

Ministry of the Economy, Planning and
Regional Development



P.O Box: 660 Yaounde | Website: minepat.gov.cm | Mail: sdacl@minepat.gov.cm | Tel : (+237) 222 22 09 22

BUSINESS CLIMATE SURVEY REPORT IN THE INDUSTRIAL SECTOR



Economic Analysis and Policy Division

TABLE OF CONTENTS

Abbreviations	iii
List of Tables	iv
List of Graphs.....	v
Foreword.....	viii
Executive Summary	ix
INTRODUCTION.....	1
1. Background and rationale	1
2. Objectives	2
3. Expected results	2
4. Structure of the Report.....	2
CHAPTER 1: METHODOLOGY	3
1.1. Selection of companies	3
1.2. Preparation of the Questionnaire	3
1.3. Design of the digital platform	5
1.4. Conduct of the survey	5
1.5. Data entry and processing.....	5
1.6. Company characteristics	6
CHAPTER 2: FINDINGS	8
2.1. Access to funding.....	8
2.2. Access to factors of production.....	11
2.3. Access to markets	15
2.4. Tax system	18
2.5. State-private sector relations.....	22
2.6. Security situation	30
2.7. Dispute resolution	33
2.8. External transactions.....	38
CHAPTER 3: LESSONS LEARNT AND RECOMMENDATIONS	44
3.1. Summary of findings	44
3.2. Lessons Learnt	47
3.3. Recommendations.....	48
CONCLUSION	49
BIBLIOGRAPHICAL REFERENCES	50

APPENDICESxi

Appendix 1: Survey questionnaire.....xi

Appendix 2: Extract from the digital platformxx

Appendix 3: The Minister’s Letter to Business Owners.....xxi

Appendix 4: Assignment Letterxxii

Appendix 5: List of Regional and Divisional Delegates who contributed to the selection of companiesxxii

Table of content.....xxxii

ABBREVIATIONS

BCS	:	Business Climate Survey
DD	:	Divisional Delegations
DDRC	:	Disarmament, Demobilization and Reintegration Committee
GDP	:	Gross Domestic Product
LE	:	Large Enterprises
ME	:	Medium-sized Enterprises
MINEPAT	:	Ministry of the Economy, Planning and Regional Development
MVA	:	Manufacturing value added
NCCVS	:	National Command Centre for video surveillance
NDS30	:	2020-2030 National Development Strategy
RD	:	Regional Delegates
SE	:	Small Enterprises
SME	:	Small and Medium-Sized Enterprises
VSB	:	Very Small Business

LIST OF TABLES

Table 1: Sections of the questionnaire	4
Table 2 : Summary of survey findings	45

LIST OF GRAPHS

Graph 1: Breakdown of companies as per size.....	6
Graph 2 : Breakdown of companies according to the nationality of their promoter.....	6
Graph 3 : Breakdown of companies by region.....	7
Graph 4 : Breakdown of business owners as per their perception of the cost of access to funding.....	8
Graph 5: Breakdown of business owners by perception of conditionalities	8
Graph 6 : Breakdown of business owners as per their perception of the State financial support	9
Graph 7 : Breakdown of business owners as per their perception of access to funding	9
Graph 8: Breakdown of business owners as per their awareness of certain measures taken by the State to improve access to funding.	10
Graph 9: Breakdown of business owners as per their assessment of the application of measures related to access to funding.....	10
Graph 10: Impact of measures to improve access to funding on business indicators	11
Graph 11: Breakdown of business owners as per their perception of access to the various factors of production.....	11
Graph 12: Breakdown of business owners as per their perception of input prices.....	12
Graph 13: Breakdown of business owners as per their perception of road conditions	12
Graph 14: Breakdown of business owners as per their overall perception of access to factors of production.....	13
Graph 15: Breakdown of business owners as per their knowledge of measures taken by the State to facilitate access to factors of production.....	13
Graph 16: Breakdown of business owners as per their opinion on the application of government measures to facilitate access to factors of production.....	14
Graph 17: Business owners' assessment of the impact of measures taken on sales, value added and costs.....	14
Graph 18: Breakdown of business owners as per their perception of their customers.....	15
Graph 19: Breakdown of business owners as per their perception of the level of difficulty in accessing customers.....	15
Graph 20: Breakdown of business owners as per their perception of access to markets.	16
Graph 21: Breakdown of business owners as per their knowledge of government measures to facilitate access to markets.....	16
Graph 22: Breakdown of business owners as per their assessment of the application of market access measures.	17
Graph 23: Breakdown of business owners as per their opinion on the role played by government measures to improve market access: influence on certain business indicators....	17
Graph 24: Breakdown of business owners by perception of tax burden.....	18
Graph 25: Breakdown of business owners as per their perception of the number of taxes....	18
Graph 26: Breakdown of business owners as per their understanding of tax regulations.....	19
Graph 27: Breakdown of business owners as per their perception of the quality of their relations with tax authorities.....	19
Graph 28: Breakdown of business owners as per their assessment of payment speed	19
Graph 29: Breakdown of business owners by perception of tax payment mechanisms.....	20
Graph 30: Breakdown of business owners as per their perception of taxation	20

Graph 31: Breakdown of business owners as per their knowledge of measures taken by the State to improve the tax situation.....	21
Graph 32: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the tax situation.	21
Graph 33: Breakdown of business owners as per their opinion on the role played by government measures to improve the tax situation: influence on certain business indicators.	22
Graph 34: Breakdown of business owners as per their perception of economic data dissemination.	23
Graph 35: Breakdown of business owners as per their perception of government communication on policies implemented.	23
Graph 36: Breakdown of business owners as per their perception of the popularization of government communication platforms.	24
Graph 37: Breakdown of business owners by perception of customer service.	24
Graph 38: Breakdown of business owners as per their perception of the readiness of public services to provide information.	25
Graph 39: Breakdown of business owners as per their perception of access to private sector management structures.....	25
Graph 40: Breakdown of business owners as per their perception of the contribution of management structures.....	26
Graph 41: Breakdown of business owners as per their perception of the speed with which services are provided.....	26
Graph 42: Breakdown of business owners as per their perception of accessibility to senior executives.....	27
Graph 43: Breakdown of business owners as per their perception of the number of documents required to compile files.	27
Graph 44: Breakdown of business owners as per their perception of the level of corruption.	28
Graph 45: Breakdown of business owners as per their perception of the quality of their relations with the State.....	28
Graph 46: Breakdown of business owners as per their awareness of certain measures taken by the State to improve the quality of relations between the private sector and the State.....	29
Graph 47: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the quality of relations between the private sector and the State.....	29
Graph 48: Breakdown of business owners as per their opinion on the role played by measures taken by the State to improve the quality of relations with the private sector: influence on certain business indicators.	30
Graph 49: Appreciation of business owners as per their perception of the determinants of environmental safety.....	31
Graph 50: Breakdown of business owners as per their perception of the security situation ..	31
Graph 51: Breakdown of business owners as per their knowledge of certain measures taken by the State to improve the security situation.....	32
Graph 52: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the security situation.	32

Graph 53: Breakdown of business owners as per their opinion of the role played by measures taken by the State to improve the security situation: influence on certain business indicators.	33
Graph 54: Breakdown of business owners as per their perception of the functioning of arbitration chambers for business disputes	34
Graph 55: Breakdown of business owners as per their perception of the reliability of arbitration chambers for business disputes	34
Graph 56: Breakdown of business owners as per their perception of the time taken to bring cases to trial.....	35
Graph 57: Breakdown of business owners as per their perception of the reliability of court rulings	35
Graph 58: Breakdown of business owners as per their perception of the time taken to enforce business judgments	36
Graph 59: Breakdown of business owners as per their perception of dispute resolution in business matters.	36
Graph 60: Breakdown of business owners as per their knowledge of certain measures taken by the State to improve security situation.....	37
Graph 61: Appreciation of business owners' knowledge of government measures to improve the security situation and their application	37
Graph 62: Breakdown of business owners as per their opinion on the role played by government measures to improve access to markets: influence on certain business indicators	38
Graph 63: Breakdown of business owners as per their perception of the availability of foreign currency.....	38
Graph 64: Breakdown of business owners as per their perception of the speed of transactions	39
Graph 65: Breakdown of business owners as per their perception of the number of procedures.	39
Graph 66: Breakdown of business owners as per their perception of the time taken to complete procedures.....	40
Graph 67: Breakdown of business owners as per their perception of custom clearance deadlines.	40
Graph 68: Breakdown of business owners as per their perception of customs clearance costs at the port.	41
Graph 69: Breakdown of business owners' perceptions of their foreign transactions.	41
Graph 70: Breakdown of business owners as per their knowledge of certain measures taken by the State to improve the security situation	42
Graph 71: Appreciation of business owners' knowledge of government measures to improve the security situation and their application	42
Graph 72: Breakdown of business owners as per their opinion on the role played by government measures to facilitate access to markets: influence on certain business indicators.	43

FOREWORD

This document, entitled “*Business Climate Survey Report in the industrial sector*”, presents the results obtained after processing and analysing the information collected from business owners in the industrial sector.

This survey is a continuation of the work carried out by MINEPAT, which has shown that it is still challenging to make investments in the industrial sector profitable and has thus highlighted the urgent need to overcome these difficulties through appropriate reforms and the need to facilitate the identification of these reforms through the introduction of a specific business climate survey in the industrial sector.

MINEPAT therefore conducted this first business climate survey in the industrial sector from 14 August to 13 September 2023. The aim was to gather the perceptions of business owners in the industrial sector about the business climate in Cameroon and the actions being taken by the State, as well as their proposals for improving the situation.

It covered the entire country and was based on a sample of 1,000 companies’ representative of the industrial sector in Cameroon. These companies were selected in each region by MINEPAT's regional and divisional delegates.

The survey was conducted via an electronic platform where companies filled in the soft copy of the questionnaire directly, and through direct exchanges between MINEPAT teams and the managers of companies that were unable to respond via this digital platform.

The findings of this survey call on the Government to focus its efforts on implementing the measures already taken, while stepping up communication on these measures to enable businesses to reap the full benefits.

Alamine Ousmane Mey
Minister of the Economy, Planning

EXECUTIVE SUMMARY

The Government has made a commitment in the NDS30 to increase the contribution of the industrial sector to national production.

More specifically, it intends to increase the share of the secondary sector in GDP from 28.2% in 2018 to 36.8% in 2030, manufacturing value added from 12.9% in 2016 to 25% in 2030, and the share of manufactured exports to 54.5% in 2030.

To achieve this objective, the government has decided not only to continue granting facilities to nationals so that they invest more in this sector, but also and above all to encourage foreigners to set up more production units in this sector.

Aware of the fact that foreigners, before deciding to invest, make sure that Cameroon has enough foreign currency to enable them to repatriate the profits from the funds invested, and that they evaluate in principle what they can earn once their investments are up and running, the Government, through MINEPAT, decided to evaluate the profitability of investments in the various sectors in which it wants to attract foreign investors in order to back up its incentive actions with facts.

The results of this assessment then showed that it was still difficult to make investments in the industrial sector profitable, thus highlighting the urgent need to overcome this difficulty through appropriate reforms and the need to facilitate the identification of these reforms through the *introduction of a specific survey on the business climate in the industrial sector*.

MINEPAT therefore conducted a survey on the business climate in the industrial sector from 14 August to 13 September 2023. The aim of the survey was to find out how business owners in this sector perceive the business climate and the actions that the State is taking to facilitate their activities, as well as their proposals for further improvement of the situation.

It covered the entire country and was based on a sample of 1,000 companies' representative of the industrial sector in Cameroon. These companies were selected in each region by MINEPAT's regional and divisional delegates.

The survey was conducted via an electronic platform where companies filled in the electronic version of the questionnaire directly, and through direct exchanges between MINEPAT teams and the managers of companies that were unable to respond via this digital platform.

The findings show that:

- 1) business owners in the industrial sector consider the business climate favourable but note that certain obstacles still need to be cleared out to enable companies to carry out their activities more easily, including *difficulties in accessing finance, inputs, production equipment and the market*. They also mentioned the problems of *the tax system, corruption, security, dispute, resolution settlement of foreign transactions and property legislation*.
- 2) they recognise that the State is taking measures in all areas to eliminate these obstacles, but that these measures are little known by companies and are not always

applied by the structures concerned, with the result that their impact on company activity indicators remains limited.

Business owners in the industrial sector are therefore calling on the Government to *focus more efforts on implementing the measures already taken to facilitate businesses to carry out their activities and to contribute to increasing the share of the secondary manufacturing sector in national production, in line with the commitments made by the Government in the NDS30.*

It is therefore necessary to select the most appropriate measures from among those already taken in response to the concerns of business owners in the industrial sector, and to devise appropriate mechanisms for their implementation.

INTRODUCTION

1. Background and rationale

In its development vision, Cameroon has set itself the goal of becoming an emerging country by 2035. In order to achieve this objective, Cameroon must overcome a major challenge, which is to show, as we have seen in other developed and emerging countries today, the signs by which we can effectively recognise that a country is moving towards its emergence, namely a double transformation of its economy, *on the one hand in terms of its production*, with a secondary sector that is much more important than the primary sector, *on the other hand, in terms of foreign trade*, with exports comprising more manufactured products and fewer primary products, and imports consisting more of production tools and raw materials that cannot be produced locally.

However, the facts, reinforced by the findings of evaluations carried out on the Cameroonian economy, have shown that this change is not observed as time goes by.

Indeed, these assessments show that the primary and secondary sectors, which were expected to grow, have shrunk, while the tertiary sector, which was expected to shrink, has taken on significant proportions.

It was largely in the light of these observations that the Government decided to change the structure of the Cameroonian economy. It is committed to increasing the secondary sector's share of GDP from 28.2% in 2018 to 36.8% in 2030, manufacturing value added from 12.9% in 2016 to 25% in 2030 and the share of manufactured exports to 54, 5% in 2030, with a focus on energy, agro-industry and digital technology, forestry-wood, textiles-clothing-leather, mining-metallurgy-steel industry, hydrocarbons-petrochemicals-refining, chemicals-pharmaceuticals and construction-professional-scientific-technical services.

To achieve this objective, it has decided not only to continue granting facilities to nationals so that they invest more in these sectors, but also and above all to encourage foreigners to set up more production units in these sectors.

Aware of the fact that foreigners, before deciding to invest, make sure that Cameroon has enough foreign currency to enable them to repatriate the profits from the funds invested, and that they evaluate in principle what they can earn once their investments are up and running, the Government, through MINEPAT, decided to evaluate the profitability of investments in the various sectors in which it wants to attract foreign investors in order to back up its incentive actions with facts.

The results of this evaluation showed that it was still difficult to make investments in the industrial sector profitable, thus highlighting the urgent need to overcome this difficulty through appropriate reforms and the need to facilitate the identification of these reforms *by introducing a specific survey on the business climate in the industrial sector*.

MINEPAT conducted the first edition of this survey from 14 August to 13 September 2023.

2. Objectives

The aim of this survey was to assess the way in which companies in the industrial sector perceive the business climate (access to finance, access to the market, access to production factors, etc.) and the actions taken by the State to improve it.

Specifically, it was about:

- gathering the views of business owners in the industrial sector on how they perceive the business climate in Cameroon;
- gathering their perceptions of government action to improve the business climate;
- identifying the reforms to be carried out in this sector to increase the share of the secondary sector in Cameroon's GDP.

3. Expected results

A report is expected, presenting companies' perceptions of the state of the business climate in Cameroon, their assessment of government action and measures to improve the business climate in the industrial sector.

4. Structure of the Report

In addition to this introductory section, the report includes a methodology, the findings and the lessons and recommendations.

CHAPTER 1: METHODOLOGY

One of the means chosen to facilitate the identification of the reforms needed to considerably increase the share of the manufacturing sector in national production, in line with the Government's commitment to structural transformation in the NDS30, is to carry out a survey of the business climate in the industrial sector.

The aim of this first survey was to assess the way in which companies in the industrial sector perceive the business climate and actions taken by the State to improve it, in order to identify the reforms to be carried out in this sector.

The approach used to carry out this survey consisted in collecting the perceptions that companies in the industrial sector have of the business climate and the actions of the State, on the one hand by means of a digital platform where the soft copy of the survey questionnaire could be filled in directly, and on the other hand through exchanges with the managers of these companies during which the hard copies of these questionnaires were filled in.

1.1. Selection of companies

The list of companies to be surveyed was compiled by combining into a single list the various lists sent to MINEPAT's central services by the Regional and Divisional Delegates. The list of delegations that contributed to this work is presented in the appendix.

The Regional and Divisional Delegates of MINEPAT were asked to carry out a census of the industrial companies in their area of competence and to forward the lists compiled to the central services.

1.2. Preparation of the Questionnaire

The approach used to prepare the survey questionnaire consisted in identifying, on the basis of tasks already carried out on the improvement of the business climate and the concerns generally brought to the attention of the public authorities by businesses, the aspects they would like to see the State reform in order to make it easier for them to carry out their activities.

This approach made it possible to identify the aspects presented in table 1 below and to retain them as sections of the questionnaire.

Table 1: Sections of the questionnaire

Section	Relationship with the business climate
Access to funding	Economic activities can only be carried out properly if there is a financial system that provides companies with short-, medium- and long-term funding on predictable and inexpensive terms. The quality of the financial system thus reflects its ability to meet the various expectations of the business world
Access to factors of production	Factors of production include the main infrastructure and network inputs that go into a company's production and distribution cycle. They include water, electricity, roads, etc. The availability of these inputs guarantees the satisfactory performance of the company's activities.
Access to market	The availability of customers, the existence of a solvent market and the possibility of carrying out activities within the market thanks to the interconnection of its various segments all help to guarantee the profitability of investments. The attractiveness of the market is expressed by the size of the population, purchasing power and the interconnection of markets, i.e. the fact that these markets are not segmented.
Tax system	The tax system refers to all the institutions responsible for collecting taxes and the legislation governing their operation. The quality of this system can either motivate or dissuade investors from setting up in a country.
Relations with the private sector	Relations between the State and the private sector refer to all contracts signed between the company and the State on a private basis. Whether or not the contractual clauses and specifications of these contracts are respected can either dissuade or motivate companies from setting up in a country.
Security situation	Economic activities can only take place normally in conditions of civil peace and security. But these conditions can be disrupted by security crises, criminal acts, and social and political unrest. The security of the environment expresses the conditions of security taking into account these various elements and the possibility of doing business without being hindered.
Dispute resolution	Companies sometimes have recourse to arbitration bodies in the event of disputes with their stakeholders in order to avoid litigation in the courts. Dispute resolution refers to all arbitration procedures used to settle disputes between a company and its stakeholders, thereby avoiding court proceedings. Its quality is considered when companies decide where to locate.
Foreign transactions	Foreign transactions refer to buying and selling operations carried out with operators in other countries. Whether or not companies are able to carry out these transactions has an influence on their activities, especially when they must buy raw materials and equipment abroad.

Source: MINEPAT, BCS 2023

For each of these sections, companies were asked to:

- give their perception of the general situation in the field;

- assess the government's action in this area;
- propose measures to improve the situation in the field.

All these elements were considered to produce the questionnaire presented in the appendix to this document.

1.3. Design of the digital platform

Once the survey questionnaire had been drawn up, a system for forwarding information from companies to MINEPAT's central services was set up.

This consisted in designing a digital platform where the soft copy of the questionnaire was posted for companies to fill it in directly.

1.4. Conduct of the survey

The data collection operations took place in three phases.

- a- The pilot phase.** This ran from 14 to 21 August 2023. Its aim was to identify the difficulties companies had in filling in the hard and digital copies of the questionnaire (understanding the questionnaire, length of the questionnaire, operation of the platform, etc.), and the concerns companies had about the survey in general.

Taking these difficulties and concerns into account made it possible to adjust the questionnaire and the digital platform to avoid a low questionnaire completion rate and to better prepare MINEPAT teams to respond to companies' concerns for the rest of the survey.

- b- The survey proper.** This took place from 21 August to 13 September 2023. Before the start of this phase, MINEPAT notified the companies concerned by correspondence No. 0016040/N/MINEPAT/SG/DGEPIP/DAPE/CAS dated 7 August 2023 inviting them to receive MINEPAT teams designated to contact them.

The survey questionnaires were also made available to these companies, along with the link [MINEPATBCS2023](#) where they could fill it in directly.

During this phase, MINEPAT teams visited companies that had not been able to submit their electronic forms due to the quality of the Internet connection and companies that had not been able to participate in this first phase.

The information was then collected during discussions guided by the questionnaires drawn up beforehand.

1.5. Data entry and processing

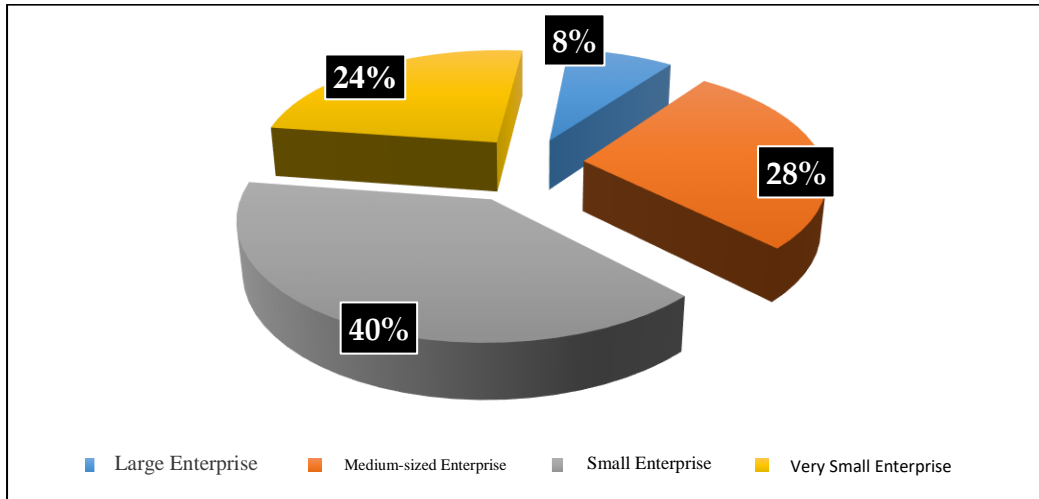
The questionnaires collected during the survey were then entered using a pre-developed input mask.

The database obtained was merged with the database from the questionnaires filled in on the digital platform. This database was then processed using computer software and statistical techniques.

1.6. Company characteristics

The list drawn up from those sent to MINEPAT by the DR/MINEPAT and the DD/MINEPAT shows that of the 100 companies on the list, 8 are large companies, 68 are small and medium-sized companies and 24 are very small companies. The graph below shows this classification.

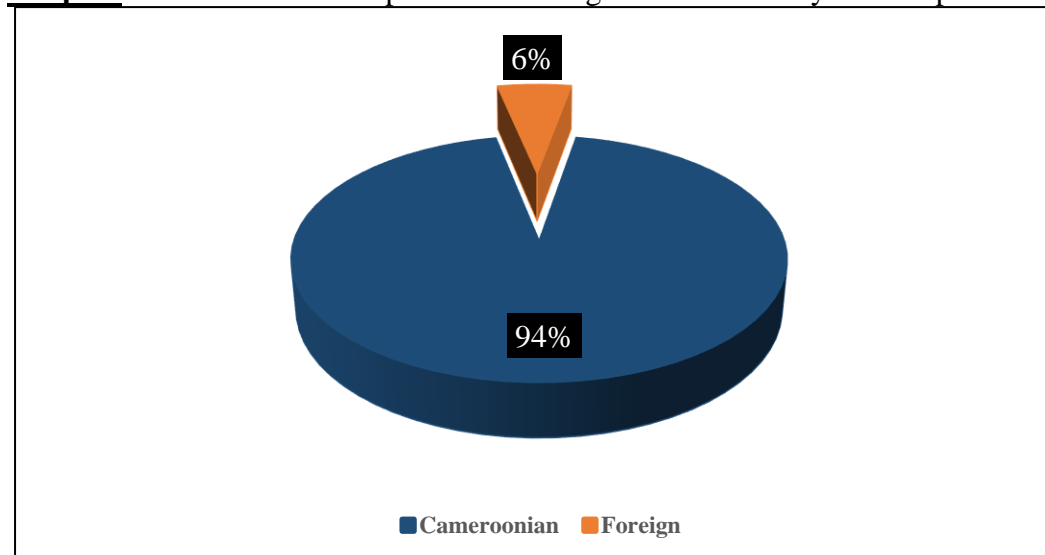
Graph 1: Breakdown of companies as per size



Source: MINEPAT, BCS 2023

Furthermore, 94% of the companies surveyed were Cameroonian and 6% foreign.

Graph 2: Breakdown of companies according to the nationality of their promoter

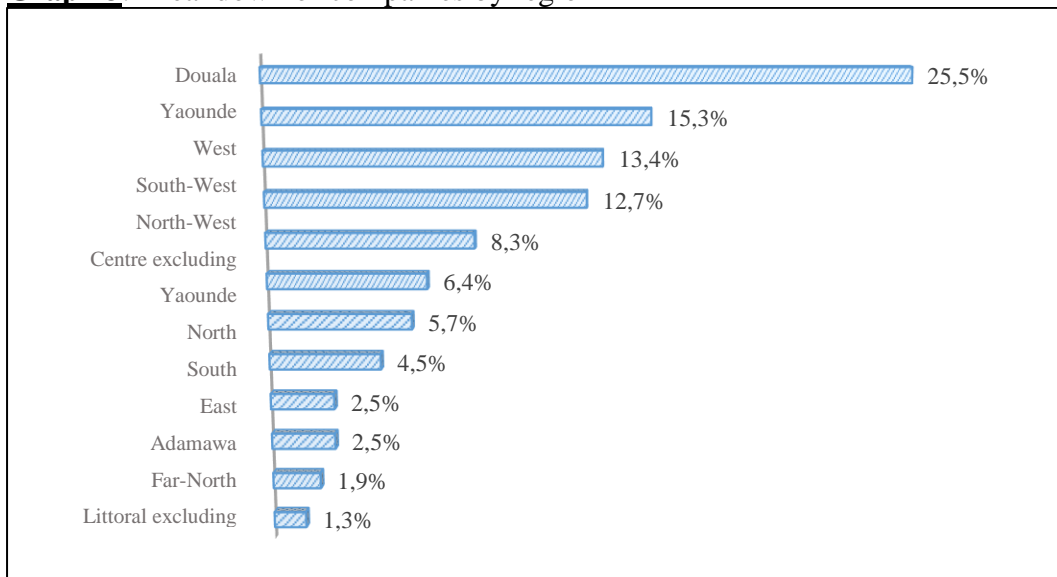


Source: MINEPAT, BCS 2023

To ensure that the survey took account of the views of companies throughout the country, companies were selected by division and by region. To take account of the specific characteristics of the Centre and Littoral regions, these were divided into two: Centre excluding Yaounde, Littoral excluding Douala, Yaounde and Douala.

In total, the companies were selected according to the breakdown shown in the following graph.

Graph 3: Breakdown of companies by region



Source: MINEPAT, BCS 2023

CHAPTER 2: FINDINGS

The findings of the survey are as follows:

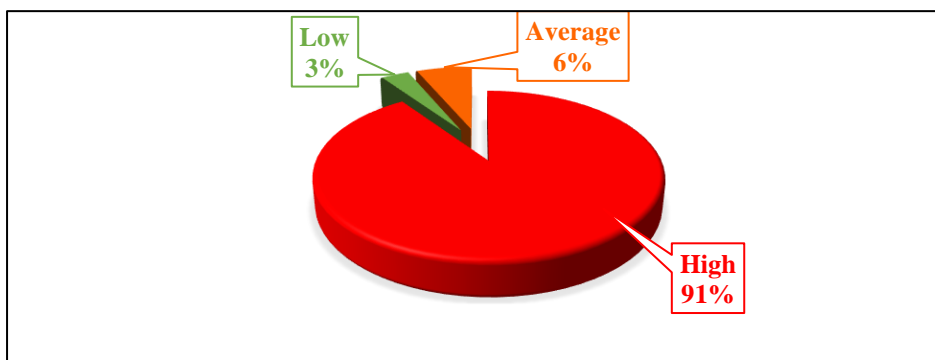
2.1. Access to funding

2.1.1. Perception of access to funding

Businessmen appreciated the access to funding through the following elements:

- 1) **The Cost** which expresses the charges linked to interest rates, insurance, and brokerage. 91% of business owners in the industrial sector find them high, 6% find them average and only 3% find them low.

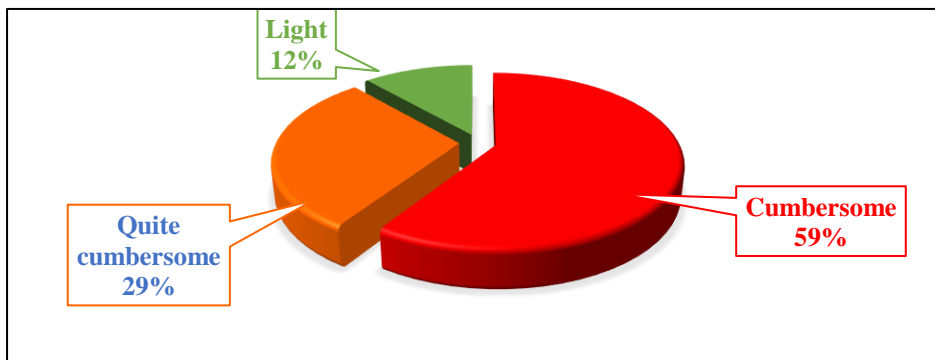
Graph 4: Breakdown of business owners as per their perception of the cost of access to funding



Source: MINEPAT, BCS2023

- 2) **The conditionalities** that express all the requirements imposed by the banks on businesses. 59% of business owners in the industrial sector find them restrictive and only 11% find them acceptable.

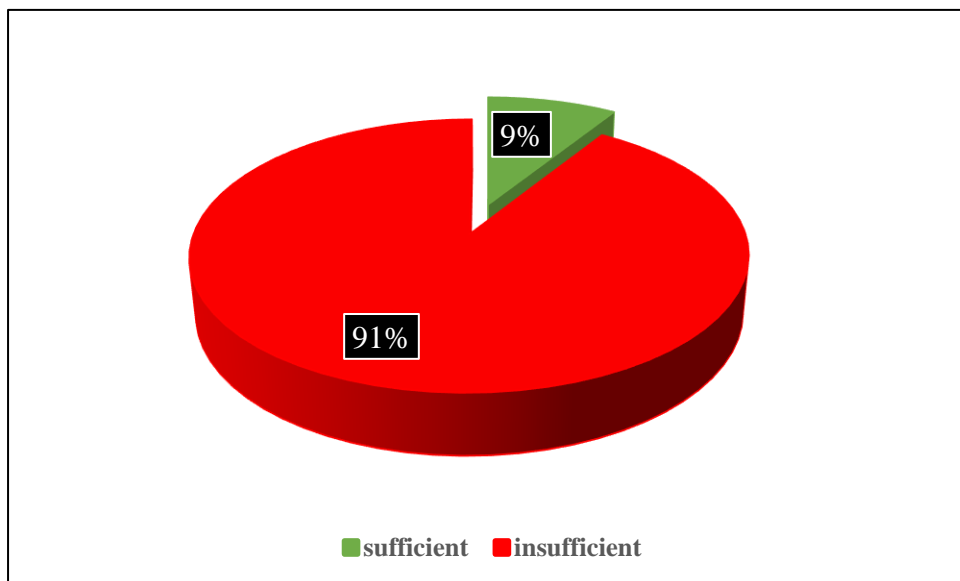
Graph 5: Breakdown of company directors by perception of conditionalities



Source: MINEPAT, BCS2023

- 3) **Financial support from the State**, which refers to all financial assistance provided by the State to businesses. 91% of business owners think that financial support is still insufficient.

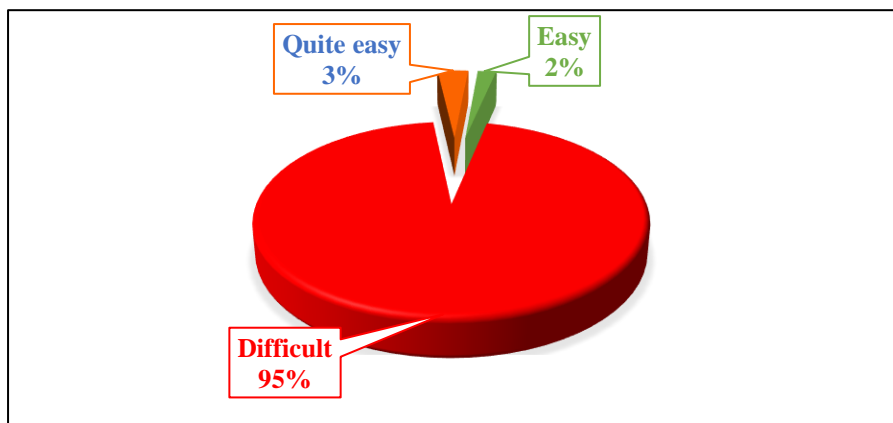
Graph 6: Breakdown of business owners as per their perception of the State financial support



Source: MINEPAT, BCS2023

Business owners find that access to funding remains a challenge.

Graph 7: Breakdown of business owners as per their perception of access to funding



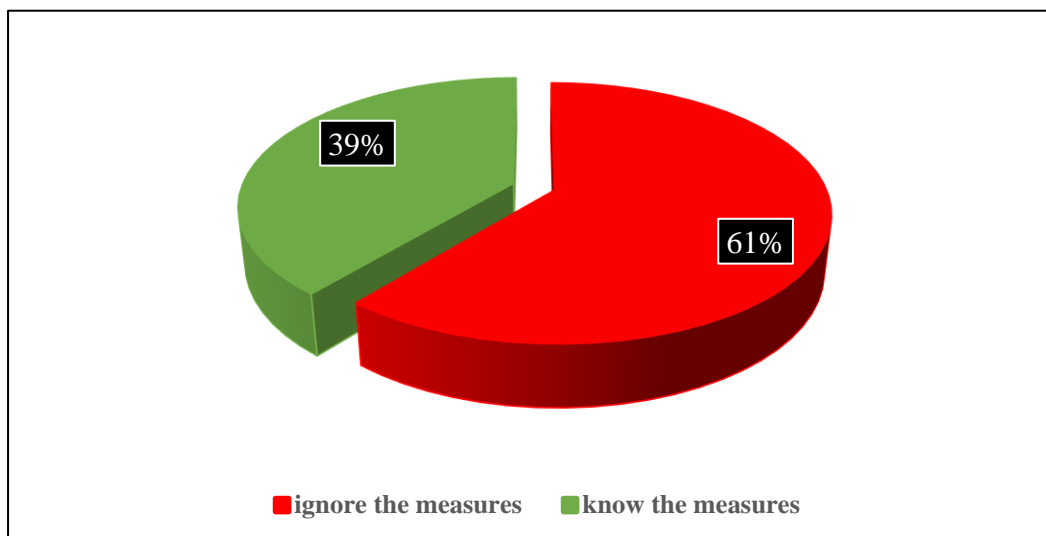
Source: MINEPAT, BCS2023

2.1.2. Assessment of government action to improve access to funding

Business owners appreciated government's action in the following areas:

- 1) *Awareness of government action to improve access to funding.* 61% of them are unaware of these measures.

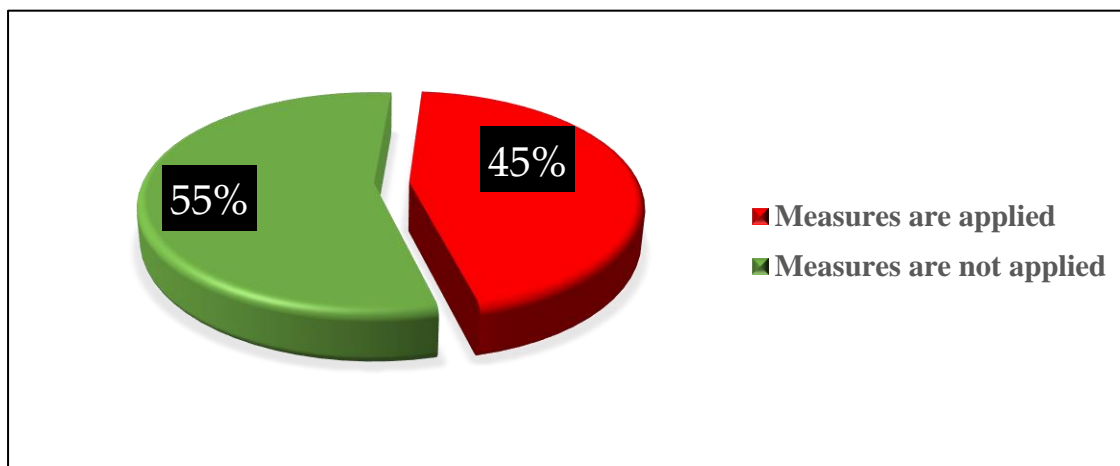
Graph 8: Breakdown of business owners as per their awareness of certain measures taken by the State to improve access to funding.



Source: MINEPAT, BCS 2023.

2) *The application of these measures.* Nearly half of business owners feel that these measures are not being applied.

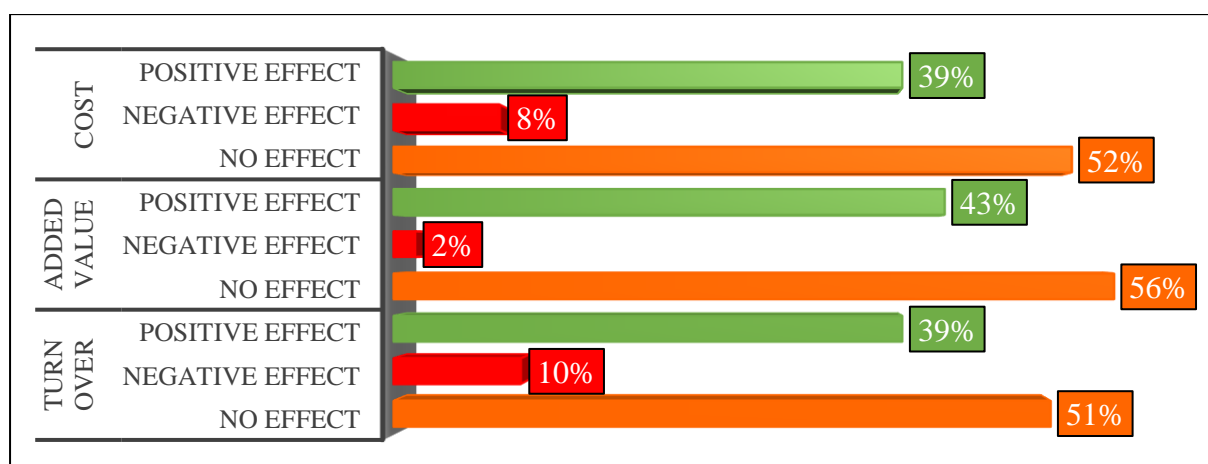
Graph 9: Breakdown of business owners as per their assessment of the application of measures related to access to funding.



Source: MINEPAT, BCS2023

1) *The impact of measures on business indicators.* Business owners in the industrial sector believe that the measures of which they are aware, and which are being applied are influencing their business indicators, but that this impact remains low.

Graph 10: Impact of measures to improve access to funding on business indicators



Source: MINEPAT, BCS 2023

2.1.3. Proposals to improve access to funding

In terms of proposals, business owners from the industrial sector are calling on the State to focus on the implementation of measures already envisaged to overcome difficulties in accessing business finance. These measures include: (i) *setting up structures dedicated to business finance (BCPME, BSTP, etc.)*, (ii) *the leasing law*, (iii) *opening up alternative funding windows (factoring law, etc.)* and (iv) *setting up funding guarantee structures*.

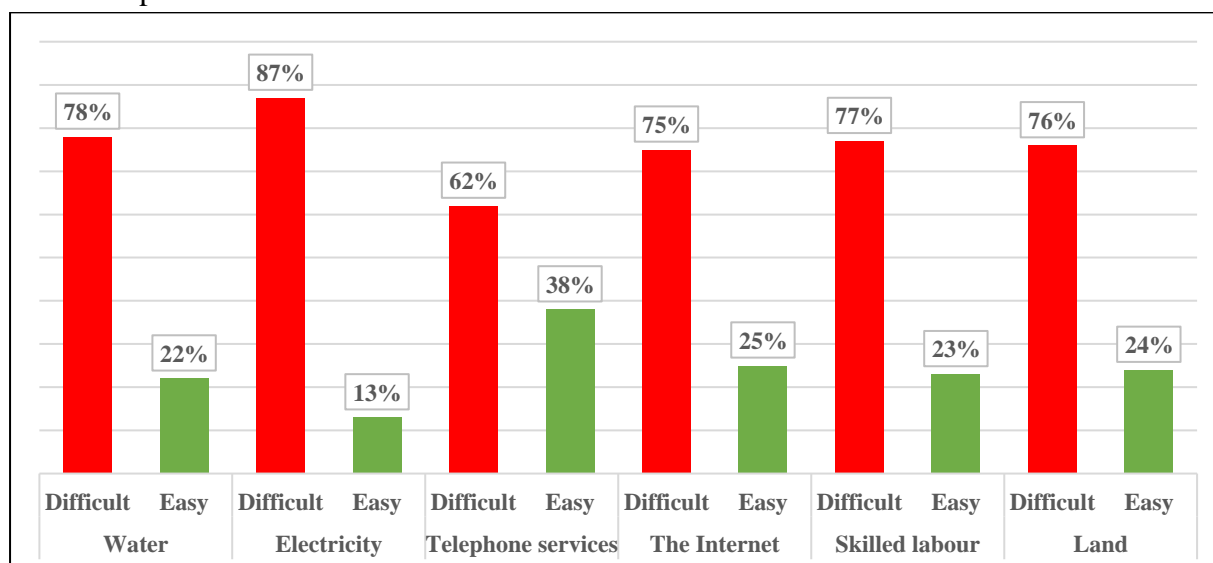
2.2. Access to factors of production

2.2.1. Perception of access to factors of production

Business owners assessed accessibility to the various factors of production through:

- 1) **Access to these factors.** For each of these factors, business owners feel that access remains difficult.

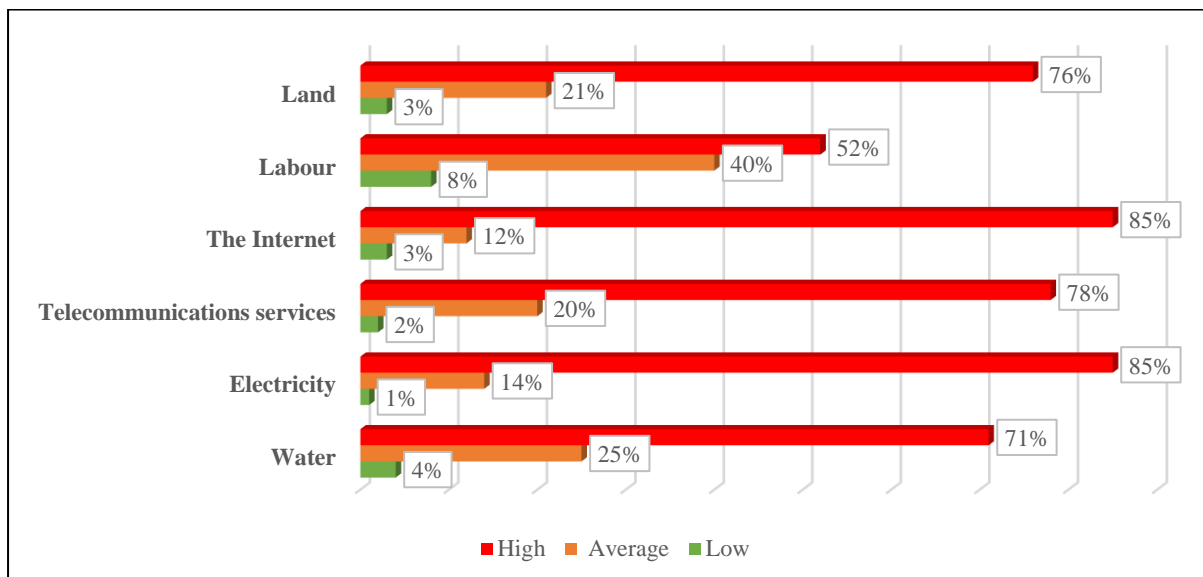
Graph 11: Breakdown of business owners as per their perception of access to the various factors of production.



Source: MINEPAT, BCS 2023

2) *Unit prices for each of these factors of production.* For the majority of business owners, prices are high.

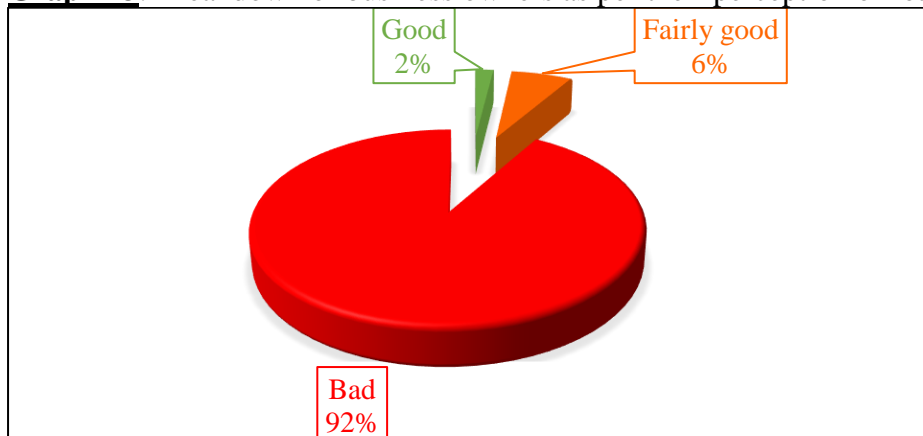
Graph 12: Breakdown of business owners as per their perception of prices of production factors.



Source: MINEPAT, BCS 2023

3) *Road conditions.* Business owners are virtually unanimous (92%) on the fact that roads are in poor condition.

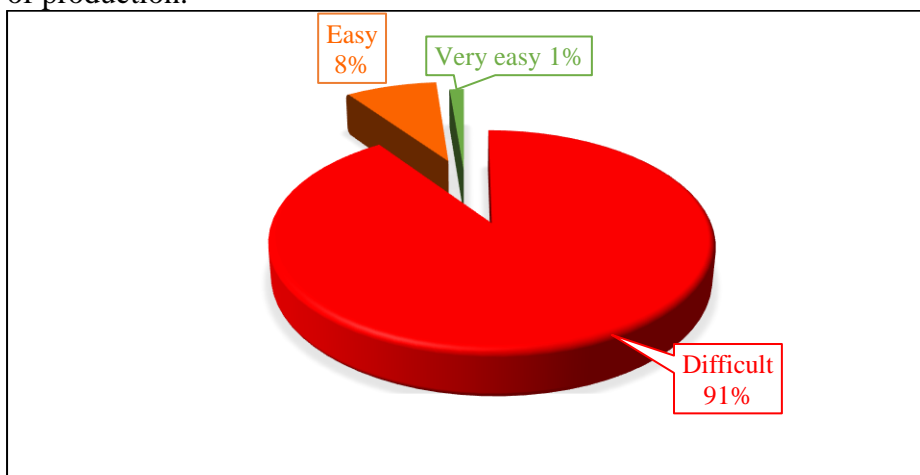
Graph 13: Breakdown of business owners as per their perception of road conditions



Source: MINEPAT, BCS2023

By and large, business owners find access to production factors difficult.

Graph 14: Breakdown of business owners as per their overall perception of access to factors of production.



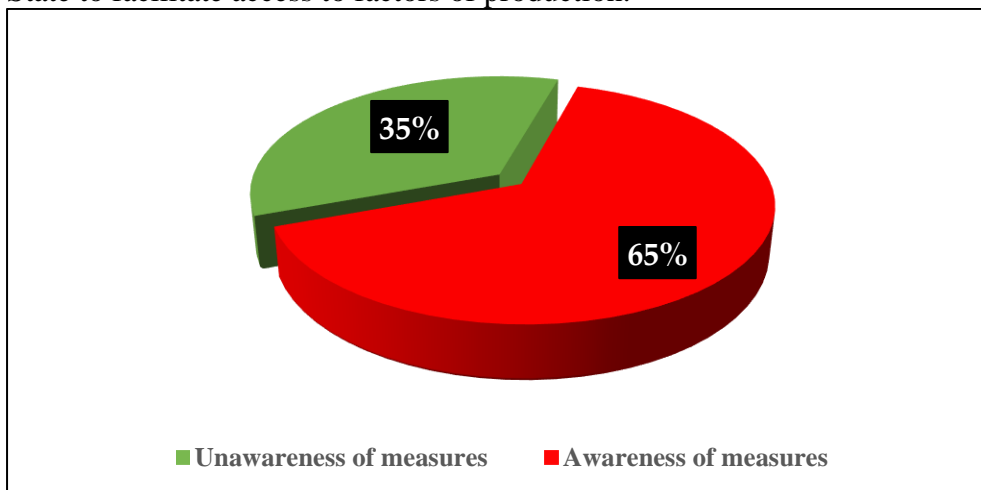
Source: MINEPAT, BCS2023

2.2.2. Assessment of Government action

Business owners appreciated the Government action in the following areas:

1. *Awareness of measures taken by the State to facilitate access to factors of production.*
65% are unaware of these measures.

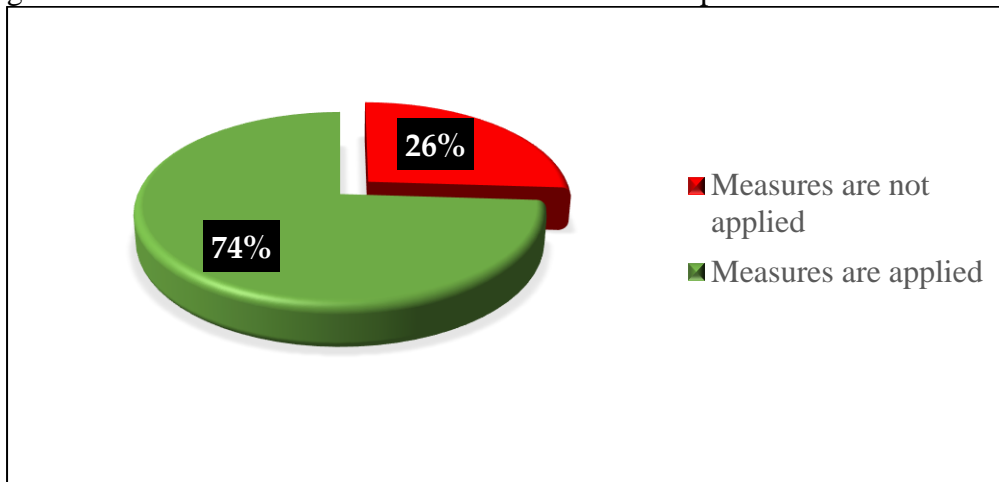
Graph 15: Breakdown of business owners as per their awareness of measures taken by the State to facilitate access to factors of production.



Source: MINEPAT, BCS 2023

- 2) *Application of these measures.* 74% of business owners feel that these measures are being applied.

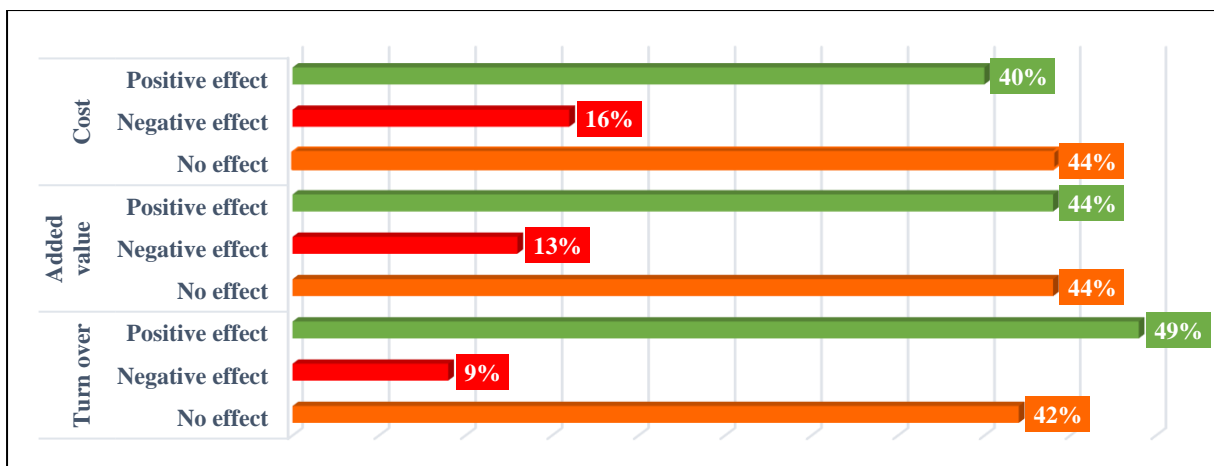
Graph 16: Breakdown of business owners as per their opinion on the application of government measures to facilitate access to factors of production.



Source: MINEPAT, BCS2023

3) *The impact of measures on business indicators.* Business owners in the industrial sector believe that the measures of which they are aware and which are being applied are having an effect on their business indicators, but that this impact remains low.

Graph 17: Business owners' assessment of the impact of measures taken on sales, value added and costs



Source: MINEPAT, BCS 2023

2.2.3. Proposals for improving access to factors of production

In terms of proposals, business owners from the industrial sector are calling on the State to:

- 1) Communicate more about the measures already planned to overcome difficulties of access to factors of production. These measures include: (i) *construction of roads and energy infrastructure and (ii) extension of the optic fibre.*
- 2) Strengthen the implementation of these measures.

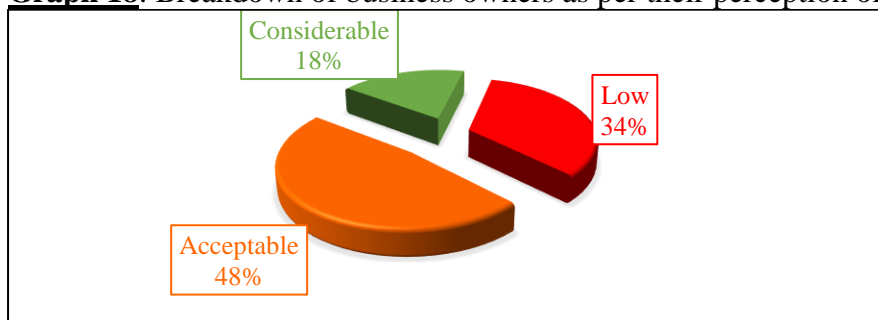
2.3. Access to markets

2.3.1. Perception of access to market

Business owners appreciated market access on the basis of the following elements:

- 1) **Their customer base.** 48% of business owners find their customer base acceptable, 34% find it weak and only 18% think it is important.

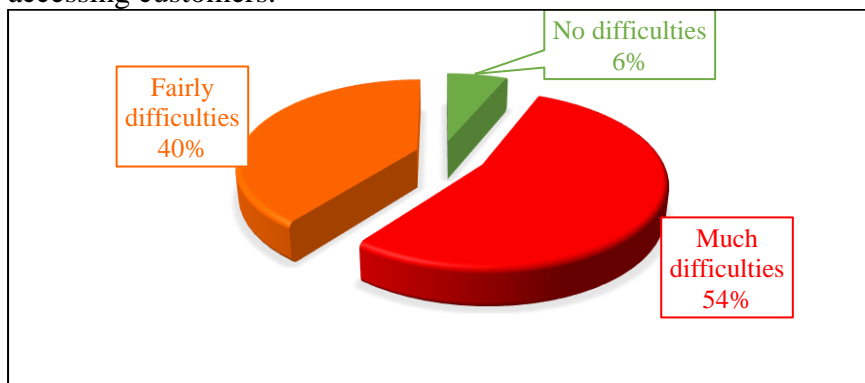
Graph 18: Breakdown of business owners as per their perception of their customers.



Source: MINEPAT, BCS 2023.

- 2) **Accessibility to customers,** which expresses the ease with which companies can sell their products to customers. 54% of business owners say they have a lot of difficulty accessing customers. 40% say they have little difficulty in doing so, and only 6% say they have no difficulty at all.

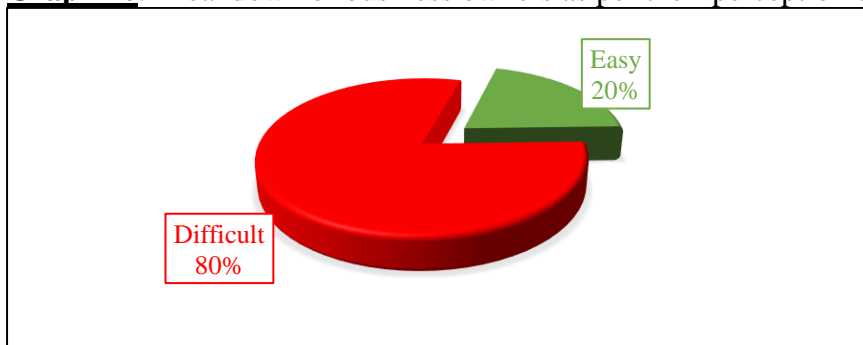
Graph 19: Breakdown of business owners as per their perception of the level of difficulty in accessing customers.



Source: MINEPAT, BCS 2023.

By and large, 80% of business owners find access to markets difficult.

Graph 20: Breakdown of business owners as per their perception of access to markets.



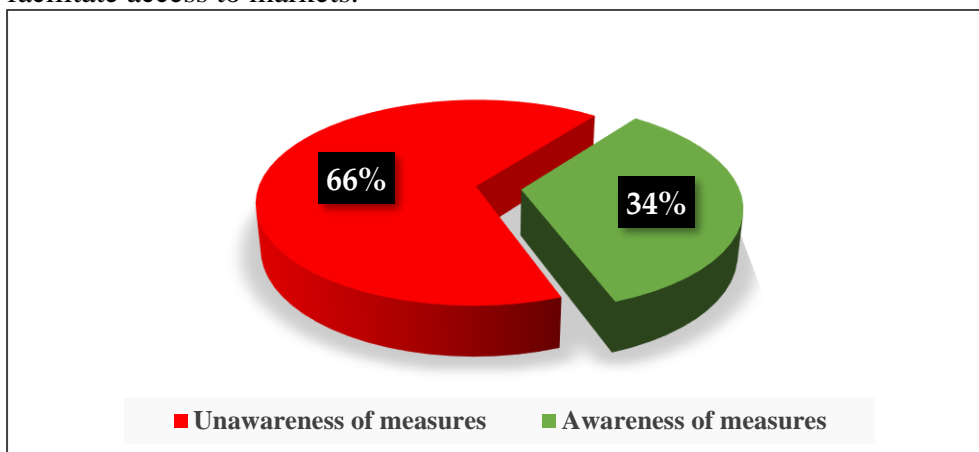
Source: MINEPAT, BCS 2023.

2.3.2. Assessment of Government action to improve access to markets

Business owners appreciated the Government action in the following areas:

- 1) **Awareness of government measures to facilitate access to markets.** 66% are unaware of these measures.

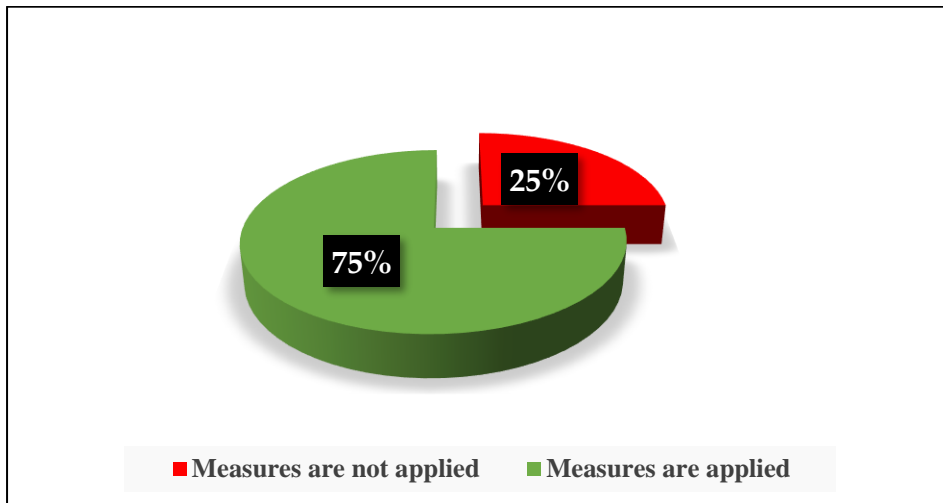
Graph 21: Breakdown of business owners as per their awareness of government measures to facilitate access to markets.



Source: MINEPAT, BCS 2023.

- 2) **Application of these measures.** 75% of business owners feel that these measures are being applied.

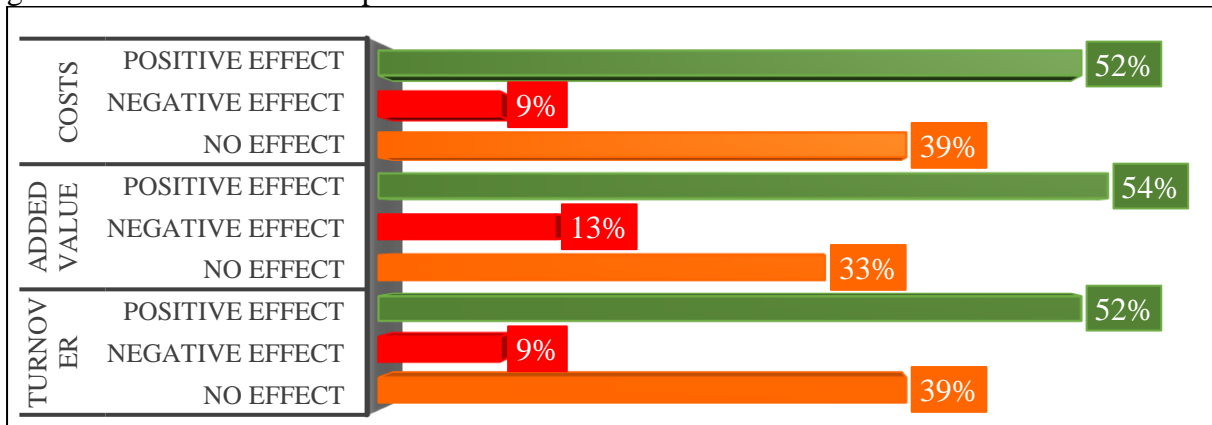
Graph 22: Breakdown of business owners as per their assessment of the application of market access measures.



Source: MINEPAT, BCS 2023.

3) **Impact of measures on business indicators.** Business owners in the industrial sector believe that the measures of which they are aware and which are being applied are having an effect on their business indicators, but that this impact remains low.

Graph 23: Breakdown of business owners as per their opinion on the role played by government measures to improve market access: influence on certain business indicators.



Source: MINEPAT, BCS 2023.

2.3.3. Proposal to improve market access

In terms of proposals, business owners from the industrial sector are calling on the State to:

- Communicate more on the measures already envisaged to overcome market access difficulties. These measures include: (i) *reserving 60% of public contracts for locally-produced goods*, (ii) *action by the national fraud control brigade*, (iii) *promotion of subcontracting*, (iv) *promotion of Made in Cameroon*, (v) *promotion of local products in supermarkets*.
- Strengthen the implementation of these measures.

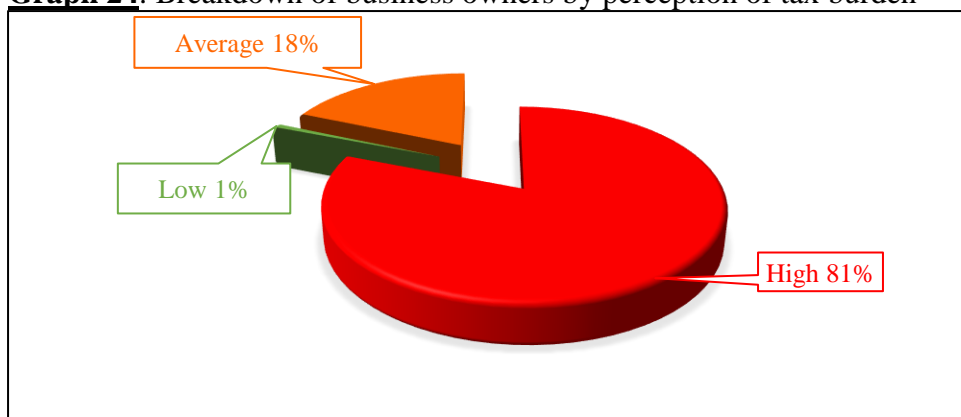
2.4. Tax system

2.4.1. Perception of the tax system

Business owners appreciated market access in the following ways:

- 1) **The tax burden rate**, which stands for the ratio of tax expenditure to company turnover. 81% of business owners find the tax burden rate as high, 18% as average, and only 1% as low.

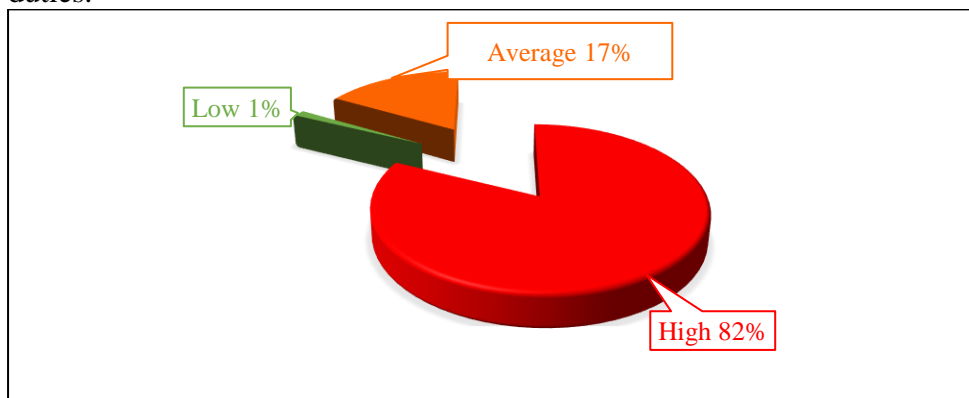
Graph 24: Breakdown of business owners by perception of tax burden



Source: MINEPAT, BCS 2023.

- 2) **The number of taxes and duties paid.** 82% of business owners consider the number of taxes and duties they pay to be high.

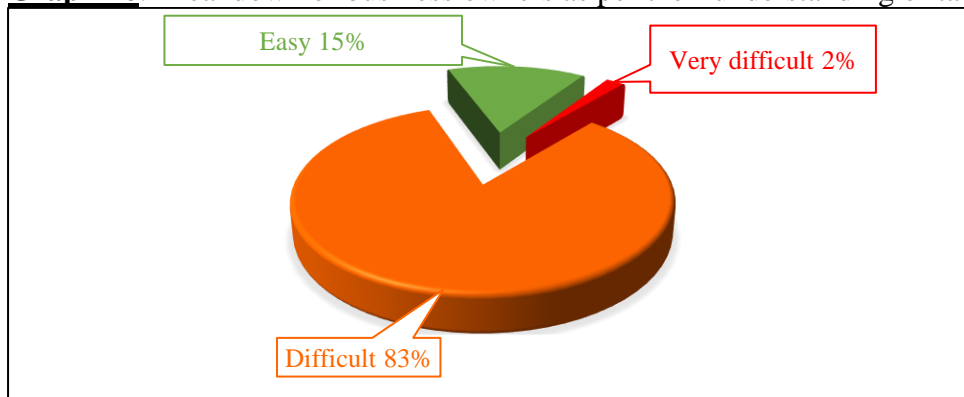
Graph 25: Breakdown of business owners as per their perception of the number of taxes and duties.



Source: MINEPAT, BCS 2023.

- 3) **Understanding tax regulations.** 83% of business owners believe they do not understand them.

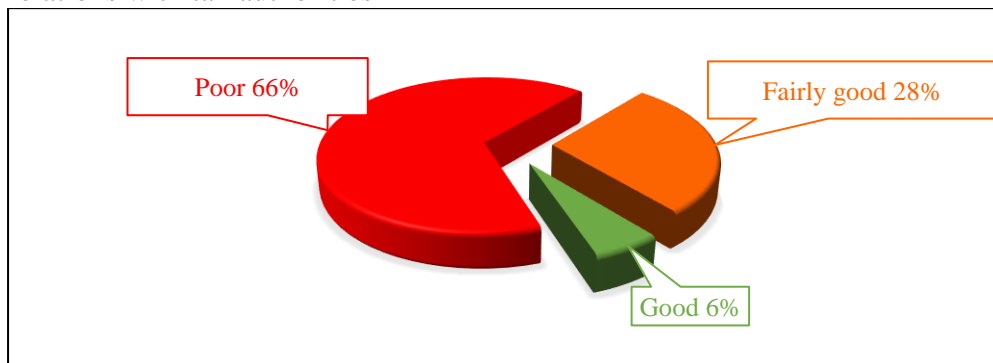
Graph 26: Breakdown of business owners as per their understanding of tax regulations



Source: MINEPAT, BCS 2023.

4) *Quality of relations with tax authorities.* More than half of companies feel that they do not have a good relationship with customs, tax, and other authorities.

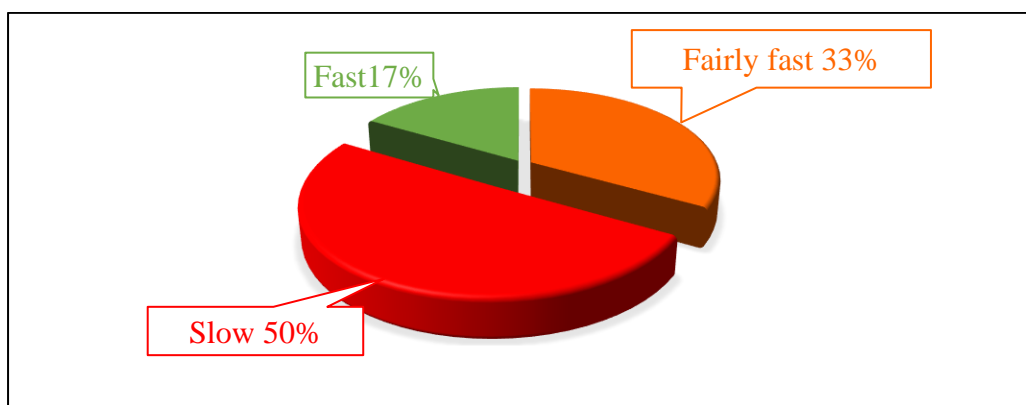
Graph 27: Breakdown of business owners as per their perception of the quality of their relations with tax authorities



Source: MINEPAT, BCS 2023.

5) *Speed of tax payment.* 50% of business owners consider tax payments to be slow. 33% think it is fairly quick, and 17% say it is fast.

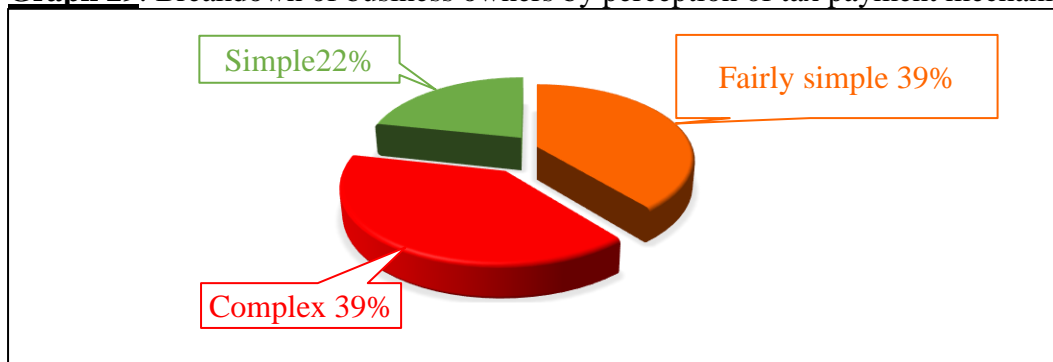
Graph 28: Breakdown of business owners as per their assessment of payment speed



Source: MINEPAT, BCS 2023.

6) *Simplicity of tax payment mechanisms.* 61% of business owners believe that these mechanisms are simple or fairly simple.

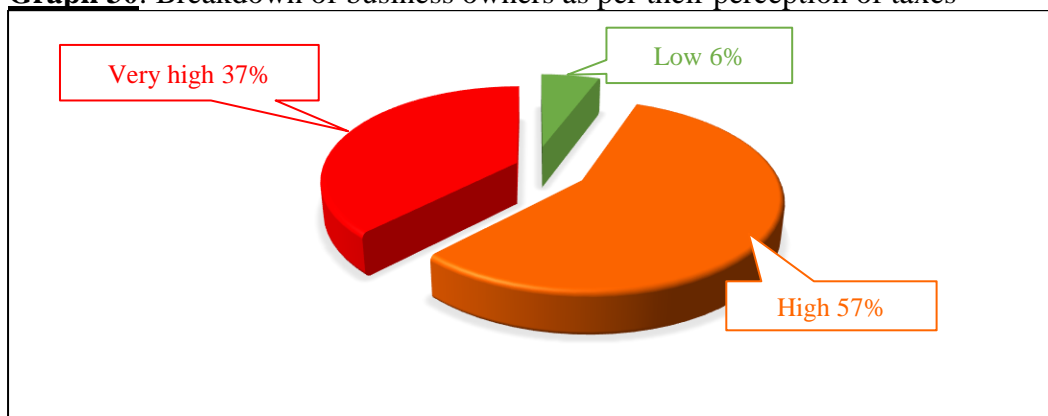
Graph 29: Breakdown of business owners by perception of tax payment mechanisms



Source: MINEPAT, BCS 2023.

By and large, business owners think that taxes are high in Cameroon.

Graph 30: Breakdown of business owners as per their perception of taxes



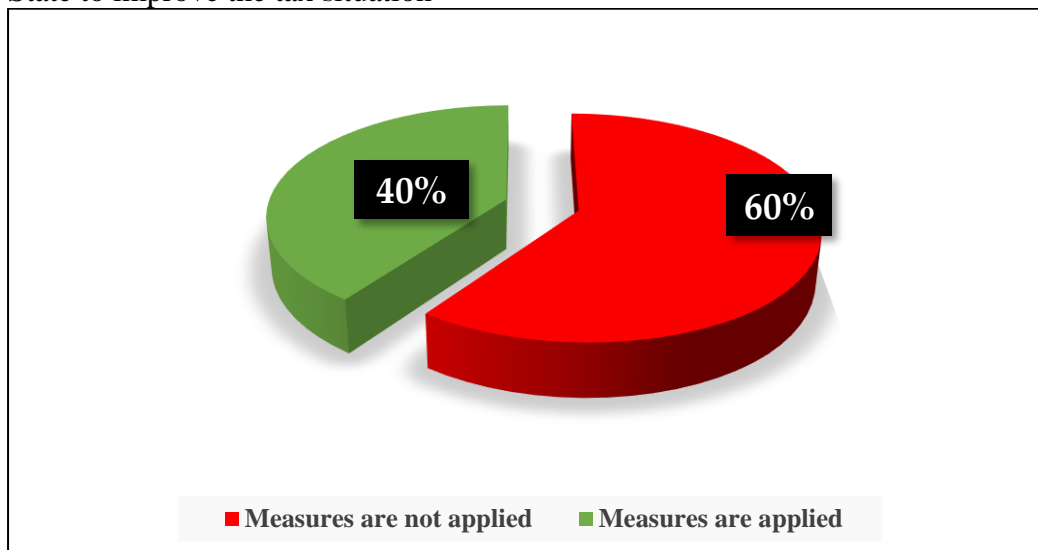
Source: MINEPAT, BCS 2023.

2.4.2. *Assessment of Government action to improve the tax situation*

Business owners appreciated the Government action in the following areas:

- 1) *Awareness of measures taken by the government to improve the tax situation.* 60% are unaware of these measures.

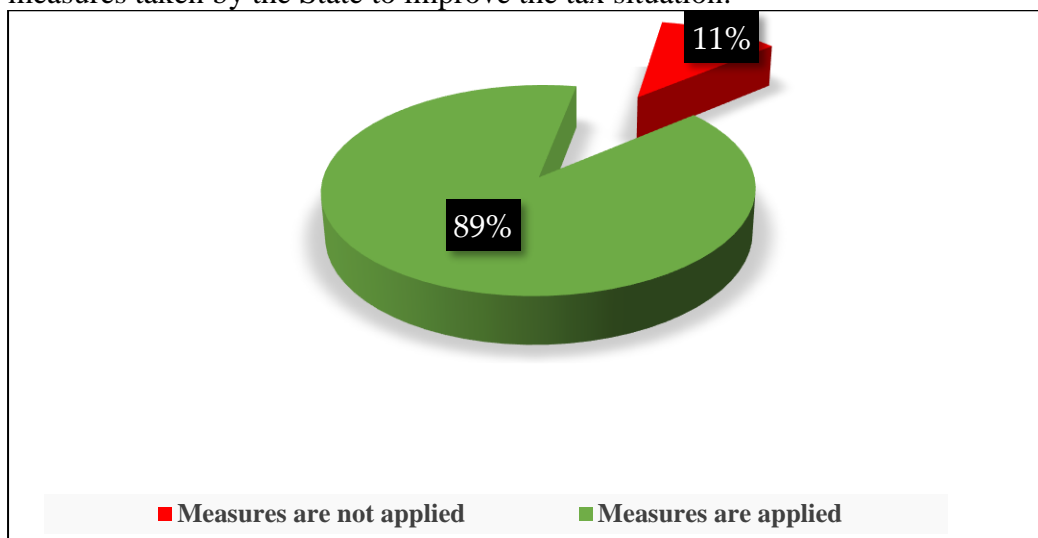
Graph 31: Breakdown of business owners as per their awareness of measures taken by the State to improve the tax situation



Source: MINEPAT, BCS 2023.

2) *Application of these measures.* 89% of business owners feel that these measures are being applied.

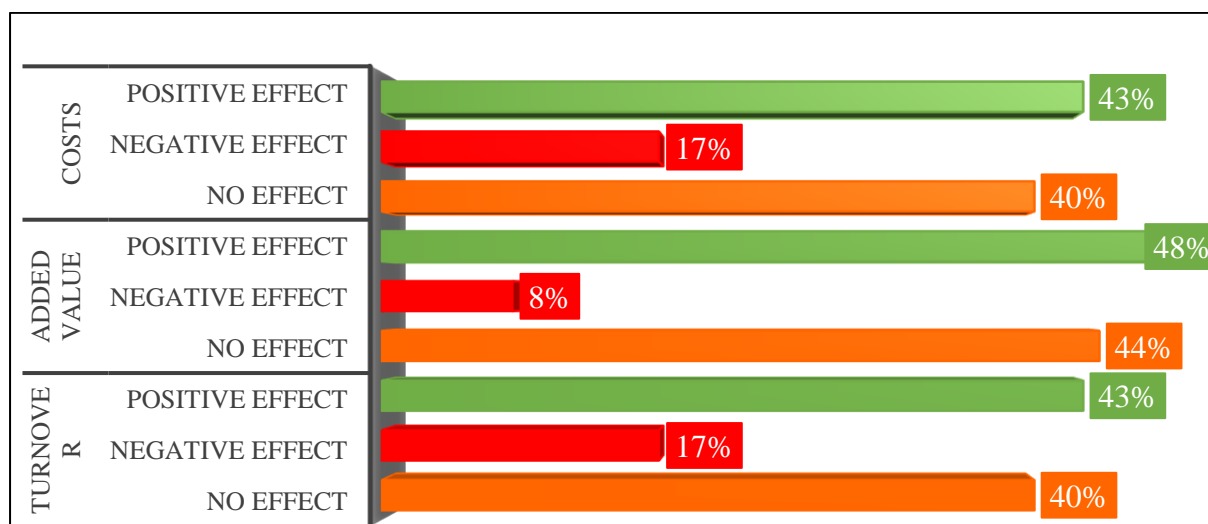
Graph 32: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the tax situation.



Source: MINEPAT, BCS 2023.

3) *Impact of measures on business indicators.* Business owners in the industrial sector believe that the measures of which they are aware, and which are being applied are influencing their business indicators, but that this impact remains low.

Graph 33: Breakdown of business owners as per their opinion on the role played by government measures to improve the tax situation: influence on certain business indicators.



Source: MINEPAT, BCS 2023.

2.4.3. Proposals to improve the tax situation

In terms of proposals, business owners from the industrial sector are calling on the State to:

- Communicate further on the measures already envisaged to overcome the difficulties of improving the tax situation. These measures include: (i) *law to lay down private investment incentives in the Republic of Cameroon*, (ii) *the dematerialization of tax procedures* and (iii) *a 50% reduction in the basic corporate tax for companies reinvesting part of their profits*.

- Strengthen the implementation of these measures.

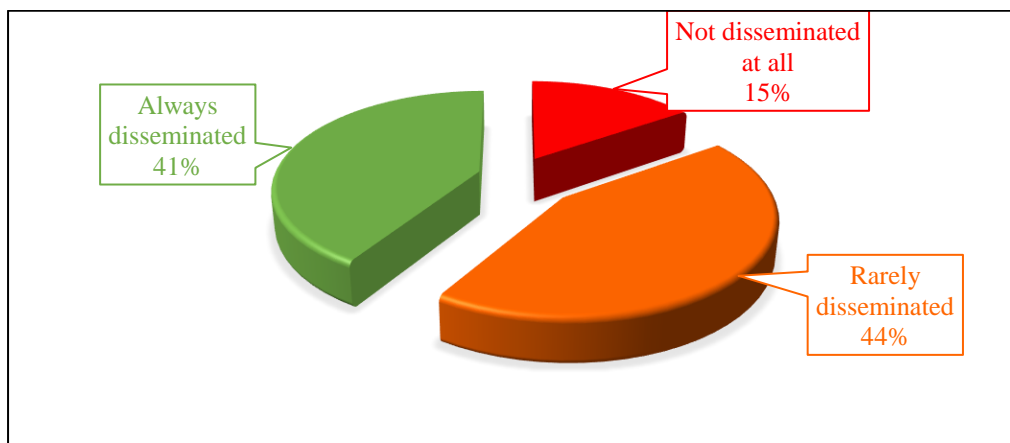
2.5. State-private sector relations

2.5.1. Companies' perception of their relations with the State

The business owners appreciated the quality of their relations with the State through the following elements:

- 1) **Dissemination of economic data.** 44% of business owners feel that the State rarely disseminates economic data. 41% believe that the State always disseminates such data, and only 15% feel that the State does not disseminate them at all.

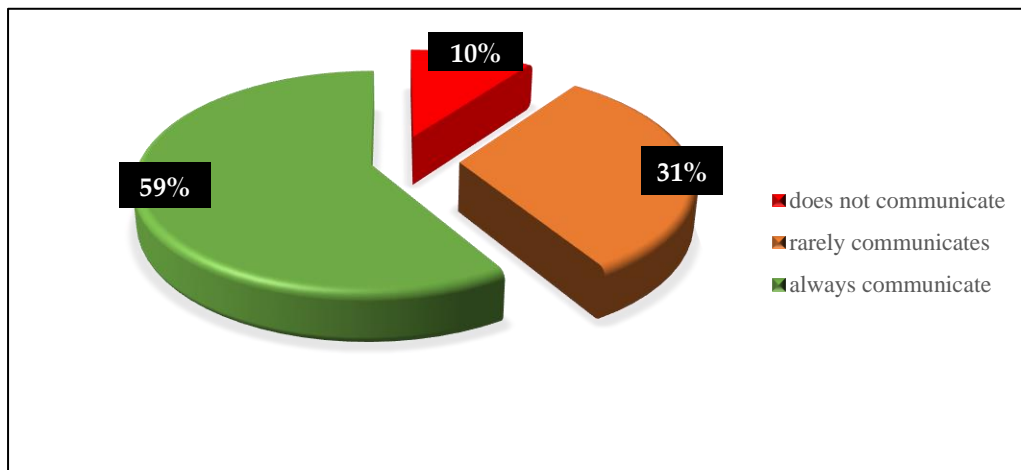
Graph 34: Breakdown of business owners as per their perception of economic data dissemination.



Source: MINEPAT, BCS 2023.

2) **Government communication on the policies it implements.** 58% of business owners feel that the State always communicates on the policies it implements. 31% say that the State rarely communicates, and 10% feel that the State does not communicate at all.

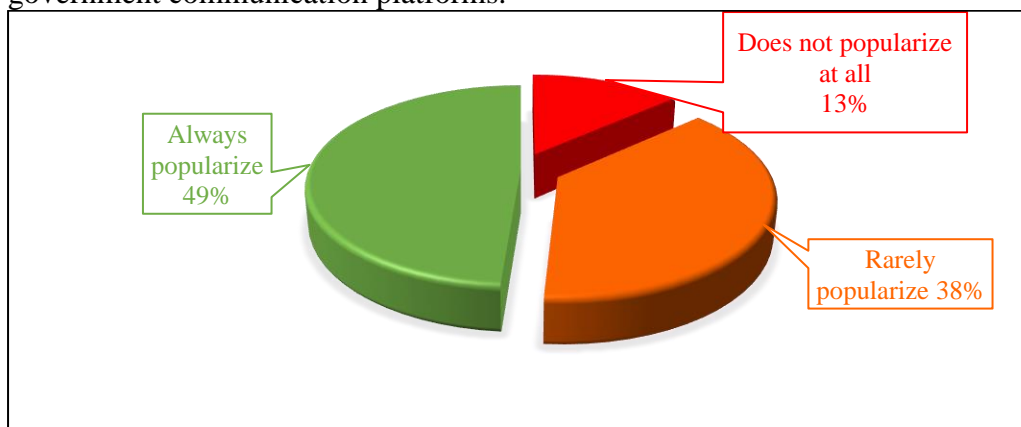
Graph 35: Breakdown of business owners as per their perception of government communication on policies implemented.



Source: MINEPAT, BCS 2023.

3) **Popularization of communication platforms.** 49% of business owners believe that the State always makes its communication platforms accessible to the general public. 38% feel that the State rarely makes them available to the general public, and 13% feel that the State does not make them available to the general public at all.

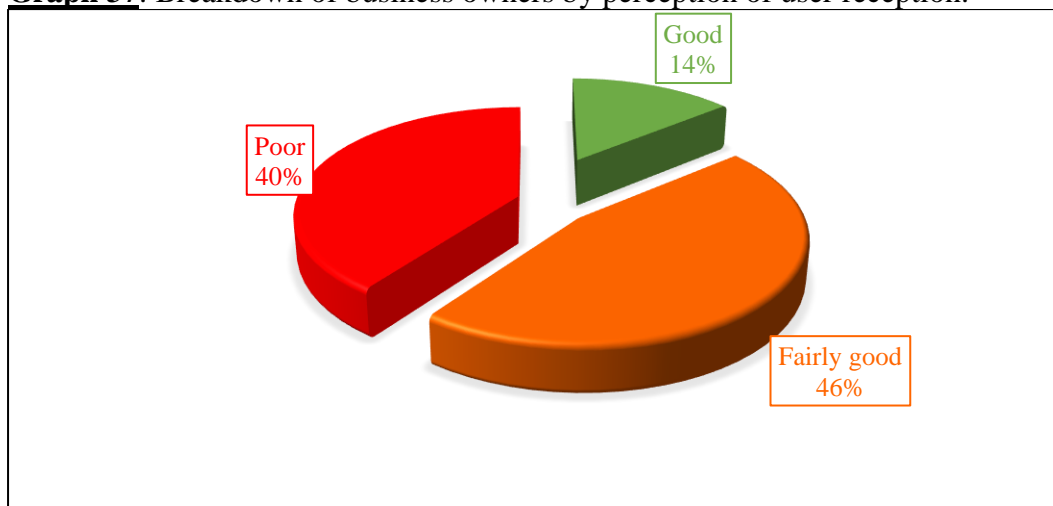
Graph 36: Breakdown of business owners as per their perception of the popularization of government communication platforms.



Source: MINEPAT, BCS 2023.

4) User reception. 46% of business owners find public establishments fairly welcoming, 41% find them not at all welcoming, and only 14% find them very welcoming.

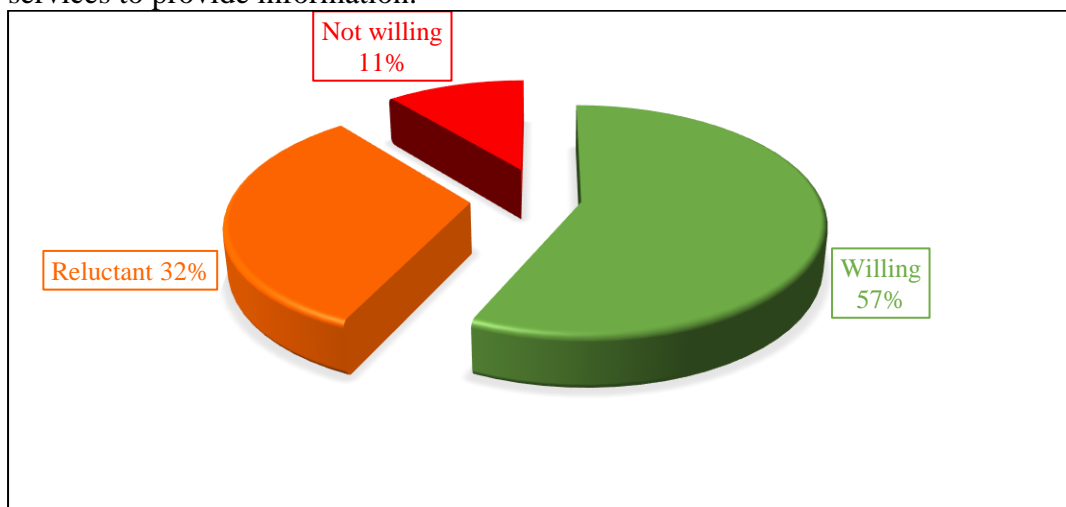
Graph 37: Breakdown of business owners by perception of user reception.



Source: MINEPAT, BCS 2023.

5) Willingness of public services to provide information. 57% of business owners feel that public services are willing to provide information, 31 feel that they are still reluctant, and 11 feel that they are not willing at all.

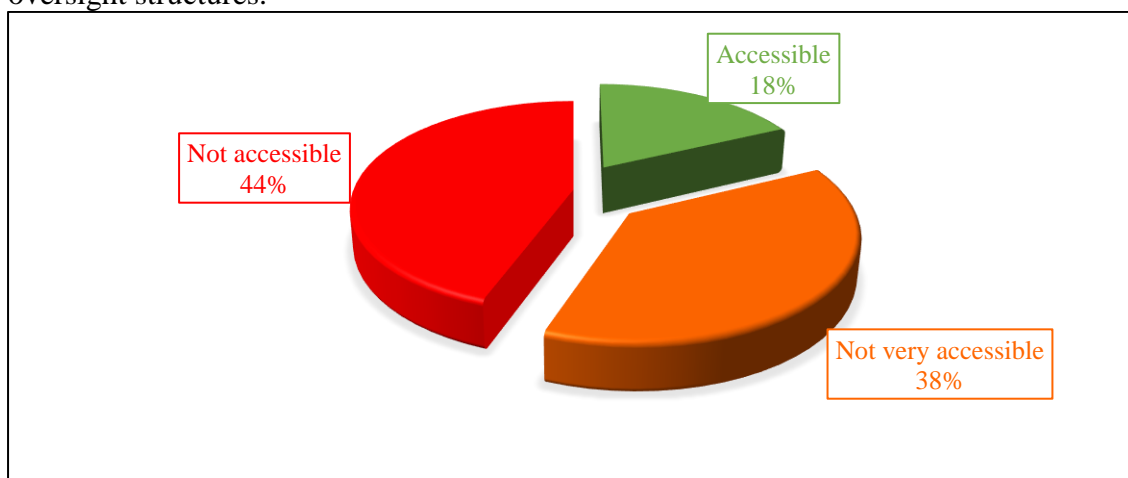
Graph 38: Breakdown of business owners as per their perception of the readiness of public services to provide information.



Source: MINEPAT, BCS 2023.

6) **Access to oversight structures.** 44% of business owners find private sector oversight structures inaccessible, 38 find them not very accessible and 18 find them accessible.

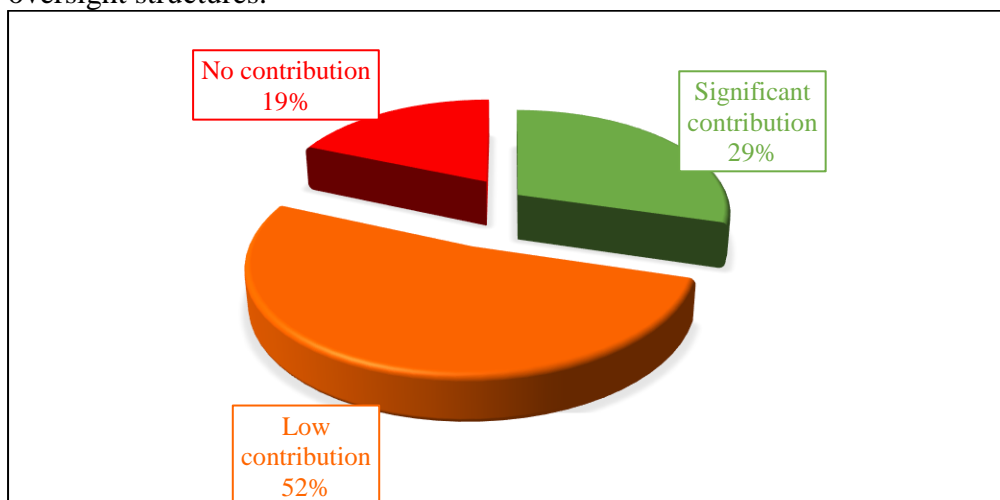
Graph 39: Breakdown of business owners as per their perception of access to private sector oversight structures.



Source: MINEPAT, BCS 2023.

7) **Contribution of oversight structures.** 52% of business owners feel that oversight structures contribute to their businesses, but that this remains low, 29% feel that they make a significant contribution, and 19% feel that these structures do not contribute at all.

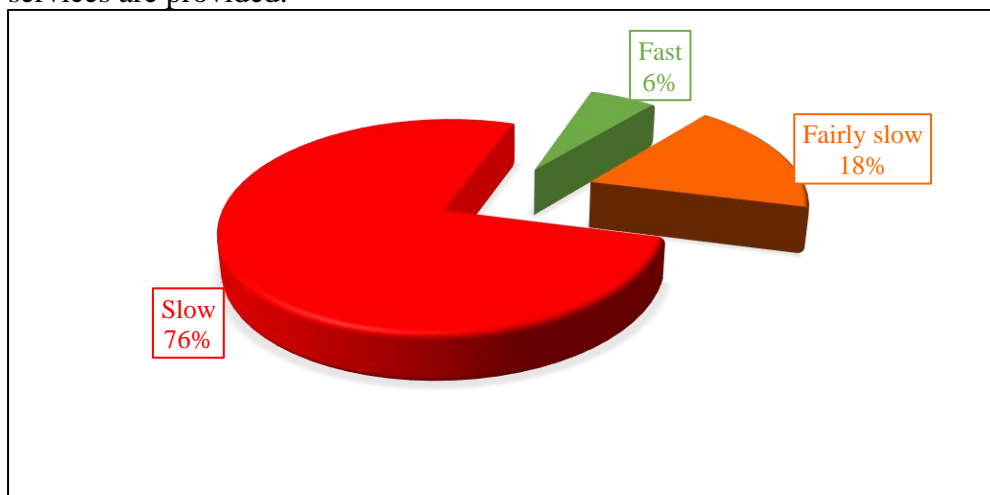
Graph 40: Breakdown of business owners as per their perception of the contribution of oversight structures.



Source: MINEPAT, BCS 2023.

8) **Speed in providing service.** 76% of business owners find public services slow in providing support and guidance, 18% find them fairly fast and only 6% find them fast.

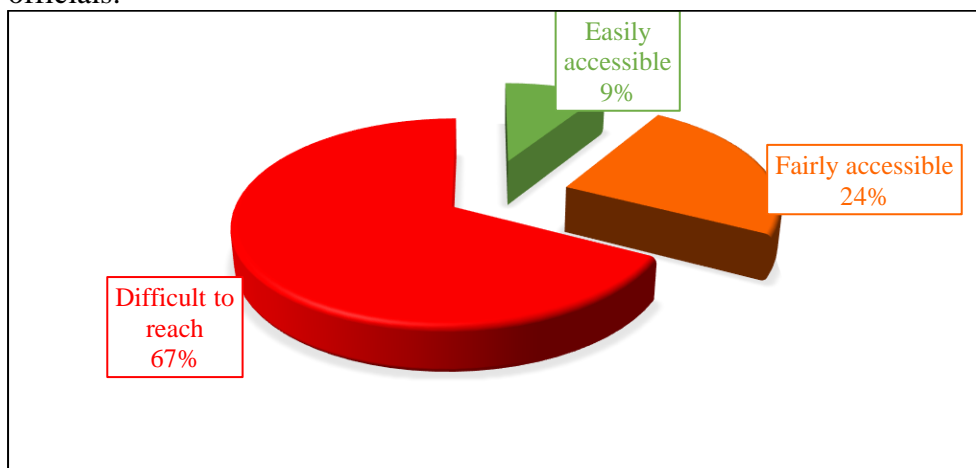
Graph 41: Breakdown of business owners as per their perception of the speed with which services are provided.



Source: MINEPAT, BCS 2023.

3) **Accessibility to senior officials.** 67% of business owners find senior public officials difficult to reach, 24% think they are fairly accessible and 9% think they are easily accessible.

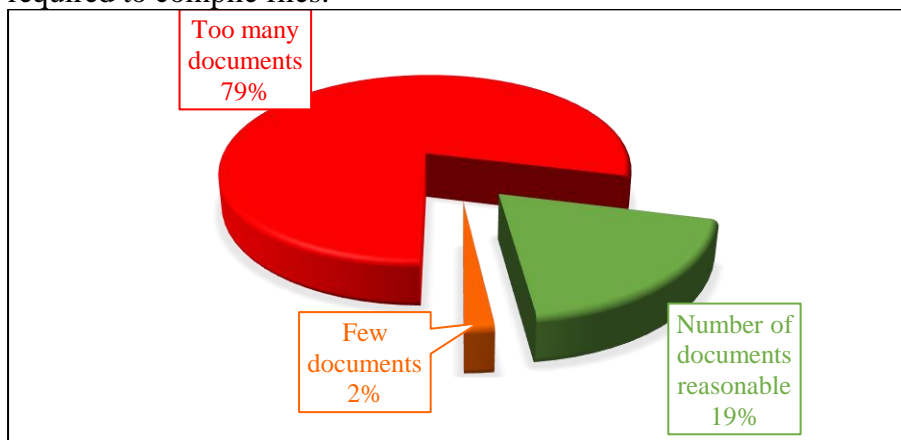
Graph 42: Breakdown of business owners as per their perception of accessibility to senior officials.



Source: MINEPAT, BCS 2023.

4) *Number of documents required to compile a file.* 79% of business owners find there are too many documents required for support, 19% find the number reasonable and only 2% think there are few documents required.

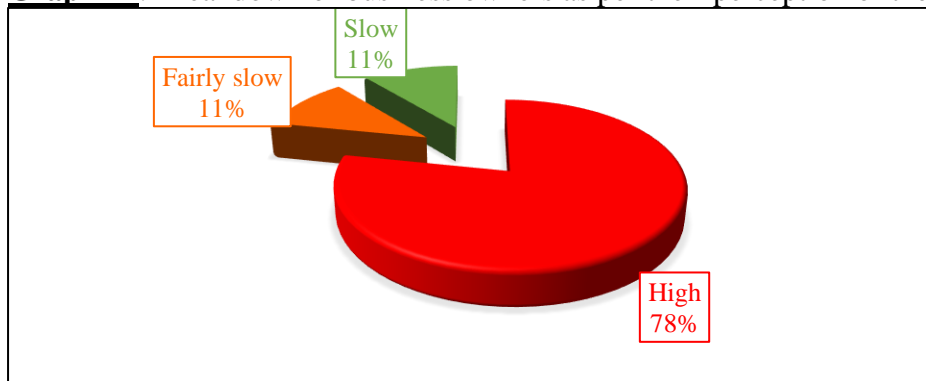
Graph 43: Breakdown of business owners as per their perception of the number of documents required to compile files.



Source: MINEPAT, BCS 2023.

5) *Level of corruption.* 78% of business owners feel that the level of corruption is still high. 11% say the level is fairly low, and only 11% consider it low.

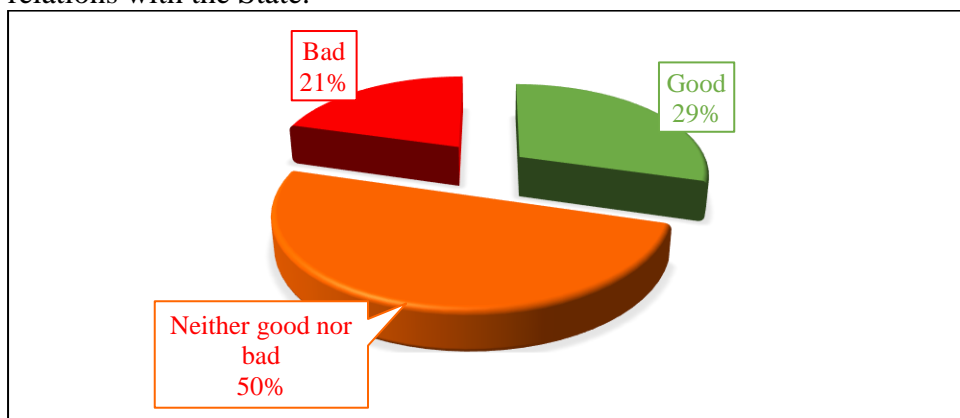
Graph 44: Breakdown of business owners as per their perception of the level of corruption.



Source: MINEPAT, BCS 2023.

By and large, business owners have mixed opinions on the quality of their relations with the State. Some 50% believe they have neither good nor bad relations with the State.

Graph 45: Breakdown of business owners as per their perception of the quality of their relations with the State.



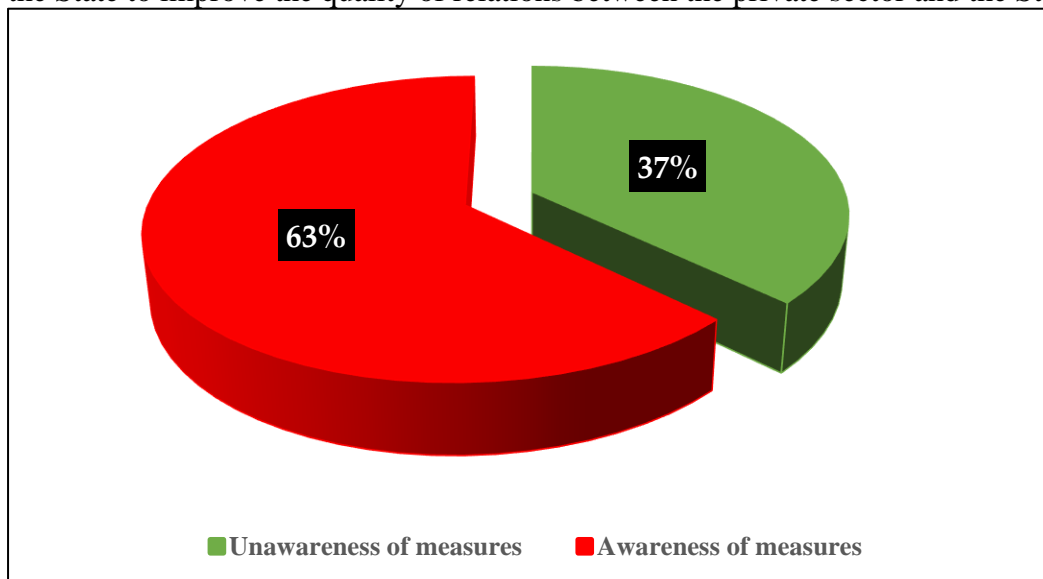
Source: MINEPAT, BCS 2023.

2.5.2. Assessment of government action to improve the quality of relations with companies

Business owners appreciated the Government action in the following areas:

1. **Awareness of measures taken by the government to improve the tax situation.** 63% are unaware of these measures.

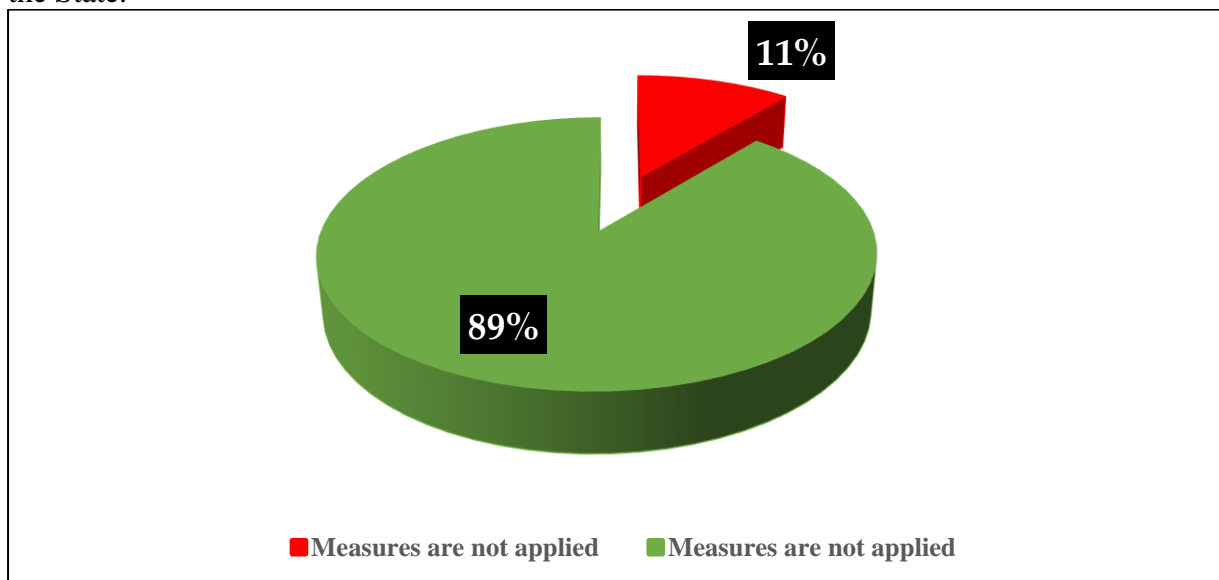
Graph 46: Breakdown of business owners as per their awareness of certain measures taken by the State to improve the quality of relations between the private sector and the State.



Source: MINEPAT, BCS 2023.

2) *Application of these measures.* 89% of business owners feel that these measures are being applied.

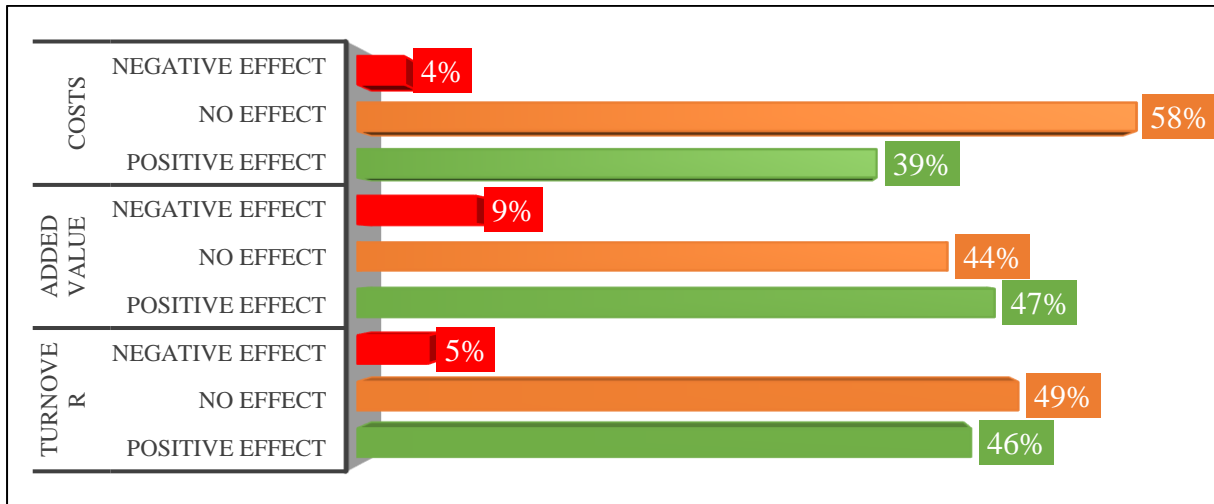
Graph 47: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the quality of relations between the private sector and the State.



Source: MINEPAT, BCS 2023.2.

3. *The impact of measures on business indicators.* Business owners in the industrial sector believe that the measures of which they are aware, and which are being applied are influencing their business indicators, but that this impact remains low.

Graph 48: Breakdown of business owners as per their opinion on the role played by measures taken by the State to improve the quality of relations with the private sector: influence on certain business indicators.



Source: MINEPAT, BCS 2023.

2.5.3. Proposal to improve the quality of relations between the State and the private sector

In terms of proposals, business owners from the industrial sector are calling on the State to:

- Communicate more on the measures already planned to improve the quality of relations between the State and the private sector. These measures include: (i) *introducing electronic visas*, (ii) *introducing biometric passports*, (iii) *improving the functionality of government websites*, and (iv) *setting up frameworks for consultation between the State and the private sector*.
- Strengthen the implementation of these measures.

2.6. Security situation

2.6.1. Perception of the security situation

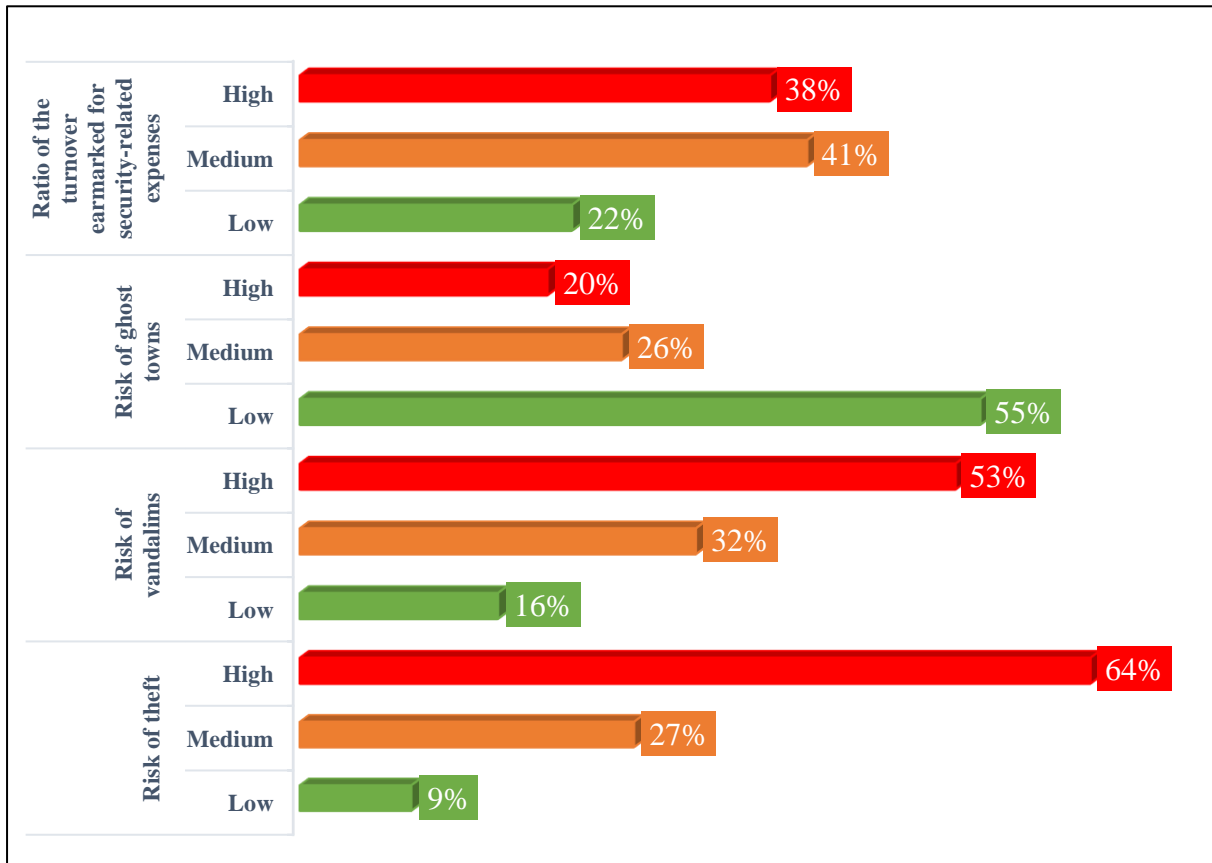
Business owners assessed environmental security in terms of the risk of losing their assets or sales, and the recurring costs of securing these assets or sales. As part of the survey, they gave their views on the following threats:

- 1) **The risk of theft.** A proportion of 64% of business owners consider the risk of theft to be high, 27% consider it to be medium and 9% consider it to be low.
- 2) **The risk of vandalism.** It expresses the various forms of violence perpetrated against production facilities. 53% of business owners rate the risk of vandalism as high, 32% as medium and 15% as low. By and large, the risk is localized in a few regions, such as the South-West and North-West, and in the business support services sector.
- 3) **Ghost town risk.** This refers to the insecurity factors created by people and likely to affect business activities. For 55% of business owners, the risk of being the victim of such events appears low, against only 20% who think it is high. This risk therefore

appears somewhat marginal for the majority of companies and can be seen as a consequence of its cyclical nature, generally localized in major cities or regions affected by security crises.

- 4) **Security expenses.** This expresses the ratio of turn over earmarked for security-related expenditure. For 41% of business owners, these expenses are average. 38% consider them high and 22% low.

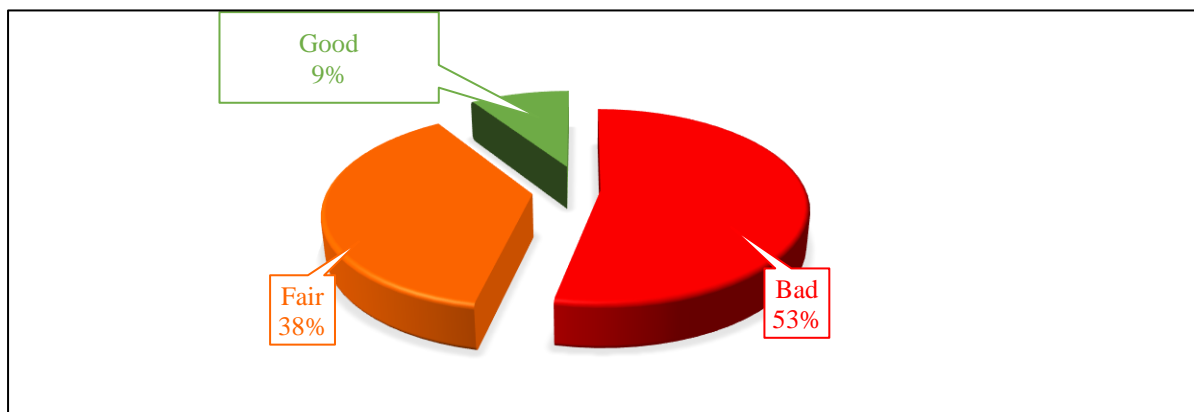
Graph 49: Appreciation of business owners as per their perception of the determinants of environmental security



Source: MINEPAT, BCS 2023

The security situation as perceived by business owners appears to be relatively good.

Graph 50: Breakdown of business owners as per their perception of the security situation



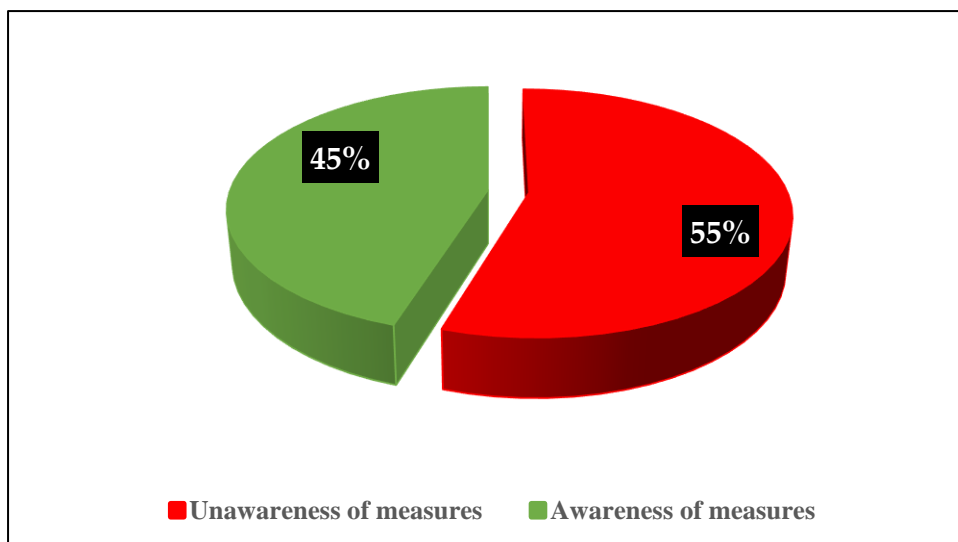
Source: MINEPAT, BCS 2023

2.6.2 Assessment of Government action to improve security

Business owners appreciated the Government action in the following areas:

1. **Awareness of measures taken by the State to improve security.** 55% are unaware of these measures.

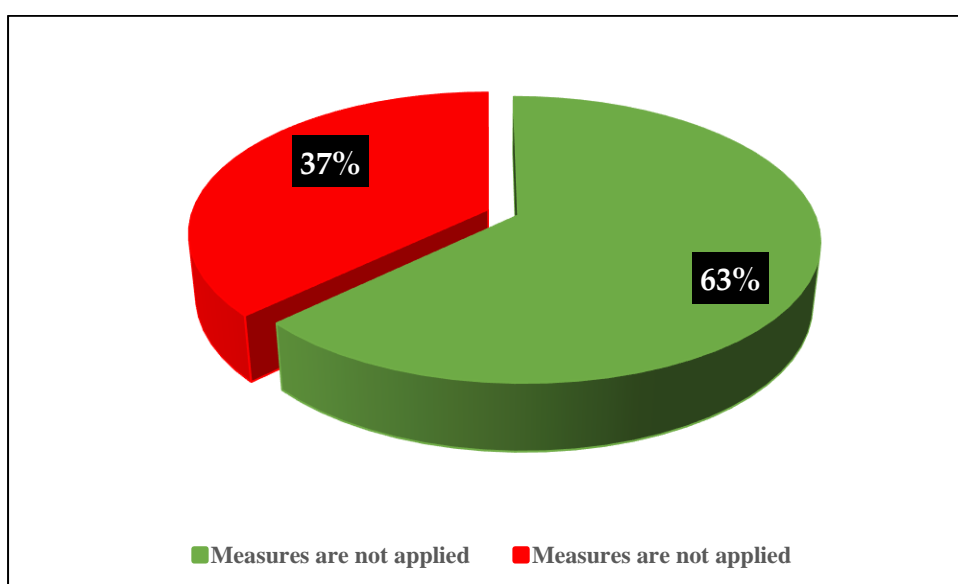
Graph 51: Breakdown of business owners as per their awareness of certain measures taken by the State to improve security



Source: MINEPAT, BCS 2023

- 1) **Application of these measures.** 63% of business owners feel that these measures are being applied.

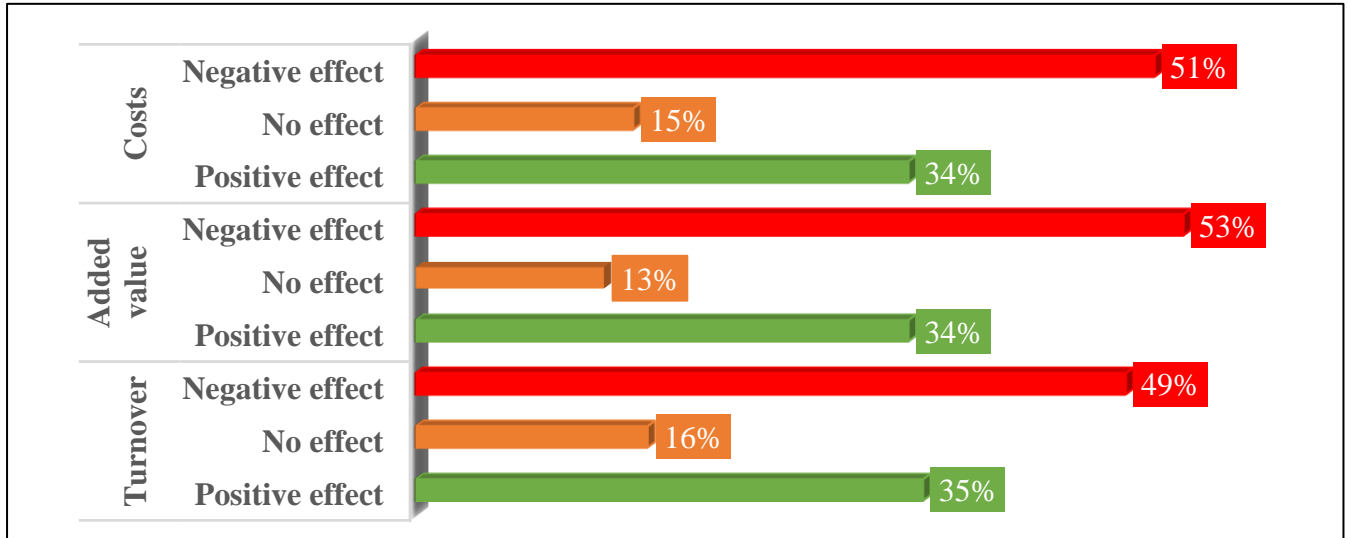
Graph 52: Breakdown of business owners as per their assessment of the application of measures taken by the State to improve the security situation.



Source: BCS survey, 2023.

2) *The impact of measures on business indicators.* Business owners in the industrial sector believe that the measures of which they are aware and which are being applied are having an impact on their business indicators, but that this impact remains low.

Graph 53: Breakdown of business owners as per their opinion of the role played by measures taken by the State to improve the security situation: influence on certain business indicators.



Source: MINEPAT, BCS 2023

2.6.3 Proposal to improve the security situation

In terms of proposals, business owners from the industrial sector are calling on the State to:

- Communicate more on the measures already envisaged to improve the security situation. These measures include: (i) *setting up the National Command Centre for Video Surveillance (CNCVS) and (ii) setting up the Disarmament, Demobilization and Reintegration Committee (DDR).*
- Strengthen the implementation of these measures.

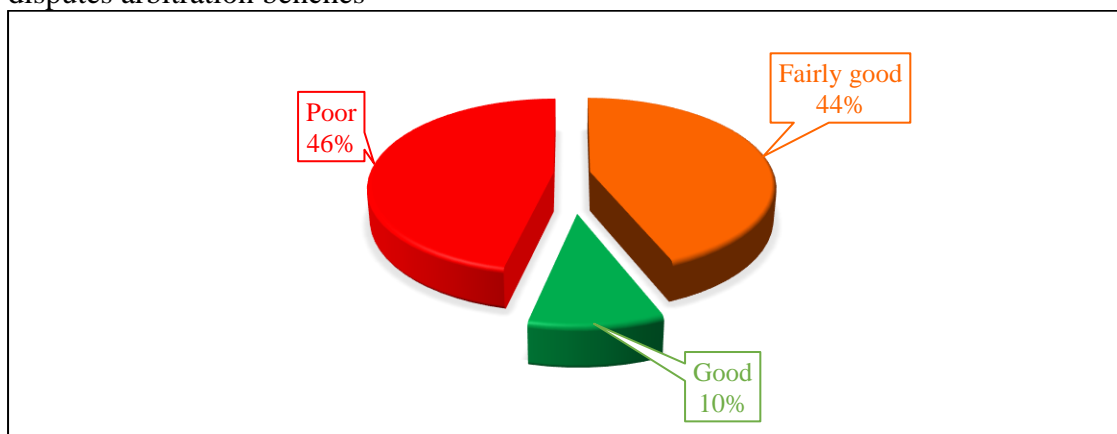
2.7. Dispute resolution

2.7.1. Perception of dispute resolution

Business owners appreciated the way in which business conflicts were resolved, through the following elements:

1) *The functioning of arbitration benches.* This refers to the internal organisation of these structures. It is judged acceptable by 54% of business owners, and poor by 46%.

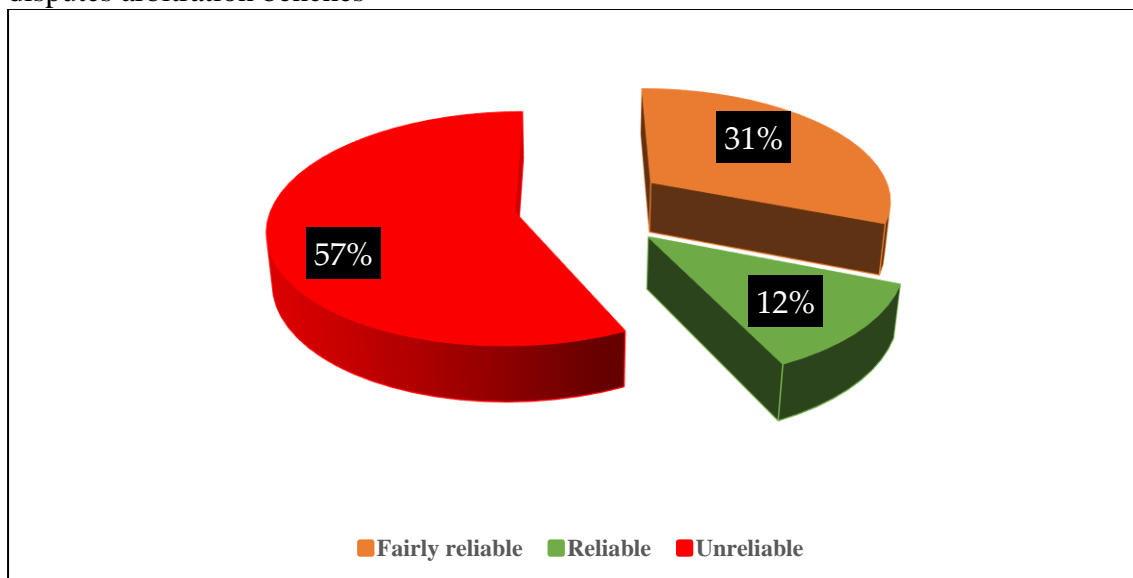
Graph 54: Breakdown of business owners as per their perception of the functioning of business disputes arbitration benches



Source: MINEPAT, BCS 2023.

2) **Reliability of arbitration benches decisions.** Decisions are considered unreliable by 57% of business owners and reliable by 43%.

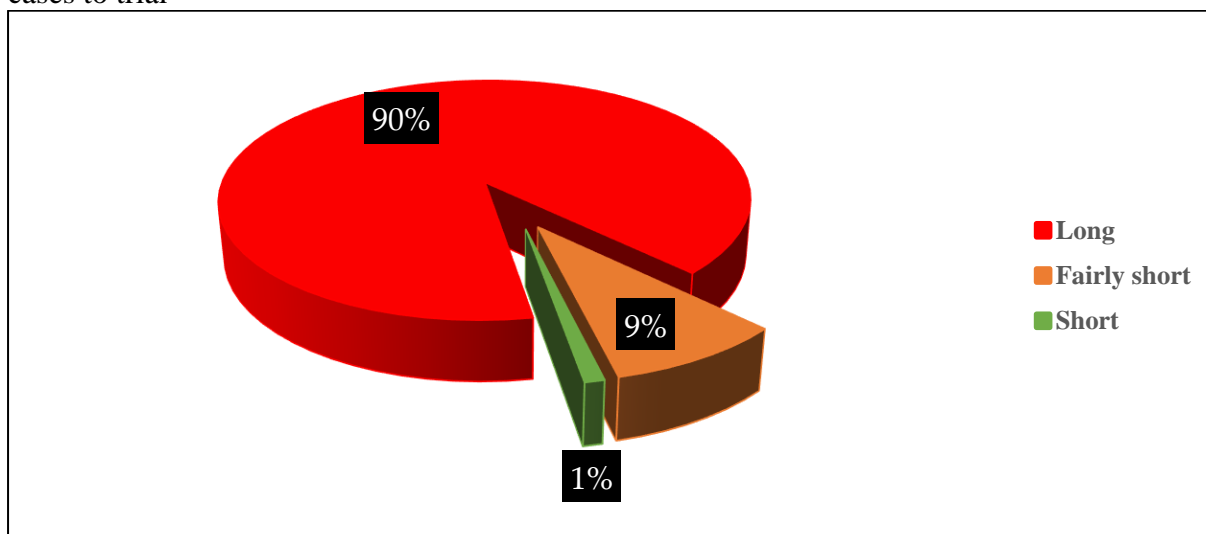
Graph 55: Breakdown of business owners as per their perception of the reliability of business disputes arbitration benches



Source: MINEPAT, BCS 2023.

3) **Time limits for legal proceedings.** For most business owners (90%), these time limits are long, while for only 10% they are short.

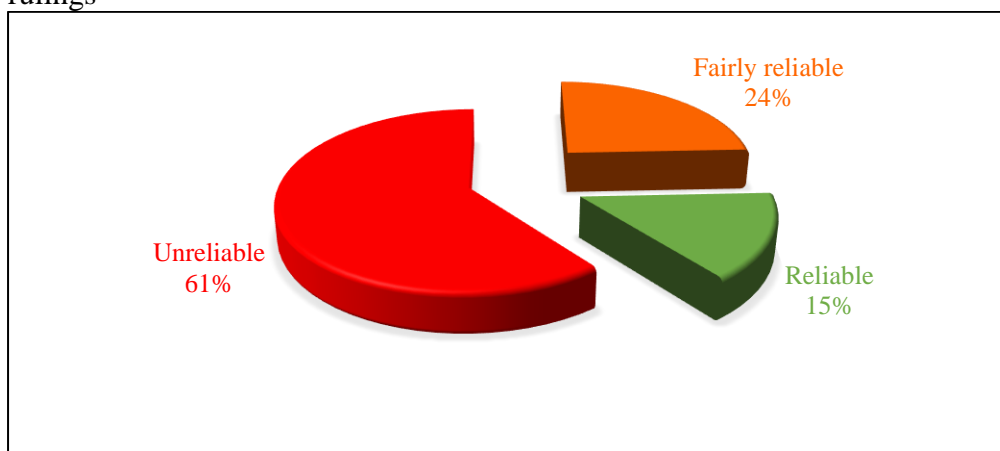
Graph 56: Breakdown of business owners as per their perception of the time taken to bring cases to trial



Source: MINEPAT, BCS 2023.

4) **Reliability of court rulings.** It expresses the level of credibility of court rulings from the stakeholders' point of view. 61% of business owners find these decisions unreliable, while 15% find them reliable. 24% find them moderately reliable.

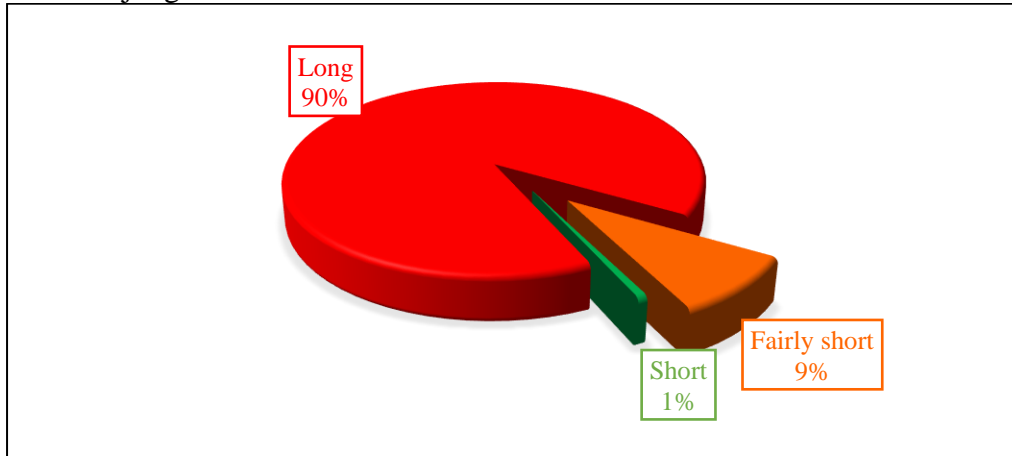
Graph 57: Breakdown of business owners as per their perception of the reliability of court rulings



Source: MINEPAT, BCS 2023.

2) **Time taken to enforce judgments or rulings.** They express the time taken by the competent authorities to enforce a court ruling. Most business owners (90%) find these timeframes long. Only 10% think they are short.

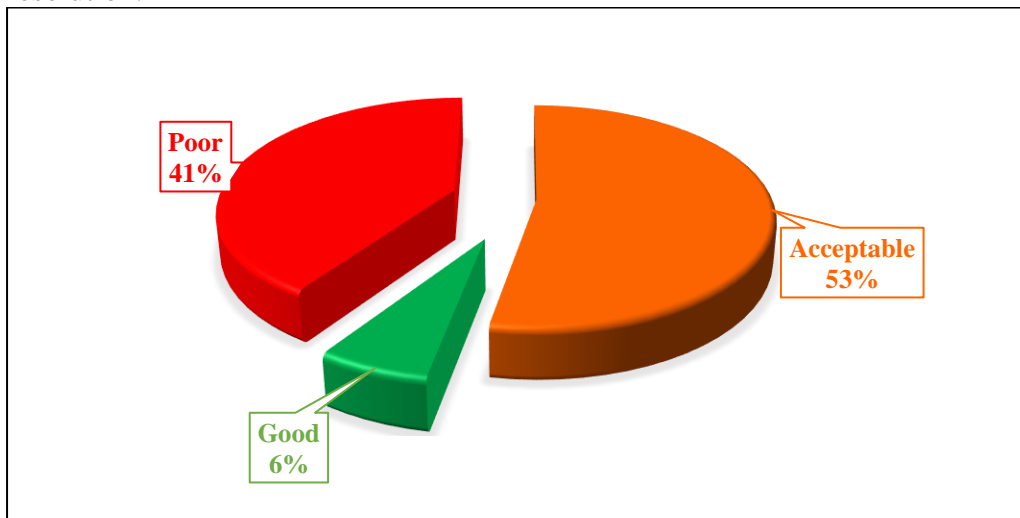
Graph 58: Breakdown of business owners as per their perception of the time taken to enforce business judgments



Source: MINEPAT, BCS 2023.

In general, business conflict management as perceived by business owners is acceptable for 53% of them.

Graph 59: Breakdown of business owners as per their perception of business dispute resolution.



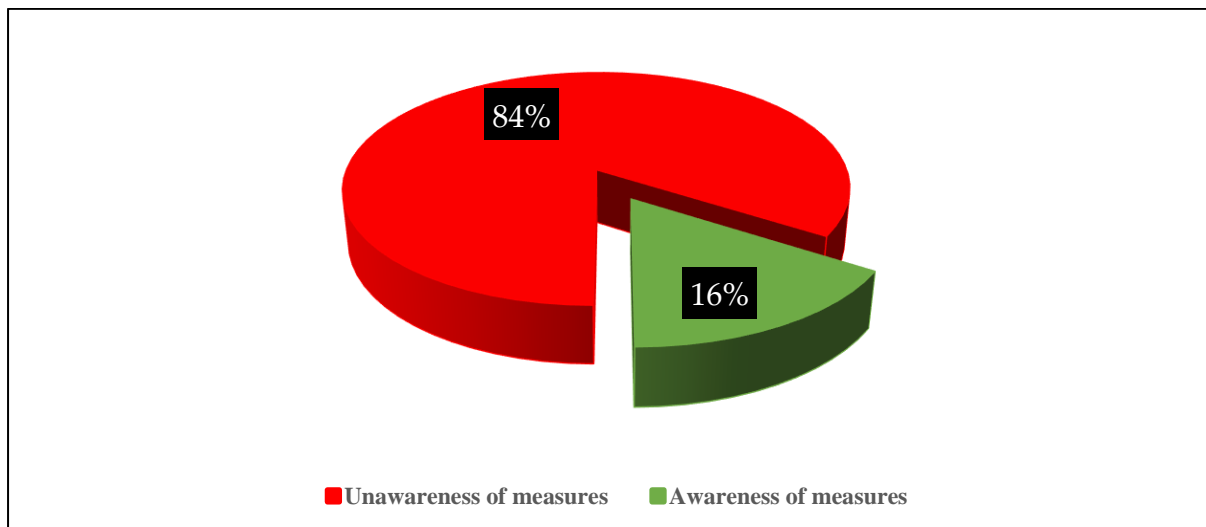
Source: MINEPAT, BCS 2023.

2.7.2. Assessment of government action to improve conflict resolution

Business owners contributed to government action in the following ways:

- 1) *Awareness of measures taken by the government to improve conflict resolution.* 84% are not aware of these measures.

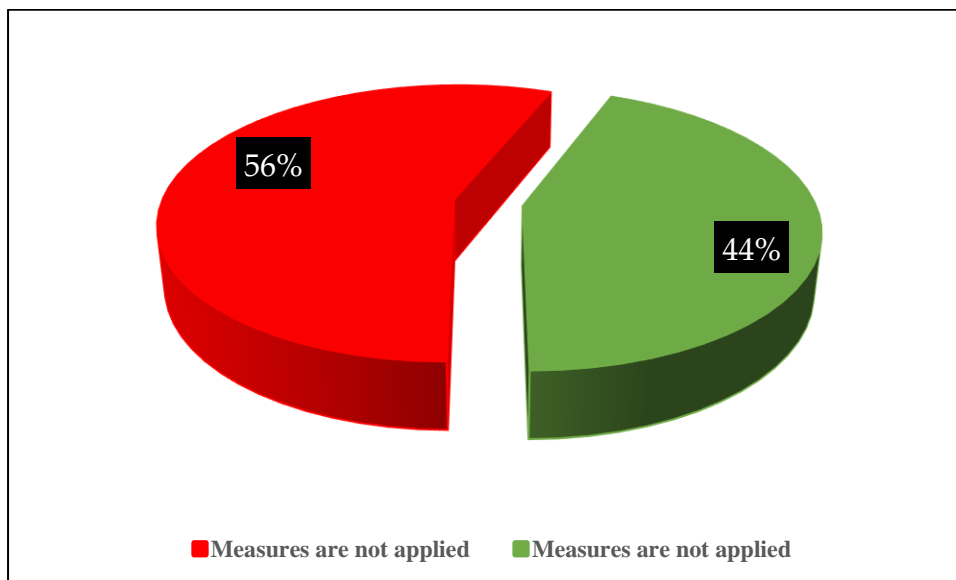
Graph 60: Breakdown of business owners as per their knowledge of certain measures taken by the State to improve conflict resolution.



Source: MINEPAT, BCS 2023

2) *Application of these measures.* 56% of business owners believe that these measures are being applied.

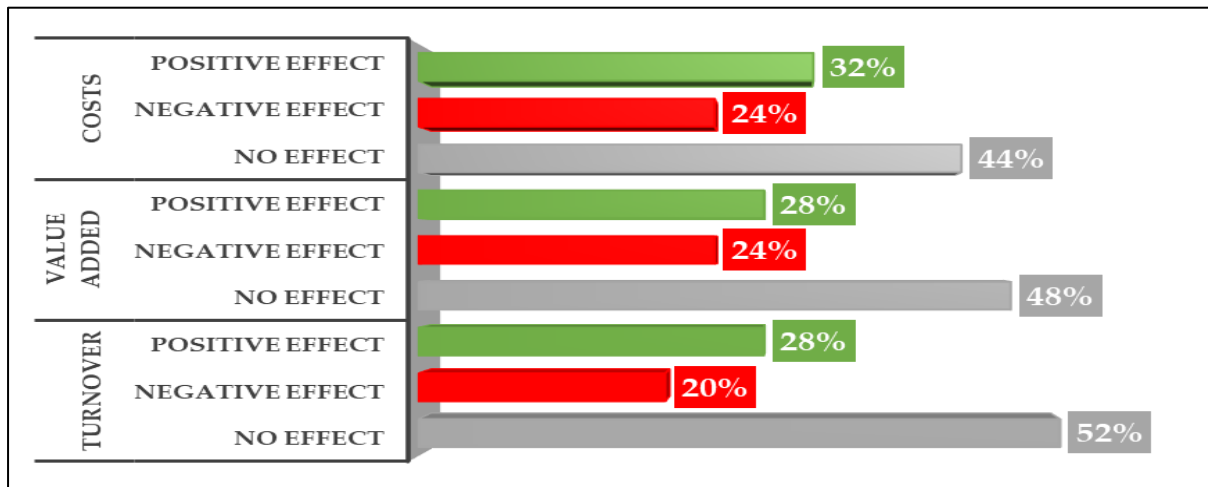
Graph 61: Appreciation of business owners’ awareness of government measures to improve conflict resolution and their application



Source: BCS survey, 2023.

3) *Impact of measures on business indicators.* Business owners in the industrial sector believe that the measures they are aware of and being applied influence their business indicators, but, that this impact remains insignificant.

Graph 62: Breakdown of business owners as per their opinion on the role played by government measures to improve conflict resolution: influence on certain business indicators



Source: MINEPAT, BCS 2023

2.7.3. Proposals to improve conflict resolution

In terms of proposals, the business owners in the industrial sector are calling on the State to:

- communicate more on the measures already envisaged to improve conflict resolution. These measures include (i) *setting up arbitration benches* and (ii) *setting up specialised commercial benches in courts of first instance*.
- implement these measures.

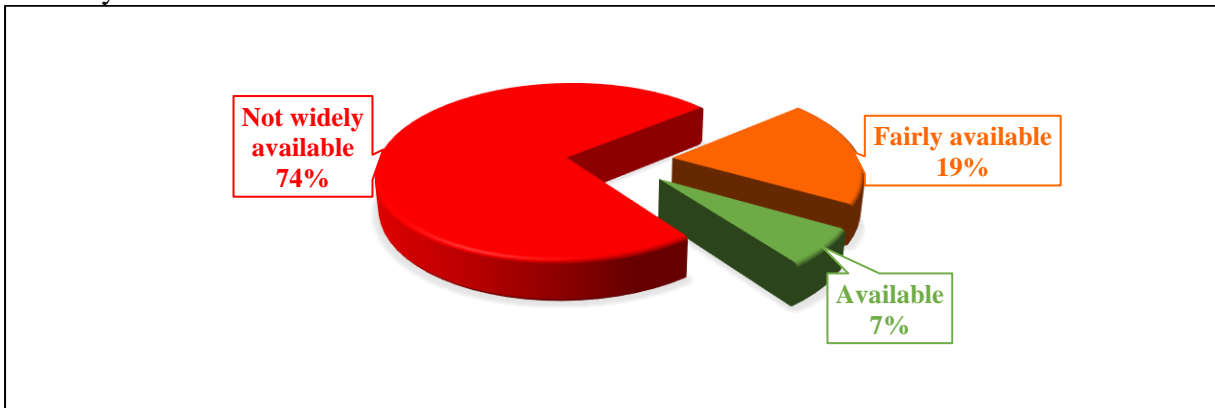
2.8. External transactions

2.8.1. Perception of ease of doing business abroad

Manufacturers appreciated the ease with which they could carry out foreign transactions, based on the following factors:

- 1) **Availability of foreign currency.** 74% of manufacturers felt that foreign currency was not widely available. 26% felt that currency was available.

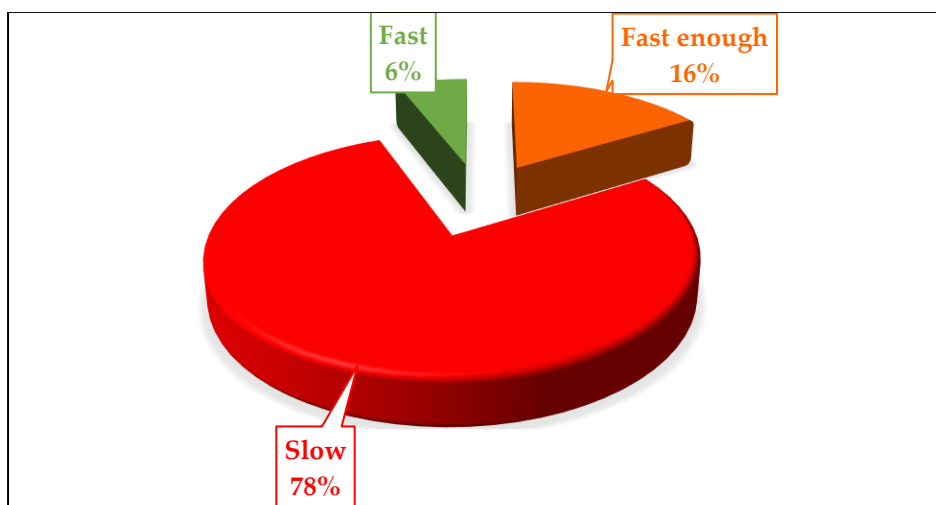
Graph 63: Breakdown of business owners as per their perception of the availability of foreign currency



Source: MINEPAT, BCS 2023.

2) *Speed of transactions.* 78% of business owners find the transaction procedures slow against 22% who think they are fast enough or fast.

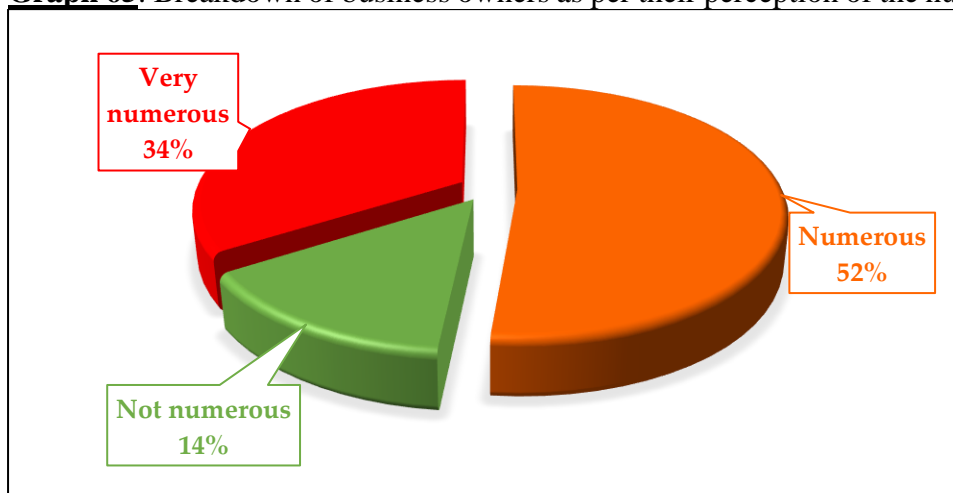
Graph 64: Breakdown of business owners as per their perception of the speed of transactions



Source: MINEPAT, BCS 2023.

3) *Number of procedures.* For 83% of business owners, these procedures are between numerous and very numerous.

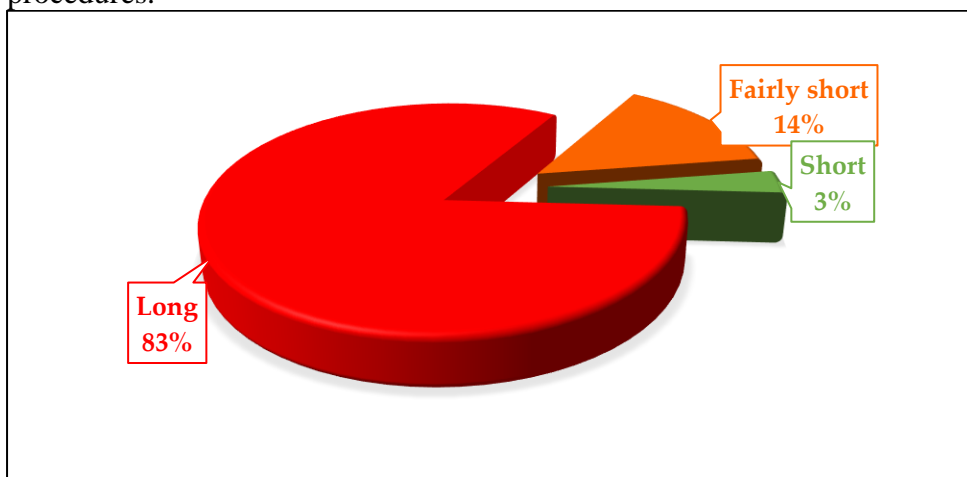
Graph 65: Breakdown of business owners as per their perception of the number of procedures.



Source: MINEPAT, BCS 2023.

4) *Time limits for procedures.* 83% of business owners still find these time limits long.

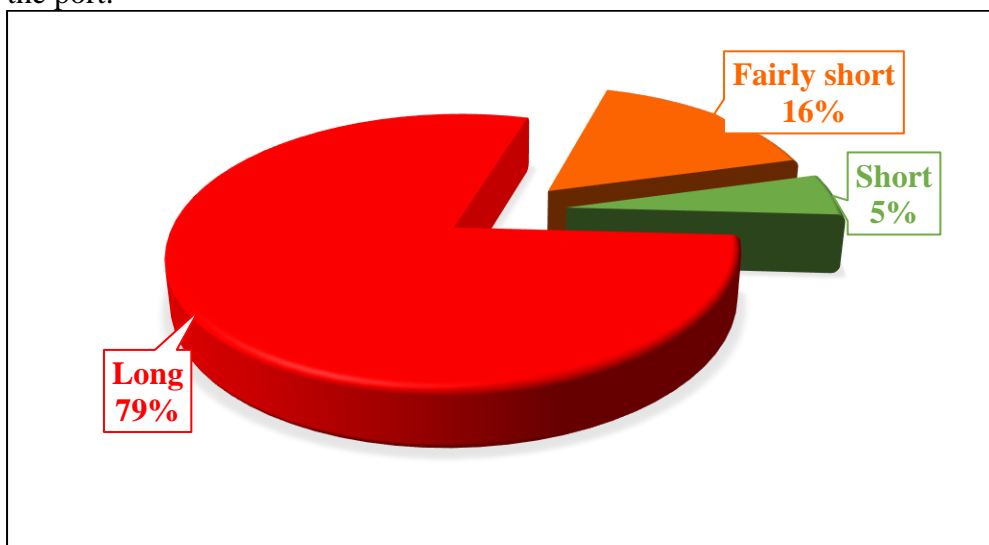
Graph 66: Breakdown of business owners as per their perception of the time limits for procedures.



Source: MINEPAT, BCS 2023.

5) *Customs clearance time at the port.* 79% of business owners find these time limit long. 21% find them short or just fairly short.

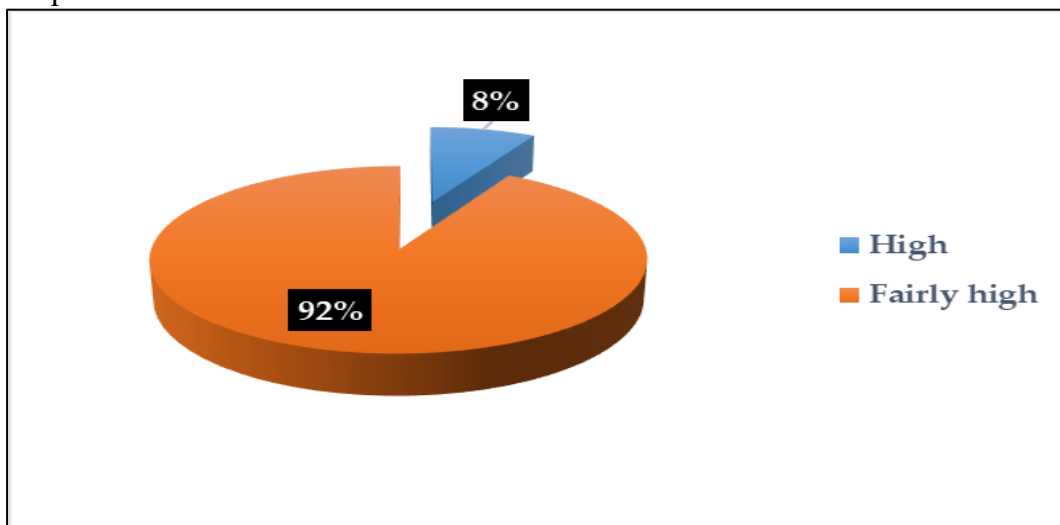
Graph 67: Breakdown of business owners as per their perception of customs clearance time at the port.



Source: MINEPAT, BCS 2023.

6) *Cost of custom duties at the port.* Almost all (92%) of business owners believe that this cost is high.

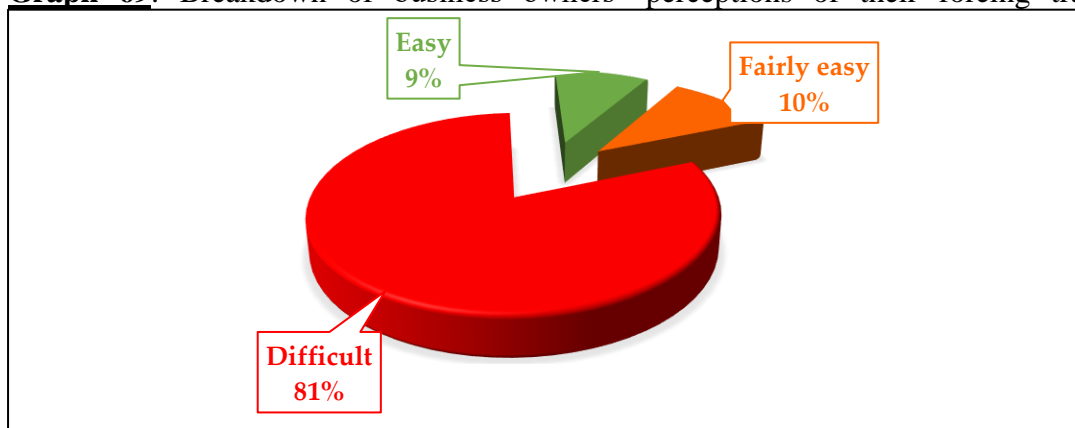
Graph 68: Breakdown of business owners as per their perception of customs duties costs at the port.



Source: MINEPAT, BCS 2023.

By and large, foreign transactions as perceived by business owners remain difficult to conduct.

Graph 69: Breakdown of business owners' perceptions of their foreign transactions.



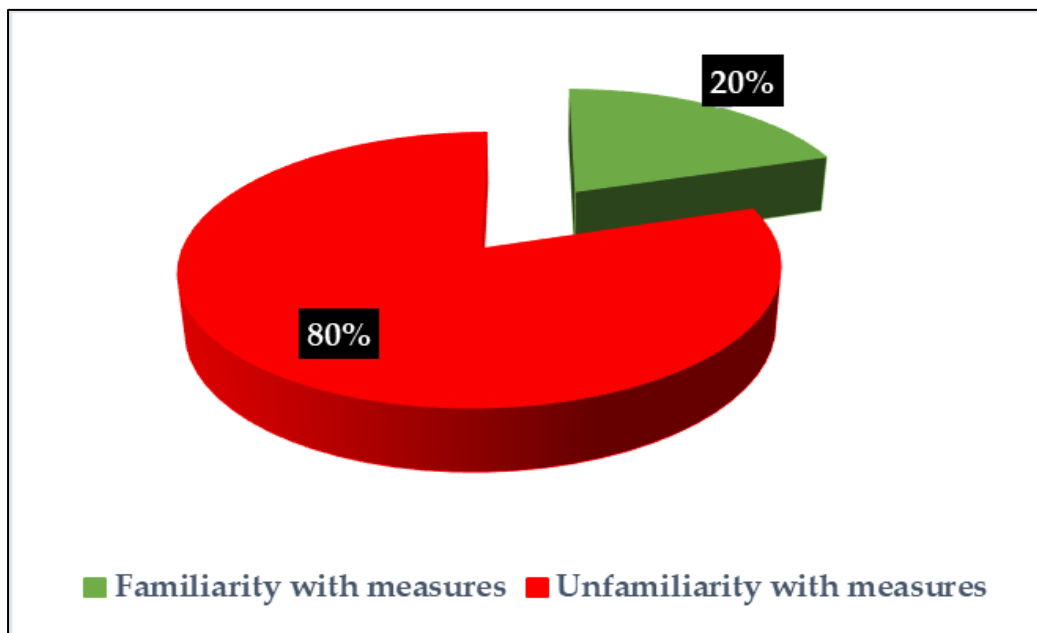
Source: MINEPAT, BCS 2023.

2.8.2. Assessment of government action to facilitate ease of doing foreign transactions.

Business owners appreciated government action in the following ways:

- 1) *Awareness of measures taken by the government to ease foreign transactions.* 80% are not aware of these measures.

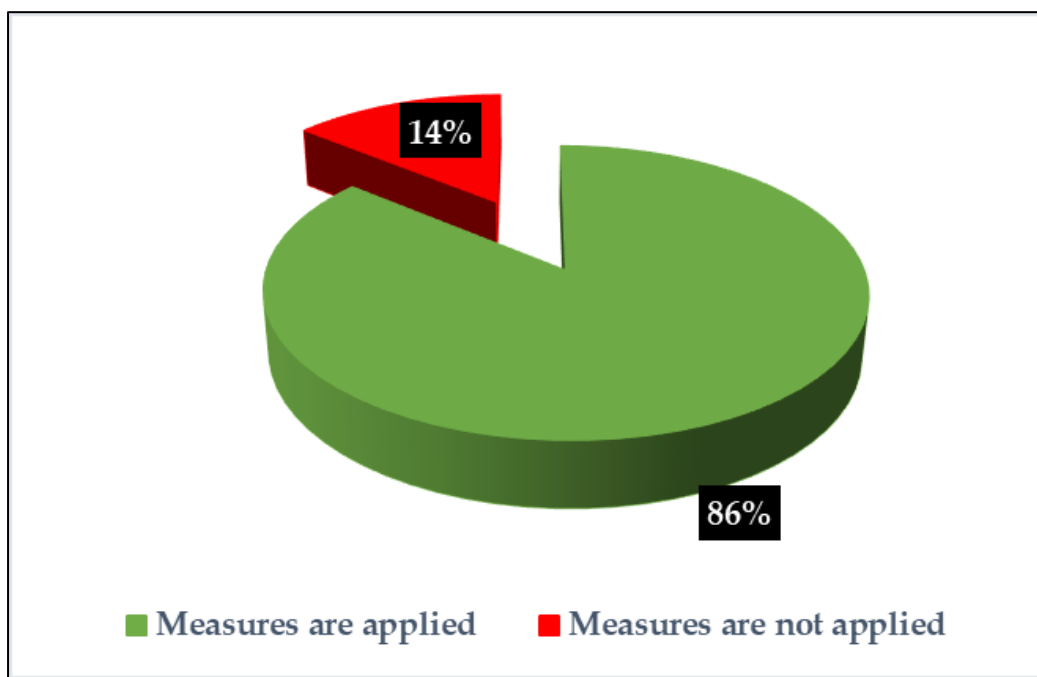
Graph 70: Breakdown of business owners as per their awareness of certain measures taken by the State to improve the ease of doing foreign transactions



Source: MINEPAT, BCS 2023

2) *Application of these measures.* 86% of business owners believe that these measures are applied.

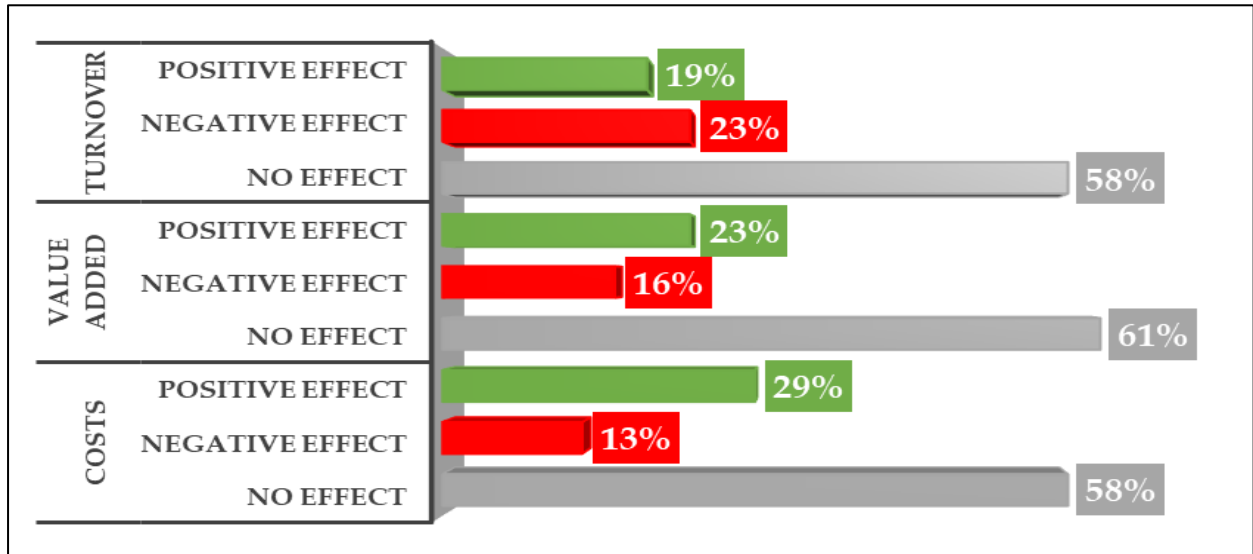
Graph 71: Appreciation of business owners’ awareness of government measures to improve the ease of doing foreign transactions and their application



Source: MINEPAT, BCS 2023.

3) *Impact of measures on business indicators.* Business owners in the industrial sector feel that these measures have had virtually no impact on their business indicators.

Graph 72: Breakdown of business owners as per their opinion on the role played by government measures to facilitate foreign transactions: influence on certain business indicators.



Source: MINEPAT, BCS 2023

2.8.3. Proposals to facilitate the ease of doing foreign transactions

In terms of proposals, business owners from the industrial sector are calling on the government to:

- communicate more on the measures already taken to facilitate the ease of doing foreign transactions. These measures include: (i) *the implementation of the BEAC exchange regulations and (ii) the implementation of the Cameroon Customs Information System.*

- implement these measures.

CHAPTER 3: LESSONS LEARNT AND RECOMMENDATIONS

3.1. Summary of findings

The main findings of the survey are summarised in Table 2 below. Two main findings emerge from this table:

- 1) Business owners in the industrial sector consider the business climate to be fairly favorable but note that certain obstacles still need to be cleared out to enable companies to carry out their activities more easily, including *difficulties accessing funding, inputs, production equipment and the market. They also mentioned problems with the tax system, corruption, security, settlement of disputes, settlement of foreign transactions and property legislation.*
- 2) They recognise that the government takes measures in all areas to eliminate these obstacles, but that these measures are not widely known by companies and are not always applied by relevant services, to the extent that their impact on company activity indicators remains limited.

Table 2 : Summary of the findings of the survey

Dimension	Perception	Assessment of government action					Proposals
		Awareness of government measures	Application of measures	Impact of measures on activity indicators			
				On turnover	On added value	On cost	
Access to Funding	Difficult	Yes	Yes	Positive	Positive	Positive	<i>(i) set up institutions dedicated to business funding (BCPME, BSTP, etc.), (ii) law on leasing, (iii) opening alternative funding windows (law on factoring, etc.) and (iv) set up funding guarantee institutions.</i>
Access to factors of production	Difficult	No	Yes	Positive	Positive	None	- communicate more on the measures already envisaged to overcome the difficulties in accessing factors of production. These measures include: (i) building roads and energy infrastructure and (ii) extending the optic fibre. - foster the application of these measures.
Access to the Market	Difficult	No	Yes	Positive	Positive	Positive	- communicate more about the measures already planned to overcome market access difficulties. These measures include: (i) reserving 60% of public procurement for locally produced goods, (ii) action by the national fraud control brigade, (iii) promotion of subcontracting, (iv) promotion of the Made in Cameroon Brand and (v) promotion of local products in supermarkets. - foster the application of these measures.
Tax system	Heavy	No	Yes	Positive	Positive	Positive	- communicate more on the measures already envisaged to overcome the difficulties of improving the tax situation. These measures include: (i) law to lay down private investment incentives in the Republic of Cameroon, (ii) streamlining tax procedures and (iii) a 50% reduction in the basic corporate tax for companies that reinvest part of their profit. - foster the application of these measures.
Relation with government	Neither good nor bad	No	Yes	Positive	Positive	Positive	- communicate more on the measures already envisaged to improve the quality of relations between the State and the private sector. These measures include: (i) introduction of electronic visas, (ii) introduction of biometric passports, (iii) improving the functionality of government websites and (iv) setting up frameworks for consultation between the State and the private sector. - foster the application of these measures.
Security situation	Bad	No	Yes	Positive	Positive	Positive	- communicate more on the measures already planned to improve the security situation. These measures include: (i) the setting up of the National Video Surveillance Command Centre (CNCVS) and (ii) the establishment of the Disarmament, Demobilisation and Reintegration (DDR) Committee - foster the application of these measures.
Conflict resolution	Acceptable	No	No	Positive	Positive	Positive	- communicate more on the measures already planned to improve conflict resolution. These measures include: (i) setting up arbitration benches and (ii) setting up specialised commercial benches in the courts of first instance. - apply these measures.

MINEPAT || BUSINESS CLIMATE SURVEY REPORT IN THE INDUSTRIAL SECTOR

Dimension	Perception	Assessment of government action					Proposals
		Awareness of government measures	Application of measures	Impact of measures on activity indicators			
				On turnover	On added value	On cost	
Foreign transactions	Difficult	No	Yes	None	None	None	- communicate more on the measures already planned to improve the ease of carrying out external transactions. These measures include: <i>(i) the implementation of BEAC foreign exchange regulations and (ii) the implementation of the Cameroon Customs Information System.</i> - apply these measures.

Source: MINEPAT, BCS 2023.

3.2. Lessons Learnt

At the end of the survey, the following lessons have emerged:

3.2.1. Concerning the study of the business climate in the industrial sector

In view of its findings, the business climate survey stands as an important mechanism for monitoring and evaluating public action to improve the business climate. It could therefore ***be introduced as a routine activity.***

The survey could be carried out after every two years in order to ensure the business climate and the action taken by the State in favour of companies in the industrial sector are henceforth monitored on a cyclical basis.

In this case, the Government would be able to broaden the scope of the survey, rather than limiting it solely to interviews with business owners, thereby considering the point of view of structures responsible for promoting the business climate, the opinion of experts and the level of functionality of supervisory structures for industrial companies.

3.2.2. Companies' appraisal of State action in facilitating the performance of their activities

The effectiveness of State action in facilitating the activities of enterprises cannot be properly assessed from an objective point of view by Government bodies themselves, since their judgement may be biased by the desire for self-justification and self-excuse.

Yet the assessment of this effectiveness by companies can be considered objective insofar as the ultimate purpose of these companies is to ensure the prosperity of their activities. In this respect, it may be thought that the companies' assessment is based on a correct view of the situation, which the State should take into account.

3.2.3. Impact of the opinions of business owners in the industrial sector on public policy

Business owners' viewpoint is important in seeking solutions to increase the industrial sector's contribution to national production and even to improve the business climate in general. However, the Government needs to do more than just consider the views of the actors in this sector, as their actions are insufficient to achieve the desired objective. The contribution of stakeholders in the primary and tertiary sectors should also be factored in to ensure attainment of the desired objective.

Also, the contributions of industrial companies must be integrated, with due regard for the concerns of public authorities.

Public authorities have concerns such as growth, employment and the current account balance. Although these concerns influence the direction to be taken by the industrial sector in particular, they are not necessarily those of businessmen. Industrial companies that have been set up and are operating have not necessarily paid attention to these aspects. Thus, initiatives designed not only to improve the business climate but also to achieve the desired objective should be tailored to the profile of the private sector Cameroon is seeking.

3.2.4. Actions coordination

The steps to be taken towards improving the business climate and achieving the industrial transformation objective set out in the NDS30 require the involvement of various public structures. As such, they need to be well coordinated at both strategic and operational levels.

3.2.5. Communication between the State and industrial companies

Findings revealed that this communication is still limited, even though there are employers' organisations which bring together many companies and which should therefore be the channel of communication between the State and companies. The action and role of these employers' organisations thus needs to be strengthened.

3.2.6. Effectiveness of government action in enhancing the business climate

State measures to facilitate business activities in the areas of communication, investment, standards, dispute resolution, public service, taxation, attractiveness, and property still have limited impact on business activity indicators.

The concerns raised by companies about the effectiveness of these initiatives are not new. They have already been raised on many occasions and solutions proposed. However, on closer analysis, the expected results of such actions are not always perceived by the main beneficiaries, i.e. the private sector and industrial companies in particular.

3.3. Recommendations

The perception of business owners in the industrial sector and the lessons learned from the survey findings therefore substantiate the need for *public authorities to focus efforts on implementing measures already taken by the State aimed at facilitating the activities of businesses.*

Based on this input from businesses, it is necessary to select the most relevant of the existing measures in response to the concerns of business owners in the industrial sector, and to devise appropriate mechanisms to implement them. *In terms of organisation and implementation, this could be done by MINEPAT in conjunction with the other administrations and structures concerned.*

CONCLUSION

Ultimately, in keeping with the Government's commitment to increase the industrial sector's contribution to national production, MINEPAT conducted a survey of companies in the industrial sector to gather business owners' opinion of the business climate and the Government's actions to facilitate their operations. It also recorded their proposals to further improve conditions.

The survey was conducted between 14 August and 13 September 2023. It covered the whole country and was based on a sample of 1,000 companies representing the industrial sector in Cameroon. The selection of companies was carried out in each region by the Regional and Divisional Delegates of MINEPAT.

The survey went on through an electronic platform where companies directly completed the electronic version of the questionnaire, and through direct exchanges between MINEPAT teams and company managers who were unable to respond via this digital platform.

Findings revealed that:

- 1) business owners in the industrial sector consider the business climate fairly favourable, but note that there are still a number of obstacles to be cleared out so that companies can carry out their activities more easily, including *difficulties in accessing funding, inputs, production equipment and the market. They also mentioned the tax system, corruption, security, settlement of disputes, settlement of foreign transactions and property legislation issues.*
- 2) They acknowledge that the State is taking measures in all areas to clear out these obstacles, but that these measures are little known by companies and are not always applied by the relevant structures. As a result, their impact on company activity indicators remains limited.

Business owners in the industrial sector are therefore calling on the Government to *focus greater efforts on implementing the measures already set in place so that companies can carry out their activities more easily and contribute to increasing the share of the secondary manufacturing sector in national production, in line with the Governments pledges in the NDS30.*

It is therefore necessary to select the most relevant of the existing measures in response to entrepreneurs' concerns and to devise appropriate mechanisms for their implementation.

BIBLIOGRAPHICAL REFERENCES

- [1] Report of the study on improving Cameroon's business climate in the light of African experiences.
- [2] Report on the business climate 2011.
- [3] Report on the business climate 2014.
- [4] Report on the business climate 2017.
- [5] Report on the implementation of the business climate index in Cameroon.
- [6] National Development Strategy 2020-2030.
- [7] Vision 2035 for an Emerging Cameroon.

APPENDICES

Appendix 1: Survey questionnaire

SURVEY ON THE BUSINESS CLIMATE IN THE INDUSTRIAL SECTOR IN CAMEROON



The information collected in the course of this survey is strictly confidential under the terms of Law No. 2020/010 of 20 July 2020 governing statistical activity in Cameroon, which stipulates in Article 13 that “individual data collected in the course of statistical data collection operations may not be disclosed in any manner whatsoever, unless explicit authorisation is granted by the natural or legal persons concerned in accordance with the principles of the African Charter on Statistics. ”

This survey is intended to assess companies' perceptions of the business climate in the industrial sector (access to finance, markets, factors of production, etc.) and the Government's efforts to improve it, in order to identify reforms to be carried out in this sector.

SECTION 0: IDENTIFICATION

Id	Questionnaire number	_ _ _ _ _ _ _
S0Q00	Registered name:	
S0Q02	Region: _____	S0Q09 Size (1=LE, 2= ME, 3=SE, 4=VSE) <input type="checkbox"/>
S0Q03	Location: _____	S0Q11 Gender of company manager 1= Male 2= Female <input type="checkbox"/>
S0Q06	Branch _____ of _____ activity: _____	S0Q13 Nationality of company manager 1=Cameroonian 2=Foreign <input type="checkbox"/>
S0Q06	Main activity _____	S0Q14 Educational level of company manager 1 = None 2 = Primary 3 = Secondary 4 = University <input type="checkbox"/>
S0Q05	Legal form of company 1 = LLC 2 = Company Ltd 3= Sole proprietorship 4 = CIG 5 = EIG 6 = SUARL/SARLU, 7 = Other <input type="checkbox"/> (specify)	S0Q12 Age range of company manager (1=under 30, 2=between 30 and 40, 3=between 40 and 50, 4=over 50) <input type="checkbox"/>

SECTION 1: ACCESS TO FUNDING

No.	A- INSIGHT	
S1AQ1	What is your current appreciation of accessing funding in Cameroon? (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S1AQ2	What is your appreciation of the following factors in accessing funding?	<input type="checkbox"/>
S1AQ3	Costs (interest rate, insurance, brokerage, etc.) 1=Very high, 2=high, 3=fairly low, 4=low, 5=very low)	<input type="checkbox"/>
S1AQ4	Conditions (1= excessive, 2= heavy, 3= fairly light, 4= light, 5= non-existent)	<input type="checkbox"/>
S1AQ5	State financial support (1= very insufficient, 2=insufficient, 3=sufficient, 4=very satisfactory)	<input type="checkbox"/>
	B- ASSESSMENT OF STATE ACTION	
S1BQ6	Are you aware of any of the measures taken by the State to enable access to finance? (1=Yes, 2=No) (If no, go to question S1BQ18)	<input type="checkbox"/>
S1BQ7	If yes, which of them relate to your activities?	Creation of dedicated structures (BCPME, BSTP)
		Law on leasing
		Opening of funding windows with technical and financial partners
		Promotion of alternative funding mechanisms (Factoring Law, etc.)
		Others to be specified
S1BQ8	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press Release, 6=Awareness Campaign, 7=Employer Organisations, 8=Other)	<input type="checkbox"/>
S1BQ10	Do you fully understand these measures? (1=Yes, 2=No)	<input type="checkbox"/>
S1BQ11	Are these measures being applied? (1=Yes, 2=No)	<input type="checkbox"/>
S1BQ12	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	<input type="checkbox"/>
S1BQ13	Before Government took these measures, how was access to finance? (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>

S1BQ14	Has the situation improved since measures were adopted? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S1BQ15	What role has this measure played in this improvement? (1= None, 2= Negligible, 3= Important, 4= Very important, 5= Crucial)	<input type="checkbox"/>
S1BQ16	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S1BQ16a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ16b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ16c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ17	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ18	Are there other factors you think may account for this change in access to finance? (1= Yes, 2= No) (If no, go to S1CQ21)	<input type="checkbox"/>
S1BQ19	If yes, name them.	
S1BQ20	What effect have these other factors had on your business indicators?	<input type="checkbox"/>
S1BQ20a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ20b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S1BQ20c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
C- PROPOSALS		
S1CQ21	In your opinion, should other steps be taken to improve access to finance? (1=Yes, 2=No)	<input type="checkbox"/>
S1CQ22	If yes, name them.	

SECTION 2: ACCESS TO FACTORS OF PRODUCTION

A- PERCEPTION		
S2AQ1	What is your current appreciation of access to factors of production? (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ2	How do you rate the following accessibility features?	<input type="checkbox"/>
S2AQ3	Access to water (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ4	Cost per m3 (1=Very high, 2=high, 3=medium high, 4=low, 5=very low)	<input type="checkbox"/>
S2AQ5	Access to electricity (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ6	Cost per Kwatt (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S2AQ7	Access to telephone services (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ8	Rate per second (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S2AQ9	Access to internet (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ10	Flow rate (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S2AQ11	Network reliability (1= very unreliable, 2= unreliable, 3= fairly reliable, 4= reliable, 5= very reliable)	<input type="checkbox"/>
S2AQ12	Network availability (1= very limited availability, 2= limited availability, 3= sufficient availability, 4= available, 5= highly available)	<input type="checkbox"/>
S2AQ13	Cost (1=Very high, 2=high, 3= fair, 4=low)	<input type="checkbox"/>
S2AQ14	Quality (1=Very poor, 2= Poor, 3= Fairly good, 4= Good, 5= Very good)	<input type="checkbox"/>
S2AQ15	Road condition (1= Very poor, 2= Poor, 3= Fairly good 4= Good, 5= Very good)	<input type="checkbox"/>
S2AQ16	Access to skilled workforce (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ17	Labour costs (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S2AQ18	Access to land (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S2AQ19	Price per m2 of land (1=Very high, 2=high, 3=medium high, 4=low, 5=very low)	<input type="checkbox"/>
B- ASSESSMENT OF GOVERNMENT ACTION		
S2BQ1	Are you aware of any of the measures taken by the State to enable access to factors of production? (1=Yes, 2=No) (If no, go to S2BQ13)	
S2BQ2	If yes, which of them relate to your activities?	Construction of road and energy infrastructures
		Optic fibre extension
		Others to be specified
S2BQ3	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press Release, 6=Awareness Campaign, 7=Employer Organisations, 8=Other)	
S2BQ5	Do you fully understand these measures? (1=Yes, 2=No)	
S2BQ6	Are these measures being applied? (1=Yes, 2=No)	
S2BQ7	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	

S2BQ8	Before Government took these measures, how was access to production factors? (1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good)	<input type="checkbox"/>
S2BQ9	Has access to the factors of production improved after these State measures? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S2BQ10	What role have these measures played in this trend? (1= None, 2= Negligible, 3= Important, 4= Very important, 5= Crucial)	<input type="checkbox"/>
S2BQ11	What effect have these other measures had on your business indicators?	<input type="checkbox"/>
S2BQ11a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ11b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ11c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ12	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ13	To the best of your knowledge, are there any other factors influencing access to production factors? (1= Yes, 2= No) (If no, go to S2CQ16)	<input type="checkbox"/>
S2BQ14	If yes, name them	
S2BQ15	What effect have these other factors had on your business indicators?	
S2BQ15a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ15b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S2BQ15c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
C- PROPOSALS		
S2CQ16	In your opinion, should other steps be taken to improve access to production factors? (1=Yes, 2=No)	<input type="checkbox"/>
S2CQ17	If yes, name them	

SECTION 3: ACCESS TO THE MARKET

A- PERCEPTION		
S3AQ1	How do you currently rate market access? (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S3AQ2	What is your appreciation of the following factors in access to market?	<input type="checkbox"/>
S3AQ3	Customer in relation to your products (1= very limited, 2= limited, 3= adequate, 4= significant, 5= highly significant)	<input type="checkbox"/>
S3AQ4	Level of difficulty in accessing customers (1= excessively difficult, 2= very difficult, 3= somewhat difficult, 4= not difficult at all)	<input type="checkbox"/>
B- ASSESSMENT OF GOVERNMENT ACTION		
S3BQ1	Are you aware of any of the measures taken by the State to enable access to the market? (1=Yes, 2=No) (If no, go to S3BQ13)	<input type="checkbox"/>
S3BQ2	If yes, which of them relate to your activities?	Set aside 60% of public purchasing for locally produced goods
		Action by the National Brigade for the control and repression of fraud
		Promotion of subcontracting
		Promotion of the Made in Cameroon brand
		Actions to promote local products in supermarkets
S3BQ3	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press Release, 6=Awareness Campaign, 7=Employer Organisations, 8=Other)	<input type="checkbox"/>
S3BQ5	Do you fully understand these measures? (1=Yes, 2=No)	<input type="checkbox"/>
S3BQ6	Are these measures being applied? (1=Yes, 2=No)	<input type="checkbox"/>
S3BQ7	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	<input type="checkbox"/>
S3BQ8	Before Government took these measures, how was access to the market? (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S3BQ9	Has the situation improved since measures were adopted? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S3BQ10	What role has this measure played in this improvement? (1= None, 2= Negligible, 3= Important, 4= Very important, 5= Crucial)	<input type="checkbox"/>
S3BQ11	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S3BQ11a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S3BQ11b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S3BQ11c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>

S3BQ12	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S3BQ13	Are there any other factors you know of that may influence your access to the market? (1= Yes, 2= No) (If no, go to S3CQ16)	<input type="checkbox"/>
S3BQ14	If yes, name them.	
S3BQ15	What effect have these other factors had on your business indicators?	<input type="checkbox"/>
S3BQ15a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S3BQ15b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S3BQ15c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
C- PROPOSALS		
S3CQ16	In your opinion, should other steps be taken to improve access to the market for enterprises? (1=Yes, 2=No)	<input type="checkbox"/>
S3CQ17	If yes, name them	

SECTION 4: TAX SYSTEM

A- PERCEPTION		
S4AQ1	What is your current appreciation of the tax system in Cameroon? (1= very heavy, 2= heavy, 3= light, 4= very light)	<input type="checkbox"/>
S4AQ2	How do you rate the following aspects of this tax system?	<input type="checkbox"/>
S4AQ3	Tax burden rate (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S4AQ4	Number of taxes paid (1= very high, 2= high, 3= medium, 4= low, 5= very low)	<input type="checkbox"/>
S4AQ5	Understanding tax legislation (1= Very difficult, 2=difficult, 3=easy, 4=very easy)	<input type="checkbox"/>
S4AQ6	Quality of relations with customs, tax and other authorities (1= very poor, 2= poor, 3= fairly good, 4= good, 5= very good)	<input type="checkbox"/>
S4AQ7	Speed in tax payments (1=Very slow, 2= slow, 3= fairly fast, 4= fast, 5=very fast)	<input type="checkbox"/>
S4AQ8	Simplicity of tax payment mechanisms (online payment, specialised counter) (1= very complex, 2= complex, 3= fairly simple, 4= simple, 5=very simple)	<input type="checkbox"/>
B- ASSESSMENT OF STATE ACTION		
S4BQ9	Are you aware of any of these tax measures taken by the Government? (1= Yes, 2= No) (If no to S4BQ21)	<input type="checkbox"/>
S4BQ10	If yes, which of them relate to your activities?	law to lay down private investment incentives
		Digitalisation of tax procedure
		50% reduction in basic corporation tax for companies reinvesting part of their profits
		Others to be specified
S4BQ11	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press Release, 6=Awareness Campaign, 7=Employer Organisations, 8=Other)	<input type="checkbox"/>
S4BQ12	Do you fully understand these measures? (1=Yes, 2=No)	<input type="checkbox"/>
S4BQ13	Are these measures being applied? (1=Yes, 2=No)	<input type="checkbox"/>
S4BQ14	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	<input type="checkbox"/>
S4BQ15	Before the Government took these measures, how was the tax situation? (1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good)	<input type="checkbox"/>
S4BQ16	How has the situation evolved since the Government took these measures? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S4BQ17	What role have these measures played in this trend? (1= None, 2= Negligible, 3= Important, 4= Very important, 5= Crucial)	<input type="checkbox"/>
S4BQ18	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S4BQ19a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S4BQ19b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S4BQ19c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S4BQ20	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S4BQ21	To the best of your knowledge, are there any other factors influencing the tax system? (1= Yes, 2= No) (If no to S4CQ24)	<input type="checkbox"/>

S4BQ22	If yes, name them	
S4BQ23	What effect have these other factors had on your business indicators?	<input type="checkbox"/>
S4BQ23a	Turnover (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S4BQ23b	Value added (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S4BQ23c	Costs (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
C- PROPOSALS		
S4CQ24	In your opinion, should other steps be taken to improve the tax system? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S4CQ25	If yes, name them	

SECTION 5: RELATIONS BETWEEN THE PRIVATE SECTOR AND THE STATE

A- PERCEPTION		
S5AQ1	How do you currently rate the quality of your relations with the Government? (<i>1=very poor, 2=poor, 3=neither good nor poor, 4=good, 5=very good</i>)	<input type="checkbox"/>
S5AQ2	What is your assessment of the following factors affecting the quality of your relations with the State?	<input type="checkbox"/>
S5AQ3	Communication of economic data (<i>1=Not at all, 2=Rarely, 3=Often/some, 4=Always</i>)	<input type="checkbox"/>
S5AQ4	State communication on policies implemented (<i>1=Does not communicate at all, 2=Rarely communicates, 3=Frequently/some of the time communicates, 4=Always communicates</i>)	<input type="checkbox"/>
S5AQ5	Popularisation of government communication platforms (<i>websites, libraries, etc.</i>) (<i>1= Does not popularise at all, 2= Rarely popularises, 3= Often/sometimes popularises, 4= Always popularises</i>)	<input type="checkbox"/>
S5AQ6	Reception of users (<i>1= Very poor, 2= Poor, 3= Fairly good, 4= Good, 5= Very good</i>)	<input type="checkbox"/>
S5AQ7	Willingness of public services to provide information (<i>1= Not willing at all, 2= Rarely willing, 3= Often/sometimes willing, 4= Always willing</i>)	<input type="checkbox"/>
S5AQ8	Access to private sector support structures (<i>1=Not at all accessible, 2=Not accessible, 3=Fairly accessible, 4=Accessible, 5=Very accessible</i>)	<input type="checkbox"/>
S5AQ9	Contribution of support structures (<i>1=None, 2=Little, 3=Significant, 4=Very significant</i>)	<input type="checkbox"/>
S5AQ10	Service speed (<i>1=Very slow, 2=slow, 3=quite fast, 4=fast, 5=very fast</i>)	<input type="checkbox"/>
S5AQ11	Access to senior officials (<i>1= Very difficult, 2= Somewhat difficult, 3= Fairly easy, 4= Easy, 5= Very easy</i>)	<input type="checkbox"/>
S5AQ12	Number of items required to compile files (<i>1= Excessive, 2= Many, 3= Reasonable, 4= Few, 5= Very few</i>)	<input type="checkbox"/>
S5AQ13	Level of corruption (<i>1= Very high, 2= High, 3= Fairly low, 4= Low, 5= Very low</i>)	<input type="checkbox"/>
B- ASSESSMENT OF GOVERNMENT ACTION		
S5BQ14	Are you aware of any of the measures taken by the State to improve the quality of relations between the private sector and the State? (<i>1=Yes, 2=No</i>) (<i>If no, go to S5BQ26</i>)	<input type="checkbox"/>
S5BQ15	If yes, which of them relate to your activities?	<i>Introduction of electronic visas</i>
		<i>Introduction of the biometric passport</i>
		<i>Establishment of consultation frameworks between the State and the private sector</i>
		<i>Improvement of the functionality of government websites</i>
		<i>Others to be specified</i>
S5BQ16	How did you find out about this? (<i>1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press release, 6=Awareness campaign, 7=Employers' organisations, 8=Other</i>)	<input type="checkbox"/>
S5BQ18	Do you fully understand these measures? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S5BQ19	Are these measures being applied? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S5BQ20	If yes, how? (<i>1= Poorly, 2= Partially, 3= Fully</i>)	<input type="checkbox"/>
S5BQ21	Before the Government took these measures, how was your relations with the State? (<i>1= Very poor, 2= poor, 3= Acceptable, 4= Good, 5= Very good</i>)	<input type="checkbox"/>
S5BQ22	Has the situation improved since these measures were adopted? (<i>1= Worsened, 2= Stagnated, 3= Improved</i>)	<input type="checkbox"/>
S5BQ23	What role have these measures played in this trend? (<i>1= None, 2= Negligible, 3= Important, 4= Very important, 5= Crucial</i>)	<input type="checkbox"/>
S5BQ24	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S5BQ24a	Turnover (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>

S5BQ24b	Value added (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S5BQ24c	Costs (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S5BQ25	What impact do these measures have on your sectors? (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S5BQ26	To the best of your knowledge, are there any other factors influencing your relations with the State? (<i>1= Yes, 2= No</i>) (<i>If no to S5CQ29</i>)	<input type="checkbox"/>
S5BQ27	If yes, name them	
S5BQ28	What effect have these other factors had on your business indicators?	<input type="checkbox"/>
S5BQ28a	Turnover (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S5BQ28b	Value added (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S5BQ28c	Costs (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
C- PROPOSALS		
S5CQ29	In your opinion, should other steps be taken to improve the quality of its relations with the private sector? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S5CQ30	If yes, name them	

SECTION 6: SECURITY

A- PERCEPTION		
S6AQ1	What is your current appreciation of security in Cameroon? (<i>1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good</i>)	<input type="checkbox"/>
S6AQ2	What is your appreciation of the following features determining the security situation?	<input type="checkbox"/>
S6AQ3	Risk of theft (<i>1=very high, 2=high, 3=medium, 4=low, 5=very low</i>)	<input type="checkbox"/>
S6AQ4	Risk of being a victim of vandalism (<i>1=very high, 2=high, 3=medium, 4=low, 5=very low</i>)	<input type="checkbox"/>
S6AQ5	Risk of “ghosts towns” (<i>1=very high, 2=high, 3=medium, 4=low, 5=very low</i>)	<input type="checkbox"/>
S6AQ6	Percentage of turnover spent on security (<i>1=very high, 2=high, 3=average, 4=low, 5=very low</i>)	<input type="checkbox"/>
B- ASSESSMENT OF GOVERNMENT ACTION		
S6BQ7	Are you aware of any of the measures taken by the State to improve on the security? (<i>1=Yes, 2=No</i>) (<i>If no, go to S6BQ19</i>)	<input type="checkbox"/>
S6BQ8	If yes, which of them relate to your activities?	<input type="checkbox"/> Establishment of the national video surveillance command centre <input type="checkbox"/> Establishment of the Disarmament, Demobilisation and Reintegration Committee <input type="checkbox"/> Others to be specified
S6BQ9	How did you find out about this? (<i>1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press release, 6=Awareness campaign, 7=Employers’ organisations, 8=Other</i>)	<input type="checkbox"/>
S6BQ10	Which of these do you know are relevant to your business?	<input type="checkbox"/>
S6BQ11	Do you fully understand these measures? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S6BQ12	Are these measures being applied? (<i>1=Yes, 2=No</i>)	<input type="checkbox"/>
S6BQ13	If yes, how? (<i>1= Poorly, 2= Partially, 3= Fully</i>)	<input type="checkbox"/>
S6BQ14	What was the security situation like before these measures were implemented? (<i>1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good</i>)	<input type="checkbox"/>
S6BQ15	Has the security situation improved since measures were adopted? (<i>1= Worsened, 2= Stagnated, 3= Improved</i>)	<input type="checkbox"/>
S6BQ16	What role have these measures played in this development? (<i>1= None, 2= Negligible, 3= Significant, 4= Very significant, 5= Crucial</i>)	<input type="checkbox"/>
S6BQ17	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S6BQ17 a	Turnover (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S6BQ17 b	Value added (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S6BQ17 c	Costs (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>
S6BQ18	What impact do these measures have on your sectors? (<i>1= negative effect, 2= no effect, 3= positive effect</i>)	<input type="checkbox"/>

S6BQ19	To the best of your knowledge, are there any other factors influencing the security situation? (1= Yes, 2= No) (If no, go to S6CQ22)	<input type="checkbox"/>
S6BQ20	If yes, name them	
S6BQ21	What effect have these other factors had on your business indicators?	<input type="checkbox"/>
S6BQ21 a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S6BQ21 b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S6BQ21 c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
C- PROPOSALS		
S6CQ2 2	In your opinion, should other steps be taken to improve on security? (1=Yes, 2=No)	<input type="checkbox"/>
S6CQ2 3	If yes, name them	

SECTION 7: DISPUTE RESOLUTIONS

A- PERCEPTION		
S7AQ1	How do you currently view the way business disputes are settled? (1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good)	<input type="checkbox"/>
S7AQ2	How do you rate the following factors impacting this conflict management approach?	<input type="checkbox"/>
S7AQ3	Functioning of arbitration benches (1= Very poor, 2= Poor, 3= Fairly good, 4= Good, 5= Very good)	<input type="checkbox"/>
S7AQ4	Reliability of arbitration benches (1=Not at all reliable, 2=Slightly reliable, 3=Somewhat reliable, 4=Reliable, 5=Very reliable)	<input type="checkbox"/>
S7AQ5	Time limits for proceedings (1= very long, 2= long, 3= fairly short, 4= short, 5= very short)	<input type="checkbox"/>
S7AQ6	Reliability of court rulings (1=Not at all reliable, 2=Slightly reliable, 3=Somewhat reliable, 4=Reliable, 5=Very reliable)	<input type="checkbox"/>
S7AQ7	Time taken to enforce rulings or judgements (1=Very long, 2=Long, 3=Fairly short, 4=Short, 5=Very short)	<input type="checkbox"/>
B- ASSESSMENT OF STATE ACTION		
S7BQ8	Are you aware of any of the measures taken by the State to enable conflicts settlement? (1=Yes, 2=No) (If no, go to S7BQ20)	<input type="checkbox"/>
S7BQ9	If yes, which of them relate to your activities?	Setting up arbitration benches
		Setting up specialised commercial benches in courts of first instance
		Others to be specified
S7BQ10	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press release, 6=Awareness campaign, 7=Employers' organisations, 8=Other)	<input type="checkbox"/>
S7BQ12	Do you fully understand these measures? (1=Yes, 2=No)	<input type="checkbox"/>
S7BQ13	Are these measures being applied? (1=Yes, 2=No)	<input type="checkbox"/>
S7BQ14	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	<input type="checkbox"/>
S7BQ15	Before Government initiatives, what was the situation like? (1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good)	<input type="checkbox"/>
S7BQ16	Have there been any changes in conflict settlement since the Government took these measures? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S7BQ17	What role have these measures played in this trend? (1= None, 2= Negligible, 3= Significant, 4= Very significant, 5= Crucial)	<input type="checkbox"/>
S7BQ18	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S7BQ18a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S7BQ18b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S7BQ18c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S7BQ19	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>

S7BQ20	To the best of your knowledge, are there any other factors influencing conflicts management? (1= Yes, 2= No) (If no, go to S7CQ23)	<input type="checkbox"/>
S7BQ21	If yes, name them	
S7BQ22	What effect have these measures had on your business indicators?	<input type="checkbox"/>
S7BQ22a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S7BQ22b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S7BQ22c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
C- PROPOSALS		
S7CQ23	In your opinion, should other steps be taken to improve on business dispute settlement? (1=Yes, 2=No)	<input type="checkbox"/>
S7CQ24	If yes, name them	

SECTION 8: FOREIGN TRANSACTIONS

A- PERCEPTION		
S8AQ1	To what extent do you find it easy to carry out your external transactions? (1= Very difficult, 2=difficult, 3=fairly easy, 4=easy, 5=very easy)	<input type="checkbox"/>
S8AQ2	How do you rate the following factors determining this convenience?	<input type="checkbox"/>
S8AQ3	Currency availability (1= Very little available, 2= Little available, 3= Fairly available, 4= Available, 5= Very available)	<input type="checkbox"/>
S8AQ4	Processing speed (1=Very slow, 2=slow, 3=quite fast, 4=fast, 5=very fast)	<input type="checkbox"/>
S8AQ5	Number of procedures (1=Too many, 2=many, 3=few, 4=very few)	<input type="checkbox"/>
S8AQ6	Procedures time (1 = very long, 2 = long, 3 = fairly short, 4 = short, 5 = very short)	<input type="checkbox"/>
S8AQ7	Port clearance times (1=very long, 2=long, 3=fairly short, 4=short, 5=very short)	<input type="checkbox"/>
S8AQ8	Cost of customs clearance at port (1=Very high, 2=high, 3=quite high, 4=low, 5=very low)	<input type="checkbox"/>
B- ASSESSMENT OF GOVERNMENT ACTION		
S8BQ9	Are you aware of any of the measures taken by the State to facilitate foreign transactions? (1=Yes, 2=No) (If no, go to S8BQ21)	<input type="checkbox"/>
S8BQ10	If yes, which of them relate to your activities?	Implementation of BEAC foreign exchange regulations
		Implementation of the Cameroon Customs Information System
		Others to be specified
S8BQ11	How did you find out about this? (1=Social media, 2=Radio, 3=Press, 4=Television, 5=Press Release, 6=Awareness Campaign, 7=Employer Organisations, 8=Other)	<input type="checkbox"/>
S8BQ13	Do you fully understand these measures? (1=Yes, 2=No)	<input type="checkbox"/>
S8BQ14	Are these measures being applied? (1=Yes, 2=No)	<input type="checkbox"/>
S8BQ15	If yes, how? (1= Poorly, 2= Partially, 3= Fully)	<input type="checkbox"/>
S8BQ16	Before Government initiatives, what was the situation like? (1= Very bad, 2= Bad, 3= Acceptable, 4= Good, 5= Very good)	<input type="checkbox"/>
S8BQ17	Have there been any changes in your foreign transactions since Government took action? (1= Worsened, 2= Stagnated, 3= Improved)	<input type="checkbox"/>
S8BQ18	What role have these measures played in this trend? (1= None, 2= Negligible, 3= Significant, 4= Very Significant, 5= Crucial)	<input type="checkbox"/>
S8BQ19	What effect do these measures have on your business indicators?	<input type="checkbox"/>
S8BQ19a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S8BQ19b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S8BQ19c	Costs (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S8BQ20	What impact do these measures have on your sectors? (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S8BQ21	To the best of your knowledge, are there any other factors influencing your foreign transactions? (1= Yes, 2= No) (If no, go to S8CQ24)	<input type="checkbox"/>
S8BQ22	If yes, name them	
S8BQ23	What effect have these other measures had on your business indicators?	<input type="checkbox"/>
S8BQ23a	Turnover (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>
S8BQ23b	Value added (1= negative effect, 2= no effect, 3= positive effect)	<input type="checkbox"/>

S8BQ23c	<i>Costs (1= negative effect, 2= no effect, 3= positive effect)</i>	_
C- PROPOSALS		
S8CQ24	In your opinion, should other steps be taken to improve foreign transactions? (1=Yes, 2=No)	_
S8CQ25	If yes, name them	_

We are most grateful for your willingness to fill in this questionnaire.

Appendix 2: Extract from the digital platform

ONLINE QUESTIONNAIRE OF THE SURVEY ON BUSINESS CLIMATE IN THE INDUSTRIAL SECTOR IN CAMEROON

The information collected in the course of this survey is strictly confidential under the terms of Law No. 2020/010 of 20 July 2020 governing statistical activity in Cameroon, which stipulates in Article 13 that “individual data collected in the course of statistical data collection operations may not be disclosed in any manner whatsoever, unless explicit authorisation is granted by the natural or legal persons concerned in accordance with the principles of the African Charter on Statistics.

This survey is intended to assess companies' perception of the business climate in the industrial sector (access to finance, markets, factors of production, etc.) and the Government's efforts to improve it, in order to identify reforms to be carried out in this sector.

Start date of the interview

SECTION 1.1: IDENTIFICATION

S 1.1.1 Registered name of your company

S 1.1.2 Region where your company is located

Tick the right answer

- Centre (excluding Yaounde)
- Littoral (excluding Douala)
- South
- East
- Adamawa
- West
- North-West
- South-West
- North
- Far-North
- Yaounde
- Douala

S 1.1.3 Location of the company

The full on-line questionnaire is available at:
<https://ee.kobotoolbox.org/single/666f0fc8cc8e201922ea6d5208f23cfa>

Appendix 3: The Minister’s Letter to Business Owners

REPUBLIQUE DU CAMEROUN
Paix – Travail – Progrès

MINISTERE DE L'ECONOMIE, DE LA PLANNIFICATION
ET DE L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

DIRECTION GENERALE DE L'ECONOMIE ET DE
PROGRAMMATION DES INVESTISSEMENTS PUBLICS

DIVISION DES ANALYSES ET DES POLITIQUES
ECONOMIQUES

CELLEULE DES ANALYSES SECTORIELLES

N° **0016040**
/MINEPAT/SGDGEPHYDAPE/CAS



REPUBLIC OF CAMEROON
Paix – Work – Prosperity

MINISTRY OF ECONOMY, PLANNING
AND REGIONAL DEVELOPMENT

SECRETARIAT GENERAL

DIRECTORATE GENERAL OF ECONOMY AND
INVESTMENTS PROGRAMMING

DEPARTMENT OF ANALYSIS AND ECONOMIC
POLICIES

SECTORIAL ANALYSIS UNIT

Yaoundé, le **07 Aout 2023**

Le Ministre,

A
Mesdames/Messieurs les Chefs d'entreprise
YAOUNDE

Objet : Augmentation de la part du secteur manufacturier dans la production nationale

Mesdames/Messieurs,

Le Gouvernement s'est engagé dans la Stratégie Nationale de Développement 2020-2030, à augmenter considérablement la part du secteur secondaire manufacturier dans la production nationale.

Dans le cadre de la formulation des mesures à mettre en œuvre pour atteindre cet objectif, le département ministériel dont j'ai la charge sollicite la collaboration et la contribution des entreprises industrielles.

C'est à cet effet que mes services réalisent **du 14 août au 13 septembre 2023**, une enquête auprès des entreprises industrielles afin de recueillir leurs propositions.

Votre entreprise ayant été sélectionnée, j'ai l'honneur de vous inviter à bien vouloir recevoir mes collaborateurs qui prendront attache avec votre structure dans le cadre de cette enquête.

Aussi, je vous fais tenir le questionnaire y relatif ainsi que le lien <https://tinyurl.com/minepatbes2023> où vous pourrez directement le renseigner.

Pour toute information complémentaire, vous voudrez bien prendre attache avec mes collaborateurs ci-après :

- Monsieur MENDO Paulin Fritz, Chef de la Division des Analyses et des Politiques Economiques, mendopaulin@yahoo.com/ 677 869 607;
- Monsieur MVOA Claude Latrie, Chef de la Cellule des Analyses Sectorielles, mvoa_latrie@yahoo.fr/ 695 175 462.

Tout en comptant sur votre franche collaboration, veuillez agréer, Mesdames/Messieurs, l'assurance de ma considération distinguée.

PI : -Questionnaire
- Lettre de mission

**Pour le Ministre de l'Economie
de la Planification et de
Amenagement du Territoire
et par Délégation
le Ministre Délégué**



Paul TASONG

Ministère de l'Economie, de la Planification et de l'Amenagement du Territoire
Territoire BP : 660/Tel. Courrier (+237) 222 22 09 75 / site Web : www.minepat.gov.cm

Ministry of Economic, Planning and Regional Development
Po Box : 660/Tel. Courrier (+237) 222 22 09 75 / site Web : www.minepat.gov.cm

Appendix 4: Assignment Letter

REPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

MINISTRE DE L'ECONOMIE, DE LA PLANIFICATION
ET DE L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

DIRECTION GENERALE DE L'ECONOMIE ET DE
PROGRAMMATION DES INVESTISSEMENTS PUBLICS

DIVISION DES ANALYSES ET DES POLITIQUES
ECONOMIQUES

UNITE DES ANALYSES SECTORIELLES

N° 0016040

N°/MINEPAT/SG/DG/IEP/DA/PE/CAS



REPUBLIC OF CAMEROON
Peace – Work – Fatherland

MINISTRY OF ECONOMY, PLANNING
AND REGIONAL DEVELOPMENT

SECRETARIAT GENERAL

DIRECTORATE GENERAL OF ECONOMY AND
INVESTMENTS PROGRAMMING

DEPARTMENT OF ANALYSIS AND ECONOMIC
POLICIES

SECTORIAL ANALYSIS UNIT

Yaoundé, le 07 Août 2023

LETTRE DE MISSION

Objet : Enquête sur le climat des affaires dans le secteur industriel

Le Ministre de l'Economie, de la Planification et de l'Aménagement du Territoire autorise par la présente, la réalisation de l'enquête citée en objet du 14 août au 13 septembre 2023, sous la supervision de Monsieur Mendo Paulin Fritsh, Chef de la Division des Analyses et des Politiques Economiques.

L'objectif de cette enquête est de faciliter l'identification des réformes à mener pour augmenter considérablement la part du secteur manufacturier dans la production nationale, conformément à l'engagement pris par le Gouvernement en matière de transformation structurelle dans la Stratégie Nationale de Développement 2020-2030.

Les personnes dont les noms suivent sont désignées pour effectuer ladite collecte :

- Olomo Ateke Engelbert
- Mvoa Claude Latrie
- Edzougou Diane Virginie
- Matagu Fonkou Christiana
- Dairou Ahidjo
- Ngo Matip Adèle Sandrine
- Mfono Assembe Danielle Kévina
- Nfonka-Essama Marie Arlette
- Mouhamadou Kabirou
- Essono Edou Elvire
- Boum Boum Emmanuel
- Dooan Ngoepah Cecile Estelle
- Mengue M'ondo François Derrick
- Bikok Som William
- Zo'o Ondo Samy Hervé
- Andong Carine Pélagie
- Assa Allo
- Koa Pascal Raoul
- Zibi Marcus
- Abossolo Ndongo Julien
- Dongmo Kenfack Luc William
- Nguene Albertine Margot

Pour le Ministre de l'Economie
de la Planification et de
l'Aménagement du Territoire
et par Délégation
le Ministre Délégué



Paul TASONG



Ministère de l'Economie, de la Planification et de l'Aménagement du
Territoire BP : 660/Tel. Courrier (+237) 222 22 09 75 / site Web :

Ministry of Economic, Planning and Regional Development
P.O. Box : 660/Tel. Courrier (+237) 222 22 09 75 / site Web :

Appendix 5: List of Regional and Divisional Delegates who contributed to the selection of companies

ADAMAWA REGIONAL DELEGATION

Position	Name and surname	E-mail address
Regional Delegate	Amadou Bello	bamadou@minepat.gov.cm
Djerem Divisional Delegation		
Divisional Delegate	Ousmanou Bappa Hamagoni	housmanou@minepat.gov.cm
Faro-and-Deo Divisional Delegation		
Divisional Delegate	Moussa Yaya	Ymoussa@minepat.gov.cm moussya2012@yahoo.fr
Mayo-Banyo Divisional Delegation		
Divisional Delegate	Abdoulaye Bouhary	babdoulaye@minepat.gov.cm abdoulaye_bouhary@yahoo.fr
Mbere Divisional Delegation		
Divisional Delegate	Hamidou Bello	bhamidou@minepat.gov.cm hhamidoubello@gmail.com
Vina Divisional Delegation		
Divisional Delegate	Lime Aime Roland	alime@minepat.gov.cm limeaimeroland@yahoo.fr
CENTRE REGIONAL DELEGATION		
Regional Delegate	Akoa Christophe	cakoa@minepat.gov.cm akoa_christophe@yahoo.fr
Upper-Sanaga Divisional Delegation		
Divisional Delegate	Bikoy Joseph	jbikoy@minepat.gov.cm bikoyjoseph@yahoo.fr
Lekie Divisional Delegation		
Divisional Delegate	Nsoa Cédric	cnsoa@minepat.gov.cm cedricnsoa@yahoo.fr
Mbam-and-Inoubou Divisional Delegation		
Divisional Delegate	Zenon Pierre Atangana	zatangana@minepat.gov.cm zatangana@yahoo.fr
Mbam-and-Kim Divisional Delegation		
Divisional Delegate	Adibalintsa Hippolyte	hadi@minepat.gov.cm febinembase@yahoo.fr
Mefou-and-Afamba Divisional Delegation		
Divisional Delegate	Souga Marie Odile	msouga@minepat.gov.cm odilesouga@yahoo.fr
Mefou-and-Akono Divisional Delegation		
Divisional Delegate	Ntimbane Roger	rtimbane@minepat.gov.cm ntimbros@yahoo.fr
Mfoundi Divisional Delegation		
Divisional Delegate	Abessolo Alphonse	aabessolo@minepat.gov.cm abessolo_alphonse@yahoo.fr
Nyong-and-Kelle Divisional Delegation		
	Lothin Elessa Joseph	jlothin@minepat.gov.cm josephlothinelessa@yahoo.fr
Nyong-and-Mfoumou Divisional Delegation		
Divisional Delegate	Akono Ella Louis Raymond	lakono@minepat.gov.cm lrae@yahoo.fr
Nyong-and-So'o Divisional Delegation		
Divisional Delegate	Ondoua Eric Dominique	eondoua@minepat.gov.cm ericdominiqueondoua@yahoo.fr

EAST REGIONAL DELEGATION		
Regional Delegate	Kinoua André	akinoua@minepat.gov.cm kinouandre@yahoo.fr
Boumba-and-Ngoko Divisional Delegation		
Divisional Delegate	Mikod Ide Ruphin	rmikod@minepat.gov.cm ideruphinmikod@yahoo.fr
Upper-Nyong Divisional Delegation		
Divisional Delegate	Sala Sala Vincent	vsalla@minepat.gov.cm motabulu67@gmail.com
Kadey Divisional Delegation		
Divisional Delegate	Yaka Emati Angeline	ayaka@minepat.gov.cm angeemati@yahoo.fr
Lom-and-Djerem Divisional Delegation		
Divisional Delegate	Onana Ateba	onana@minepat.gov.cm onana1111@gmail.com
FAR-NORTH REGIONAL DELEGATION		
Regional Delegate	Marouf Moussa	mmoussa@minepat.gov.cm maroufmoussa2013@yahoo.fr
Diamare Divisional Delegation		
Divisional Delegate	Amine Atribinga	aatribinga@minepat.gov.cm amineatribinga@gmail.com
Logone-and-Chari Divisional Delegation		
Divisional Delegate	Lahoulba Zephanie	zlahoulba@minepat.gov.cm lahoulba.zephanie@yahoo.fr
Mayo-Danai Divisional Delegation		
Divisional Delegate	Dana Luther	ldana@minepat.gov.cm daterraluta@yahoo.fr
Mayo-Kani Divisional Delegation		
Divisional Delegate	Issoufa Sougoudou	isougoudou@minepat.gov.cm sissoufa@yahoo.fr
Mayo-Sava Divisional Delegation		
Divisional Delegate	Mahamat Abba Said	mabba@minepat.gov.cm saidmht@yahoo.fr
Mayo-Tsanaga Divisional Delegation		
Divisional Delegate	Mammoudou Issa	imamoudou@minepat.gov.cm mmd.issa@yahoo.fr
LITTORAL REGIONAL DELEGATION		
Regional Delegate	Ella Blaise	bella@minepat.gov.cm minepatlittoral@yahoo.fr
Moungo Divisional Delegation		
Divisional Delegate	Nyaleve Adalbert	anyaleve@minepat.gov.cm anyaleve@yahoo.fr
NKam Divisional Delegation		
Divisional Delegate	Mama Aloys Achille A.	amama@minepat.gov.cm mamaalloysachille@gmail.com
Sanaga-Maritime Divisional Delegation		
Divisional Delegate	Tocko Nelly Maximise née Nkotto Mpacko	ntocko@minepat.gov.cm tocko_nelly@yahoo.fr
Wouri Divisional Delegation		

Divisional Delegate	Esa'a Manga Rosalie Eliane Epse Zam Ngono	resaa@minepat.gov.cm zam.ngono@yahoo.com
NORTH REGIONAL DELEGATION		
Regional Delegate	Piti Bernard	bpiti@minepat.gov.cm bernard.piti@yahoo.fr
Benue Divisional Delegation		
Divisional Delegate	Silemanou	silemanou@minepat.gov.cm silemanou@yahoo.fr
Faro Divisional Delegation		
Divisional Delegate	Oumarou Hamadou	ohamadou@minepat.gov.cm hd_oumarou@yahoo.fr
Mayo-Louti Divisional Delegation		
Divisional Delegate	Makei Joseph	jmakei@minepat.gov.cm josephmakei@yahoo.fr
Mayo-Rey Divisional Delegation		
Divisional Delegate	Damzal Justin	jdanzal@minepat.gov.cm jdanzal@yahoo.fr
NORTH-WEST REGIONAL DELEGATION		
Regional Delegate	Dominic Yenai Asaah	dyenai@minepat.gov.cm minepatnorthwest@gmail.com fotsopd@yahoo.com
Boyo Divisional Delegation		
Divisional Delegate	Nganjoh Thomas Kasum	tnganjoh@minepat.gov.cm nganjohthomas@gmail.com
Bui Divisional Delegation		
Divisional Delegate	Jong Blaise Cha	bjongcha@minepat.gov.cm
Donga-Mantung Divisional Delegation		
Divisional Delegate	Tabé Ako Leo	ltabeako@minepat.gov.cm leotabeako@gmail.com
Mentchum Divisional Delegation		
Divisional Delegate	Adzemye Eunice Wiyye	eadzemye@minepat.gov.cm eadzemye@yahoo.fr
Mezam Divisional Delegation		
Divisional Delegate	Eveline Mawo Epse Bigama	emawo@minepat.gov.cm evemawo@gmail.com
Momo Divisional Delegation		
Divisional Delegate	Njonguo Catherine Atendemeh Epse Nkempu	cnjonguo@minepat.gov.cm minepatmomo1@gmail.com
Ngoketunja Divisional Delegation		
Divisional Delegate	Ayaba Shera Bufuteh	sayaba@minepat.gov.cm sheaye@gmail.com
WEST REGIONAL DELEGATION		
Regional Delegate	Mvondo Ernest Gilbert	emvondo@minepat.gov.cm ernestgilbert154@yahoo.fr
Mifi Divisional Delegation		
Divisional Delegate	Njosseu Pierre Rostand	pnjosseu@minepat.gov.cm njopiro@yahoo.fr
Bamboutos Divisional Delegation		
Divisional Delegate	Nfor Frederic Budi	fnforbudi@minepat.gov.cm

		nfor.budi@yahoo.com
Upper-Nkam Divisional Delegation		
Divisional Delegate	Nanvou Feudjio Nathalie	nnanvou@minepat.gov.cm nanvoutalia@yahoo.fr
Upper-Plateaux Divisional Delegation		
Divisional Delegate	Ngouchemo Ngoupayou Moise	mngouchemo@minepat.gov.cm moise_ngouchemo@yahoo.fr
Koung-Ghi Divisional Delegation		
Divisional Delegate	Ngussi Josiane Laure Epse Meli Meli	jngussi@minepat.gov.cm ngussilaure@yahoo.fr
Menoua Divisional Delegation		
Divisional Delegate	Ngouetou Mélanie Epse Tchakounte	mngouetou@minepat.gov.cm nmelc2000@yahoo.fr
Nde Divisional Delegation		
Divisional Delegate	Tchatchoua Nya Magloire	mtchatchoua@minepat.gov.cm leprincemagloire@gmail.com
Noun Divisional Delegation		
Divisional Delegate	Dibanjo Wandja Alfred	adibandjo@minepat.gov.cm ismaeldibandjo@yahoo.fr
SOUTH REGIONAL DELEGATION		
Regional Delegate	Eyizo'o Ferdinand	feyizoo@minepat.gov.cm minepatsud@yahoo.fr
Ntem Valley Divisional Delegation		
Divisional Delegate	Assiene Emmanuel	eassiene@minepat.gov.cm assemmanu@yahoo.fr
Dja-and-Lobo Divisional Delegation		
Divisional Delegate	Zambo Atangana Augustin	azambo@minepat.gov.cm augustinzamboatangana@yahoo.fr
Mvila Divisional Delegation		
Divisional Delegate	Abaze Ebot Salomon Aaron	sabaze@minepat.gov.cm aaronabaze@yahoo.fr
Ocean Divisional Delegation		
Divisional Delegate	Engono Abiomo Nester	nengono@minepat.gov.cm nesterengono@gmail.com
SOUTH-WEST REGIONAL DELEGATION		
Regional Delegate	Buinda Godlove Nsakabo	gnsakabo@minepat.gov.cm mrbuinda@yahoo.com
Fako Divisional Delegation		
Divisional Delegate	Pascaline Eko Oben Epse Besong	pekoben@minepat.gov.cm pasconash@yahoo.com
Kupe-Manengumba Divisional Delegation		
Divisional Delegate	Ntoi Eugène Nja	eugenenja@minepat.gov.cm ntieugene@yahoo.fr
Lebialem Divisional Delegation		
Divisional Delegate	Esoumba Emmanuel	eesoumba@minepat.gov.cm yogminlembe@gmail.com
Manyu Divisional Delegation		
Divisional Delegate	Tamfu Tume Denis	dtamfu@minepat.gov.cm tamfudenis@gmail.com

Meme Divisional Delegation		
Divisional Delegate	Moma Anyere Ignatus	ianyere@minepat.gov.cm
Ndian Divisional Delegation		
Divisional Delegate	Mispa Yamigai Kometa	mkometa@minepat.gov.cm yamigai23@yahoo.com

TABLE OF CONTENT

Abbreviations.....	iii
List of Tables.....	iv
List of Graphs.....	v
Foreword.....	viii
Executive Summary	ix
INTRODUCTION.....	1
1. Background and rationale.....	1
2. Objectives.....	2
3. Expected results.....	2
4. Structure of the Report	2
CHAPTER 1: METHODOLOGY.....	3
1.1. Selection of companies.....	3
1.2. Preparation of the Questionnaire	3
1.3. Design of the digital platform.....	5
1.4. Conduct of the survey.....	5
1.5. Data entry and processing.....	5
1.6. Company characteristics.....	6
CHAPTER 2: FINDINGS	8
2.1. Access to funding	8
2.1.1. Perception of access to funding.....	8
2.1.2. Assessment of government action to improve access to funding.....	9
2.1.3. Proposals to improve access to funding	11
2.2. Access to factors of production	11
2.2.1. Perception of access to factors of production.....	11
Graph 12: Breakdown of business owners as per their perception of prices of production factors.....	12
2.2.2. Assessment of Government action	13
2.2.3. Proposals for improving access to factors of production	14
2.3. Access to markets.....	15
2.3.1. Perception of access to market	15
2.3.2. Assessment of Government action to improve access to markets	16
2.3.3. Proposal to improve market access	17
2.4. Tax system.....	18
2.4.1. Perception of the tax system.....	18

2.4.2.	Assessment of Government action to improve the tax situation	20
2.4.3.	Proposals to improve the tax situation	22
2.5.	State-private sector relations	22
2.5.1.	Companies' perception of their relations with the State	22
2.5.2.	Assessment of government action to improve the quality of relations with companies.....	28
2.5.3.	Proposal to improve the quality of relations between the State and the private sector	30
2.6.	Security situation	30
2.6.1.	Perception of the security situation	30
2.6.2	Assessment of Government action to improve security.....	32
2.6.3	Proposal to improve the security situation	33
2.7.	Dispute resolution.....	33
2.7.1.	Perception of dispute resolution	33
2.7.2.	Assessment of government action to improve conflict resolution	36
2.7.3.	Proposals to improve conflict resolution.....	38
2.8.	External transactions.....	38
2.8.1.	Perception of ease of doing business abroad.....	38
2.8.2.	Assessment of government action to facilitate ease of doing foreign transactions.	41
2.8.3.	Proposals to facilitate the ease of doing foreign transactions	43
CHAPTER 3: LESSONS LEARNT AND RECOMMENDATIONS.....		44
3.1.	Summary of findings.....	44
3.2.	Lessons Learnt.....	47
3.2.1.	Concerning the study of the business climate in the industrial sector.....	47
3.2.2.	Companies' appraisal of State action in facilitating the performance of their activities	47
3.2.3.	Impact of the opinions of business owners in the industrial sector on public policy	47
3.2.4.	Actions coordination	48
3.2.5.	Communication between the State and industrial companies	48
3.2.6.	Effectiveness of government action in enhancing the business climate	48
3.3.	Recommendations	48
CONCLUSION.....		49
BIBLIOGRAPHICAL REFERENCES.....		50
APPENDICES		xi
Appendix 1:	Survey questionnaire	xi

Appendix 2: Extract from the digital platform xx
Appendix 3: The Minister’s Letter to Business Owners xxi
Appendix 4: Assignment Letter xxii
Appendix 5: List of Regional and Divisional Delegates who contributed to the selection of
companies xxii
Table of content xxxii