,3	15,4	15,6	15,7	15,9	16,0	16,0
Total revenues	16,0	16,0	14,8	14,7	14,5	14,9	15,0	15,1	15,3	15,4	15,6	15,7	15,7
Oil revenues	2,3	2,3	1,9	1,5	1,0	1,2	1,1	1,1	1,0	1,0	0,9	0,9	0,9
Non-oil revenues	13,7	13,6	13,0	13,2	13,4	13,7	13,9	14,1	14,3	14,4	14,6	14,8	14,8
Tax revenues	12,8	12,8	12,1	12,4	12,5	12,7	12,9	13,1	13,3	13,4	13,6	13,7	13,8
Non-tax revenues	0,9	0,8	0,9	0,9	0,9	0,9	0,9	1,0	1,0	1,0	1,0	1,0	1,0
Non-oil revenues/Non-oil GDP	14,3	14,2	13,5	13,7	13,8	14,1	14,2	14,4	14,6	14,7	14,9	15,1	15,1

**Source:** MINEPAT

**Table 19: Evolution in public expenditure (% of GDP)**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total expenditures	18,9	18,7	17,4	16,6	16,4	16,7	16,9	17,1	17,3	17,3	17,3	17,4	17,5
Recurrent expenditure	11,5	12,1	11,1	10,7	10,3	10,5	10,6	10,7	10,7	10,5	10,5	10,5	10,5
Salaries	4,7	4,5	4,5	4,3	4,2	4,4	4,4	4,4	4,4	4,4	4,4	4,4	4,4
Goods and services finding	3,4	3,5	3,3	3,1	2,9	3,1	3,1	3,1	3,1	3,1	3,1	3,1	3,1
Transfers and subsidies	2,5	3,2	2,5	2,4	2,2	2,4	2,5	2,6	2,6	2,6	2,6	2,6	2,6
Interest payments	0,9	0,9	0,9	1,0	1,0	0,7	0,7	0,6	0,6	0,5	0,4	0,4	0,4
Expenditure in capital	6,9	6,3	6,3	5,9	6,0	6,2	6,3	6,5	6,6	6,7	6,8	6,9	6,9
Overall balance, based on schedules	-2,5	-2,3	-2,1	-1,5	-1,5	-1,5	-1,6	-1,7	-1,7	-1,6	-1,4	-1,5	-1,4
Primary Balance	-1,6	-1,4	-1,2	-0,6	-0,5	-0,8	-0,9	-1,1	-1,1	-1,1	-1,0	-1,0	-1,0
Non-oil primary balance	-3,9	-3,6	-3,3	-2,5	-2,4	-2,5	-2,6	-2,6	-2,5	-2,4	-2,2	-2,2	-2,0
Overall balance	-3,5	-3,9	-2,4	-1,9	-1,8	-1,5	-1,6	-1,7	-1,7	-1,6	-1,4	-1,5	-1,4
Net Domestic Financing	-0,4	0,4	0,2	0,6	0,2	0,5	0,7	0,7	0,2	0,2	0,1	0,2	0,2
Net External Financing	3,8	3,4	2,2	1,3	1,7	1,1	1,1	1,2	1,6	1,6	1,6	1,6	1,5
Capital expenditures/Total expenditures	36,3	33,7	36,0	35,5	36,7	37,2	37,0	37,7	38,4	39,0	39,3	39,8	39,8

**Source:** MINEPAT**Table 20: Some key indicators on the BOP (% of GDP)**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Current account balance	-3,6	-3,2	-3,3	-3,5	-3,6	-3,6	-4,0	-4,0	-3,9	-3,6	-3,0	-2,4	-1,8
Balance of goods and services	-2,9	-2,5	-2,6	-2,8	-2,9	-2,9	-3,4	-3,4	-3,3	-2,9	-2,4	-1,8	-1,2
Balance of assets	-1,4	-1,2	-1,4	-1,6	-1,7	-1,8	-2,0	-2,0	-1,9	-1,7	-1,3	-0,8	-0,2
Service balance	-1,5	-1,3	-1,2	-1,2	-1,2	-1,4	-1,4	-1,4	-1,4	-1,2	-1,1	-1,0	-1,0
Balance of the capital account and financial transactions	4,4	3,2	2,8	2,9	3,0	3,8	3,9	4,0	4,0	3,9	3,9	3,8	3,6
Foreign Direct Investment	1,7	1,7	1,4	1,4	1,5	1,5	1,5	1,5	1,5	1,4	1,4	1,3	1,3
Overall balance	0,7	0,0	-0,5	-0,7	-0,6	-0,1	-0,1	0,0	0,1	0,4	0,9	1,3	1,8

**Source:** MINEPAT

**Table 21 : Evolution of the monetary situation**

Financial years	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Actifs	5 043,1	5 309,7	5 610,3	5 931,3	6 291,2	6 703,2	7 156,7	7 702,4	8 301,1	8 957,4	9 664,6	10 433,6	11 270,8
Net external assets	2 072,7	2 149,5	2 041,2	1 876,3	1 720,8	1 689,9	1 646,1	1 641,2	1 658,9	1 801,3	2 175,5	2 769,4	3 652,6
Net domestic assets	2 970,4	3 160,2	3 569,1	4 055,0	4 570,5	5 013,4	5 510,7	6 061,2	6 642,2	7 156,1	7 489,0	7 664,2	7 618,1
Domestic Credit	3 882,1	4 086,4	4 583,2	5 127,2	5 707,7	6 225,1	6 804,4	7 453,5	8 142,7	8 775,3	9 236,1	9 550,3	9 655,5
Net receivables from the State	465,2	661,8	735,8	765,8	765,8	846,8	890,3	996,6	1 017,1	1 066,5	1 103,0	1 252,4	1 453,8
Credit to the economy	3 416,9	3 424,7	3 847,5	4 361,5	4 942,0	5 378,3	5 914,1	6 457,0	7 125,6	7 708,8	8 133,0	8 297,9	8 201,8
Other Net Posts	-911,6	-926,2	-1 014,2	-1 072,2	-1 137,3	-1 211,7	-1 293,7	-1 392,3	-1 500,6	-1 619,2	-1 747,0	-1 886,1	-2 037,4
Liabilities	5 043,1	5 309,7	5 610,3	5 931,3	6 291,2	6 703,2	7 156,7	7 702,4	8 301,1	8 957,4	9 664,6	10 433,6	11 270,8
Moneyn supply	5 043,1	5 309,7	5 610,3	5 931,3	6 291,2	6 703,2	7 156,7	7 702,4	8 301,1	8 957,4	9 664,6	10 433,6	11 270,8
Fiduciary Circulation	1 056,3	1 136,8	1 175,1	1 242,3	1 317,7	1 404,0	1 499,0	1 613,3	1 738,7	1 876,1	2 024,2	2 185,3	2 360,6
Book money	2 179,9	2 279,3	2 425,0	2 563,8	2 719,3	2 897,4	3 093,4	3 329,3	3 588,1	3 871,8	4 177,4	4 509,8	4 871,7
Quasi-money	1 807,0	1 893,6	2 010,2	2 125,3	2 254,2	2 401,8	2 564,3	2 759,8	2 974,4	3 209,5	3 462,9	3 738,5	4 038,4

**Source:** MINEPAT

## ANNEX 7: Tables of the "Vision 2035" Scenario

Table 22 : Some key indicators

Financial years	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Nominal GDP	20328,4	21492,5	22661,1	23925,8	25344,0	27170,6	29466,8	32174,6	35406,5	39074,1	43176,5	47734,3	52823,5	58786,1
Oil GDP	718,3	1 000,0	1 015,2	959,1	855,7	796,7	767,5	758,2	789,0	825,0	866,9	912,7	964,6	1 023,4
Non-oil GDP	19610,0	20492,6	21645,8	22966,7	24488,3	26373,9	28699,4	31416,4	34617,6	38249,1	42309,6	46821,7	51 858,9	57 762,7
Actual GDP growth	3,5	4,1	3,9	4,0	4,5	5,5	7,0	7,6	8,5	8,8	9,0	9,2	9,4	10,0
Oil GDP	-16,4	-2,7	6,0	0,5	-5,7	-5,0	-3,3	-1,6	2,9	3,4	3,9	4,1	4,5	4,9
Non-oil GDP	5,0	4,4	3,8	4,2	5,0	6,0	7,4	7,9	8,7	9,0	9,2	9,4	9,6	10,1
GDP deflator	1,5	1,7	1,5	1,6	1,5	1,7	1,5	1,6	1,6	1,5	1,5	1,3	1,2	1,3
Non-oil GDP deflator	-0,2	0,1	1,8	1,9	1,6	1,7	1,4	1,5	1,5	1,5	1,4	1,3	1,2	1,3
The ratio of total revenue to GDP	14,6	16,0	16,0	14,8	14,7	14,3	15,2	15,8	16,5	16,8	17,0	17,1	17,3	17,4
The ratio of non-oil revenues to GDP	12,7	13,7	13,6	13,0	13,2	13,2	14,0	14,7	15,5	15,8	16,0	16,3	16,4	16,6
Investment rates	23,0	22,8	23,0	23,4	23,4	23,6	24,1	24,7	25,4	26,2	27,0	27,7	28,4	29,0
Public investment rate	4,4	4,0	3,7	3,6	3,4	3,3	3,5	3,5	3,4	3,4	3,3	3,2	3,1	3,0
Primary balance excluding oil (% of GDP)	-4,8	-3,9	-3,8	-3,1	-2,0	-1,5	-2,1	-1,8	-1,9	-1,9	-1,9	-1,9	-1,9	-1,7
Overall solvency (% of GDP)	-3,8	-2,5	-2,3	-2,1	-1,5	-1,5	-1,6	-1,5	-1,5	-1,5	-1,4	-1,5	-1,5	-1,4
Total expenditure (% of GDP)	18,8	18,9	18,7	17,4	16,6	16,1	17,0	17,6	18,3	18,6	18,7	18,9	19,1	19,1
Capital expenditure (% of GDP)	8,1	6,9	6,3	6,3	5,9	5,9	6,5	6,9	7,1	7,2	7,3	7,4	7,6	7,6

Source: MINEPAT

**Table 23: Sectoral breakdown of GDP**

	Financial years													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Primary sector	3,2	5,1	2,3	3,6	5,6	7,2	7,2	7,3	7,6	8,2	8,6	8,8	9,1	9,2
Agriculture	2,2	4,8	3,0	3,9	6,0	7,7	7,6	7,7	8,1	8,7	9,3	9,6	9,9	10,0
of which Food Agriculture	4,8	5,1	3,4	4,0	6,0	7,7	7,7	7,8	8,1	8,9	9,4	9,6	10,0	10,1
of which Industrial Agriculture	-3,1	3,9	0,4	3,7	6,2	7,5	7,0	7,1	7,4	7,9	9,0	9,2	9,2	9,3
Breeding	4,7	4,4	4,4	4,7	5,2	7,7	6,9	7,6	7,6	7,7	7,7	7,7	7,7	7,7
Forestry and logging	6,3	7,3	-2,6	1,3	4,0	5,5	5,8	5,4	5,8	5,8	5,6	5,7	5,7	5,7
Fish and fish farming	4,5	3,1	3,3	3,5	3,5	3,6	4,5	4,9	5,8	6,5	7,1	7,8	8,5	9,2
Secondary sector	1,3	3,1	4,3	3,6	2,9	4,1	5,8	6,9	8,6	9,2	9,0	9,1	9,5	9,7
Extractive Industries	-16,1	-2,6	6,0	0,5	-5,7	-5,0	-3,3	-1,6	2,9	3,4	3,9	4,1	4,5	4,9
of which hydrocarbon extraction	-16,4	-2,7	6,0	0,5	-5,7	-5,0	-3,3	-1,6	2,9	3,4	3,9	4,1	4,5	4,9
Agro-food Industries	7,5	4,0	3,4	4,0	4,6	5,4	7,1	7,5	8,3	8,7	9,2	9,4	9,5	9,8
Other manufacturing industries	5,6	3,3	3,0	2,9	3,7	4,9	5,5	5,6	5,9	6,5	6,4	7,8	8,8	8,8
Electricity generation and distribution	5,9	1,2	2,9	4,0	5,4	6,5	7,0	7,3	7,5	7,7	7,8	7,9	8,1	8,2
Water supply and distribution and sanitation	6,5	2,6	3,0	4,0	4,0	5,1	5,4	5,6	5,9	6,1	6,2	6,3	6,4	6,4
B&C	8,9	7,6	5,8	6,7	7,0	8,2	10,6	12,5	14,8	14,9	13,3	12,2	12,0	12,2
Tertiary sector	4,3	4,4	4,2	4,3	5,0	5,7	7,4	8,0	8,6	8,9	9,1	9,4	9,5	10,3
Trade, vehicle repair	4,5	5,1	4,6	4,8	5,9	6,9	8,2	8,2	9,1	9,5	9,8	9,9	10,0	10,9
Restaurants and hotels	5,3	4,3	3,8	4,3	6,5	5,5	7,9	7,7	8,7	8,8	9,2	9,3	9,4	9,7
Transports, warehouses, communications	4,2	4,0	4,1	4,3	4,5	5,8	8,4	9,3	9,5	9,9	10,8	11,1	11,5	11,8
Information and telecommunications	5,7	-2,3	4,0	4,2	4,4	5,5	6,9	7,1	7,0	7,4	8,1	8,4	8,6	9,1
Banks and financial organizations	6,0	10,2	4,5	5,0	5,1	5,9	8,4	9,7	9,7	9,9	10,3	10,6	10,8	11,1
Other services marchands	3,2	4,3	4,3	4,5	4,8	5,4	6,5	7,4	7,8	8,3	8,5	8,8	8,9	9,9
Services non marchands des APU	4,8	3,5	3,5	3,2	4,0	4,2	8,3	9,0	10,3	9,5	8,7	8,7	7,9	8,4
Other non-market services	3,9	4,2	3,3	3,5	3,6	4,7	4,4	4,9	5,2	5,9	6,6	7,4	8,4	9,5
GDP at factor costs	3,3	4,1	3,9	4,0	4,5	5,5	7,0	7,6	8,5	8,8	9,0	9,2	9,4	10,0
Taxes and duties less subsidies (% GDP)	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3	7,3
GDP	3,5	4,1	3,9	4,0	4,5	5,5	7,0	7,6	8,5	8,8	9,0	9,2	9,4	10,0

Source: MINEPAT

**Table 25 : Evolution in GDP uses at constant prices**

Financial years	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Domestic Demand	1 5952,1	1 6515,4	1 7405,1	1 7885,1	1 8709,5	1 9541,6	2 0657,7	2 2211,0	2 3889,4	1 6929,1	2 8222,0	3 0711,2	3 3375,1	3 6253,8
Consumption	1 2006,0	1 2402,2	1 2970,7	1 3234,3	1 3732,2	1 4270,1	1 4998,7	1 5963,3	1 6929,1	1 8 070,1	1 9313,8	2 0643,3	2 2002,8	2 3388,9
Private sector	9 983,7	10 411,9	10 901,7	11 136,3	11 629,2	12 174,6	12 898,9	1 3711,3	1 4527,5	1 5473,8	1 6528,1	1 7677,8	1 8845,3	2 0052,6
Central Administration	2 022,3	1 990,3	2 068,9	2 098,0	2 103,0	2 095,5	2 099,8	2 252,0	2 401,6	2 596,3	2 785,7	2 965,5	3 157,5	3 336,3
Gross fixed capital formation	3 948,5	4 106,1	4 401,3	4 650,9	4 977,3	5 271,5	5 659,0	6 247,7	6 960,3	7 862,6	8 908,2	10 068,0	11 372,3	12 864,9
Private sector	3 110,2	3 318,0	3 637,5	3 905,2	4 210,3	4 508,0	4 859,1	5 351,4	5 977,4	6 800,7	7 769,7	8 846,5	10 061,6	11 445,5
Central Administration	838,3	788,1	763,8	745,6	767,1	763,5	800,0	896,3	982,9	1 061,9	1 138,5	1 221,5	1 310,6	1 419,4
Net External Demand	-858,8	-886,4	-1141,2	-981,8	-1127,5	-1172,4	-1276,1	-1479,8	-1583,1	-1 733,0	-1880,9	-1 996,1	-2 005,3	-1 922,1
Export of goods and services	3 205,3	3 154,3	3 228,0	3 342,6	3 482,1	3 665,1	3 867,5	4 156,8	4 582,5	5 048,2	5 606,3	6 265,8	7 071,9	8 046,0
Crude oil and gas exports	1 334,0	941,8	709,6	747,1	750,4	713,0	682,2	660,9	650,9	668,8	690,4	716,2	744,4	776,7
Exports excluding crude oil and gas	1 871,3	2 212,5	2 518,4	2 595,4	2 731,8	2 952,1	3 185,3	3 496,0	3 931,6	4 379,5	4 915,9	5 549,6	6 327,5	7 269,4
Import of goods and services	4 064,2	4 040,7	4 369,3	4 324,3	4 609,6	4 837,5	5 143,6	5 636,6	6 165,6	6 781,2	7 487,2	8 261,9	9 077,3	9 968,1

**Source:** MINEPAT

**Table 26: Evolution in GDP uses (%)**

Financial years	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic Demand	3,5	5,4	2,8	4,6	4,4	5,7	7,5	7,6	8,6	8,8	8,8	8,7	8,6	9,2
Consumption	3,3	4,6	2,0	3,8	3,9	5,1	6,4	6,1	6,7	6,9	6,9	6,6	6,3	7,0
Private sector	4,3	4,7	2,2	4,4	4,7	5,9	6,3	6,0	6,5	6,8	7,0	6,6	6,4	7,1
Central Administration	-1,6	3,9	1,4	0,2	-0,4	0,2	7,3	6,6	8,1	7,3	6,5	6,5	5,7	6,2
Gross fixed capital formation	4,0	7,2	5,7	7,0	5,9	7,4	10,4	11,4	13,0	13,3	13,0	13,0	13,1	13,1
Private sector	6,7	9,6	7,4	7,8	7,1	7,8	10,1	11,7	13,8	14,2	13,9	13,7	13,8	13,9
Central Administration	-6,0	-3,1	-2,4	2,9	-0,5	4,8	12,0	9,7	8,0	7,2	7,3	7,3	8,3	6,9
Variation of stocks	-395,1	368,8	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	3,2	28,7	-14,0	14,8	4,0	8,8	16,0	7,0	9,5	8,5	6,1	0,5	-4,2	-5,4
Export of goods and services	-1,6	2,3	3,5	4,2	5,3	5,5	7,5	10,2	10,2	11,1	11,8	12,9	13,8	14,1
Crude oil and gas exports	-29,4	-24,7	5,3	0,4	-5,0	-4,3	-3,1	-1,5	2,8	3,2	3,7	3,9	4,3	4,7
Exports excluding crude oil and gas	18,2	13,8	3,1	5,3	8,1	7,9	9,8	12,5	11,4	12,2	12,9	14,0	14,9	15,0
Import of goods and services	-0,6	8,1	-1,0	6,6	4,9	6,3	9,6	9,4	10,0	10,4	10,3	9,9	9,8	10,3

**Source:** MINEPAT

**Table 27 : Evolution in GDP uses (in % of GDP)**

Financial years	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic Demand	104,0	104,4	103,8	104,0	104,2	104,4	104,7	104,5	104,3	104,1	103,8	103,2	102,4	101,3
Consumption	81,1	81,6	80,8	80,7	80,8	80,8	80,6	79,8	78,9	77,9	76,8	75,5	73,9	72,3
Private sector	70,0	70,5	69,9	70,1	70,7	71,2	70,9	70,2	69,2	68,3	67,4	66,3	65,0	63,6
Central Administration	11,1	11,1	10,9	10,5	10,1	9,6	9,7	9,6	9,6	9,6	9,4	9,2	9,0	8,7
Gross fixed capital formation	23,0	22,8	23,0	23,4	23,4	23,6	24,1	24,7	25,4	26,2	27,0	27,7	28,4	29,0
Private sector	18,6	18,8	19,3	19,8	20,0	20,2	20,6	21,2	22,0	22,9	23,7	24,5	25,3	26,0
Central Administration	4,4	4,0	3,7	3,6	3,4	3,3	3,5	3,5	3,4	3,4	3,3	3,2	3,1	3,0
Variation of stocks	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	-4,0	-4,4	-3,8	-4,0	-4,2	-4,4	-4,7	-4,5	-4,3	-4,1	-3,8	-3,2	-2,4	-1,3
Export of goods and services	18,6	19,3	19,1	18,5	17,9	17,5	17,4	17,5	17,7	18,0	18,3	18,9	19,6	20,5
Crude oil and gas exports	3,9	4,0	3,8	3,4	2,9	2,5	2,3	2,0	1,9	1,8	1,7	1,6	1,6	1,5
Exports excluding crude oil and gas	14,6	15,3	15,2	15,1	15,0	15,0	15,1	15,5	15,8	16,1	16,6	17,3	18,0	19,1
Import of goods and services	22,6	23,7	22,9	22,5	22,1	21,9	22,0	22,0	22,0	22,1	22,1	22,1	22,0	21,9

Source: MINEPAT

**Table 28 : Contribution of uses to GDP**

Financial years	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Domestic Demand	3,7	5,7	3,0	4,9	4,7	6,1	8,0	8,1	9,2	9,5	9,4	9,3	9,2	9,7
Consumption	2,6	3,6	1,6	2,9	3,1	4,0	5,0	4,7	5,1	5,1	5,0	4,7	4,4	4,8
Private sector	2,8	3,1	1,4	2,9	3,1	3,9	4,2	3,9	4,2	4,4	4,4	4,1	3,8	4,2
Central Administration	-0,2	0,5	0,2	0,0	0,0	0,0	0,8	0,7	0,9	0,8	0,7	0,7	0,6	0,6
Gross fixed capital formation	1,0	1,9	1,5	1,9	1,7	2,1	3,0	3,4	4,0	4,3	4,4	4,5	4,8	4,9
Private sector	1,4	2,0	1,6	1,8	1,7	1,9	2,5	3,0	3,7	4,0	4,1	4,2	4,4	4,6
Central Administration	-0,3	-0,2	-0,1	0,1	0,0	0,2	0,5	0,4	0,4	0,3	0,3	0,3	0,3	0,3
Variation of stocks	0,1	0,2	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net External Demand	-0,2	-1,6	1,0	-0,9	-0,3	-0,6	-1,1	-0,5	-0,7	-0,6	-0,4	0,0	0,3	0,3
Export of goods and services	-0,3	0,5	0,7	0,8	1,0	1,1	1,5	2,1	2,1	2,3	2,5	2,8	3,1	3,3
Crude oil and gas exports	-2,6	-1,5	0,2	0,0	-0,2	-0,2	-0,1	0,0	0,1	0,1	0,1	0,1	0,1	0,1
Exports excluding crude oil and gas	2,3	2,0	0,5	0,8	1,3	1,3	1,6	2,1	2,0	2,2	2,4	2,7	3,0	3,2
Import of goods and services	-0,2	2,1	-0,3	1,7	1,3	1,7	2,5	2,6	2,8	2,9	2,9	2,8	2,8	3,0

Source: MINEPAT

**Table 29 :** Evolution in public revenues (% of GDP)

Exercises	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total revenue and donations	15,0	16,4	16,4	15,3	15,1	14,7	15,5	16,1	16,8	17,1	17,3	17,4	17,6	17,7
Total revenues	14,6	16,0	16,0	14,8	14,7	14,3	15,2	15,8	16,5	16,8	17,0	17,1	17,3	17,4
Oil revenues	1,9	2,3	2,3	1,9	1,5	1,0	1,2	1,1	1,0	1,0	0,9	0,9	0,8	0,8
Non-oil revenues	12,7	13,7	13,6	13,0	13,2	13,2	14,0	14,7	15,5	15,8	16,0	16,3	16,4	16,6
Tax revenues	12,0	12,8	12,8	12,1	12,3	12,4	13,0	13,7	14,3	14,7	14,9	15,0	15,2	15,4
Non-tax revenues	0,7	0,9	0,8	0,9	0,9	0,9	1,0	1,1	1,2	1,2	1,2	1,2	1,2	1,2
Non-oil revenue/non-oil GDP	13,2	14,3	14,2	13,5	13,7	13,6	14,4	15,1	15,8	16,2	16,4	16,6	16,7	16,9

Source: MINEPAT

**Table 30:** Evolution in public expenditures (% of GDP)

Exercises	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Expenditures	18,8	18,9	18,7	17,4	16,6	16,1	17,0	17,6	18,3	18,6	18,7	18,9	19,1	19,1
Current expenses	10,7	11,5	12,1	11,1	10,7	10,2	10,5	10,7	11,2	11,4	11,4	11,5	11,5	11,5
Salaries	4,8	4,7	4,5	4,4	4,3	4,2	4,3	4,4	4,5	4,6	4,6	4,6	4,6	4,6
Purchase of goods and services	3,4	3,4	3,5	3,3	3,1	2,9	3,0	3,1	3,3	3,4	3,5	3,6	3,6	3,6
Transfers and Grants	1,6	2,5	3,2	2,5	2,4	2,2	2,5	2,4	2,7	2,8	2,8	2,8	2,8	2,8
Interest payments	0,9	0,9	0,9	0,9	1,0	1,0	0,7	0,7	0,6	0,6	0,5	0,4	0,4	0,4
Capital Expenditures	8,1	6,9	6,3	6,3	5,9	5,9	6,5	6,9	7,1	7,2	7,3	7,4	7,6	7,6
Overall balance, on an order-by-order basis	-3,8	-2,5	-2,3	-2,1	-1,5	-1,5	-1,6	-1,5	-1,5	-1,5	-1,4	-1,5	-1,5	-1,4
Primary balance	-2,9	-1,6	-1,4	-1,2	-0,6	-0,5	-0,9	-0,8	-0,9	-0,9	-1,0	-1,0	-1,1	-0,9
Non-oil primary balance	-5,4	-3,9	-3,6	-3,3	-2,5	-2,4	-2,6	-2,3	-2,3	-2,2	-2,1	-2,1	-2,0	-1,8
Overall balance	-4,0	-3,5	-3,9	-2,4	-1,9	-1,8	-1,6	-1,5	-1,5	-1,5	-1,4	-1,5	-1,5	-1,4
Net Domestic Financing	0,1	-0,4	0,4	0,2	0,6	0,2	0,5	0,6	0,6	0,2	0,1	0,0	0,1	0,0
Net External Financing	3,9	3,8	3,4	2,2	1,3	1,7	1,5	1,8	2,0	2,3	2,3	2,3	2,3	2,2
Capital Expenditures/Total Expenditures	43,0	36,3	33,7	36,0	35,5	36,7	38,3	39,4	38,9	38,9	39,1	39,3	39,9	40,0

Source: MINEPAT

**Table 31 : Key Indicators on BOP (% of GDP)**

Exercises	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Current account balance	-3,8	-3,6	-3,2	-3,4	-3,4	-3,6	-3,7	-3,1	-2,6	-1,9	-1,0	0,3	2,1	4,1
Balance of goods and services	-3,0	-2,9	-2,5	-2,7	-2,8	-3,0	-3,0	-2,4	-1,9	-1,3	-0,4	0,9	2,7	4,8
Balance of assets	-1,5	-1,4	-1,2	-1,4	-1,5	-1,7	-1,6	-1,1	-0,7	-0,1	0,6	1,9	3,4	5,2
Balance of services	-1,6	-1,5	-1,3	-1,2	-1,2	-1,2	-1,4	-1,3	-1,2	-1,2	-1,0	-0,9	-0,7	-0,5
Balance of the capital account and financial transactions	4,7	4,4	3,2	2,8	2,9	3,0	3,8	3,9	3,9	3,8	3,7	3,7	3,4	3,0
Foreign Direct Investment	-1,8	1,7	1,7	1,4	1,4	1,5	1,5	1,5	1,5	1,5	1,4	1,4	1,4	1,3
Overall balance	0,8	0,7	0,0	-0,5	-0,6	-0,7	0,1	0,8	1,3	1,9	2,7	4,0	5,4	7,2

Source: MINEPAT

**Table 32: Evolution of the monetary situation**

Exercises	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Assets</b>	4 407,3	5 043,1	5 309,7	5 614,1	5 946,9	6 375,5	6 914,3	7 549,6	8 308,0	9 168,6	10 131,2	11 200,7	12 394,8	13 793,9
Net foreign assets	1 970,1	2 072,7	2 149,5	2 021,0	1 875,2	1 696,3	1 727,8	1 990,5	2 458,2	3 192,5	4 362,9	6 277,9	9 145,3	13 359,4
Net Domestic assets	2 437,1	2 970,4	3 160,2	3 593,1	4 071,7	4 679,2	5 186,5	5 559,1	5 849,8	5 976,0	5 768,3	4 922,8	3 249,6	434,5
Domestic Credit	3 193,6	3 882,1	4 086,4	4 608,0	5 146,7	5 831,7	6 436,4	6 923,8	7 351,7	7 633,4	7 599,7	6 756,6	5 067,6	2 340,2
Net claims on the State	1 45,2	465,2	661,8	735,8	765,8	765,8	846,8	890,3	996,6	1 017,1	1 066,5	1 103,0	1 252,4	1 453,8
Credit to the economy	3 048,5	3 416,9	3 424,7	3 872,2	4 380,9	5 065,9	5 589,6	6 033,6	6 355,1	6 616,3	6 533,2	5 653,5	3 815,2	886,4
Other Net Items	-756,5	-911,6	-926,2	-1 014,8	-1 075,0	-1 192,5	-1 249,9	-1 364,7	-1 501,8	-1 657,4	-1 831,4	-1 833,8	-1 818,0	-1 905,6
<b>Liabilities</b>	4 407,3	5 043,1	5 309,7	5 614,1	5 946,9	6 375,5	6 914,3	7 549,6	8 308,0	9 168,6	10 131,2	11 200,7	12 394,8	13 793,9
Money supply	4 407,3	5 043,1	5 309,7	5 614,1	5 946,9	6 375,5	6 914,3	7 549,6	8 308,0	9 168,6	10 131,2	11 200,7	12 394,8	13 793,9
Fiduciary circulation	977,9	1 056,3	1 136,8	1 175,9	1 245,6	1 335,3	1 448,2	1 581,3	1 740,1	1 920,3	2 122,0	2 346,0	2 596,1	2 889,1
Book money	1 895,3	2 179,9	2 279,3	2 426,6	2 570,5	2 755,7	2 988,6	3 263,3	3 591,1	3 963,0	4 379,1	4 841,4	5 357,6	5 962,3
Quasi-money	1 534,0	1 807,0	1 893,6	2 011,6	2 130,8	2 284,4	2 477,5	2 705,1	2 976,8	3 285,2	3 630,1	4 013,3	4 441,2	4 942,5

Source: MINEPAT

## Annex 8 : List of persons involved in the NDS30 drafting process

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